



AGENDA

SPC ON PLANNING AND URBAN DEVELOPMENT

July 15, 2020, 9:30 AM
IN THE COUNCIL CHAMBER

Members

Councillor J. Gondek, Chair
Councillor D. Farrell, Vice-Chair
Councillor G-C. Carra
Councillor P. Demong
Councillor R. Jones
Councillor W. Sutherland
Councillor E. Woolley
Mayor N. Nenshi, Ex-Officio

SPECIAL NOTES:

*Public are encouraged to follow Council and Committee meetings using the live stream
<http://video.isilive.ca/calgary/live.html>*

*Public wishing to make a written submission may do so using the public submission form at the following link:
[Public Submission Form](#)*

*Public wishing to speak are invited to contact the City Clerk's Office by email at
publicsubmissions@calgary.ca. to register and to receive further information.*

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 Standing Policy Committee on Planning and Urban Development, 2020 June 03
5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS
None

5.2 BRIEFINGS

5.2.1 Land Use Bylaw Amendments to Support Business Needs, PUD2020-0752

6. POSTPONED REPORTS
(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Urban Design Review Panel - Referred Terms of Reference Amendment, PUD2020-0768

7.2 Heritage Conservation Tools and Incentives Update Report, PUD2020-0758

7.3 Guidebook for Great Communities Referral for Additional Direction, PUD2020-0721

7.4 North Hill Communities Local Area Plan Referral for Additional Direction, PUD2020-0739

7.5 Consideration for Removal of Parking Requirements, PUD2020-0805

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. ADJOURNMENT



MINUTES

SPC ON PLANNING AND URBAN DEVELOPMENT

**June 3, 2020, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor J. Gondek, Chair
Councillor D. Farrell, Vice-Chair (Remote Participation)
Councillor G-C. Carra (Remote Participation)
Councillor P. Demong (Remote Participation)
Councillor W. Sutherland (Remote Participation)

ABSENT: Councillor R. Jones (Personal)
Councillor E. Woolley (Personal)

ALSO PRESENT: General Manager S. Dalgleish (Remote Participation)
Legislative Advisor A. de Grood
Legislative Advisor A. Pendola

1. **CALL TO ORDER**

Councillor Gondek called the Meeting to order at 9:30 a.m.

ROLL CALL

Councillor Carra, Councillor Demong, Councillor Farrell, Councillor Sutherland, Councillor Woolley, Councillor Gondek

2. **OPENING REMARKS**

Councillor Gondek provided opening remarks.

3. **CONFIRMATION OF AGENDA**

Moved by Councillor Farrell

That Agenda for today's Meeting be amended by withdrawing Item 7.2 Urban Design Review Panel - Terms of Reference Amendment.

MOTION CARRIED

Moved by Councillor Farrell

That the Agenda for the 2020 June 03 Regular Meeting of the Standing Policy Committee on Planning and Urban Development be confirmed, **as amended**.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Regular Meeting of the Standing Policy Committee on Planning and Urban Development, 2020 May 06

Moved by Councillor Sutherland

That the Minutes of the 2020 May 06 Regular Meeting of the Standing Policy Committee on Planning and Urban Development be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

Moved by Councillor Carra

That the Committee Recommendation contained in the following Report be approved:

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

None

5.3 Outstanding Motions and Directions for the Standing Policy Committee on Planning and Urban Development, PUD2020-0641

That the Standing Policy Committee on Planning and Urban Development receive the information contained in this report for the Corporate Record.

MOTION CARRIED

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1 Administration Follow-up from Stakeholder Panel Discussion on COVID-19 Impacts and Remote Engagement (PUD2020-0522), PUD2020-0591

A presentation entitled "Administration Follow-Up from Stakeholder Panel Discussion on COVID-19 Impacts and Remote Engagement", dated 2020 June 03 was displayed and distributed electronically with respect to Report PUD2020-0591.

Moved by Councillor Farrell

That with respect to Report PUD2020-0591, the following be approved:

That the Standing Policy Committee on Planning and Urban Development receive the information contained in this report for the Corporate Record.

MOTION CARRIED

7.2 Urban Design Review Panel – Terms of Reference Amendment, PUD2020-0373

This item was withdrawn at Confirmation of Agenda.

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Demong

That this meeting adjourn at 9:49 a.m.

MOTION CARRIED

The next Regular Meeting of the Standing Policy Committee on Planning and Urban Development is scheduled to be held on 2020 July 15 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

BRIEFING

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Item # 5.2.1

Planning & Development Briefing to

SPC on Planning and Urban Development
2020 July 15

ISC: UNRESTRICTED
PUD2020-0752

Land Use Bylaw Amendments to Support Business Needs

PURPOSE OF BRIEFING

Administration has assessed the current rules of Land Use Bylaw 1P2007 (the Bylaw) to determine amendments that can be made in the short, medium and long-term to support businesses in opening and operating during Calgary's economic recovery and post COVID-19. To respond swiftly to industry and business requests identified in 2019 and 2020, advertising of the eight (8) proposed textual amendments to the Bylaw (Attachment 1) is underway for the Public Hearing of Council on 2020 July 27, as per direction from Calgary Planning Commission. Given the hardships that local businesses are presently facing, expediting these amendments was deemed necessary in order to provide businesses with the flexibility that the amendments offer, as quickly as possible. As Committee would typically review such proposals, Administration is presenting this report as a Briefing to keep members of Committee apprised.

SUPPORTING INFORMATION

Background

Over the past several years, businesses have been under increased pressure due to Calgary's economic downturn, and most recently, the state of emergency caused by the COVID-19 outbreak. While the State of Local Emergency was lifted on 2020 June 12, social distancing requirements will remain in place until further notice. As such, businesses will continue to be limited in their occupancy based on their floor space. As a result, Administration is bringing forward proposed Bylaw amendments that can alleviate these limitations on businesses.

Administration has also identified potential amendments that could be adopted in the medium and longer term, summarized in Attachment 3. These potential amendments were separated from the short term amendments proposed in Attachment 1, as they may require additional engagement and analysis.

Proposed Bylaw Amendments

The proposed amendments, the rationale for which are included in Attachment 2, include:

1. Eliminate the requirement for permitted uses to meet parking requirements when the permitted uses are going into an existing building in commercial, industrial and mixed-use districts.
2. Delete the prohibition of speakers for Outdoor Cafes.
3. Eliminate the size maximum and distance to residential requirements for Outdoor Cafes.
4. Expand allowable Pop-Up Uses and Interim Uses.
5. Increase timelines for Special Function - Class 1 (e.g. wedding, graduation party, parking lot sale).
6. Increase the outdoor limit for retail, Pop-Up Uses and Interim Uses to have outside merchandise beyond 6 metres from the entry.

BRIEFING

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Item # 5.2.1

Stakeholder Engagement, Research and Communication

In order to ensure a speedy response to business needs, the review and decision making structure, established by Administration and approved by Council, was utilized to address the recommendations and decisions in response to COVID. As such, the proposed amendments were presented at the 2020 June 17 Business Sector Support Taskforce meeting, as well as the 2020 June 25 COVID Corporate Governance Committee, which includes a number of Business Improvement Area (BIA) and industry representatives. Both the Taskforce and Committee expressed full support and endorsement of the proposed amendments.

Subsequently, the amendments were presented at the 2020 June 18 meeting of Calgary Planning Commission (CPC) as a verbal item. CPC raised no concerns regarding the amendments and recommended that they proceed to advertising for the 2020 July 27 Combined Meeting of Council, where it is recommended that Council holds a Public Hearing and give three readings to the proposed bylaw amendments.

It is highlighted that experience and discussions with industry and Council in 2019 and 2020 emphasized the need and desire for these amendments. Stakeholders have indicated that Administration needs to act swiftly to show support for the future of our city. Administration intends to focus resources towards the education and communication needed to ensure the success of these amendments.

Strategic Alignment

The proposed amendments continue to focus Administration's resources on the policy priorities identified by Council in 2020 through PUD2020-0016 (City Planning and Policy 2020 Workplan). The Workplan's focus remains on implementing the Municipal Development Plan and Calgary Transportation Plan through effective policies and tools while undertaking initiatives that support investment and local businesses.

Social, Environmental, Economic Impacts

The proposed initiatives support economic activity related to building and development and Calgary's comeback. These amendments support community vitality in a time where social distancing is required and where social norms are being tested. Environmental impacts will be minimized through reduced parking requirements and more emphasis on other modes of transportation. These amendments show City support for the development of great communities for everyone – where citizens and businesses can thrive.

Risks

While there are minimal risks anticipated with the proposed amendments, there is a need to review the effectiveness of these amendments over time and to ensure Administration continues to identify amendments that could continue to support great communities, local businesses and citizens.

ATTACHMENT(S)

Attachment 1 – Proposed Land Use Bylaw 1P2007 Amendments - PUD2020-0752

Attachment 2 – Rationale for Proposed Bylaw Amendments - PUD2020-0752

Attachment 3 – Potential Bylaw Amendments for the Medium and Long-Term - PUD2020-0752

Proposed Amendments to Land Use Bylaw 1P2007

1. The City of Calgary Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, as amended, is hereby further amended as follows:
 - (a) Add the following subsection to 133(3):

“(3.1) A change of **use** to a **permitted use** where located in an existing approved **building** in M-H1, M-H2, M-H3, MU-1, MU-2, M-X1, M-X2, all commercial districts and all industrial districts is not required to satisfy the minimum **motor vehicle parking stall** requirement.”
 - (b) Add the following new subsections to section 134.2(1):

“(d.1) **Catering Service – Minor;**
(i.1) **Food Kiosk;**
(t.1) **Restaurant: Food Service Only – Large;**
(t.2) **Restaurant: Food Service Only – Medium;**
(t.3) **Restaurant: Food Service Only – Small;**
(t.4) **Restaurant: Licensed – Large;**
(t.5) **Restaurant: Licensed – Medium;**
(t.6) **Restaurant: Licensed – Small;**
(t.7) **Restaurant: Neighbourhood;**
(v.1) **Take Out Food Service;**”
 - (c) Delete subsection 134.2(2)(d) and replace it with the following:

“(d) may display merchandise related to the **use** outside of a **building**, provided the merchandise does not impede pedestrian movement;”
 - (d) Add the following new subsections to section 134.3(1), and add “; and” to the end of subsection (f):

“(a.1) **Catering Service – Minor;**
(a.2) **Food Kiosk;**
(a.3) **Fitness Centre;**
(a.4) **Indoor Recreation Facility;**
(b.1) **Market;**
(d.1) **Restaurant: Food Service Only – Large;**
(d.2) **Restaurant: Food Service Only – Medium;**
(d.3) **Restaurant: Food Service Only – Small;**
(d.4) **Restaurant: Licensed – Large;**
(d.5) **Restaurant: Licensed – Medium;**
(d.6) **Restaurant: Licensed – Small;**
(d.7) **Restaurant: Neighbourhood;**
(g) **Take Out Food Service.**”
 - (e) Delete subsection 134.3(2)(d) and replace it with the following:

- “(d) may display merchandise related to the **use** outside of a **building**, provided the merchandise does not impede pedestrian movement;”
- (f) Delete subsections 247(d), (f), and (g).
- (g) Delete subsection 286.1(c) and replace it with the following:
 - “(c) may display merchandise related to the **use** outside of a **building**, provided the merchandise does not impede pedestrian movement;”
- (h) Delete subsection 308(d) and replace it with the following:
 - “(d) may only be located on a **parcel**, excluding the time used to erect and dismantle the temporary structures, for a maximum of:
 - (i) 60 consecutive days; and
 - (ii) 120 cumulative days in a calendar year;”

Rationale for Proposed Bylaw Amendments

Concept	Rationale
1. Eliminate the requirement for permitted uses to meet parking requirements when the permitted uses are going into an existing building in commercial, industrial and mixed-use districts.	Existing buildings are difficult to reconfigure to meet the parking requirements of today, particularly given original construction dates. As such, relaxations are often granted for permitted uses going into existing buildings that do not meet parking minimums. This amendment will allow uses in these locations to go through a quicker application process.
2. Delete the prohibition against speakers for Outdoor Cafes.	Pre-pandemic, Outdoor Cafe operators had indicated a desire for speakers. With significant uptake of Outdoor Cafes throughout the city to manage capacity and distancing requirements, the opportunity for speakers will allow restaurants to transfer their interior ambience to their outdoor patrons. It is noted that noise would still be controlled and enforced through the Community Standards Bylaw (no outdoor speaker system within 150 metres of a residential development between 10 p.m. and 7 a.m. Monday through Sunday).
3. Eliminate the size maximum for an Outdoor Cafes near residential and eliminating the distance required from a residential parcel.	Appropriate size and distance to residential can be determined through the application process without the need for a relaxation, speeding up approvals. Eliminating the need to be separated from a residential parcel by 25.0 metres will allow for more Outdoor Cafes.
4. Increase allowable Pop-Up and Interim Uses to include eating and drinking uses.	Existing time limitations help to deter nuisance activity, and this could be an opportunity for businesses to start while getting approvals. Further, many cities in North America have already trialed pop-up restaurants and bars with success.
5. Extend the timeline for Special Function - Class 1.	Expanding the time maximum to 60 days would allow retail stores to have more outdoor events, openings, sales without a permit, while allowing for social distancing.
6. Increase the outdoor limit for retailers, Pop-Up Uses and Interim Uses to have outside merchandise beyond 6 metres from the entry.	Will increase space for businesses to display more merchandise outside of their stores.

Potential Bylaw Amendments for the Medium and Long-Term

Concept	Rationale
1. Expand the list of permitted uses in existing buildings.	Provide greater flexibility of uses within districts, allowing businesses to expand/change similar operations without the requirement of a land use redesignation.
2. Idea of a 'multipurpose use', where a list of compatible/ancillary uses could be approved through the first development permit. Example - allowing a retail store to sublease to a cafe without having to get additional City approval.	Reduce the number of applications required for compatible uses that do not have outdoor impacts.
3. Collapse some of the categories of uses such as Restaurant.	Allow for expansion/retraction of uses without the need for a development permit.
4. Create/modify a new use for urban warehouse/distribution.	Better accommodate a development trend.
5. Add more commercial uses to parks districts.	Allow for better utilization of park spaces throughout the City.
6. Outdoor Cafe – allow for new/expansions into existing parking areas or areas not adjacent to primary use.	Accommodate health, safety and social distancing requirements, as well taking advantage of as potential parking reforms.
7. Delete the use of Outdoor Cafe and indicate that an outdoor use is approved for all restaurants/drinking establishments, etc.	Allow all food/drink uses to have patios without the need for a development permit.
8. Allow Urban Agriculture in low density residential settings, including local food sales.	Accommodate existing requests to be able to grow food in low density residential gardens for sale.
9. For change of use to discretionary uses – eliminate the need to meet certain rules if in an existing building.	Existing buildings are hard to reconfigure to meet certain Bylaw requirements of today, particularly given original construction dates. This amendment will allow uses in these locations require fewer relaxations.
10. Review the location of uses and size maximums of uses in districts.	Aid in the reduction/collapsing of certain uses.
11. Expand the Centre City Enterprise Area – with an opportunity to apply special rules to an area.	Provide opportunities provided in the Centre City Enterprise Area to be shared in other areas.
12. Potential changes to subdivision abilities.	Increased flexibility with regards to subdivision that could allow for subdivision of Backyard Suites.
13. Parking reform.	Align the existing Bylaw with plans for a renewed Bylaw, through reform/modernization of parking requirements.

**City Clerk's Office Report to
SPC on Planning and Urban Development
2020 July 15**

**ISC: UNRESTRICTED
PUD2020-0768**

Urban Design Review Panel – Referred Terms of Reference Amendment

EXECUTIVE SUMMARY

This report responds to Council direction that Administration amend the Urban Design Review Panel ("Panel") Terms of Reference to allow for an enhanced recruitment of Calgarians. The proposed Terms of Reference aim to broaden the recruitment process while also maintaining collaboration with industry.

ADMINISTRATION RECOMMENDATIONS:

1. That the Standing Policy Committee on Planning and Urban Development recommend that Council:
 - a. Approve the amended Terms of Reference for the Urban Design Review Panel contained in Attachment 1; and
 - b. Direct that the recruitment of the Urban Design Review Panel's members be included annually in the City Clerk's Office advertisement and recruitment campaign.
2. That the Standing Policy Committee on Planning and Urban Development forward Report PUD2020-0768 as proposed urgent business to the 2020 July 20 Combined meeting of Council.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2019 October 28, Council directed Administration to "amend the Terms of Reference to allow for an enhanced recruitment of Calgarians, with a report due to the SPC on Planning and Urban Development by Q2 2020".

On 2020 June 03, a report proposing amendment to the UDRP Terms of Reference was withdrawn from the agenda in order to conduct additional engagement with industry stakeholders.

The Panel was established on 2002 June 17 with report M-2002-011. The most recent in-depth review of the Terms of Reference was done on 2017 July 24 with report PUD2017-0601.

BACKGROUND

The Panel's composition is currently 13 members nominated by the following professional organizations:

- Alberta Association of Architects
- Alberta Association of Landscape Architects
- Alberta Professional Planners Institute
- Association of Professional Engineers and Geoscientists of Alberta

To fill these positions, the City Clerk's Office annually contacts the four professional organizations noted above and two industry associations, BILD Calgary Region and NAIOP Commercial Real Estate Development Association, seeking non-binding nominations for all Panel positions. All nominees are required to be accredited professionals from the above-listed Associations. Nominating bodies then determine how best to advertise the vacancies to their membership and recruit interest in the positions. The non-binding nomination process places

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Urban Design Review Panel - Referred Terms of Reference Amendment

the burden of recruiting and screening applicants onto the external nominating bodies and has, at times, resulted in a limited pool of qualified nominees being recommended.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The City Clerk's Office and the Chief Urban Designer reviewed the Panel's Terms of Reference and evaluated options to respond to Council's direction for an "enhanced recruitment of Calgarians".

Option 1 is to use a blended recruitment model. The six industry associations identified above (nominating bodies), would continue to submit non-binding nominations to the City Clerk's Office. The City would also include the Panel's vacancies in their annual public recruitment campaign. Applicants would be required to meet the same eligibility factors regardless of how or where they apply. Applications received through both sources would be routed to the Panel Chair and Chief Urban Designer for screening and appointment recommendation to Nominations Committee.

This model capitalizes on the industry associations' access to their member base. The Associations will also have access to The City's targeted campaign materials. A blended recruitment improves the likelihood that candidates with qualifying skills will become aware of the opportunity, either from within their trade associations or from advertising platforms outside their industry.

Applications received by nominating bodies would be screened by them and endorsed nominees would then be forwarded to the City, grouped with City-recruited applicants, and passed to the Urban Design Review Panel for a second round of screening

Option 2 is to use a single recruitment model by holding a city-wide public campaign for all vacant Panel positions. The City and industry stakeholders would collaborate to identify likely markets in which to advertise, and The City would perform all marketing, receipt of applications and validation of professional credentials. Applications would then be forwarded to the Panel Chair and Chief Urban Designer for screening and to make appointment recommendations to Nominations Committee.

This model frees industry stakeholders from the obligation to conduct recruitment and screening activities. Since applications are all submitted to a single website, applicants would use a standardized application form and screening would be performed the same way for all applicants. By consulting with industry stakeholders during creation of the marketing strategy, Option 2 also has great potential for an enhanced recruitment of Calgarians.

Both Options offer the benefits of an enhanced recruitment of Calgarians, as well as applicant screening which aligns with The City's Gender Equity and Inclusion Strategy. Option 1 offers the best chance of attracting high-quality applications from the broadest audience possible, while working collaboratively with industry. This assessment is reflected in Recommendation 1.

The role of the Urban Design Review Panel is advisory, providing "best practice" design guidance to development applicants, city staff, the city's development authority and Council. The Panel's review is intended to benefit both the applicant and the City's Development Authority by identifying conflicts, issues and opportunities in urban design, for a particular application. This benefit is tied directly to the specific development or application being reviewed. Panel members bring the expertise of their professional discipline to bear on specific

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2020 July 15

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PUD2020-0768

Urban Design Review Panel - Referred Terms of Reference Amendment

applications, on behalf of The City of Calgary, rather than as a formal representative of any one of the stakeholder associations. Periodically, the Panel may make comment or recommendations to the Development Authority for regulatory or guideline changes that may be outside the scope of individual applications. Advice of this kind, which is not tied to specific developments, is made available to the public at large and, in that way, provides more direct benefit to stakeholder industries and associations.

The proposed changes to the Terms of Reference are intended to ensure that a broad recruitment campaign continues to target experienced design professionals, expands the reach of the recruitment and strengthens cooperation between Administration and industry.

Stakeholder Engagement, Research and Communication

The industry stakeholders who were engaged directly expressed concern regarding a potential move away from non-binding nominations being solicited by nominating bodies. There is a blended recruitment model being used currently for appointment to the Calgary Planning Commission, and so this model was reviewed by Administration, adapted for use by the Panel and is being recommended as the preferred recruitment model for the Urban Design Review Panel.

Administration has shared the outline of the blended recruitment model (Option 1) and the single recruitment model (Option 2) with industry, the Chief Urban Designer, and the Panel. Feedback from all three groups is that the blended recruitment approach will provide the most effective and collaborative response to Council's direction for an "enhanced recruitment of Calgarians."

Strategic Alignment

This report aligns with One Calgary's citizen priority: A Well-Run City (One Calgary 2019-2022).

Social, Environmental, Economic (External)

Amendments to the Urban Design Review Panel Terms of Reference will provide the opportunity to align recruitment and screening of applications to The City's gender equity and inclusion strategy.

No social, environmental, or external economic impacts were identified.

Financial Capacity

Current and Future Operating Budget:

There are no current and future operating budget impacts.

Current and Future Capital Budget:

There are no current and future capital budget impacts.

Risk Assessment

There are no risks associated with the recommendations of this report.

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Urban Design Review Panel - Referred Terms of Reference Amendment

REASONS FOR RECOMMENDATIONS:

Including non-binding nominations, as well as candidates from the annual Boards, Commissions and Committees recruitment campaign, in consideration for Urban Design Review Panel vacancies will improve the quantity and diversity of applications, by increasing public awareness of opportunities to volunteer, while also drawing on industry expertise and input.

ATTACHMENTS

1. Proposed UDRP Terms of Reference
2. Comparison of existing and proposed Terms of Reference

Purpose of the Urban Design Review Panel

The Urban Design Review Panel (the Panel), created in 2004 by resolution for a 3-year trial period, was established as an independent urban design advisory body on a permanent basis by Council resolution in 2007 (report C2007-71). The objective of the Panel is to encourage the achievement of design excellence by focusing on the architecture and urban design issues of development applications. The Panel provides “best practice” design guidance which recognizes the complex relationship between streets, buildings and the spaces between them while responding to use, context and climate.

Input from the Panel will be requested on select applications, outlined in the accompanying Urban Design Review Protocol. Administration will engage the Panel at the earliest stage to ensure the provision of urban design guidance at the most effective point in the project design process as well as the timely review of applications to meet existing Corporate Planning Applications Group (CPAG) timelines.

1. Mandate

The Panel’s mandate is to provide independent, professional design advice, from an urban design and architecture perspective, on public and private development and major redevelopment proposals through pre-application enquiries development permit applications and development liaisons on sites citywide with significant impact on the public realm.

Comments from the Panel are provided as peer review expert advice, directed to staff, the applicant and the development authority, and intended to encourage best practice approaches to development specific to a site’s context that support the goals of the Municipal Development Plan. Advice from the Panel is to assist the applicant and their design team by identifying areas for improvement to support the realization of better design outcomes.

The advice of the Panel is in addition to the in-depth urban design review conducted by City Wide Urban Design, specialists in urban design within Administration, as part of the application review process. Urban design comments from both the Panel and City Wide Urban Design will be received by the planning file manager for inclusion in reports to the applicant, to the Development Authority or to Council as appropriate. City Wide Urban Design will work in collaboration with the Panel, assisting them in understanding the policy and guideline context of specific applications as requested without directing the Panel’s recommendations. The effectiveness of the Panel, as an adjunct to internal design review, is in their ability to comment through the lens of current design practice and, in some cases, more broadly than existing

policy may allow. Any conflicts that arise will be clearly identified and resulting recommendations described in the appropriate reports.

During the preliminary stages of the CPAG process involvement of the Panel is voluntary, as is the pre-application enquiry process generally. However, it is strongly recommended to applicants to request early engagement with City Wide Urban Design and the Panel to support the identification and resolution of urban design issues at the beginning of the design process when they are more easily resolved. Appropriate applications will receive review by the Panel during the development permit phase if not engaged earlier in the process.

The Panel's advice is not binding, but is nonetheless an important benchmark for the assessment of quality development proposals and should be considered for the benefit of creating a quality urban environment.

Periodically the Panel may wish to comment or make recommendations to the Development Authority for regulatory or guideline changes that may be outside the scope of individual applications. These recommendations will be made through separate submissions by the Panel which do not tie the recommendations to specific applications.

2. Definitions

- a. **"Urban Design"** means the practice of giving form, shape and character to the arrangement of buildings, or whole neighbourhoods, or the city. At the more detailed level, it involves the shaping of the external spaces between buildings, and the design of their detail and finishes to respond to use, context, climate, and building form (*Urban Design Framework*, City of Calgary, 2011).
- b. **"Public Realm"** means all external areas of the city (on public or private land) to which the public has regular access. This includes, for example, sidewalks, squares, plazas, as well as +15 bridges, walkways and associated outdoor spaces (*Urban Design Framework*, City of Calgary, 2011).
- c. **"Development Authority"** means a planning authority provided by council bylaw to exercise development powers and perform duties on behalf of the municipality, and may include one or more of the following: A designated officer; a municipal planning commission; any other person or organization (*Municipal Government Act*, Province of Alberta, 2017).
- d. **"Schematic Design Phase"** means the phase in a project's evolution equivalent to the architect's services in Schematic Design Phase described by the Royal

Architectural Institute of Canada, wherein the architect shall review the program requirements furnished by the client and characteristics of the site; review alternative approaches to the design of the project, and prepare design documents that illustrate the scale and character of the project and how the parts of the project functionally relate to each other (*A Guide to Determining Appropriate Fees for the Services of an Architect*, The Royal Architectural Institute of Canada, 2009).

- e. **“Design Development”** means the phase in a project’s evolution equivalent to the architect’s services in Design Development Phase described by the Royal Architectural Institute of Canada, wherein, based on client approval of schematic design documents, the architect shall prepare design development documents consisting of drawings and other documents to describe the size and character of the entire project, including the architectural, structural, mechanical and electrical systems, materials and such other elements as may be appropriate (*A Guide to Determining Appropriate Fees for the Services of an Architect*, The Royal Architectural Institute of Canada, 2009).

3. Panel Structure and Expertise

3.1 Classification

The Panel is classified as an Interest Group as defined in the Council Policy on Governance and Appointments of Boards, Commission and Committees (CP2016-03).

3.2 Composition

The Panel is comprised of 12 public members as follows:

- Five Architect members of the Alberta Association of Architects (AAA);
- Three members of the Alberta Association of Landscape Architects (AALA);
- Two members of the Association of Professional Engineers and Geoscientists of Alberta (APEGA); and
- Two members of the Alberta Professional Planners Institute (APPI).

3.3 Eligibility, Recruitment and Appointment

- a) Qualification for Panel membership requires professional accreditation with one of the Associations listed in section 3.2. All members shall be members in good standing with their respective professional associations. No more than one member of the Panel may be non-practicing.
- b) Members shall have demonstrated expertise in urban design. Additional attributes may be developed by the Panel including, but not limited to:

- Experience indicating applicants who are leaders in their professions,
 - Experience in delivering high quality design outcomes,
 - Experience in large-scale development,
 - Expertise in high-rise design, commercial building design, civic building design, accessible design or sustainable design.
- c) Annual vacancies shall be included in the City Clerk's Office recruitment and advertising campaign, in accordance with Council Policy CP2016-03, Governance and Appointments of Boards, Commissions and Committees.
- d) In addition, non-binding nominations may be submitted from the following organizations, with no obligation by Council to appoint any of the Panel positions from within these groups:
- Alberta Association of Architects (AAA);
 - Alberta Association of Landscape Architects (AALA);
 - Alberta Professional Planners Institute (APPI);
 - Association of Professional Engineers and Geoscientists of Alberta (APEGA);
 - BILD Calgary Region;
 - NAIOP Commercial Real Estate Development Association; and
 - Other stakeholder industries, as Council deems appropriate from time to time.

Nominating bodies shall:

- Have access to the list of qualifications and additional attributes desired by the Panel,
 - Receive submissions directly from potential nominees,
 - Confirm which qualifications and additional attributes are met by the nominees, and
 - Forward their non-binding nominations to the City Clerk's Office.
- e) Nominations and applications received in the annual recruitment campaign shall be forwarded to the Administration Resource and the Panel Chair for review, in accordance with Council Policy CP2016-03. The Panel's recommendations for appointment for each vacancy and for a Reserve List, will be submitted to the Nominations Committee for consideration.
- f) Mid-term vacancies on the Panel shall be filled in accordance with Council Policy CP2016-03, Section 5.18.

3.4 Quorum

The quorum of a full Panel meeting is a majority of the full Panel membership (greater than 50%).

The members of the Panel may conduct meetings in sub-panels of six members, so long as the sub-panels have appropriately balanced expertise.

Quorum for a sub-panel is a majority of the sub-panel membership (greater than 50%. E.g.: for a sub-panel of 6 members, quorum is 4).

3.5 Duties of Panel Members

- a) To regularly attend meetings of the Panel. In accepting appointment to the UDRP, the Panel member acknowledges that they have suitable flexibility to attend regularly scheduled Panel meetings.
- b) To know and understand Council policy.
- c) To understand the approval process for land use and development applications and to ensure that Panel commentary is provided within CPAG review timelines.
- d) To conduct a thorough review of submission materials prior to each Panel meeting.
- e) To provide the applicant with impartial, professional advice on proposed designs with respect to improving their impact on the city's physical environment.
- f) To consider, in providing design guidance, the *Elements of Urban Design* as described in the Calgary Municipal Development Plan and set out in Part 6 of this Terms of Reference.
- g) To assist in the recruiting of new Panel members through active promotion of The Panel, its work, and its importance to the design review process at The City of Calgary.

3.6 Duties of Panel Chair

The Panel Chair and Vice-Chair are chosen by the Panel members from amongst their members annually at the first meeting following the Organizational Meeting of Council. General duties of the Chair are defined in the Council Policy on Governance and Appointments of Boards, Commission and Committees (CP2016-03). The Chair may delegate these responsibilities to any of the Panel members if necessary. Additionally, the Chair:

- a) Manages the meeting to ensure the Meeting Procedures are adhered to and that comments from the Panel are consistent with its mandate and objective to provide direction from an urban design perspective.
- b) Summarizes Panel commentary utilizing an established template and sends directly to the File Manager, copy to the Chief Urban Design, within two to five days of the meeting. The File Manager will communicate this commentary, unedited, to the applicant, as soon as possible.

- c) Represents the Panel when Urban Design Review Panel representation is required outside of regular Panel duties, including being periodically available to address questions of clarification. The Vice-Chair assists in these duties in the absence of the Chair

3.7 Attendance by Non-Members

- a) The Applicant and/or their representative will be available to:
- Present the overall design rationale and physical context of the proposal, and, as relevant, the project's history.
 - Answer questions raised by the Panel.
- b) The Chief Urban Designer or designate will be available at Panel meetings to:
- Provide applicable urban design context at the request of the Panel.
 - Provide any previous urban design direction given on the project and/or site.
 - Advise the Panel with regard to potential policy conflicts arising from their comments.
 - Answer other questions raised by the Panel.
- c) The File Manager/Project Planner will be available to:
- Present the relevant planning context of the proposal and relevant process considerations as requested by the Panel.
 - Answer questions raised by the Panel.
- d) No member of Council or Administration may be appointed to the Panel. The meetings are not open to members of the public; however, applicants will be requested to present the project and address questions of the Panel (further detail of the conduct of Panel meetings is set out in the Urban Design Review Protocol).
- e) Administration will arrange venues and agendas, and will distribute submission materials to UDRP members.

4. Appointment Term

Panel members will be appointed at the annual Organizational Meeting of Council and shall serve for a period of two years. A member may serve a maximum of six consecutive years. Despite the above, a panel member may serve until their successor is appointed. The service of a member beyond the appointed term shall not count toward the six-year limit on the length of service if the additional service is one year or less.

When a mid-term appointment is made to fill a vacancy:

- If the balance of the term to be served is one year or less, that service shall not count toward the limit on the length of service; and
- If the balance of the term to be served is more than one year, that service shall count toward the limit on the length of service.

5. Code of Conduct

Members of the Urban Design Review Panel must complete a *Declaration* form upon their appointment to The Panel which states that they will read and abide by the *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees* (CC045). Members of the Panel will conduct their assessments in a collaborative and transparent manner with the applicant.

6. Assessment Process

6.1 Scope of Work

The scope and nature of the criteria used may vary with the size or special circumstances of a project. The intent for the Panel is to identify design issues and appropriate urban design principles to consider, not to propose specific design solutions. It is incumbent upon the applicant to provide clarifications when questioned by the Panel and propose potential solutions.

Design review by the Panel can be accessed for the following purposes:

- Preliminary discussions with developers and City Wide Urban Design at the concept development phase, preferably during preliminary project discussions, on large, complex or development proposals, focusing on identifying issues for improvement to achieve better design outcomes.
- Subsequent advice and review if an application has varied significantly from its original intent or in cases where further design review by the Panel has been recommended.
- Design recommendations to the development authority or Council based on the design merits or challenges of development proposals brought forward for decision.
- Review and provide advice to Administration with regard to significant planning and design issues, not associated with specific applications, which may impact multiple sites or have broad policy impacts.

The Panel will focus their design advice on the application in front of them and provide design guidance appropriate to the proposed project type with clear reference to those areas of the proposal which they feel deficient and reasons why.

6.2 Urban Design Principles

The Municipal Development Plan includes a set of guiding urban design principles that contribute to achieving excellent design outcomes, referred to as *Elements of Urban Design*, which inform City policy and against which all project applications are to be measured (MDP 2.4, Urban Design Review Protocol Section 3). The Panel will review how each project addresses the principles within the context of best practices of contemporary urban design.

6.3 Project Review Stages

Recognizing that some design issues are not resolved at the pre-application stages and that some often remain to be resolved once a formal application has been submitted, projects within the urban design review process may be seen twice by the Panel, as follows:

Pre-Application/Schematic Design Advice

The first design discussion, intended to align with Pre-Design or Schematic Design phase, should be scheduled early enough during the initial functional design stages, or during policy development, to afford the possibility of significant changes, if advised by the Panel.

Development Permit/Design Development Review

The second (final) review is intended to occur after revisions have been made and is intended to focus on design details at the outset of the development permit process. If an applicant does not engage in schematic design review at pre-application stages, full schematic and design development review by the Panel will occur at this time. A proposal will not be requested to be seen by the Panel three or more times.

6.4 Panel Position

The Panel will strive to reach consensus to determine its position on the project at the end of each project review. The Panel may vote to determine its position; the position relates only to the design issues discussed during the review and is not connected to the City's development approvals process. Panel positions include "endorse" and "further review recommended". A project which receives "endorse" would likely not be requested

to be seen a second time by the Panel; in the case of “further review recommended” the Panel may request a subsequent presentation. Based on the applicant’s response to the Panel’s comments, the Chief Urban Designer will determine if further review will include the Panel or be completed internally only by City Wide Urban Design.

6.5 Frequency of Meetings

Panel meetings are held every two weeks throughout the year. Additional meetings may be convened when necessary during periods of high file volume or to hold discussion sessions on topics of interest or concern. The Panel may be split by the Chair into sub-panels, with each sub-panel meeting on alternate weeks.

The Panel may select a Co-Chair or assign the Vice-Chair to preside over the additional sub-panel. The Co-Chair or Vice-Chair has all the duties and rights of the Panel Chair when presiding a meeting.

6.6 Training / Update Sessions

Annually upon appointment of new panel members, an introductory information session will be provided by the Chief Urban Designer and Panel Chair. Panel members may also be requested to attend periodic update sessions on urban design projects and issues. These may include attendance by other city groups such as Calgary Planning Commission and will be organized by City Wide Urban Design.

7. Record of Meetings

Comments of the Panel are noted by the Chair or Deputy Chair and formalized within an established template after the conclusion of the meeting with the assistance of Administration as required. No new material or information will be introduced into the comments that were not discussed in the open portion of the meeting.

*Adopted on 2004 September 13, C2004-37
Amended on 2007 October 23, C2007-71
Amended on 2017 July 24, PUD2017-0601
Amended on 2018 January 29, VR2018-0002
Amended on 2018 March 21, C2018-0163*



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#	EXISTING TERMS OF REFERENCE	PROPOSED REVISIONS	ALIGNMENT TO INTENDED OUTCOMES & REASONING
1	<u>Table of Contents</u>	Removed	Simplify
2	<u>Definition 2.d</u> "Concept Review"	Definition removed	Clerical edit Definition is not used in the document.
3	<u>Number of Members</u> Section 3.2 Eligibility of Public Members "The Urban Design Review Panel is comprised of 12 members and one adjunct member (see below)" And "In addition: • One recognized Heritage Conservation Architect, adjunct member (available on call to participate as requested on specialized files)." Section 3.5 Duties of Panel Members • "Adjunct members will be willing to be available as requested to participate in the review of items related to their expertise."	<u>Number of Members</u> Section 3.2 Composition "The Panel is comprised of 12 members as follows: • Five Architect members of the Alberta Association of Architects (AAA); • Three members of the Alberta Association of Landscape Architects (AALA); • Two members of the Association of Professional Engineers and Geoscientists of Alberta (APEGA); and • Two members of the Alberta Professional Planners Institute (APPI)" Section 3.5 Duties of Panel Members Bullet deleted	Enable enhanced recruitment Reduced from 13 to 12 members. Adjunct member removed from composition due to difficulty of appointing a member who is 'on call'.

#	EXISTING TERMS OF REFERENCE	PROPOSED REVISIONS	ALIGNMENT TO INTENDED OUTCOMES & REASONING
4	<p><u>Separating member type from member eligibility</u></p> <p>Section 3.2 Eligibility of Public Members</p> <p>“The Panel will consist of:</p> <ul style="list-style-type: none"> Five Architect members of the Alberta Association of Architects, four of which have specific expertise in at least one of the following categories: Urban design; high-rise design; commercial building design; civic building design; accessible design; sustainable design; large scale development projects. No more than one architect member may be non-practicing Three members of the Alberta Association of Landscape Architects with expertise in diverse landscapes representing the public realm. Two members of the Association of Professional Engineers, Geologists and Geophysicists of Alberta with expertise in multi-modal transportation, complete streets and tactical urbanism. Two members of the Alberta Professional Planners Institute with expertise in urban design. <p>In addition:</p> <ul style="list-style-type: none"> One recognized Heritage Conservation Architect, adjunct member (available on call to participate as requested on specialized files).” 	<p><u>Separating member type from member eligibility</u></p> <p>Section 3.2 Composition</p> <p>“The Panel is comprised of 12 members as follows:</p> <ul style="list-style-type: none"> Five Architect members of the Alberta Association of Architects (AAA); Three members of the Alberta Association of Landscape Architects (AALA); Two members of the Association of Professional Engineers and Geoscientists of Alberta (APEGA); and Two members of the Alberta Professional Planners Institute (APPI).” 	<p>Increase clarity</p> <ul style="list-style-type: none"> Text relating to member eligibility and recruitment methods removed from section 3.2 into a separate section (3.4). Section 3.2 renamed as ‘Composition’ APEGA organizational name updated.

COMPARISON AND EXPLANATION OF CHANGE

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ATTACHMENT 2

5	<p><u>Recruitment method</u></p> <p>Section 3.2 Eligibility of Public Members</p> <p>“...comprised of 12 members and one adjunct member, nominated by their professional associations. As well, BILD Calgary Region and NAIOP will each nominate from within their membership one registered design professional from any of the Associations referred to below. The complete list of nominations will be considered by Council who will appoint the Panel members, by resolution, at the annual Organizational Meeting of Council.”</p>	<p><u>Recruitment method</u></p> <p>Section 3.3 Recruitment, Eligibility and Appointment</p> <p>a) “Qualification for Panel membership requires professional accreditation with one of the Associations listed in section 3.2. All members shall be members in good standing with their respective professional associations. No more than one member of the Panel may be non-practicing.</p> <p>b) Members shall have demonstrated expertise in urban design. . Additional attributes may be developed by the Panel including, but not limited to:</p> <ul style="list-style-type: none"> • Experience indicating applicants who are leaders in their professions, • Experience in delivering high quality design outcomes, • Experience in large-scale development, • Expertise in high-rise design, commercial building design, civic building design, accessible design or sustainable design. <p>c) Annual vacancies shall be included in the City Clerk’s Office recruitment and advertising campaign, in accordance with Council Policy CP2016-03, Governance and Appointments of Boards, Commissions and Committees.</p> <p>d) In addition, non-binding nominations will be solicited by Council from the following organizations, with no obligation by Council to appoint any of the Panel positions from within these groups:</p> <ul style="list-style-type: none"> • Alberta Association of Architects (AAA); • Alberta Association of Landscape Architects (AALA); 	<p>Enable enhanced recruitment, Increase clarity</p> <p>Recruitment method changes from 100% non-binding nominations by professional associations to a blend of non-binding nominations and a public recruitment process. Council not obligated to appoint from amongst non-binding nominees.</p> <p>Applicants from both recruitment sources are forwarded to Panel for short listing in accordance with Council Policy.</p> <p>Includes clarification on how applications are collected, collated and shared with the Panel for short listing.</p>
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#	EXISTING TERMS OF REFERENCE	PROPOSED REVISIONS	ALIGNMENT TO INTENDED OUTCOMES & REASONING
		<ul style="list-style-type: none"> Alberta Professional Planners Institute (APPI); Association of Professional Engineers and Geoscientists of Alberta (APEGA); BILD Calgary Region; NAIOP Commercial Real Estate Development Association; and Other stakeholder industries, as Council deems appropriate from time to time. <p>Nominating bodies shall:</p> <ul style="list-style-type: none"> Have access to the list of qualifications and additional attributes desired by the Panel, Receive submissions directly from potential nominees, Confirm which qualifications and additional attributes are met by the nominees, and Forward their non-binding nominations to the City Clerk's Office." 	
6	<p><u>Ineligibility</u></p> <p>Section 3.3 Selection Criteria</p> <p>"No more than one member of any particular firm may be allowed to sit on the Panel at the same time."</p>	<p><u>Ineligibility</u></p> <p>Section 3.3 Provision removed</p>	<p>Enhance flexibility</p> <p>Improves ability of Panel Chair and Chief Urban Designer to consider and mitigate members from the same firm serving on the Panel, without making a decision outside of the Terms of Reference or obligation to amend Terms of Reference ad-hoc.</p>

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#	EXISTING TERMS OF REFERENCE	PROPOSED REVISIONS	ALIGNMENT TO INTENDED OUTCOMES & REASONING
7	<p><u>Appointment Recommendations</u></p> <p>Section 3.2 Eligibility of Public Members</p> <p>“The complete list of nominations will be considered by Council who will appoint the Panel members, by resolution”.</p> <p>Section 3.3 Selection criteria</p> <p>The Chief Urban Designer and Urban Design Review Panel Chair will review the list of nominations provided by the Professional Associations and submit a short-list recommendation which will be considered, together with the entire list, to inform Council's decision, in accordance with Council Policy CP2016-03.”</p>	<p><u>Appointment Recommendations</u></p> <p>Section 3.3 Recruitment, Eligibility and Appointment</p> <p>e) “Nominations and applications received in the annual recruitment campaign shall be forwarded to the Administration Resource and the Panel Chair for review, in accordance with Council Policy CP2016-03. The Panel's recommendations for appointment for each vacancy and for a Reserve List, will be submitted to the Nominations Committee for consideration.”</p>	<p>Increase clarity</p> <p>Condensed all references to how applicants are appointed into a single section of the policy. Additional recruitment strategy and guidelines for collaborating with industry are extracted into a separate recruitment strategy document.</p> <p>Enable enhanced recruitment</p> <p>Ensures a consistent approach to screening is applied to all applications by the Panel Chair, the Chief Urban Designer and Nominations Committee, in accordance with current Council policy on public member appointments, using The City's most current gender equity and inclusion strategies.</p>
8	<p><u>Mid-term Vacancies</u></p> <p>Silent</p>	<p><u>Mid-term Vacancies</u></p> <p>Section 3.3 Recruitment, Eligibility and Appointment</p> <p>f) “Mid-term vacancies on the Panel shall be filled in accordance with Council Policy CP2016-03, Section 5.18.”</p>	<p>Enable enhanced recruitment</p> <p>With the anticipated increase in applications to serve, the applicant pool should be sufficiently broad to allow for annual appointment of a Reserve List which may be used to fill a vacancy that occurs as a result of a Public Member not finishing a term, in accordance with existing policy.</p>

COMPARISON AND EXPLANATION OF CHANGE

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#	EXISTING TERMS OF REFERENCE	PROPOSED REVISIONS	ALIGNMENT TO INTENDED OUTCOMES & REASONING
9	<p><u>Meeting Quorum</u></p> <p>Section 3.4 Quorum</p> <p>“Any seven members (50% +1) can constitute a quorum during a regular Panel meeting. In the case of additional meetings attended by a sub-panel (see section 6.6), three members who appropriately represent the Panel make up may constitute a quorum.”</p>	<p><u>Meeting Quorum</u></p> <p>Section 3.4 Quorum</p> <p>“The quorum of a full Panel meeting is a majority of the full Panel membership (greater than 50%).</p> <p>The members of the Panel may conduct meetings in sub-panels of six members, so long as the sub-panels have appropriately balanced expertise.</p> <p>Quorum for a sub-panel is a majority of the sub-panel membership (greater than 50%. eg: for a sub-panel of 6 members, quorum is 4).”</p>	<p>Increase clarity</p> <p>Quorum expressed as a percentage of full membership, rather than as a number. Quorum increased for sub-panel meetings, to express the same percentage used for a full panel meeting.</p>
10	<p><u>Sub-Panels and Co-Chairs</u></p> <p>Section 6.6 Additional sessions</p> <p>“The Panel may establish a sub-panel, if required to accommodate exceptionally high file volume within CPAG timelines, to assist the Panel in the performance of its duties. Each sub-panel will consist of half of the representatives of each of the above-noted member groups, and will meet bi-weekly, on alternating weeks, at the regular meeting time.”</p> <p>Existing Terms of Reference silent on chairing of sub-panels</p>	<p><u>Sub-Panels and Co-Chairs</u></p> <p>6.5 Frequency of Meetings</p> <p>“Panel meetings are held every two weeks throughout the year. Additional meetings may be convened when necessary during periods of high file volume or to hold discussion sessions on topics of interest or concern. The Panel may be split by the Chair into sub-panels, with each sub-panel meeting on alternate weeks.</p> <p>The Panel may select a Co-Chair, or assign the Vice-Chair to preside over the additional sub-panel. The Co-Chair or Vice-Chair has all the duties and rights of the Panel Chair when presiding a meeting”</p>	<p>Enhance flexibility</p> <p>Authorizes the Panel to split into sub-panels who meet on alternate weeks. Better reflects existing procedures at peak periods.</p> <p>Increase clarity</p> <p>Clarifies a procedure for selecting an additional Chair when the Panel splits into alternating sub-panels.</p>

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#	EXISTING TERMS OF REFERENCE	PROPOSED REVISIONS	ALIGNMENT TO INTENDED OUTCOMES & REASONING
11	<p><u>Quorum</u></p> <p>Section 3.4 Quorum</p> <p>“Any seven members (50% +1) can constitute a quorum during a regular Panel meeting. In the case of additional meetings attended by a sub-panel (see section 6.6), three members who appropriately represent the Panel make up may constitute a quorum.”</p> <p>Section 6.6 Additional sessions</p> <p>“Any three members who appropriately represent the make-up of the sub-PPanel can constitute quorum.”</p>	<p><u>Quorum</u></p> <p>Section 3.4 Quorum</p> <p>“The quorum of a full Panel meeting is a majority of the full Panel membership (greater than 50%).</p> <p>The members of the Panel may conduct meetings in sub-panels of six members, so long as the sub-panels have appropriately balanced expertise.</p> <p>Quorum for a sub-panel is a majority of the full Panel membership (greater than 50%. eg: for a sub-panel of 6 members, quorum is 4).”</p>	<p>Increase clarity</p> <p>Expressing quorum as a percentage (> 50%) instead of a number (7 members) ensures that future composition changes won't require a subsequent change to the quorum count.</p> <p>Gathers all Quorum clauses into the same section.</p>
12	<p><u>Term</u></p> <p>Section 4 Appointment Term</p> <p>“Panel members will be appointed on a volunteer basis for a term of two years, which may be renewed up to two times. Individual term expirations will be staggered to ensure an orderly transition of the new members.”</p>	<p><u>Term</u></p> <p>Section 4 Appointment Term</p> <p>“Panel members will be appointed at the annual Organizational Meeting of Council and shall serve for a period of two years. A member may serve a maximum of six consecutive years. Despite the above, a panel member may serve until their successor is appointed. The service of a member beyond the appointed term shall not count toward the six-year limit on the length of service if the additional service is one year or less.</p> <p>When a mid-term appointment is made to fill a vacancy:</p> <ul style="list-style-type: none"> • If the balance of the term to be served is one year or less, that service shall not count toward the limit on the length of service; and • If the balance of the term to be served is more than one year, that service shall count toward the limit on the length of service.” 	<p>Increase clarity</p> <p>Maximum consecutive terms included to bring UDRP into alignment with other Interest Groups as defined in Council Policy CP2016-03, Governance and Appointments of Boards, Commission and Committees.</p> <p>Clarifies how partial terms are calculated in the maximum consecutive terms.</p>

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#	EXISTING TERMS OF REFERENCE	PROPOSED REVISIONS	ALIGNMENT TO INTENDED OUTCOMES & REASONING
13	<p><u>Frequency of Meetings</u></p> <p>Section 6.5 Frequency of Meetings</p> <p>“Urban Design Review Panel meetings will be held every two weeks throughout the year on Tuesday afternoons commencing at 1:30 pm. Special meetings may be convened when necessary to handle high file volume or to hold discussion sessions on topics of interest or concern. (See below)”</p>	<p><u>Frequency of Meetings</u></p> <p>Section 6.5 Frequency of Meetings</p> <p>“Panel meetings are held every two weeks throughout the year. Additional meetings may be convened when necessary during periods of high file volume or to hold discussion sessions on topics of interest or concern.”</p>	<p>Enhance flexibility</p> <p>Removes reference to date and time of meetings. Changes to meeting schedule should not oblige the Panel to amend Terms of Reference.</p>
14	<p><u>Sessions by sub-panel</u></p> <p>Section 6.6 Additional Sessions</p> <p>“The Panel may establish a sub-panel, if required to accommodate exceptionally high file volume within CPAG timelines, to assist the Panel in the performance of its duties. Each sub-panel will consist of half of the representatives of each of the above-noted member groups, and will meet bi-weekly, on alternating weeks, at the regular meeting time. Any three members who appropriately represent the make-up of the Panel can constitute quorum.”</p>	<p><u>Sessions by sub-panel</u></p> <p>Section 6.6 on Additional Sessions removed</p>	<p>Increase clarity</p> <p>The ability of the Chair to form sub-panels, quorum for sub-panels and when they meet are all addressed in other sections.</p>

**Planning & Development Report to
SPC on Planning and Urban Development
2020 July 15**

**ISC: UNRESTRICTED
PUD2020-0758**

Heritage Conservation Tools and Incentives Update Report

EXECUTIVE SUMMARY

Administration was directed to conduct analysis on heritage preservation tools and financial incentives to support a continuum of heritage conservation and presented findings at the 2020 April 1 SPC on Planning and Urban Development committee meeting (Attachment 1). Given COVID-19's impact on Calgary communities, the report was received for information with direction for Administration to return later with further refinement of the financial incentive packages. This report provides recommendations based upon the refined financial incentives and includes the original recommendations for the planning policy tools that did not receive direction. The financial incentives support heritage sites on the conservation continuum by encouraging qualified properties to be designated. The policy tools support heritage sites and assets on the continuum by providing development opportunities to retain heritage buildings and policy tools to ensure new development in historic communities respects the heritage assets.

Administration is recommending approval of the planning policy tools, which will allow integration with other planning initiatives including the Guidebook for Great Communities and North Hill Communities Local Area Plan that are being considered at the 2020 July 15 SPC on Planning and Urban Development committee meeting. Additionally, after further review of the non-residential tax credit program and in support of Committee's discussion in April, Administration recommends approval of a \$2 million increase to the City-wide Historic Resource Conservation Grant instead. Following this recent economic disruption, a grant program that not only incentivizes designation but also creates jobs and requires matching private investment into Calgary's established communities is not only a significant heritage conservation tool, but a prudent and timely economic stimulus tool as well. The residential tax credit is recommended for consideration in the 2023-2026 budget deliberations given The City's current financial capacity.

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Planning and Urban Development recommend that Council Direct Administration to:

1. Undertake a two-year phased program (2021 – 2023) to implement the heritage area policy tools, using the recommended thresholds, through the local area planning process, Land Use Bylaw amendments, or associated land use redesignations, and return to the Standing Policy Committee on Planning and Urban Development to report on the progress in Q1 2024;
2. Alter the City-wide Historic Resource Conservation Grant Program by:
 - a. Preparing a mid-cycle budget request for a \$2 million increase to the base budget and funding for the City-wide Historic Resource Conservation Grant Program from \$500,000 to \$2.5 million;
 - b. Restructuring the grant program to direct \$2 million to non-residential conservation projects with a cap of \$1 million per project, and reserve \$500,000 for residential projects with the existing cap of \$125,000; and,
3. Return to the Priorities and Finance Committee no later than Q1 2022 with the residential tax credit financial incentive package for consideration in the 2023-2026 budget deliberations.

**Planning & Development Report to
SPC on Planning and Urban Development
2020 July 15**

**ISC: UNRESTRICTED
PUD2020-0758**

Heritage Conservation Tools and Incentives Update Report

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2020 April 1 meeting of Standing Policy Committee on Planning and Urban Development, Report PUD2020-0259 was presented for information, and the following was approved:

1. Direct Administration to return to the Standing Policy Committee on Planning and Urban Development no later than 2020 October 7 with refined financial tools and incentives, respecting future financial constraints in the face of the global COVID-19 pandemic.
2. Recommendations be brought to mid-cycle budget in November. Recommendations may also incorporate any relevant pre-COVID-19 considerations as outlined in Attachment 13.

At the 2019 November 6 meeting of Standing Policy Committee on Planning and Urban Development, Report PFC2019-1359, the following deferral was approved:

Heritage Preservation Tools and Financial Incentives, PUD2019-1359 due Q4 2019 to be moved to no later than April 2020, PFC2019-0223.

At the 2019 March 5 meeting of the Priorities and Finance Committee, Report PFC2019-0223, the following was approved, as amended:

That the Priorities and Finance Committee direct Administration to conduct further analysis on heritage preservation tools and financial incentives and report back to SPC on Planning and Urban Development no later than Q4 2019.

BACKGROUND

Heritage conservation is an important component of sustainable city building. It benefits economic development, environmental sustainability and quality of life for Calgarians. There is tremendous value to The City of Calgary in conserving heritage; however, despite significant progress, most heritage properties remain unprotected from significant alteration or demolition. This report provides options for various tools, both planning and financial, that may help incentivize the conservation of heritage in Calgary representing noteworthy progress for heritage planning in Calgary.

The importance of heritage conservation is identified in Calgary's Municipal Development Plan and the Council-approved Calgary Heritage Strategy (2008) which identifies a number of actions required to fulfill the City of Calgary's heritage conservation goals. Significant progress has been made since 2008, however, some of the more challenging actions of the Calgary Heritage Strategy have yet to be fully implemented due to the requirement of significant resources, funding, and corporate support. Administration has now evaluated potential new policy tools and financial incentives to increase the conservation of local heritage sites. Future work will continue to address how best to realize the City's heritage conservation goals. Administration conducted this analysis and prepared a report for the SPC on Planning and Urban Development for the 2020 April 1 committee meeting. The 2020 April 1 report (Attachment 1) includes in-depth background information that may be valuable to reference in consideration of this report.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Identified tools and incentives will address and support the conservation of heritage sites, while policy and regulatory tools will address heritage areas. This report presents updated information based on direction received in April. The focus of this additional information is on the financial

**Planning & Development Report to
SPC on Planning and Urban Development
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Heritage Conservation Tools and Incentives Update Report

incentives and no alterations were made to the planning tools since April, which are summarized in this report and detailed in Attachment 1.

Financial Incentives

Financial incentives are essential for advancing economic development and heritage preservation. Tax-based programs are a popular and successful example of financial incentives for heritage conservation. There are some limitations to the development of such tools, however. For example, it is difficult to know exactly how many properties will choose to designate (assumed to be 40% based on a 2019 heritage property owner survey) and the cost projections must use static 2020 value (that do not account for future inflation or changes to assessed value). For a more in-depth analysis of financial assumptions, see Attachment 2. Currently, the only financial incentive provided to property owners by The City is the City-wide Heritage Conservation Grant Program, which is a matching grant that considers applicants on a first-come, first-serve basis but is often unable to provide enough funding to incent designation.

Non-Residential Tax Credit Program

Additional analysis of the non-residential tax credit program since April shows that a yearly increase to the existing city-wide grant program (and parameter adjustment) could have a similar impact without the upstart costs and challenges of introducing a new program. Administration recommends a boost to the city-wide grant program in lieu of the explored non-residential tax credit program; nonetheless, in response to Committee's direction in April, the tax credit program is outlined in Attachment 2.

Increase to the City-wide Conservation Grant Program

In lieu of the non-residential tax credit, Administration recommends an increase to the existing Heritage Conservation Grant Program. The current program receives \$500,000 annually, with a cap of \$125,000 per project, which is often insufficient to incent non-residential projects. An increase to the city-wide conservation grant program would allow more, or larger, projects to make use of the grant.

Administration recommends the city-wide grant program be increased to \$2.5 million annually and the structure of the grant program be amended to reserve \$2.0 million for non-residential projects and focus the existing \$500,000 for residential properties. Analysis of potential scenarios for the non-residential tax credit found that, on average, the program could be reasonably estimated to cost between \$2.0 and \$2.5 million per year and may generate an additional 38 designations within 7 years. Administration found, through a review of past Calgary projects and similar grant programs in other jurisdictions, this would allow for several typical projects and a larger project each year. That analysis informed the proposed increase. A mid-cycle budget request for funding support is necessary to support an increase to the program (Attachment 7).

Following the economic disruption caused by COVID-19, a grant program that not only incents designation, but creates jobs and requires matching private investment into Calgary's established communities is not only a significant heritage conservation tool, but a prudent and timely economic stimulus tool as well.

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Residential Tax Credit

The residential tax credit would provide owners of protected buildings with an annual credit on their municipal property tax levy for up to 15 years equal to 75 percent of each year's municipal property taxes. An alternative mechanism to a tax credit would be the creation of a residential heritage tax sub-class for designated sites with an associated lower tax rate. Through cross-departmental consultation, Administration determined that a residential tax credit would achieve the same benefit with lower administrative costs and risk. The proposed tax credit has been refined since April (moving from a tax-back grant system) to achieve additional benefits as opposed to a differential tax class. As the City tax systems are upgraded, future opportunities for a differential tax class should be revisited.

The tax credit program is proposed to be capped at \$50,000 per property and does not require an owner to perform restoration or rehabilitation work. The program incentivizes property owners to designate by providing unrestricted, easily-accessed property tax savings to better balance the economic trade-off between conserving or redeveloping a heritage resource. There are 665 known potentially-eligible sites. The 75 percent credit allows nearly half of all Inventory sites to maximize the \$50,000, slightly exceeding the projected uptake of 40 percent.

Projections from a heritage property-owner survey (completed for April 2020 report and available in Attachment 1) indicates strong interest in designation from 40 percent of overall owners offered a tax credit. A 40 percent program uptake among undesignated properties would result in an additional 266 properties to be designated to apply for the tax credit. We assume full participation of the existing 31 designated properties.

With available capacity (maximum of 50 new designations and 20 new Inventory sites per year) and using the above assumptions, by 2023 there could be 131 designated properties receiving the residential tax credit incentive; representing a more than four-fold increase in designations from the current 31 residential properties over a two-year period (2021 and 2022). If designation trends continue in-line with projections, we anticipate having 297 designated properties by 2030.

The proposed residential tax credit program can be established and administered with \$150,000 base budget to fund one FTE addition to the heritage planning team and to cover other costs for internal services. The additional FTE position will support the additional designations, the development of tax credit agreements, and the administration of the annual tax credit.

The 31 already-designated residential sites that would become immediately eligible for the tax credit are estimated to cost The City of Calgary approximately \$95,000 annually for 15 years, totaling \$1.42 million. This is understood as a minimum cost necessary to ensure fair and equitable distribution of incentives to designated heritage resources in Calgary and would be incurred regardless of the number of new heritage designations achieved by the program.

The total 15-year cost per site of providing the residential tax credit is approximately \$45,000, with tax credits highest between 2023 and 2033 when the greatest number of eligible sites are simultaneously receiving the incentive. The program is expected to achieve designation of all 315 interested sites by 2030, with total lifetime tax credits and program administration costs of \$17.97 million (2021-2045).

This report recommends review of all proposed new financial incentives within two years of implementation, allowing the actual uptake, costs and staffing requirements to be measured against projections and potential adjustments to be made to the program terms. Should Council

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wish to modify or discontinue the proposed tax credit, no new applicants would be accepted; however, existing partially-completed credits would continue for the remaining duration of their 15-year contract. Opportunities to introduce a differential tax class should be revisited at this time.

Non-Recommended Policy Tools and Financial Incentives

For the 2020 April 1 report, Administration reviewed several other policy tool and financial incentive options for potential implementation in Calgary; however, through cross-departmental consultation, some tools were determined to be out-of-scope or infeasible at this time. Additional detail on each of these tools, including rationale for their exclusion and future opportunities, is included in Attachment 2. Additionally, Attachment 3 provides more detail on density bonusing and density transfer as this is a tool that can be used for more than heritage conservation. Administration acknowledges density bonusing and density transfer as a successful tool where it is currently applied in the city (for example, in the Beltline community), and we recommend continued use in those areas. Further evaluation regarding the broader applicability of this tool is being considered through the Established Area Growth and Change Strategy (EAGCS). Future reporting from Phase 2 of the EAGCS initiative, no later than 2022 November, is anticipated to provide further comments on the use of these tools in a growth context.

Alternatives to Administration's Recommendations

Given the scope of this report and the identified risks and challenges facing Calgary's heritage resources, Council may seek alternate implementation of the explored tools and incentives than what is recommended by Administration. Attachment 5 provides alternate recommendations for Council's consideration.

Heritage Area (Planning) Tools

A three-layer system of heritage areas is proposed and would apply in portions of a community that merit preservation based on the historic integrity of the area (e.g. percentage of heritage assets compared to all other structures). The threshold scenarios required for the discretionary guideline and direct control heritage areas are explored in Attachment 6.

The layers, intended to stack or build upon each other resulting in increased specificity and control as the concentration and integrity of heritage areas increase, are as follows:

1 – Incentive Areas

To broadly incentivize the conservation of heritage assets in the city, this policy tool will offer additional development potential or incentives to developments that retain a heritage asset on site. This tool is intended to apply broadly within the built-out area to sites that have identified residential heritage assets (through the "windshield" survey or Inventory). These incentives do not restrict or inhibit development. Some proposed incentives for this policy can be found in the 2020 April 1 report (Attachment 1). The Incentive Areas tools would be implemented through a separate City-initiated *Land Use Bylaw* amendment.

2 – Discretionary Guideline Area

To incentivize the conservation of heritage assets in areas of the city with moderate to high historical integrity (25-49 percent heritage assets), this policy tool would build upon the Incentive Areas (Layer 1) by making all uses (other than those incented by Layer 1) discretionary, and subject to locally-specific heritage design guidelines. This means that many uses that are permitted

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today, such as single-detached dwellings, will become discretionary in these defined areas to allow design guidelines to address heritage form elements. These guidelines will apply to all developments within the area boundary (not just those parcels with heritage assets). The Discretionary Guideline Areas would be implemented through the Local Area Plan process and associated redesignation(s).

3 – Direct Control Heritage Area

To incentivize the conservation of heritage assets in areas of the city with the highest historical integrity (greater than 50 percent heritage assets), this policy tool is intended to incentivize the conservation of heritage assets through specific architectural controls and limited redevelopment potential and will be implemented through a direct control district land use redesignation.

Stakeholder Engagement, Research and Communication

PUD2020-0259 (Attachment 1) provides an overview of stakeholder engagement and communications that were completed for 2020 April 1. Since then, Administration has engaged 20 student and teacher volunteers from the University of Calgary and from Southern Alberta Institute of Technology to test the Discretionary Design Guidelines heritage policy tool. This is additional work undertaken to better understand the tools and support potential implementation, and their work is included as Attachment 4. An additional stakeholder information session was held on 30 June 2020 to refresh stakeholders on the report given the COVID-19 postponement, answer outstanding questions, and update them on work undertaken since April 2020.

Strategic Alignment

The proposed heritage conservation tools and incentives contribute to advancing the Next Generation Planning System in Calgary, as detailed in the April report (Attachment 1). The tools and incentives will support the Municipal Development Plan and the Calgary Heritage Strategy.

Social, Environmental, Economic (External)

There are many external social, environmental and economic impacts of these tools and incentives, which are detailed in the April report (Attachment 1).

Financial Capacity

Current and Future Operating Budget:

An increase of \$2 million to Calgary Growth Strategies' base budget to increase the annual funding for the City-wide Historic Resource Conservation Grant Program would result in a 0.115% mill rate increase in 2021. The 2023-2026 budget recommendations will have impacts in the next budget cycle and will require funding sources for operating investments to be identified within future reports. Similarly, the alternative recommendations would have impacts to be addressed as part of the same process.

Administration will seek to support the two-year phased implementation program of the heritage area planning tools through reprioritization and will prepare appropriate investment requests for future budget deliberations as necessary pending Council direction. Administration will evaluate the specific resourcing requirements once direction has been provided on the proposed tools and scoping for next steps has been completed.

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Current and Future Capital Budget:

There are no current or future capital budget implications associated with this report.

Risk Assessment

As a finite resource, once demolished or significantly altered, heritage assets cannot be restored or recreated. Failing to provide, or delaying the provision of, effective tools and incentives may result in the loss of heritage assets and resources that provide value to Calgary and support the city's culture, identity and sense of place, which is often discussed during local area plan processes. The proposed tools and incentives mitigate this risk, where possible, in the Calgary context.

The implementation of tools and incentives will require funding. Given the current economic climate and the as-yet-unknown full impacts of COVID-19, proposing new tools or incentives that require additional spending represents a risk to The City's objective of reducing the tax burden on Calgarians. Considering additional operational budget impacts as part of future budget deliberations in 2022 mitigates this risk.

This report identified the exceptional needs of non-residential heritage assets as well as the acute conflict between development pressures, city-wide growth policies and certain heritage commercial streets. Work has begun to identify additional strategies, tools and incentives for the conservation of commercial heritage assets, there remains significant risk of losing valuable heritage assets prior to their completion.

REASON(S) FOR RECOMMENDATION(S):

The proposed tools and incentives in this report respond not only to Council direction and priorities, but also to significant community interest and common concerns identified through the local areas planning process. The tools incentivize the conservation of more than 4,000 heritage assets and help support historically-sensitive redevelopment where appropriate. The proposed \$2 million increase to the City-wide Historic Resource Conservation Grant is not only a significant heritage conservation tool, but a prudent and timely economic stimulus tool as well. The residential tax credit program will build upon and support the policy tools and increased Historic Resource Conservation Grant program; however, the tax credit is a larger financial commitment that should be considered in the context of the next budget deliberations.

ATTACHMENT(S)

1. Attachment 1 – Report to PUD April 1, 2020, PUD2020-0259 - PUD2020-0758
2. Attachment 2 – Summary of Financial Incentive Analyses and Explored Alternatives - PUD2020-0758
3. Attachment 3 – Overview of Municipal Density Bonusing Policies - PUD2020-0758
4. Attachment 4 – Testing of Heritage Areas Discretionary Guidelines Policy Tool - PUD2020-0758
5. Attachment 5 – Alternatives to Administration's Recommendations - PUD2020-0758
6. Attachment 6 – Heritage Area Planning Tools Thresholds for Consideration - PUD2020-0758
7. Attachment 7 – Potential Mid-Cycle Budget Requests - PUD2020-0758
8. Attachment 8 – Heritage Conservation in Calgary Progress Snapshot - PUD2020-0758

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EXECUTIVE SUMMARY

The content of this report, including the originally planned recommendations, were prepared prior to the current context related to COVID-19 conditions. Administration's pre-COVID-19 recommendations are outlined in Attachment 13. At this time Administration can neither project nor quantify the magnitude of COVID-19's impact on Calgary communities and on The City's implementation and financial capacity, and as result we are seeking support from Council to return with updates on this work by no later than 2020 October 7.

This report presents recommendations for heritage conservation tools and financial incentives.

There is no immediate impact to The City's financial capacity associated with this report. The tools proposed in this report are implemented through other processes, therefore a public hearing is not required for Council to approve the recommendations at this stage, allowing citizens to follow public health protocol and physical distancing.

At the direction of Council (PFC2019-0223), Administration explored new heritage conservation policy tools and financial incentives. Administration worked with external consultant, O2 Planning + Design (O2), to propose policy options for a made-in-Calgary approach to conserving heritage areas in the city. Administration also focused on three financial incentives for further consideration: a residential "tax-back grant", a non-residential "tax credit" and an increase to the city-wide Heritage Conservation Grant Program.

A two year (Q3 2020 – Q3 2022) phased implementation program for the heritage area policy tools through the local area planning process is recommended. It will allow Administration to determine the effectiveness of the tools and identify opportunities for improvements. Through this project, land use redesignations to direct control districts that support heritage conservation will be brought forward for approval as required.

Currently, Administration is not recommending Council approve the financial incentives; rather, Administration recommends that a refined financial incentives package is brought back to the Priorities and Finance Committee no later than Q1 2022. The package will be presented for consideration as part of the 2023-2026 budget cycle.

There is no immediate impact to The City's financial capacity associated with this report; however, the 2023-2026 budget recommendations will require funding sources for operating investments to be identified within future reporting. Administration will evaluate the specific resourcing requirements once direction has been provided on the proposed tools and scoping for next steps has been completed. Administration will seek to support the two-year phased implementation program through reprioritization and will prepare appropriate investment requests for future budget deliberations as necessary pending Council direction.

The tools and incentives envisioned by this report represent a significant enhancement to Calgary's approach to heritage conservation. Administration also views this work as an important part of the Next Generation Planning System – a group of interconnected initiatives

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including the *Guidebook for Great Communities* – which will improve the way we plan for Calgary's future, and help us implement and realize the Municipal Development Plan and its policies (Attachment 1).

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Planning and Urban Development recommend that Council:

1. Direct Administration to return to the Standing Policy Committee on Planning and Urban Development no later than 2020 October 7 with any updates on this work, and for further consideration of Administration's pre-COVID-19 recommendations as outlined in Attachment 13.

PREVIOUS COUNCIL DIRECTION / POLICY

Recognizing the value of heritage conservation to citizens, Council directed that heritage should be better conserved to enrich the sense of place in our communities through the One Calgary 2019-2022 Service Plan and Budgets.

At the 2019 March 5 meeting of the Priorities and Finance Committee, Report PFC2019-0223, the following was approved, as amended:

That the Priorities and Finance Committee direct Administration to conduct further analysis on heritage preservation tools and financial incentives and report back to SPC on Planning and Urban Development no later than Q4 2019.

At the 2019 November 6 meeting of Standing Policy Committee on Planning and Urban Development, Report PFC2019-1359, the following was approved:

5.1.2 Heritage Preservation Tools and Financial Incentives, PUD2019-1359 due Q4 2019 to be moved to no later than April 2020, PFC2019-0223.

BACKGROUND

Directed by the Priorities and Finance Committee in March 2019, Administration evaluated potential new policy tools and financial incentives to increase the conservation of local *heritage sites*. Financial incentives or policy tools that are part of an existing work plan, or are the jurisdiction of provincial or federal governments, have been determined to be out of scope for this report.

As noted in PFC2019-0223, heritage conservation is an important component of sustainable city building. It benefits economic development, environmental sustainability and quality of life for Calgarians. Heritage buildings attract tourism and heritage conservation jobs, supporting our local economy. The reuse of heritage buildings supports environmental sustainability, discouraging the waste of resources by reusing and repurposing buildings. These buildings create a sense of place and identity, showing the development of our city over time. An overview of the benefits and practices of heritage conservation in Calgary is provided in Attachment 2, which also includes a glossary of terms used throughout this report.

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There is tremendous value to The City of Calgary in conserving heritage; however, despite significant progress, most identified properties on the *Inventory of Evaluated Historic Resources* remain unprotected from significant alteration or demolition. Additionally, many entries on the *Inventory* have become out-dated and require re-assessment and update. Further information on the current procedures for designating (legally protecting) sites on the *Inventory* is contained in Attachment 3. A summary of overall progress towards Calgary's heritage conservation goals can be found in Attachment 4.

In 2019, a visual 'windshield survey' was performed to identify potential heritage assets across 26 communities in Calgary's built-out areas. This approach to rapidly identifying many sites of heritage value is modelled after best-practice examples such as Los Angeles' "SurveyLA" program. The windshield survey resulted in the identification of more than 4,000 *heritage assets* and represents the largest single survey of heritage properties performed in Calgary to date. Maps from the 2019-2020 windshield survey are included as Attachment 5.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

There is no immediate impact to The City's financial capacity associated with this report. The tools proposed in this report are implemented through other processes, therefore a public hearing is not required for Council to approve the recommendations at this stage, allowing citizens to follow public health protocol and physical distancing.

This report investigates financial incentives and policy tools to incentivize heritage conservation. Identified tools and incentives will address and support the conservation of *heritage sites*, while policy and regulatory tools will address *heritage areas*.

Policy Tool Options

Administration retained O2 Planning + Design (O2) to explore and test options for policy tools to support the conservation of Heritage Areas. O2 researched best-practice heritage policy areas from around North America and worked with Administration to develop the recommendations of this report. The following proposed tools were informed by the windshield survey, analysis of year-of-construction data and historic air photographs to identify where policy areas may be beneficial in the city.

Heritage Areas

The policy tools seek to address financial equivalence and physical compatibility. Financial equivalence refers to achieving a state in which it is as financially attractive to retain a building rather than demolishing it to build a new structure. This is typically achieved by implementing restrictions on the massing or development potential of new structures. Physical compatibility refers to a state when the massing, design and placement of new development is complementary and compatible with *heritage assets*. Note that none of the policies proposed by Administration restrict demolition, use, number of dwelling units, or preclude appropriate contemporary designs (e.g. mimicry or faux-historicism is discouraged).

Heritage area policies are intended to apply to low-density residential properties and will not overlap with Main Streets or Activity Centres. The unique physical and economic complexities of each Activity Centre or Main Street and the inherent conflict between The City's strategic growth objectives and heritage conservation means that Main Streets with concentrations of *heritage assets* will require a comprehensive and collaborative policy tool that balances desired

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outcomes. Administration is seeking Council's direction to explore a coordinated and strategic approach for those areas in the next phase.

The policy tools envisioned by this report represent a significant new approach to Calgary's heritage conservation. They allow us to recognize and incentivize the conservation of more than 4,000 *heritage assets*. Community-specific development guidelines will help protect the integrity of more than 1,500 *heritage assets*. Another 750 will be eligible for a specific land use (direct control district) to provide strong architectural controls, encouraging protection.

Heritage Area Tools

A three-layer system of heritage areas is proposed. The *heritage area* tools apply in portions of a community that merit preservation based on the historic integrity of the area (e.g. percentage of *heritage assets* compared to all other structures). The thresholds required for the various policy layers are explored in Attachment 7.

The layers are as follows:

1. Incentive Areas;
2. Discretionary Guidelines Area; and,
3. Direct Control Heritage Area.

1 – Incentive Areas (addresses financial equivalence only)

To broadly incentivize the conservation of *heritage assets* in the city, this policy tool would offer additional development potential or incentives to developments or projects that retain a *heritage asset* on site. This tool is intended to apply broadly within the built-out area to sites that have identified residential *heritage assets* (through the windshield survey or *Inventory*, currently 4,122 parcels). Like the Bridgeland Character

Home Retention District (DC 273D2017), proposed developments that retain a *heritage asset* are afforded additional development potential above those that do not. Also similar to Bylaw 273D2017, these incentives do not restrict or inhibit development. Proposed incentives for this policy layer explored by O2 Planning + Design are included with Attachment 8.

2 – Discretionary Guideline Area (addresses financial equivalence and physical compatibility, but only through encouragement and mandatory design review)

To incentivize the conservation of *heritage assets* in areas of the city with moderate to high historical integrity (25-49 percent *heritage assets*), this policy tool would build upon the Incentive Areas layer by making all uses (other than those incented by Layer 1) discretionary, and subject to locally-specific heritage design guidelines. These design guidelines address heritage form elements and defining characteristics and apply to all development within the area boundary. This layer would apply to approximately 2,271 *heritage assets* and 2,923 non-heritage buildings (5,194 total structures), representing an area of approximately 350 hectares across the city.

3 – Direct Control Heritage Area (addresses financial equivalence & physical compatibility with specific restrictions and allowances)

To incentivize the conservation of *heritage assets* in areas of the city with the highest historical integrity (greater than 50 percent *heritage assets*), this policy tool is intended to incentivize the conservation of *heritage assets* through specific and thorough architectural controls and limited redevelopment potential. This is likely to be implemented through a direct control district land

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use redesignation. Currently, there are approximately 745 *heritage assets* and 344 non-heritage buildings (1,089 total structures) on approximately 90 hectares that would qualify for a Direct Control Heritage Area policy.

Stacked or Layered Approach

The policy layers are intended to stack or build upon each other, resulting in increased specificity and control as the concentration and integrity of heritage areas increase. For example, the Discretionary Guideline Area also includes all incentives offered by the incentive areas policy tool. Similarly, where a direct control district is not desired by landowners, Direct Control Heritage Areas would revert to Discretionary Guideline Areas.

Financial Incentive Options

Financial incentives are essential for advancing economic development and heritage preservation. Currently, the only financial incentive provided to property owners by The City is the Historic Resource Conservation Grant Program. It is a city-wide matching grant that considers applicants on a first-come, first-serve basis. Applicants are eligible every 15 years for up to 50 per cent of approved conservation costs, up to 15 per cent of a property's assessed value or \$125,000, whichever is less. The Historic Resource Conservation Grant Program has a yearly reserve budget of \$500,000, which is often unable to provide enough incentive to counter the potential value of selling or redeveloping that resource. Further incentives or regulations are required to increase the likelihood of conservation.

Financial Incentives for Consideration:

Administration will seek to support the two-year phased implementation program through reprioritization and will prepare appropriate investment requests for future budget deliberations as necessary pending Council direction.

Administration will reprioritize existing budget capacity to provide Heritage Calgary with one-time funding of \$300,000 over the two-year phased implementation period to support a review of the existing residential properties on the Inventory of Evaluated Historic Resources to identify outdated entries and Statements Of Significance (SOS) and either update the SOS or remove the property from the Inventory (if the heritage integrity is lost) by Q4 2022.

Administration recommends that Council direct Administration to return to the Priorities and Finance Committee no later than Q1 2022 with refined financial incentives packages for consideration in the 2023-2026 budget deliberations. Attachment 6 provides further detail on these program concepts.

Financial Incentive for the 2023-2026 Budget

Two new financial incentive programs are recommended for further consideration in subsequent budget deliberations.

Residential Tax-Back Grant: to incentivize owners of residential *heritage sites* to legally designate their property, a residential tax-back grant would provide owners of protected buildings with an annual partial municipal property tax reimbursement for up to 15 years. This

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program could be capped at \$50,000 per property and may not require an owner to perform restoration or rehabilitation work (beyond that required to become a designated property).

Conceptual Program Considerations:

- If 40 percent of the 248 currently-eligible residential properties on the *Inventory of Evaluated Historic Resources* elected to designate based on this incentive, the program would need to provide a tax-back grant to 99 properties. Based on the assessed values of existing sites on the *Inventory*, designated properties would receive an average total amount of \$38,800 over the 15-year term, requiring a program commitment of approximately \$3,850,000.
- There are currently 32 residential properties on the *Inventory* that could be eligible to apply for the proposed tax-back grant. If all properties apply, between \$1.2 and \$1.6 million of the overall program total (nearly a third to half) would go towards sites that are already designated.

Non-Residential Tax Credit: to incentivize owners of non-residential *heritage sites* to legally designate their properties, legally protected properties undergoing conservation work can apply to be reimbursed half of a project cost up to a value of half of their annual municipal taxes to a maximum of \$1,000,000 per year for a 15-year period. The maximum incentive amount available cannot exceed 15 percent of a property's assessed value in combination with any other City of Calgary conservation grant.

Conceptual Program Considerations:

- This program has similarities to the existing Historic Resource Conservation Grant Program but would offer a significantly larger financial incentive than the \$125,000 maximum of that program (potentially twenty-times that value).
- The financial support required to meaningfully assist with the conservation of non-residential heritage sites is substantially larger than what is required for residential heritage sites.
- Because this program is tied to restoration or rehabilitation work, it is more difficult to estimate the program uptake.

Near-term Financial Option

Should Council wish to support financial incentives prior to 2023, or not wish to support a non-residential tax credit, a significant increase to the Heritage Conservation Grant Program could be used in place of other financial incentives.

Increase to Existing Heritage Conservation Grant Program

An increase to the city-wide conservation grant program would allow more or larger projects to make use of the grant. For example, matching the City of Edmonton's equivalent program at \$2,000,000 annually could have significant impact. This option would require a mid-cycle budget request for funding support.

Conceptual Program Considerations:

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If the city-wide grant program is increased and no other financial incentives are approved, consider reserving \$1.5 million for non-residential projects (enough for one or two annual projects) and \$500,000 (the current program) for residential properties. In this scenario, the structure of the grant program would need to be amended.

Non-Recommended Policy Tools and Financial Incentives

Administration reviewed several other policy tool and financial incentive options for potential implementation in Calgary; however, through cross-departmental consultation, some tools were determined to be out-of-scope or infeasible at this time. Additional detail on each of these tools, including rationale for their exclusion and future opportunities, is included in Attachment 9.

Attachment 9 also provides discussion of density bonusing and density transfer. Administration acknowledges density bonusing and density transfer as a successful tool where it is currently applied in the city, and we recommend continued use in those areas. Further evaluation regarding the broader applicability of this tool is occurring in the context of other initiatives that are investigating potential funding sources for public amenities and infrastructure.

Alternatives to Administration's Recommendations

Given the scope of this report and the identified risks and challenges facing Calgary's heritage resources, it is understood that Council may seek alternate implementation of the explored tools and incentives than what is recommended by Administration. Attachment 10 provides alternate implementation options should Council seek to direct additional resources or faster delivery regarding the proposed tools and incentives.

Stakeholder Engagement, Research and Communication

The following informed this report:

- Through the One Calgary 2019-2022 Service Plan and Budgets engagement conducted in 2018 October, "investing in heritage" was identified by the public as having value.
- The largest single windshield survey of Calgary's *heritage assets* was conducted in 2019 by *Fireweed Consulting* that identified more than 4,000 *heritage assets* across 26 communities in Calgary's built-out areas.
- An online and mail-in questionnaire was conducted with owners of non-designated sites on the *Inventory of Evaluated Historic Resources*. It was done to better understand perspectives regarding legal protection and what financial incentives would be required for property owners to consider heritage designation.
- In-person engagement with select stakeholders in February and October 2019, including heritage advocacy groups, community associations, City Councillors, and members of Calgary's development industry.
- A stakeholder information session was held on 2020 January 29 to share the proposed tools and explore alternatives.
- The project website, www.calgary.ca/heritage, was updated in 2020 February to inform members of the public of the work proposed in this report and to provide maps of *heritage assets* and resources identified by the windshield survey.

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- Through the ongoing local area planning processes (e.g. North Hill, Heritage Communities, Westbrook, West Elbow), heritage conservation and community identity and place was identified as a primary concern for stakeholders that requires clear direction and tools.
- Administration provided a confidential Calgary Planning Commission workshop on 2020 January 8 to solicit feedback and direction on a draft version of proposed recommendations. The comments from that meeting are summarized in Attachment 11.
- Heritage Calgary was engaged to provide feedback on the proposed recommendations. They have provided a letter of support, included as Attachment 12.

Strategic Alignment

The proposed heritage conservation tools and incentives contribute to advancing the Next Generation Planning System in Calgary (see Attachment 1). They align with other initiatives being delivered as part of this program. Initiatives within this program are part of a systematic change to The City's approach to planning, focused on implementing the Municipal Development Plan and advancing the Citizen Priority of A City of Safe & Inspiring Neighbourhoods. The initiatives within this program deliver on five of the Council Priorities for the City Planning & Policy Service Line for 2020: A. Implementing the Municipal Development Plan/Calgary Transportation Plan; B. City-Wide Growth Strategy; C. Modernized Community Planning; D. Connecting Planning and Investment; and, E. A Renewed Land-Use Bylaw. The tools and incentives will support the Municipal Development Plan and the Calgary Heritage Strategy.

This report supports the 2019-2022 One Calgary Council Directives of a City of Safe & Inspiring Neighbourhoods:

- (N3) Cherishing and protecting our heritage will enrich the sense of place in our communities. We need to ensure that The City's heritage processes are suitable to improve the protection and enhancement of *heritage assets*.
- (N5) Growth of the city needs to be managed in a way that achieves the best possible social, environmental and economic outcomes within financial capacities. The cost of growth needs to be minimized for The City while maximizing housing choice and affordability within these constraints.

This report more specifically aligns with the other Next Generation Planning System initiatives as follows:

- A placeholder section for *heritage area* policy has been created in the Guidebook for Great Communities. Pending Council direction on the *heritage area* policy tool, the Guidebook and other relevant policy or regulatory documents, such as local area plans or the *Land Use Bylaw*, will be updated.
- Until receiving Council direction on proposed heritage area policies, project teams for in-progress Local Area Plans (including the North Hill Communities Local Growth Planning) are using the windshield survey data to manage the planned growth in low-density residential areas with identified high concentrations of *heritage assets*.
- Through consultation with stakeholders, the use of financial programs such as density bonusing and density transfer (benefitting heritage conservation) are being considered through Phase 2 of the Established Areas Growth and Change Strategy (EAGCS).

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2020 April 01**

**ISC: UNRESTRICTED
PUD2020-0259**

Heritage Conservation Tools and Incentives

However, this report provides information on the efficacy of these programs where they are currently used to benefit heritage conservation in Attachment 6, and the April 2020 EAGCS Phase 1 report will provide further comments on the use of these tools in a growth context.

Social, Environmental, Economic (External)

There are many external social, environmental and economic impacts of these tools and incentives, which are detailed in Attachment 8.

Financial Capacity

Current and Future Operating Budget:

There is no immediate impact to The City's financial capacity associated with this scoping report; however, 2023-2026 budget recommendations will have impacts and will require funding sources for operating investments to be identified within future reporting.

Administration will evaluate the specific resourcing requirements once direction has been provided on the proposed tools and scoping for next steps has been completed. Administration will seek to support the two-year phased implementation program through reprioritization and will prepare appropriate investment requests for future budget deliberations as necessary pending Council direction.

Current and Future Capital Budget:

There are no current or future capital budget implications associated with this report.

Risk Assessment

As a finite resource, once demolished or significantly altered *heritage assets* cannot be restored or recreated. Failing to provide, or delaying the provision of, effective tools and incentives may result in the loss of *heritage assets* and resources that provide value to Calgary and support the city's culture, identity and sense of place. The proposed tools and incentives mitigate this risk, where possible, in the Calgary context.

The implementation of tools and incentives will require funding. Given the current economic climate and the as-yet-unknown impacts of COVID-19, proposing new tools or incentives that require additional spending represents a risk to The City's objective of reducing the tax burden on Calgarians. Considering additional operational budget impacts as part of future budget (2023) deliberations mitigates this risk.

Heritage and "community character" are among the most prominent concerns identified during the local area planning process for our inner-city communities. If the recommendations of this report are not approved, many of the ongoing and upcoming local area plans (North Hill Communities, West Elbow, Historic East Calgary, and West Hillhurst, Hillhurst/Sunnyside, Hounsfield Heights) will be at risk or face increased opposition due to the high concentration of *heritage assets* in these communities. This risk is mitigated by the proposed recommendations.

There is a risk of timing associated with the breadth and scope-of-work proposed. The development of the guidelines or architectural controls is anticipated to take approximately six to eight months each, during which time individual structures can be demolished. In some cases,

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Heritage Conservation Tools and Incentives

the loss of a single structure could cause an area to no longer meet the threshold to qualify for heritage area policies. As we are unable to prevent demolition in Alberta, unless it is legally protected or designated, to mitigate this risk Administration will seek to roll-out implementation as quickly as possible, without negatively affecting the quality or efficacy of the tools.

This report identified the exceptional needs of non-residential *heritage assets* as well as the acute conflict between development pressures, city-wide growth policies (Municipal Development Plan, Guidebook for Great Communities, Main Streets) and certain heritage main streets. While this report seeks direction to determine a coordinated approach to non-residential heritage areas in Calgary, there remains significant risk of losing valuable *heritage assets* in the interim.

Some communities may try to use the *heritage area* policy tools to attempt to prevent growth or change in their communities. This risk is mitigated by having clear thresholds and requirements to qualify for the tool, and by not regulating use or density through the tools.

REASON(S) FOR RECOMMENDATION(S):

The proposed tools in this report respond not only to Council direction and priorities, but also to significant community interest and common concerns identified through the local areas planning process. As a finite resource, once demolished or significantly altered *heritage assets* cannot be restored or recreated. Failing to provide effective tools and incentives may result in the loss of *heritage assets* and resources that provide value to The City and support the city's culture, identity and sense of place. The tools and incentives envisioned by this report represent a massive boost to Calgary's heritage conservation. They allow us to recognize and incentivize the conservation of more than 4,000 heritage assets. Community-specific development guidelines will help protect the integrity of more than 1,500 heritage assets. Another 750 will be eligible for a specific land use (direct control district) to provide strong architectural controls, encouraging protection.

ATTACHMENT(S)

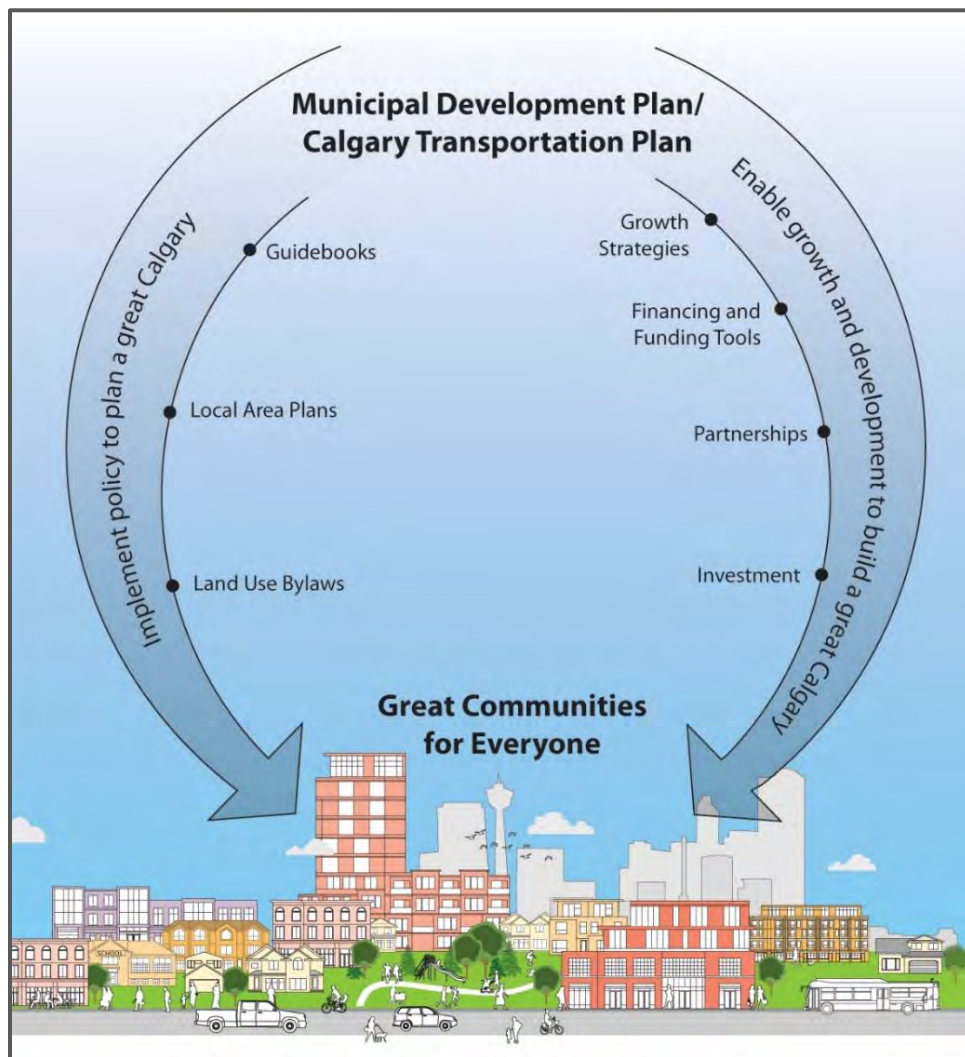
- Attachment 1 – Next Generation Planning System Overview
- Attachment 2 – What is Heritage in Calgary?
- Attachment 3 – Existing Designation Procedures and Incentives
- Attachment 4 – Heritage Conservation in Calgary Progress Snapshot March 2020
- Attachment 5 – Windshield Survey Maps and Conceptual City-wide Maps of Potential Policy Areas
- Attachment 6 – Supporting Financial Analysis
- Attachment 7 – Alternative Heritage Area Policy Tool Thresholds for Consideration
- Attachment 8 – Layer 1 Incentive Recommendations and Precedents Memo from O2 Planning + Design
- Attachment 9 – Summary of Non-Recommended or Out-of-Scope Tools
- Attachment 10 – Alternative Packages of Policy Tools and Financial Incentives
- Attachment 11 – Calgary Planning Commission Member Comments
- Attachment 12 – Heritage Calgary Letter of Support
- Attachment 13 – Administration's pre-COVID-19 recommendations
- Attachment 14 – Public Submissions

Next Generation Planning System Overview

Initiated in 2019, the Next Generation Planning System will improve the way we plan Calgary's future. This systematic approach will help us implement and realize the Municipal Development Plan, which provides the foundation and framework for how we plan our city for citizens who live here now and citizens who will call Calgary home in the future.

Currently made up of nine initiatives, the next generation of planning provides a coordinated and clear planning system for the whole city. It removes outdated and redundant policy, and creates a more robust toolbox to enable development and investment in Calgary

The system combines policies that will allow us to plan a great Calgary with effective programs, strategies and tools, which enable growth and development to continue building a great city. The nine initiatives leverage and inform each other, from a citywide vision to development and construction.



Planning and enabling a great Calgary

Next Generation Planning System

Working with, and building on existing policies, the Next Generation Planning System realizes thriving communities that provide housing, amenity, work and travel choices to everyone. It enables development and investment through clear plans, and strategies and tools that guide and support growth. The Next Generation Planning System consists of the following initiatives, addressing both policy and implementation activities to realize these development and community outcomes.

Municipal Development and Calgary Transportation Plans (MDP and CTP): *update policy*

The MDP and CTP are The City's long-range land use and transportation plans that look upwards of 60 years into the future, when Calgary's population is expected to reach over two million people.

Implement policy to PLAN A GREAT CALGARY.

- **Guidebook for Great Communities:** *new policy*
Ensuring communities in Calgary can offer more housing, shops, work and service choices, while simplifying the planning process with consistent city-wide classifications for the urban form. It will be used to guide and shape Local Area Plans in the new Local Area Plan program.
- **Local Area Plans:** *new program*
Using a multi-community approach to local planning, by grouping communities based on shared connections and physical boundaries. This approach makes stronger connections between communities and to key amenities and infrastructure. It helps to identify common issues and opportunities between communities, while removing duplicate and irrelevant policies and plans.
- **Heritage:** *new policy*
Providing new policy tools and financial incentives to increase conservation of heritage resources.
- **Renewed Land Use Bylaw:** *update policy*
Aligning the Land Use Bylaw with the *Guidebook for Great Communities* and the Local Area Plans so that the final built form accurately reflects the vision for our communities. The renewed Land Use Bylaw will focus on regulating the aspects that impact a person's experience at the street-level.

Enable growth and development to BUILD A GREAT CALGARY.

- **Established Areas Growth and Change Strategy:** *new strategy and implementation plan*
Coordinating public investment, while supporting existing communities through their growth. It links to current policy efforts and supports developers to help build our city.
- **Offsite Levies Review:** *update to policy*
Preparing a new off-site levy bylaw under current legislation, to enable growth-related capital infrastructure in established and new communities.
- **Main Streets:** *next phase of program and implementation/construction*

A continuum that goes from changes to land use that will support development opportunities to a streetscape master plan that is designed to support these changes and can be constructed in a coordinated fashion.

- **Transit-Oriented Development Implementation Strategy:** *next phase*
Carrying out the implementation actions. It supports higher-density, mixed-use buildings and public realm design that prioritizes walking and cycling and maximizes the use of transit services.



What is Heritage in Calgary?

What are Heritage Resources?

Heritage Resources (also called historic resources) may take many forms, but in Calgary are typically buildings, landscapes or features that are valued for their role in telling the story of our place and culture.

While all things have an associated history involving human or natural occurrences, The City of Calgary focuses its heritage initiatives on resources that have been recognized through a formal evaluation process (detailed on page 2).

The multi-disciplinary task of retaining and enhancing heritage resources is broadly referred to as **Heritage Conservation**.

Why conserve?

Heritage resources can unlock triple-bottom-line benefits for municipalities. In addition to the aesthetic, social and educational value of heritage sites, the benefits of conservation include job growth in skilled trades, reduction in construction/demolition waste, economic resiliency during recession periods, positive contribution towards 'sense of place' and community identity, avoided environmental impact through reuse of structures, and promotion of a compact urban form.

The importance of heritage conservation is recognized Provincially (Alberta Culture and Tourism), Nationally (Parks Canada), and Internationally (International Council on Monuments and Sites). Thousands of municipalities worldwide have policies or programs designed to help conserve their historic resources.

Calgary City Council has acknowledged the value of heritage conservation through approval of the *Calgary Heritage Strategy* and other city-wide policies, including:

Municipal Development Plan

"Historic preservation is part of good city building and community identity. Heritage buildings and historic districts serve to enhance our perspective, understanding and awareness of our past and help to build a sense of identity and pride in our local communities...Historic preservation also provides tremendous economic and environmental benefits."
(2.3.3 Heritage and public art)

Guidebook for Great Communities

"Heritage resources are defining characteristics of communities and should be retained or protected while balancing the need for redevelopment."
(2.1.1 Heritage Resources)

Cultural Plan for Calgary

"Calgarians support the conservation of built heritage which brings character and a sense of place to streets and public spaces."
(6.0 A Collective Vision for the Future)

One Calgary 2019-2022 Service Plans and Budgets

"Culture, identity and heritage are key aspects of inspiring neighbourhoods"
(Plan Highlights: A City of Safe and Inspiring Neighbourhoods)

Contents

Page 1:	Overview
Page 2:	Calgary's Approach
Page 3:	Conservation Benefits
Page 4:	Glossary of Terms



National Hotel

Circa. 1910 [Glenbow NA-1075-9]
2012—Before restoration
2019—After restoration

"Canada's historic places are a living legacy for all Canadians. Ensuring a future for these treasures will allow the next generations to use these exceptional places in ways both old and new."

The Standards and Guidelines for the Conservation of Historic Places in Canada

Alan Latourelle
Former CEO, Parks Canada—Appointed to the Order of Canada



What is Heritage in Calgary?

Identifying Heritage Resources

The City of Calgary recognizes heritage resources through one of the following two processes:

- **Heritage sites:** Buildings, landscapes and features that are at least 25 years-old, and thought to have standalone significance as a **heritage site**, may qualify for listing on the *Inventory of Evaluated Historic Resources (Inventory)*. Potential heritage sites are researched and approved by [Heritage Calgary](#) according to a Council-approved system based on specific tangible and intangible values.
- **Heritage assets:** Buildings constructed prior to 1945 that largely retain their historic appearance and features may be considered **heritage assets**. Unlike heritage sites, assets may not individually qualify for the *Inventory*, but are considered to have broader significance where they are part of a concentrated group of similar assets—described collectively as a **heritage area**. The City of Calgary identifies possible heritage assets by performing a visual assessment of a community, known as a ‘windshield survey’. Potential heritage assets must meet survey criteria that considers historic architectural, stylistic, and design elements.



King Edward School (1912)
 Example of a heritage site listed on the *Inventory of Evaluated Historic Resources*



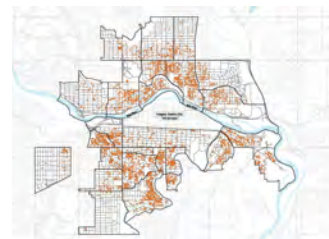
Historic Streetscape, Ramsay
 Examples of heritage assets identified by The City of Calgary

Administration’s conservation strategy

To-date, The City of Calgary’s approach to heritage conservation has generally focused on heritage sites. Working with Heritage Calgary, over 780 unique sites have been listed on the *Inventory*, over 100 have been granted legal protection. Despite significant progress, Administration has identified challenges with this approach, including:

- The *Inventory of Evaluated Historic Resources* is a growing, non-exhaustive list of heritage sites; research in 2019 indicated nearly 500 more potential sites within 26 of Calgary’s inner-city communities
- A majority of identified heritage sites on the *Inventory* (over 85%) remain unprotected, including major Calgary landmarks
- Existing incentives are often unable to match the financial value of selling and/or redeveloping a property containing a heritage resource, creating a conservation *disincentive*
- Beyond a ‘pilot program’ in Bridgeland-Riverside (Bylaw 273D2017), heritage assets are almost entirely without mechanisms to encourage conservation

In recognition of these challenges, Administration has explored new approaches for heritage conservation, are were included in report PFC2019-0223. The recommendations of this report include a proposed heritage area policy and new financial incentive programs. If-approved, this would represent a significant shift forward in Calgary’s heritage conservation strategy.



Heritage Asset Windshield Survey
 Conducted 2019-2020 in 26 inner-city communities, revealing thousands of heritage assets



What is Heritage in Calgary?

Select benefits of conservation: **economic**

Jobs	The restoration or rehabilitation of historic resources requires the labour-intensive involvement of skilled trades. A PlaceEconomics study (<i>Good News in Tough Times: Historic Preservation and the Georgia Economy</i>) found 21% more jobs were created for the same economic activity (cost) in conservation projects vs. new construction.
Tourism	Statistics Canada reports that 24% of overnight visitors to the Calgary area participate in a cultural activity, with a majority visiting a historic site. Since 2012, spending by 'culture' visitors in Calgary has increased by \$51.9 million (Calgary Heritage Authority, <i>Economics of Heritage Preservation for Calgary</i>).
Competitive Advantage	Calgary Economic Development's <i>Calgary in the New Economy</i> strategy identifies 'Place' as a focus area, including a challenge with migration: "Many Canadians do not believe Calgary offers arts and culture comparable to their current home city." All of Calgary's identified 'peer cities' (including Montreal, Toronto, Vancouver) have significant heritage conservation strategies.
Adaptive Re-use	The size, design, and lower rents typical to historic buildings makes them highly flexible for entrepreneurs and start-up business. "Neighborhoods that include older, smaller buildings house significantly greater concentrations of jobs in the 'innovation economy' than do areas with only larger, newer construction." (Stephanie Meeks, National Trust for Historic Preservation)



McHugh House
Circa. 1903 [Glenbow LIB-10-114]
1999—Before relocation
2019—After relocation

Select benefits: **environmental**

Avoided Impact	The re-use of existing buildings presents significant carbon savings over the total cost of replacing a city's entire building stock. Historic buildings are said to have "Inherent Sustainability" through their long life-cycle, reparability, and traditional building design (<i>Building Resilience: Practical Guidelines for the Sustainable Rehabilitation of Buildings in Canada</i>).
Diverted Waste	Demolition of buildings in Canada generates approximately 25% of all landfill waste (Canada Green Building Council). Conserving and rehabilitating historic fabric presents a significant opportunity to reduce unnecessary landfill usage and material loss.

Select benefits: **social & cultural**

Appreciation & Enjoyment	In a telephone survey of 600 Calgarians during development of the <i>Cultural Plan for Calgary</i> , respondents rated preserving heritage buildings and spaces as their second highest priority for cultural investment in the next 10 years. The plan concludes: "It is now recognized that historic resources are integral to the cultural viability of a city as an affordable and desirable place to live/work".
Education & Identity	Historic resources are places of learning and understanding, and are integral to community identity. "Historic places are a source of pride for Canadians. They are part of our collective history and a legacy that we pass on from generation to generation" (<i>Preserving Canada's Heritage</i> , Report of the Standing Committee on Environment and Sustainable Development).

*"The 'greenest'
building is the
one that is
already built."*

Carl Elefante
President
American Institute of Architects



What is Heritage in Calgary?

Glossary

The following terms are used throughout this report, and in related City of Calgary documents:

Heritage Resource— Includes historic buildings, bridges, engineering works and other structures; cultural landscapes such as historic parks, gardens or streetscapes, culturally significant areas, indigenous traditional use areas and sites with archaeological or palaeological resources. These can be managed by municipal, provincial or federal authorities.

In Calgary, The City generally classifies heritage resources as heritage sites or heritage assets, depending on their formally-evaluated significance.

Heritage Site— Building, landscape, or feature of standalone heritage significance, determined according to the *Historic Resource Evaluation System*. Potential heritage sites are researched by Heritage Calgary, and placed on the *Inventory of Evaluated Historic Resources*.

Heritage Asset— Privately owned structure, typically constructed before 1945, that significantly retains its original form, scale, massing, window/door pattern and architectural details or materials. Individual heritage assets may not warrant inclusion on the *Inventory* or consideration as a heritage site.

Heritage Area— Concentrated grouping of related heritage assets.

Inventory of Evaluated Historic Resources (*Inventory*)— Growing (non-exhaustive) list of heritage sites that have been assessed by Heritage Calgary according to the Council-approved *Historic Resource Evaluation System*.

Municipal Historic Resource— Heritage site that has been legally protected against demolition or major alterations under the *Alberta Historical Resources Act*.

Windshield Survey— Visual survey of possible heritage assets in an area according to specific criteria of historic architecture and design.



Scarboro United Church and Manse (1929)
Municipally-designated heritage site



Robert and Mary Taylor Residence (1912)
Municipally-designated heritage site



Existing Designation Procedures and Incentives

What is designation?

Conserving historic buildings through legal protection is an internationally recognized best-practice in heritage planning and is supported by the *Calgary Heritage Strategy* and *Municipal Development Plan*. Legal protection in Alberta is achieved through designating sites as **Municipal** and/or **Provincial Historic Resources**, enabled by the *Alberta Historical Resources Act*, and performed by a municipality, or Alberta Culture and Tourism, respectively.

Designation by City Council as a Municipal Historic Resource:

- * Prevents a heritage resource from being demolished and requires City approval for alterations to certain historic elements
- * Does not affect the ability to sell or purchase property
- * Does not affect activities in a building or on the property
- * Allows the owner to retain all rights to the individual enjoyment of their property

As part of the designation process, the *Alberta Historical Resources Act* (Section 28 [1]) specifies that municipalities must compensate property owners for any decreased economic value related to designation. To avoid incurring this cost, City practice has been to designate sites as Municipal Historic Resources only where the property owner consents and waives any compensation associated with the Act, or if Council has otherwise directed the designation.

Which properties are eligible for designation?

Prior to being designated, a property must be included on Calgary's *Inventory of Evaluated Historic Resources*, a growing list of significant local heritage sites. The *Inventory* is maintained by the Calgary Heritage Authority, a Council-appointed advisory board comprised of members of the public, which evaluates potential *Inventory* sites and advises Council on heritage-related matters. Properties suggested for inclusion on the *Inventory* are researched and evaluated according to the Council-approved Calgary Historic Resource Evaluation System.

Why do owners choose to designate?

A property owner may choose to designate for a variety of reasons, including an interest in heritage conservation. Additionally, a variety of incentives for designation are offered at the Municipal and Provincial level, including heritage conservation grant programs (discussed on following page), and incentives through the planning approvals process.

Density Transfer is a significant planning incentive available to owners of Municipal Historic Resources in the Downtown, Beltline, and East Village areas. A historic resource can transfer unused development rights (density) to a new development site at a privately negotiated profit—supporting growth, and benefiting heritage conservation. Further information on density transfer can be found in Attachment 9 to this report, and at calgary.ca/heritage.



Blum Residence (built 1963)
Municipal Historic Resource
designated November 2018



West End Telephone Exchange (built 1910)
Municipal Historic Resource
designated February 2018
utilized density transfer program

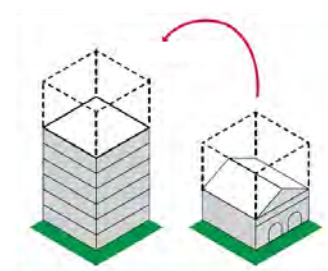


Diagram showing transfer of density from a historic resource to a new development



Existing Designation Procedures and Incentives

Heritage grant programs

City of Calgary *Historic Resource Conservation Grant Program*

The City of Calgary operates a heritage conservation grant program, offering matching funds for projects to restore, preserve or rehabilitate a privately-owned, designated resource.

Sites designated as Municipal Historic Resources, or those in the process of designation are eligible to apply for grant funding through this program. Applicants can apply for up to 50% of a conservation project cost, once every five years. Total grants received cannot exceed 15% of the assessed value of the property, or \$125,000, over a period of 15 years.

The *Historic Resource Conservation Grant Program* is provided through a reserve fund established in 2003, which receives \$225,000 per year from the Planning & Development budget. In 2012, the grant program was restructured through PFC2012-0159, and began issuing grants. Through the *One Calgary 2019-2022 Services Plans and Budgets*, this amount increased to \$500,000 per year beginning in 2020.

Grants supporting 25 Historic Resources have been committed to by The City of Calgary to-date, totalling approximately \$4 million. However, as grants funds are paid at conservation project milestones, the total funds issued to-date total approximately \$2.8 million. Prior to 2020, the average individual grant was approximately \$85K for single residential resources, and approximately \$200K for all other types. Beginning in 2020, a funding cap of \$125,000 was introduced to make the grant reserve available to more applicants.

Prior to the 2020 grant program increase through One Calgary, the annual allocation of \$225,000 was insufficient to accommodate the average of approximately 2 grant applications per year, reducing the grant reserve from the initial endowment and rendering the program fully subscribed through the 2020 year. It is unclear if the grant program allocation increase in 2020 will allow a replenishment of the reserve fund principal (2012), but at minimum it will allow for more grants to be accommodated.

As of this report, 99 sites are designated as Municipal Historic Resources in Calgary, with 72 being privately-owned, and therefore eligible to apply for grant funds. This number is further reduced by the 25 sites having already received grants; while a number of previously-awarded sites have not reached their 15-year funding cap and remain eligible to apply to the program again, the likelihood of requiring additional conservation work is low. As such, there are currently 47 Municipal Historic Resources eligible to apply for their maximum possible grant value as part of a cost-matching conservation project.

Province of Alberta *Heritage Preservation Partnership Program*

Alberta Culture and Tourism operates a Provincial-level grant program, providing matching funds to owners of historic sites under terms and conditions established by the Alberta Historical Resources Foundation (available online through www.culturetourism.alberta.ca). The designation of a property as a Municipal Historic Resource qualifies a property owner to apply for up to \$50,000 per year in Provincial matching funds, as opposed to a one-time grant of \$5,000 available to non-designated sites.



Scarboro United Church
(built 1929)
Conservation grant recipient

Average approved matching grant for heritage resources: (approximate)

Single residential home

\$85,000.00

All other resource types

\$200,000.00

Strategic Vision

Through the 2008 *Calgary Heritage Strategy*, Council established a municipal vision “as a Canadian leader in historic preservation” and outlined stakeholders, goals, and actions in achieving that vision. Since the *Strategy*’s adoption, a majority of its 30+ identified action items have been completed, including the following major accomplishments:

- Establishment of the current **Historic Resource Conservation Grant Program** in 2012—systematizing funding for heritage sites
- Approval of the **City-Owned Historic Building Management Strategy** in 2011 (FM) and **Cultural Landscape Strategic Plan** in 2012 (Calgary Parks)
- Creation of the online **Inventory of Evaluated Historic Resources** in 2010—among the best of its kind in North America

Approval of the *Calgary Heritage Strategy* also introduced a set of 3 principles – **Identify, Protect, and Manage** – with the understanding that a successful overall approach to heritage conservation requires attention to all 3. With that in mind, the below information attempts to provide a high-level ‘snapshot’ of current progress towards Calgary’s heritage conservation vision through reporting on each principle.

How is Calgary doing?

“Identify”

- The *Inventory of Evaluated Historic Resources* currently has 866 listings, including 80 demolished resources (786 unique extant sites)
- Heritage Calgary added an average of 40 sites/year to the *Inventory* from 2009-2015, after which a Provincial funding source was eliminated. Subsequently, they add approx. 16 new sites annually
- The *Inventory* Evaluation System moved to a ‘values-based’ model in 2008 (LPT2008-24), and has seen a fuller range of resources added including worker’s cottages, cultural landscapes, etc.
- The distribution of resource age on the *Inventory* is now more broadly reflective of Calgary’s major development periods

“Protect”

- Heritage Planning strives to achieve the designation of 7 historic resources per year. This number was exceeded in 2017 (11 sites) and 2018 (8 sites) - but being owner-driven, is difficult to anticipate
- An additional 10 sites are protected by legal agreements negotiated as part of comprehensive development projects affecting a historic resource
- As of this report, 99 sites have been designated as Municipal Historic Resources, or roughly 12% of the extant *Inventory*
- Including 2019, an average of 4 *Inventory* sites were demolished annually over the past five years. Heritage Planning does not have authority to withhold demolition permits for non-protected resources

“Manage”

- As part of Planning & Development, Heritage Planning has created conservation policy for the Municipal Development Plan, Developed Areas Guidebook, and various Area Plans
- All planning applications impacting historic resources are reviewed by Heritage Planning. Changes to Municipal Historic Resources are assessed and approved prior to permit issuance
- To date, 25 historic resources have received funding through the *Conservation Grant Program*, totaling approx. \$4 million in investment
- The grant program reserve is currently at-capacity for 2019, but will increase in 2020 from \$225K to 500K through *One Calgary*
- Where density transfer policies apply (Downtown, East Village, Beltline), 16 resources have designated and sold unused density

Windshield Survey Maps and Conceptual City-wide Maps of Potential Policy Areas

A. Summary

In 2019, a visual 'windshield survey' was performed to identify potential assets across 26 communities in Calgary's built-out areas. This approach to rapidly identifying many sites of heritage value is modelled after best-practice examples such as Los Angeles' 'SurveyLA' program. The windshield survey resulted in the identification of more than 3000 heritage assets and represents the largest single survey of heritage properties performed in Calgary to date.

The attached maps shows sites listed on the *Inventory of Evaluated Historic Resources*, designated heritage sites, and properties identified as Heritage Assets during windshield surveys conducted 2019-2020.

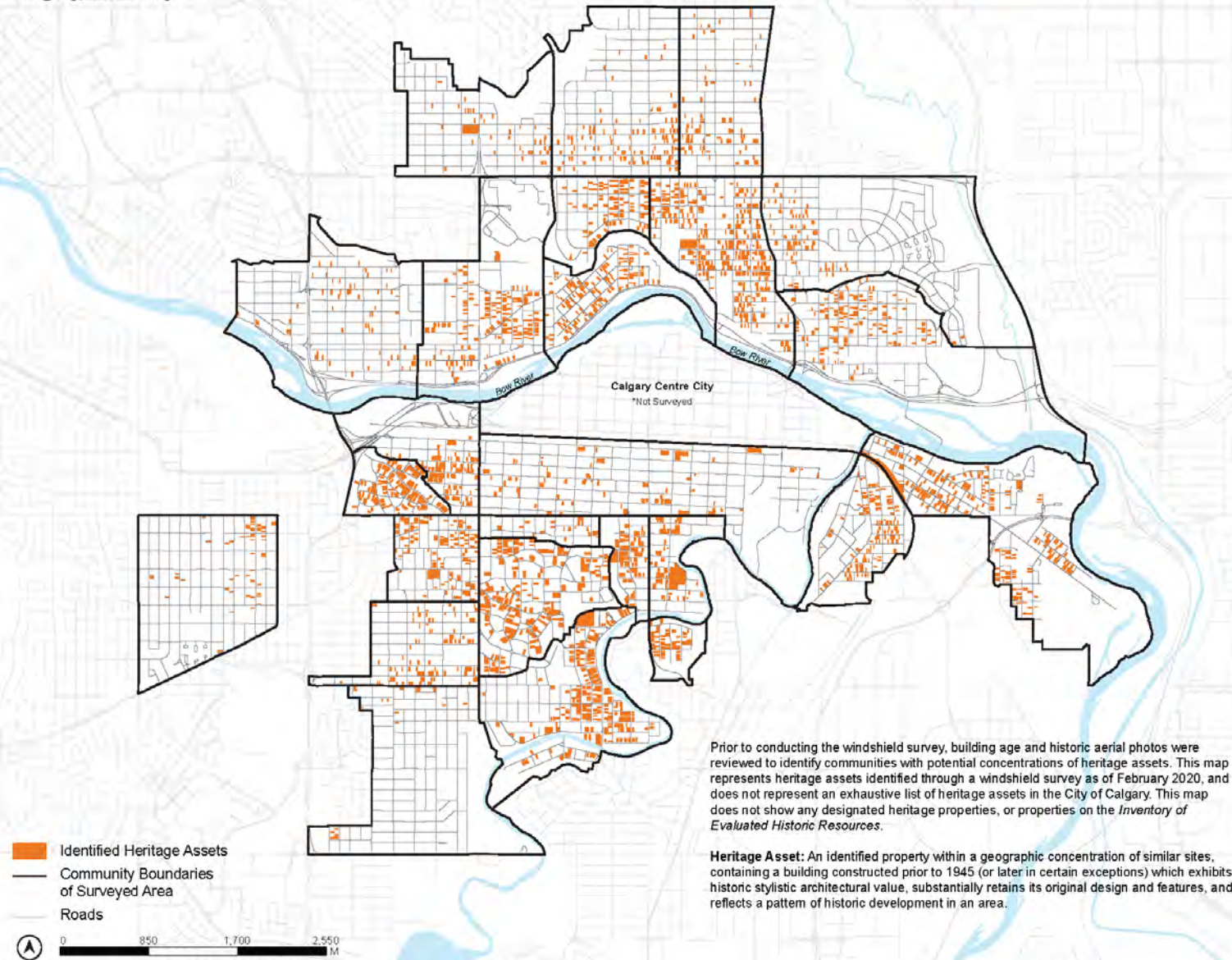
Heritage Inventory Parcels have been evaluated by Heritage Calgary according to Council-approved policy. While recognized for their significance on the *Inventory of Evaluated Historic Resources*, they are not subject to development or demolition restrictions unless designated (legally protected) in cooperation with a property owner.

Designated Heritage Parcels have been legally protected under the *Alberta Historical Resources Act*, and have regulation preventing alteration or demolition of their significant features without approval by The City of Calgary or Province of Alberta, depending on their designation.

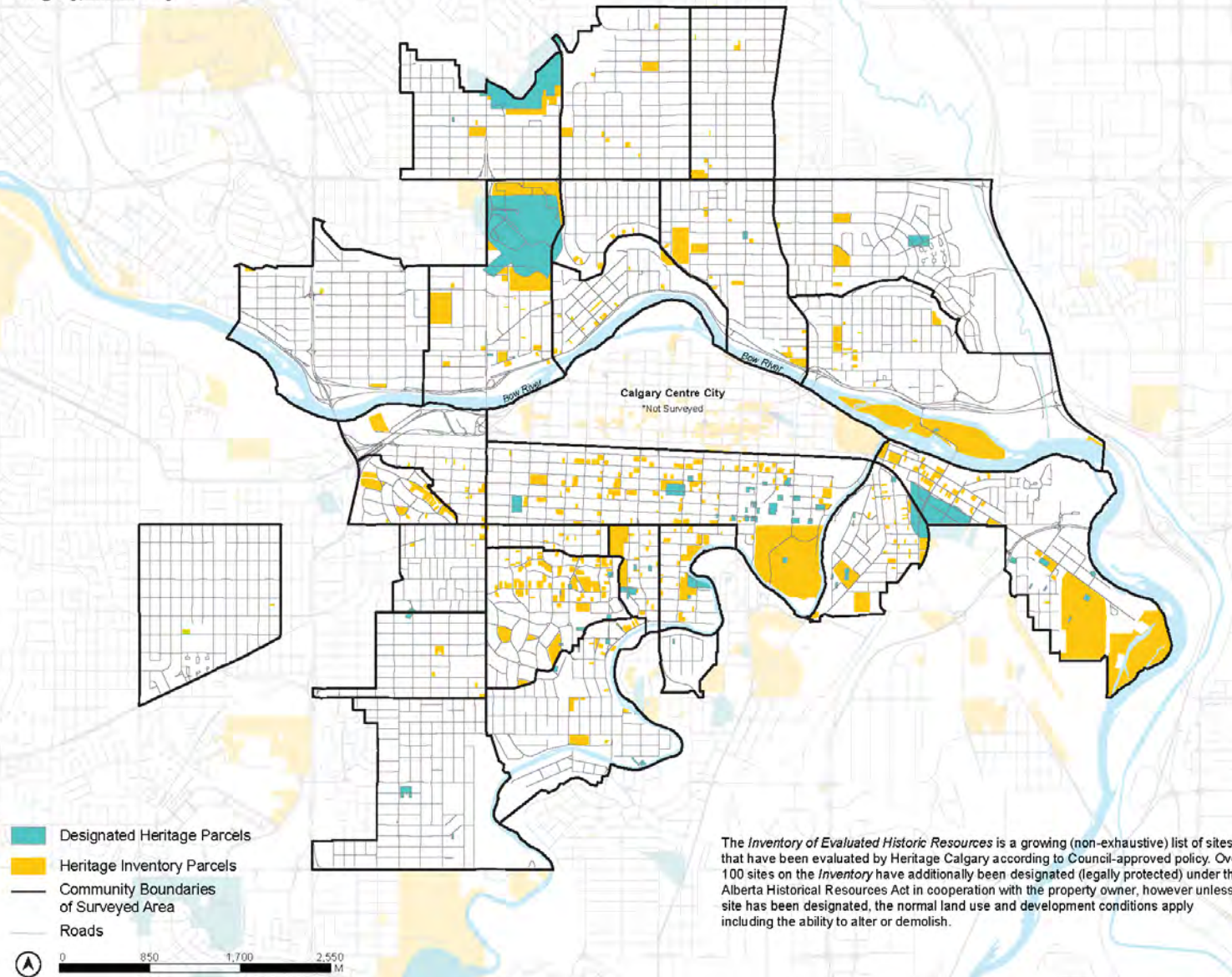
Heritage Assets are identified properties within a geographic concentration of similar sites, containing a building generally constructed prior to 1945, exhibiting historic stylistic architectural value, substantially retaining their original design and features, and reflecting a pattern of historic development in an area. These sites are not listed on the *Inventory*, and may not qualify for the Inventory as an individual property. Their formally-recognized heritage significance is tied to being part of a geographic concentration of similar sites.

Windshield Survey: Identified Heritage Assets

Calgary, Inner City

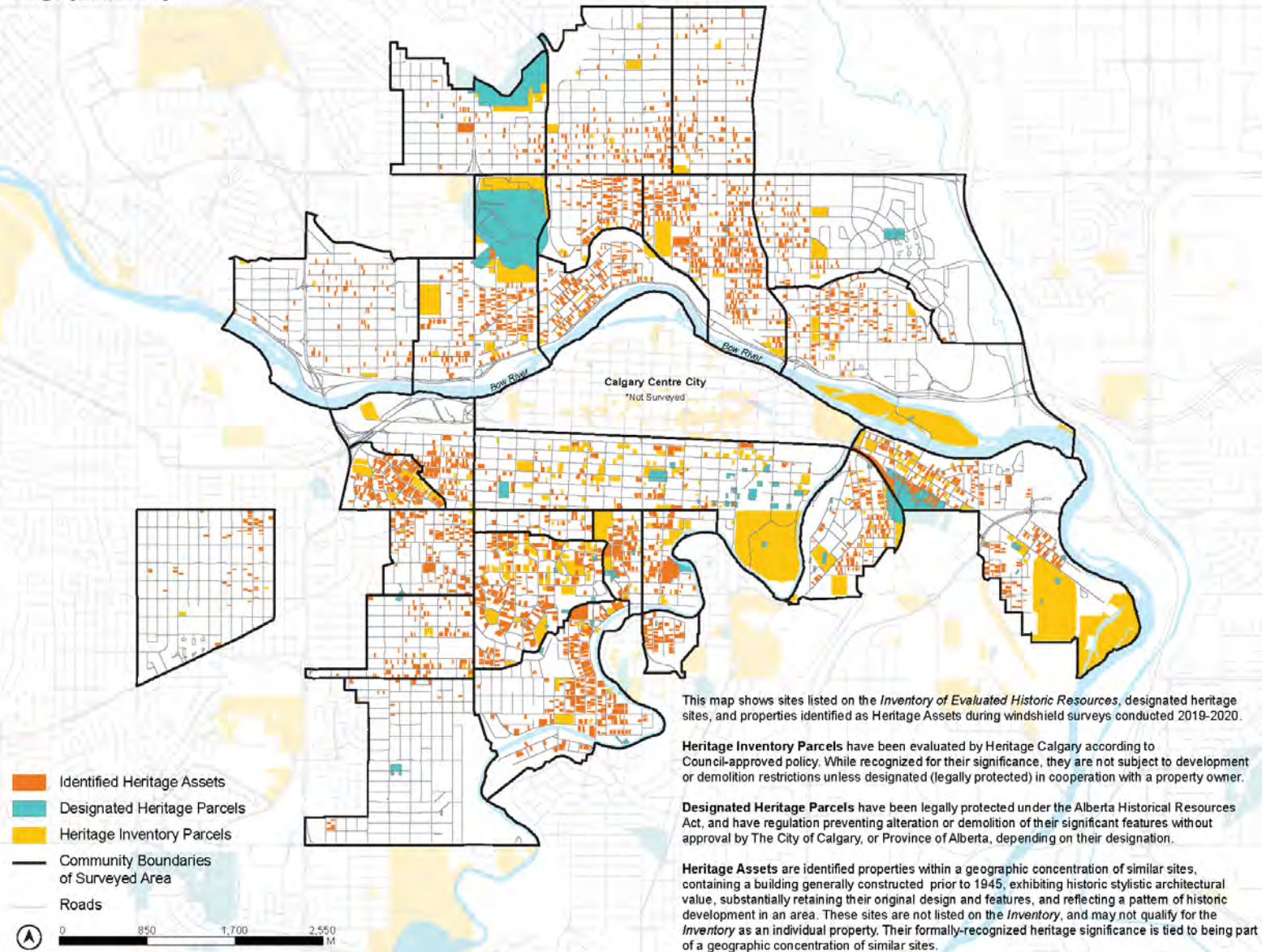


Heritage Parcels: Designated and Inventory Calgary, Inner City



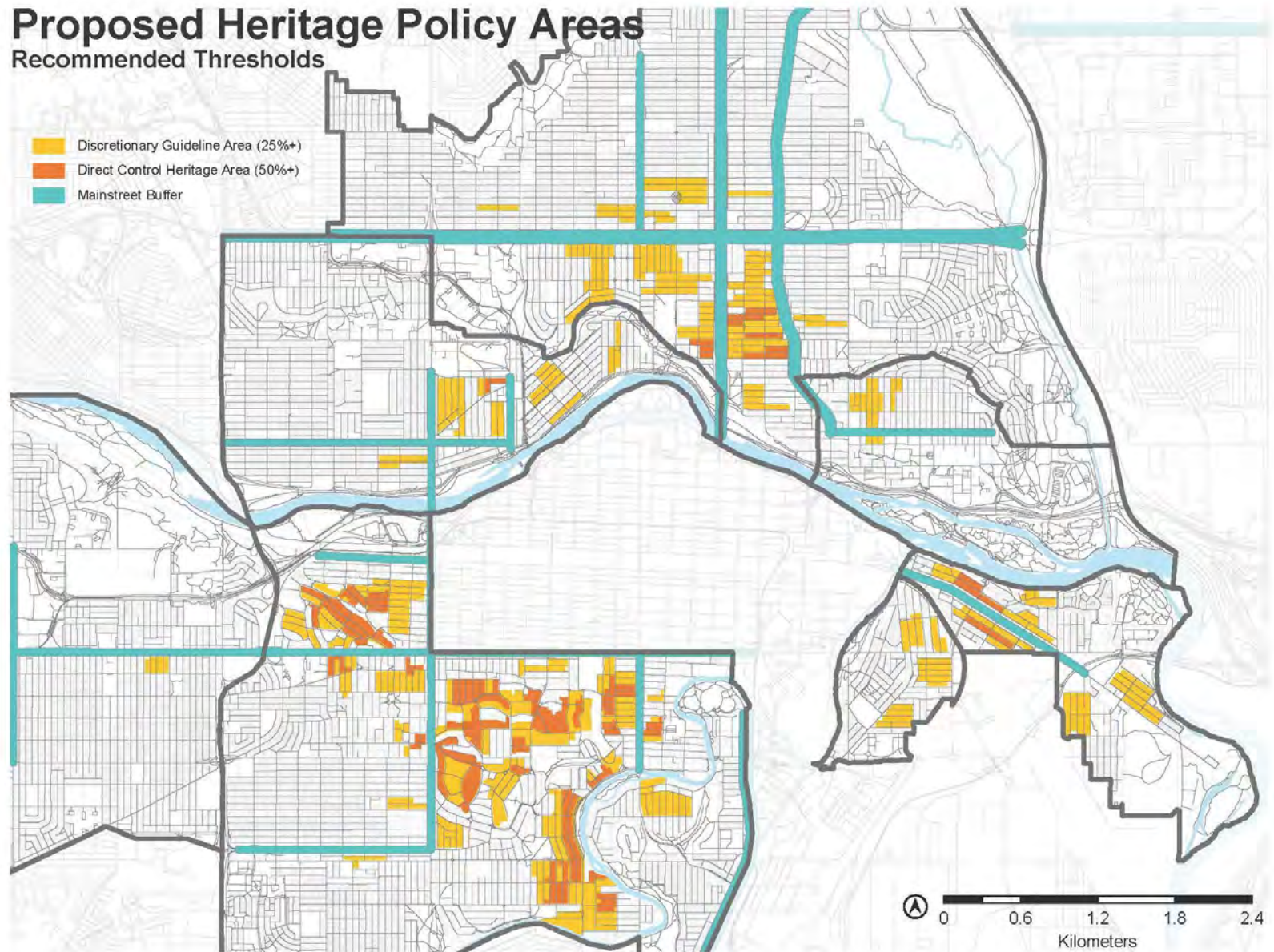
Heritage Parcels: Designated, Inventory, and Heritage Assets

Calgary, Inner City

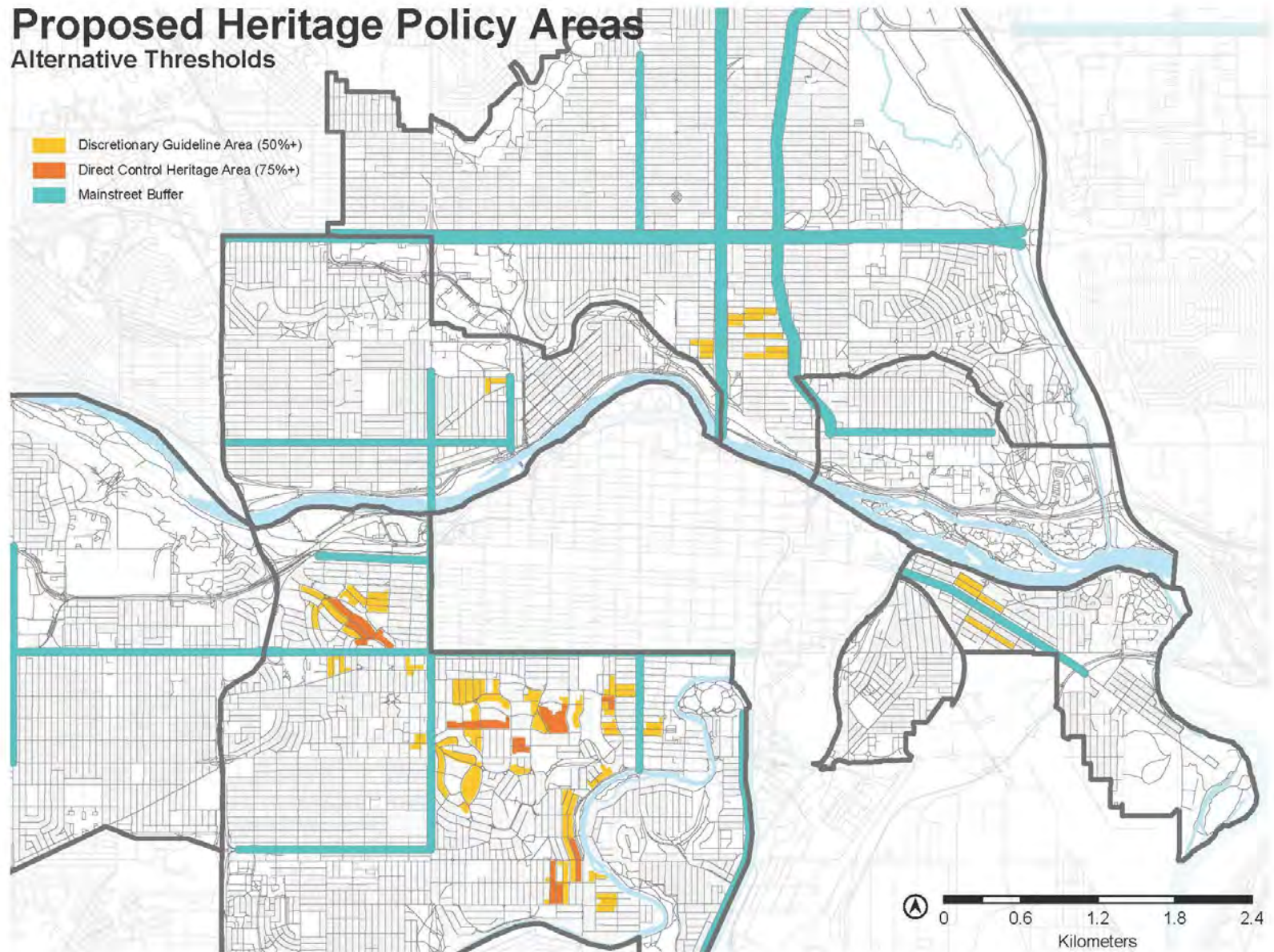


Proposed Heritage Policy Areas

Recommended Thresholds



Proposed Heritage Policy Areas Alternative Thresholds





Overview

This attachment provides background and preliminary analysis for the financial incentives for heritage conservation explored through this report. A brief discussion is also provided on future funding implications for Heritage Calgary related to the proposed tools and incentives.

Unlike the heritage area policies described in this report, the proposed financial incentives are recommended for continued development and analysis, and to return for consideration during the 2023-2026 budget deliberations. As such this attachment is designed to describe the intent of each proposal, and demonstrate the general feasibility that led to Administration prioritizing that incentive for the Calgary context. In essence, to seek Council direction to continue refining the incentive proposals for a future budget allocation, and not as a finalized incentive as-of-this-report.



Colgrove Apartments (1912)
Identified heritage resource— currently
without legal protection preventing
significant alteration or demolition

Background

The financial incentives described in this attachment are intended to encourage owners to designate their properties as Municipal Historic Resources. For an owner to accept this protection involves limiting the total redevelopment potential of their site, forgoing a portion of the economic potential of the property. As such, the financial options discussed in this attachment must provide a sufficient level of benefit to meaningfully incentivize a property owner to designate.

Determining the appropriate level of compensation required for an owner to consider designation is complex and challenging. Considerable variance exists between the economic contexts of heritage sites in Calgary, along a variety of different measures. Assessed property values for sites on the *Inventory of Evaluated Historic Resources* range between hundreds-of-thousands, and tens-of-millions of dollars, and the redevelopment potential of sites is markedly different between residential and non-residential properties.

Altogether, while two financial incentive approaches are proposed through this report for Council's direction, the example terms, details and cost projections represent conceptual models that— while attempting to be as accurate as possible— contain assumptions which allow uncertainty as to the programs' ultimate uptake and success. Administration proposes to mitigate this uncertainty in the following ways:

- The reporting approach undertaken by Administration allows that if Council supports these incentive options, further development towards implementation will refine the proposals and attempt to additionally minimize assumptions and limitations
- The proposed financial incentives are each recommended with limitations and caps to set firm parameters on the level of City investment to be committed. Any variability in the projected outcomes for heritage conservation would not incur additional cost
- As the proposed incentives represent significant new approaches for heritage conservation in Calgary, Administration recommends that the financial incentives be approved with a report-back following the initial implementation to allow for alterations and improvements to be made for future programs

Residential “tax-back grant”

Description

A potential residential tax-back grant would be an annual reimbursement issued by The City of Calgary to owners of designated (legally protected) heritage sites which are taxed as residential properties. The value of the grant would be based on an eligible property’s annual assessed municipal taxes, for a set period of time, or up to a maximum per-property value.

Purpose and benefits

Such a program would be intended to fill a gap in Calgary’s existing designation incentives for residential properties that are not interested in performing the conservation work necessary to use the *Historic Resource Conservation Grant Program*. A program of this type would also lower the designation ‘bar-to-entry’ for owners who do not have the funding necessary to participate in a matching grant incentive program. Most importantly, this type of direct tax-back (or ‘tax-relief’) tool is excellent at providing a straightforward mechanism to offset the incentive to demolish and redevelop a property, which can be significantly increased with development activity otherwise sought by The City of Calgary to meet growth targets through the Municipal Development Plan.

Example of a similar program outside Calgary

Burlington, Ontario

- Tax rebates offered to owners of designated residential heritage properties who make an annual application
- Eligible sites receive a 40% rebate on property taxes, including City, Region and School Board components
- No fixed-term or cap on total amount provided; however, property owners must re-apply annually
- City of Burlington initially offered a lower percent, and approved an increase through a report on the program’s success
- Additional information via By-law [61-2016](#)

Potential City of Calgary program

- Residential properties designated as a Municipal Historic Resource can apply to have 75% of the Municipal portion of their property taxes refunded as a grant for a period of 15 years, or to a maximum refunded value of \$50,000
- An owner would be required to enter into a conservation agreement, with terms designed to ensure a property remains in good condition in addition to being designated. However conservation work is not required like with the Historic Resource Conservation Grant Program
- A property may only qualify for the program one time, to receive the 15-year term or \$50,000
- Properties claiming this funding would not be eligible to apply for other City financial incentives



Wallace Residence (1913)

Identified heritage resource—currently without legal protection preventing significant alteration or demolition

Residential “tax-back grant”

Analysis

A \$50,000 program limit is used as an example of a viable incentive to encourage owners of identified residential heritage resources to consider designation. This figure is designed to respond to the increased use of the “R-CG” or other Multi-Family (more than two units/parcel) Land Use Districts in communities with heritage resources that have previously been limited to one or two units per parcel. The flexibility associated with an increase in Land Use Districts can create redevelopment value that incentivizes owners to demolish an existing heritage resource. Although significant variation exists between communities, analysis in Calgary of the value difference between one/two unit zoning and Multi-Family zoning has indicated a potential square-foot value increase of between 13% and 30% for some areas.

A \$50,000 incentive amounts to 10% of a \$500,000 property, which exceeds the potential value increase of re-zoning to a Multi-Family Land Use District for certain heritage properties, but falls short for others. This number also attempts to balance a sustainable cost for The City of Calgary, offering a moderate incentive to a large number of properties for a comparatively low overall program cost.

When asked in a 2019 online and mail-in survey about a program of similar value to the proposed, approximately 40% of owners of non-designated sites on the *Inventory of Evaluated Historic Resources* indicated that they would “Almost certainly choose to designate” were such a program introduced.

There are currently 248 residential properties on the *Inventory of Evaluated Historic Resources* that would be eligible to apply for a tax-back grant, after agreeing to designate as a Municipal Historic Resource. If a similar percent of owners agreed to designate as indicated in the 2019 survey (“Scenario 1”), the program would need to provide a tax-back grant for 99 properties. Based on the assessed values of existing sites on the *Inventory*, designated heritage resources would receive an average total amount of \$38,858 over the 15-year term, **requiring program funding of \$3.8 million.**

If the percentage of property owners interested in this incentive is higher than the 40% indicated by the 2019 survey, another estimate can be drawn through assuming that all owners who could stand to receive \$50,000 over 15 years would use this incentive. In this model (“Scenario 2”), 122 sites currently on the *Inventory* would reach that grant amount within the 15-year timeframe, based on their annual property taxes. In this case, **program funding required from The City would be \$6.1 million.**

Given these cost scenarios, a program could reasonably scale between \$3 and \$10 million, depending on Council’s direction at the 2023-2026 budget discussions. For the purpose of this report, **\$5 million** is proposed as sufficient for an initial implementation of a tax-back grant incentive, which could be monitored during the 2023-2026 budget cycle for the “real-world” response from owners in designating their properties, to help inform future recommendations to initiate similar or modified programs.

Scenario 1:

40% of currently eligible sites use this incentive

Number of Sites Projected to Designate	99
Percent (Designated) of Currently Eligible Sites	40%
Average Total Grant (Per Property)	\$38,858
Total 15-year Program Cost	\$3,846,942

Scenario 2:

Property owners eligible for \$50K (over 15 years) use this incentive

Number of Sites Projected to Designate	122
Percent (Designated) of Currently Eligible Sites	49%
Average Total Grant (Per Property)	\$50,000
Total 15-year Program Cost	\$6,100,000



Supporting Financial Analysis

Residential “tax-back grant”

Analysis (continued)

Due to the variation in residential property values, different tax-back percentage scenarios were also modelled by Administration in order to determine the appropriate annual percent tax-grant to offer. Where Scenario 2 on the previous page assumes that \$50,000 is required for a property owner to designate, the number of sites reaching the required amount over 15 years was based on an annual grant of 75% of municipal property taxes.

The figures below show the same scenario, modelled alongside two alternate tax-back grant percentages. Since the proposed program is capped at \$50,000, the 75% tax-back option was selected to allow heritage resources with a greater range of property values to reach the \$50,000 maximum within 15 years—while remaining more cost-effective for Administration than a 100% scenario.

50% Tax-Back Grant

Number of Sites Projected to Designate	85
Percent (Designated) of Currently Eligible Sites	34%
Total Grant Received (Per Property)	\$50,000
Total 15-year Program Cost	\$4,250,000

75% Tax-Back Grant

Number of Sites Projected to Designate	122
Percent (Designated) of Currently Eligible Sites	49%
Total Grant Received (Per Property)	\$50,000
Total 15-year Program Cost	\$6,100,000

100% Tax-Back Grant

Number of Sites Projected to Designate	144
Percent (Designated) of Currently Eligible Sites	58%
Total Grant Received (Per Property)	\$50,000
Total 15-year Program Cost	\$7,200,000

If Council supports Administration’s recommendation for a “Tax-Back Grant” financial incentive at the 2023-2026 budget discussions, it is recommended that total program funding not be set below \$2 million. There are currently 32 residential properties on the *Inventory of Evaluated Historic Resources* which would be eligible to apply for the proposed tax-back grant. Assuming that all properties apply, this would mean that between \$1.2 and 1.6 million of the overall program total would go towards sites that are already designated, leaving only a small portion of the amount to incentivize new designations in a low overall funding scenario. While this is an unfortunate outcome of a program available to all owners of designated residential properties, precluding owners who have already assumed the financial implications of designation could appear punitive towards the prior actions of citizens that are deemed to have been in the public interest and therefore is not recommended by Administration.



Hickey Residence (1912)

Identified heritage resource— currently without legal protection preventing significant alteration or demolition

Non-residential “conservation tax credit”

Description

A potential non-residential conservation tax credit incentive would be a new shared funding program for performing improvement work on designated non-residential heritage buildings. The incentive value would be calculated against the site’s annual municipal property taxes. Owners doing City-approved restoration or rehabilitation work would be eligible for a partial tax credit annually for a period of 15 years.

Purpose and benefits

Such a program would have similarities to the existing *Historic Resource Conservation Grant Program*, but would offer a significantly larger financial incentive than the \$125,000 maximum of that program (potentially twenty-times that value). Given that Calgary’s total heritage grant program budget is currently \$500,000, a single conservation project on a non-residential building (church, office tower etc.) can currently exceed that value. This proposed incentive would be a critically-important increase in serving the conservation needs of non-residential heritage resources, and in encouraging buildings to designate that would not see value in the existing grant program.

Example of a similar program outside Calgary

Toronto, Ontario

- Tax rebate structured towards designated commercial and industrial heritage properties, either alone or in a Heritage Conservation District
- Property owner must intend to complete, within a single taxation year, eligible work equivalent to a minimum of 20% of annual property taxes paid
- Rebate of 50% of the conservation costs, up to 50% of annual municipal property taxes paid, with a maximum yearly value of \$250,000

Potential City of Calgary program

- Non-residential properties designated as a Municipal Historic Resource, and undergoing conservation work, can apply to be refunded 50% of a project cost, for up to 50% off the municipal portion of their taxes, annually
- The maximum a property can receive is \$250,000/year, for a duration of up to 15 years (totaling \$3.75 million)
- The maximum incentive amount available cannot exceed 15% of a property’s assessed value, in combination with any other City of Calgary conservation grant.
- Applications can be made every five years, provided that the applicant does not exceed the maximum amount available for the program and the work and tax reductions for any previously awarded application has been completed and ended.
- 50% of the cost of specified work must be completed within 2.5 years of the application being approved or the rebate for the remainder of the work will not be recognized



St. Vladimir's Ukrainian Orthodox Church and Cultural Centre (1977)

Identified heritage resource— currently without legal protection preventing significant alteration or demolition

Non-residential “conservation tax credit”

Analysis

The financial support required to meaningfully assist with the conservation of non-residential heritage sites is substantially larger than with residential. Similarly, non-residential properties that opt to designate as Municipal Historic Resources typically forgo more valuable development potential, based on what may be allowable through a non-residential Land Use District.

For these reasons, the scale of the example program for this incentive is understood to be fundamentally unable to assist a majority, or even a large portion, of heritage sites. The program parameters are proposed in accordance with successful examples in other municipalities (including Toronto and Regina), and in seeking to implement a flexible, scalable program to determine uptake in the Calgary context.

The recommended program commitment for The City through this incentive approach is \$15 million, or a maximum of \$1 million per year for a fifteen-year period. This allows at least four properties to claim the maximum possible tax credit at the annual maximum value. Because of a funding cap at 15% of a property’s total assessed value, this could also serve a larger array of more modest non-residential buildings.

This program **could be scaled to a total program commitment of \$10 million, or \$5 million**, through reducing the funding term from fifteen years to ten or five. However, because one of the primary roles of this financial incentive is to provide a much more substantial benefit for a property owner than the existing conservation grant program, reductions beyond this funding level may undermine its fundamental efficacy.

If Council supports an increased incentive for non-residential heritage sites that is below a \$5 million commitment, Administration recommends **instead supporting the alternate recommendation package described in Attachment 10 as “Recommended Plus”**. This would direct an immediate \$3 million increase to the *Historic Resource Conservation Grant Program* over the 2021-2022 period through a mid-cycle budget adjustment, and include modifications to the existing program terms and conditions:

- Direct the additional \$1.5 million/year exclusively to non-residential properties, leaving the existing \$500,000/year to residential properties (accounting for the value differential)
- Explore restructuring the maximum values to allow non-residential properties to access a larger total grant amount than the current \$125,000

As the *Historic Resource Conservation Grant Program* is an established fund through The City of Calgary, there would be lower resourcing impacts on Administration than creation of a new program while still providing some additional incentive for non-residential properties.

Monitoring during the 2021-2022 period would allow new data to be gathered for future program recommendations.



Schuler's Grocery (1912)

Identified heritage resource—currently without legal protection preventing significant alteration or demolition

Heritage Calgary—Projected funding requirements

Description

The section discusses the projected future needs of Heritage Calgary if the financial incentives proposed in this report are approved through the 2023-2026 budget. As referenced in Attachment 10, successful delivery of these financial incentives by Administration will require a level of ongoing support from Heritage Calgary in terms of evaluations and re-evaluations for the *Inventory of Evaluated Historic Resources*. This is in addition to the services to Council and citizens that Heritage Calgary provides—for which there is also an opportunity to offer an enhanced level of service should new heritage tools and incentives be supported. Information is provided below for consideration in advance of the November 2022 budget deliberation.

Purpose and benefits

Heritage Calgary (formerly the Calgary Heritage Authority) is a charitable Civic Partner of The City of Calgary, with a mission to identify, preserve and promote Calgary's diverse heritage for future generations. The Board of Heritage Calgary comprises 12 members who are appointed by City Council on Heritage Calgary's recommendation, in addition to an Executive Director and two staff positions.

As part of their mandate to Council and Citizens, Heritage Calgary plays an essential role in the ongoing identification of heritage resources through management of the *Inventory of Evaluated Historic Resources*, including the addition of new sites and the re-evaluation of existing sites each year. To accomplish this, Heritage Calgary commits a portion of their annual budget to contracting researchers to perform evaluations/re-evaluations, and providing resources for the Evaluation & Review subcommittee.

Heritage Calgary added one of their two staff positions in 2020 to help manage a portion of the evaluation workload that was previously provided through assistance from City Administration. Heritage Calgary's newest position directly benefits Administration in taking on that work, which previously required a commitment of approximately 15% of a full-time position. To fund its staff, Heritage Calgary is withdrawing \$150,000 per year from a reserve fund (called the Calgary Heritage Authority Reserve Fund: PFC2012-0159, PFC2015-0917 and PFC2018-1125) until 2023. Heritage Calgary's reserve fund has a protected balance of \$1,338,000, limiting the ability to withdraw further amounts beyond what has been already committed for the 2020-2023 period. Without a future increase in funding to match or exceed this \$150,000, a funding gap will exist for Heritage Calgary as-of 2023 if the current work program is maintained.

Analysis: Projected future requirements

The recommended implementation timeline of this report means that in 2023, Administration will have sought budget approval for the proposed tax-based financial incentives in this attachment. If approved, the creation of new incentive programs is estimated to increase demand for designation from sites that are not currently listed on the *Inventory*, and accelerate demand to re-evaluate sites with outdated listings. If Heritage Calgary lacks the necessary funding to facilitate these evaluations/re-evaluations, potential new sites and outdated sites will be delayed in achieving designation and making use of the new financial incentives. This creates a risk to providing a consistent level of service to citizens, and ensuring protection of the maximum possible number of heritage resources.

Alternately, Administration could resume their prior arrangement in assisting Heritage Calgary with evaluation work, but this would have implications on delivery of the heritage policy tools, new and existing financial incentives, and all other heritage-related initiatives that Administration is engaged with.



Heritage Calgary—Projected funding requirements

Analysis: Projected future requirements (continued)

Heritage Calgary will seek to have the projected funding shortage addressed through submission to the 2023-2026 budget deliberations. In advance of that date, and supporting this report, a brief comparison is provided below of two possible funding increase scenarios. Scenario 1 examines sustaining the currently-provided level of service through a \$150,000 per year increase. Scenario 2 sees a larger increase of \$450,000 per year to allow a significantly higher overall level of service from Heritage Calgary, including the provision of new programs and a Heritage Calgary-specific financial incentive.

Scenario 1—Sustained funding level

- \$150,000 additional annual funding
- Allows continuation of 2020-2022 Heritage Calgary service levels into the 2023-2026 budget cycle
- Projected outcomes in 2023-2026: 80 new evaluations, 20 re-evaluations, no additional programming or services

Scenario 2—Increased funding level

- \$450,000 additional annual funding
- Allows significant increase to service levels, to help manage potential increased awareness and demand from citizens if proposed tools and incentives are approved through this report
- Projected outcomes in 2023-2026: 150-200 new evaluations, 100-150 re-evaluations; creation of financial incentives for *Inventory* sites without designation (eg. “Paint a Porch” program, etc.), facilitation of further education and awareness programming for citizens, ability to build further financial capacity through fundraising

Alternative Heritage Area Policy Tool Thresholds for Consideration Heritage Conservation Tools and Incentives Report

A. Summary

The tools and incentives envisioned by this report represent a massive boost to Calgary's heritage conservation. They allow us to recognize and incentivize the conservation of more than 4,100 heritage assets. The recommended thresholds in the report would allow community-specific development guidelines to help protect the integrity of more than 1,500 heritage assets, and offer another 750 a specific land use (direct control district) to provide strong architectural controls, encouraging protection.

Using the recommended thresholds, however, results in the capture of more than 3,000 non-heritage assets within a heritage area policy tool over more than 350 hectares of land. This attachment explores an alternate set of thresholds that captures just the highest integrity heritage areas in the city. Using the higher thresholds would result in only 344 non-heritage assets being captured by heritage areas policy tools across just 90 hectares of land.

B. Alternative Thresholds for Consideration

Heritage Area Policies

1 – Incentive Areas (addresses financial equivalence only)

There are no proposed alternative thresholds for incentive area policies.

2 – Discretionary Guideline Area (addresses financial equivalence and physical compatibility, but only through encouragement and mandatory design review)

While the 25-49% threshold allows a broader application of the guidelines within our historic neighbourhoods and a greater number of heritage assets to be addressed, it may capture areas of low historic integrity (i.e. infill redevelopment predominant). In the original scenario, only one property in every four needs to be a heritage asset for the area to qualify.

Administration has also examined an alternative threshold of 50-74% for the Discretionary Guideline Area. In this scenario, at least half the properties must be a *heritage asset* to qualify. This threshold has the same implementation considerations as the lower threshold, but has not yet been presented to stakeholders for feedback or consideration.

Using this higher threshold, the guideline areas would apply to approximately 745 heritage assets and 344 non-heritage buildings (1,089 total structures), representing an area of approximately 90 hectares across the city—just 30% of the area captured in the proposed threshold (25% or greater).

3 – Direct Control Heritage Area (addresses financial equivalence & physical compatibility with specific restrictions and allowances)

While the greater than 50% threshold allows a broader application of the guidelines within our historic neighbourhoods and a greater number of heritage assets to be addressed, it may capture areas of lower historic integrity (i.e. infill redevelopment predominant). In the original scenario, only one property in two needs to be a heritage asset for the area to qualify.

Administration has also examined an alternative threshold of greater than 75% for the Direct Control Heritage Area. In this scenario, at least three properties in every four must be a heritage asset for the

area to qualify. This threshold has the same implementation considerations as the lower threshold, but has not yet been presented to stakeholders for feedback or consideration. Using this threshold, the Direct Control Heritage Area could apply to approximately 160 heritage assets and 34 non-heritage buildings (194 total structures), representing an area of approximately 18 hectares across the City. All 160 heritage assets would be contained within (or overlap with) the Discretionary Guidelines Area). Using this threshold captures just 7 percent of the identified *heritage* assets in the city, though in the highest integrity areas.

Table 1 : Distribution of Heritage Assets Across Thresholds

	Recommendation				Alternative			
	<i>Threshold</i>	<i>Heritage Asset</i>	<i>Non-Heritage Asset</i>	<i>Area</i>	<i>Threshold</i>	<i>Heritage Asset</i>	<i>Non-Heritage Asset</i>	<i>Area</i>
1 – Incentive Area	N/A	4,122	0	N/A	N/A	4,122	0	N/A
2 – Discretionary Guideline Area	25% – 49%	2,271	2,923	350 ha	50% - 74%	745	344	90 ha
3 – Direct Control Heritage Area	50% - 100%	745	344	90 ha	75% - 100%	168	34	18 ha

Layer 1 Incentive Recommendations and Precedents Memo From O2 Planning + Design

1. Current Approach: Developer-Focused Incentives

Presently, the main approach to incentivize the retention of Character Homes and heritage (small “h”) resources within Bridgeland is to provide the opportunity to redevelop the property through the addition of structural density (in the form of Multi Residential Development). This is the main thrust of Bylaw 273D2017, and it is an incentive that would largely only apply to a potential real estate developer, as opposed to the current owner. To-date, no applications have been received by the City through this incentive program.

It is difficult to isolate a single variable leading to the lack of uptake on the Character Home Retention Incentives within Bridgeland. It is, however, likely that two contributing factors are: (1) the lots that contain the Character Homes are of a relatively small size to accommodate the requisite density to promote redevelopment; and (2) that the structure itself is located centrally in the parcel and is thus difficult to incorporate into an infill design. These factors, combined with the requirement to retain the Character Home structure, create challenging redevelopment scenarios.

Though some minor development permissions within Bylaw 273D2017 do exist (e.g. additions, conversion into multiple dwelling units, relocation of the home on the parcel, Live Work Units), it appears that they do not go far enough to incentivize existing owners.

2. Potential New Approach: Owner-Focused Incentives

As stated, the main thrust of Bylaw 273D2017 is the permission of Multi Residential Development on parcels where Character Homes were being retained. The effectiveness of this incentive may be reduced by future City initiatives and development goals which promote higher density residential forms more broadly across the city. Considering that the main incentive, which was a developer-focused initiative, is now reduced, and that uptake of that incentive was absent over a two-year period, it is clear that a new approach is needed.

Shifting Character Home retention incentives to focus on existing homeowners may be more effective. Promotion of adaptive reuse and context appropriate increases to density represent a more community-oriented approach to Character Home retention.

Potential incentives may be provided in a new or revised Character Home Retention Development Incentives program/Bylaw. This new program could be provided city-wide or tailored to specific neighbourhoods. Incentives are described below, and presented under two separate categories: Planning Tools, and Financial Tools.

2.1 Planning Tools

These incentives include the broadening of potential uses and zoning relaxations that support complete communities and small, incremental, and contextually appropriate development activities. The application of these tools would not result in direct costs to the City. These tools are intended to be in addition to the current provisions within Bylaw 273D2017.

Expand Permitted Uses to Promote Adaptive Reuse and Minor Infill (No Structural Impacts to the Character Home):

- Backyard Suite – provided the Suite meets City design guidelines/regulations;
- Bed and Breakfast;
- Home Occupation – Class 2;
- Additional context appropriate Live Work Unit uses;
 - e.g. Gallery, Café, Catering, Instructional Facility, Neighbourhood Restaurant, etc.
- Context appropriate standalone non-residential uses to support small-scale commercial and retail activities.

Removal of Parking Minimum Standards for:

- All permitted and discretionary uses.

2.2 Financial Tools

Financial incentives are proposed to both further encourage the uptake of Character Home Retention Development activities, and to support the listing of higher value heritage resources on the City's Inventory of Evaluated Historic Resources. The application of these tools would require some financial input from the City, either through direct grants or through the deferral of potential revenue.

Planning and Development-Related Fees

- For applications that include the uptake of Character Home Retention Development, provide a reduction to, or exemption from, the payment of planning and development-related fees that would otherwise be required by the City.

Incremental Tax Exemption

- Provide an exemption to the incremental property tax increase that would otherwise be due to the City as a result of the increase to the appraised property value associated with Character Home Retention Development activities.
 - e.g. Owner establishes a Live Work use and develops a Secondary Suite, while retaining their Character Home. Their property tax is set to increase by 5% from the previous year. The owner would be exempt from paying that 5% incremental increase to their taxes for a defined period of 'x' years.

Grant for the Planning, Restoration and Protection of Character Homes

- For Character Homes that have been identified as having significant Heritage potential by the City (a subset of the windshield survey), provide a grant for the development of a heritage plan and for the listing of the property on the City's Inventory of Evaluated Historic Resources (including municipal designation); and
- For Character Homes that are in the process of being listed on the City's Inventory, provide an additional grant for the restoration and maintenance of the property.

3. Precedent Research

Through a scan of character retention incentive policies across Canada, the vast majority of municipalities appear to focus exclusively on the retention and restoration of existing Registered Heritage buildings. Incentives are typically in the form of grants for direct capital costs associated with restoration and maintenance work to conserve the structure of the Heritage resource in its present form.

Of the surveyed municipalities, only Vancouver offered broader incentives for non-registered/listed heritage assets.

The following briefly summarizes only those incentives from the precedent scan that have informed the recommendations:

3.1 Edmonton

Rehabilitation and Maintenance Incentives:

- Non-Monetary Incentives may be considered, including transfer of land use density, relaxation of parking, loading and amenity requirements to support rehabilitation for buildings registered on the City's Inventory.

3.2 Vancouver

Character Home Retention Incentives Program:

- Provides blanket provisions in all one-family residential zones to retain character homes (housing built before 1940 and considered to have heritage merit by City staff).
- Blanket provisions provide approval for additional infill units through additions and conversions, additional floor area, and relaxation of zoning provisions.
- City has noted that only a modest uptake in the incentive program has been observed, while applications for new single-family houses (many requiring demolition of existing Character Home) far exceeds the rate of uptake of incentives for retention.

Heritage Revitalization Agreements (HRA):

- Legally binding agreement negotiated and entered into by the City and the landowner.
- They are written to suit unique properties and situations (e.g. intention to subdivide a large property with an existing heritage asset).
- The terms supercede the land use regulations and may vary the use, density and siting regulations.
- They are tailored agreements to protect the heritage asset while also enabling the owner to reasonably develop/alter their land.

Heritage House Conservation Program:

- Support for privately owned single/two family buildings, small apartments that are primarily constructed with wood-frame structural assemblies and are otherwise ineligible for incentives under the Heritage Incentive Program.
- Available for buildings listed on the Vancouver Heritage Register or those that are pursuing addition to the Register.

- Applied city-wide.
- Incentives for both planning/study and execution of conservation work.

3.3 Winnipeg

Heritage Conservation Grant Program:

- Incremental tax grants to encourage restoration and rehabilitation of vacant or underutilized listed Heritage properties.
- Grants are in the form of a rebate of 80% of the incremental tax increase of the property value due to restoration and use of the property.

3.4 Ottawa

Community Improvement Plan encouraging restoration and adaptive reuse of designated buildings:

- Reimbursement of incremental increase in property tax for 10 years due to conservation and restoration work completed on designated property.



Summary of Non-Recommended or Out-of-Scope Tools

Overview

Through PFC2019-0223 (2019, March 5), Administration identified eight heritage conservation tools and incentives considered to have applicability to the Calgary context—either as an existing tool with the potential for further exploration, or as a tool used successfully in another jurisdiction and considered to have potential feasibility in Calgary.

After additional review and analysis as directed by Council, two of those tools now form part of the recommendations of this report: **Heritage Area Policies**, and **Tax-Based Incentive Programs**.

The remaining tools and incentives have ultimately been deemed out-of-scope for the purposes of this report, for one-or-more of the following reasons:

- They are being addressed in or are depend on concurrent City of Calgary initiatives
- Implementation is not supported by current direction from Council, and new direction is required to pursue further
- Direct implementation is outside of Calgary's municipal authority, and must occur at a Provincial/Federal level



Grain Exchange Building (1910)
Identified heritage resource—currently without legal protection preventing significant alteration or demolition

This attachment includes Administration's analysis of the six out-of-scope tools and incentives. Each entry describes the financial tool or policy incentive, includes an example of successful application, analysis why it was deemed out-of-scope, and includes any applicable next steps for Council or Administration, in order to have further action on the tool if desired.

The below table summarizes for each of the six remaining tools and incentives: whether it is currently used to support heritage conservation in Calgary, if changes are being actively explored through other City initiatives and the reason(s) for non-recommendation or determination as out-of-scope.

Non-Recommended & Out-of-Scope Tools and Incentives

Tool or Incentive	Used in Calgary (for Heritage Conservation)	In-Progress through Concurrent City Initiative	Not Supported by Existing Council Direction	Outside Municipal Jurisdiction
Density Bonusing		(EAGCS & Growth Strategy)		
Community Investment Funds		(EAGCS & Growth Strategy)		
Off-Site Levies		(Offsite Levy Review)		
Demolition Permit Fee Increases		(Mid-cycle Budget Review)		
Community Revitalization Levies				
Federal or Provincial Financial Incentives				

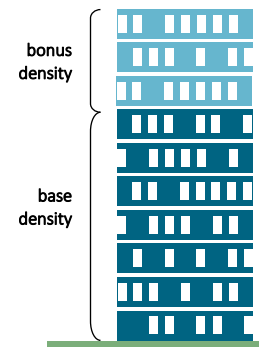
Municipal Density Bonusing Policies

Key Takeaways

- Density bonus policies (supporting heritage conservation) have been successful in protecting heritage resources in Calgary, but only in areas with sufficiently-high densities (Beltline, Downtown, East Village)
- The use of density bonusing in other areas of Calgary must be considered in the context of other policy initiatives that are currently underway, such as the *Established Area Growth and Change Strategy* (EAGCS), the comprehensive Growth Strategy and the development of funding and investment tools; assessing bonus density along with these other initiatives is recommended in order to develop a complete understanding of the cost of development, while avoiding introducing potentially-redundant policy tools
- Administration recommends continued usage of this tool to support heritage conservation where policies currently exist

Description

Density bonusing is a planning practice in which development must provide public amenities to accompany the additional density it is proposing. The municipality establishes a base density that can be developed on all parcels with no need for additional contributions. Developments seeking additional, “bonus” density must, however, provide the contribution. Contributions can take the form of providing physical amenities on-site, such as publicly-accessible open spaces. They can also be in the form of financial contributions to Community Investment Funds (CIFS) that are used to finance public amenities. A further option is to receive bonus density through the conservation of heritage buildings (discussed in further detail on page 4)



Analysis—General Use of Density Bonusing

Density bonusing has been in use in Calgary for decades. One of the most well-known benefits it has provided is the +15 System in the Downtown. Density bonus policies in the Downtown and the Beltline have provided publicly accessible open spaces, public art, enhanced pedestrian areas and the preservation of heritage buildings.

Based on experience gained in Calgary over many years, the following aspects must be considered when contemplating future use of a density bonus policy:

- **Market demand and acceptance for density**
For density bonusing to be a viable tool in a community, market demand must exist for developments at the determined base, and bonus densities. As the demand for density, and the planning objectives relating to density are not equivalent between communities, density bonus policies are unlikely to have equivalent outcomes.

The additional development density associated with bonusing may also be undesirable to certain communities, with the potential contributions perceived as insufficient to offset the impacts of allowing denser developments (in both Vancouver and Toronto precedent examples, height and shadowing were raised as community concerns).



Summary of Non-Recommended or Out-of-Scope Tools

Municipal Density Bonusing Policies

Analysis—General Use of Density Bonusing (continued)

- **Predictability, consistency, and ease-of-use**

Administration has engaged development industry representatives while developing and refining The City's density bonusing policies. Predictability, consistency and ease-of-use have been identified as key success factors for a bonus density policy. Bonus density systems that provide a clear route to the desired density and that can be consistently factored into the pro forma of the proposed development is critical to the system's use. Bonus density items that can be provided by the development on-site and that directly enhance the site are often preferred. Further, density bonus items that can be achieved without requiring negotiations with other parties and thereby introducing uncertainty are preferable and most commonly used. Marginal density gains—for example under 1.0 Floor Area Ratio—are generally not attractive enough to a development to warrant the extra effort of density bonusing.

Where a variety of density bonusing options are available, the simplicity of making a financial contribution to a Community Investment Fund may be preferable to a development, unless another bonusing option is less expensive or otherwise perceived as beneficial to a project. As a result, the way in which a contribution rate is determined will impact outcomes for the other benefits/amenities that a bonusing policy intends to incentivize.

- **Comprehensive cost of development**

Some amenities provided through a bonus density system may be more intrinsic to a development. In general, however, the additional cost should be commensurate with the provided benefits. The additional cost should also not be considered in isolation of other costs to the development, such as off-site levies and required infrastructure improvements or development standards. Introducing new bonus density systems in Calgary must therefore be considered together with the work Administration is currently undertaking on funding and financing tools and updates to the off-site levies through the *Established Area Growth and Change Strategy*, the comprehensive growth strategy and *Funding and Investment* initiatives.



Oddfellow's Temple (1912)
 Transferred density within Calgary's
 Downtown

- **Overlapping policy objectives**

Density bonusing systems in Calgary have demonstrated a level of success where there is a market demand for additional density; a meaningful amount of density can be achieved to warrant using density bonusing, and the community is accepting of the higher densities. The *Municipal Development Plan* encourages redevelopment and higher densities in key areas of the city, primarily Activity Centres and Main Streets. Establishing the right base density is key to encouraging the desired development in these areas. Requiring a density bonus contribution for what may be considered as an appropriate "base density" may discourage development and unintentionally undermine The City's vision. Encouraging and allowing a development to exceed the "right" base density may not be supported by the community. If at all, density bonusing may, therefore, only be a viable option on specific, landmark sites in these planning areas.

Overlapping policy objectives play a key role in heritage preservation efforts. While The City's *Municipal Development Plan* vision encourages redevelopment in key areas, it also encourages the preservation of Calgary's heritage. Our city's heritage assets are, however, most commonly found in the areas where there is market demand and redevelopment is being encouraged. Effective heritage preservation tools, such as density transfers, are critical towards mitigating the unintended consequences of these overlapping policy objectives.

- **Economic Value of Density**

Where a variety of density bonusing options are available, the simplicity of making a financial contribution to a Community Investment Fund may be preferable to a development, unless another bonusing option is less expensive or otherwise perceived as beneficial to a project. As a result, the way in which a contribution rate is determined will impact outcomes for the other benefits/amenities that a bonusing policy intends to incentivize.

Municipal Density Bonusing Policies

Analysis—Density Bonusing Supporting Heritage Conservation

In Calgary, density bonus policies that specifically support heritage conservation exist in the Beltline, Downtown, East Village, Hillhurst/Sunnyside and Sunalta. Across these policies, the most effective mechanism for heritage conservation has been the ability to transfer density from heritage to non-heritage sites, in exchange for legal heritage protection.

Density transfer and other heritage-incentive tools supported by density bonusing are briefly described below. Differences in outcomes between policy areas in Calgary are understood as resulting from a combination of factors, including the number of heritage assets in a policy area, willingness of property owners to designate, and features of the underlying density bonus policy (as analyzed in the previous section).

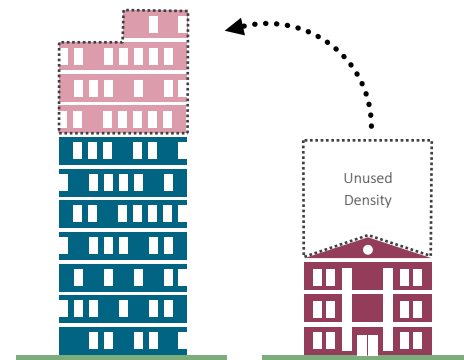
Heritage Designation (Legal Protection) Resulting from Density Transfer in Calgary

Community	Number of Designated Sites that Transferred Density
Beltline	9
Downtown	4
East Village	2
Hillhurst-Sunnyside	0
Sunalta	0

- Density Transfer (transfer of residual development rights)**

Heritage sites can be given the ability under a density bonusing system to transfer any unused development potential of their property to another site. The new development site can then use the acquired heritage density to reach their maximum bonus size.

The sale and transfer of density provides a financial incentive to the owners of heritage properties to preserve their building rather than redevelopment of the site. The City of Calgary is not involved in the financial transaction between the seller and buyer of the density.



A fundamental principle of density bonusing in Calgary is that the area receiving the additional density should also be the area receiving the amenity benefit. In adherence with this principle, The City limits where density can be transferred to. This principle may affect the viability of density transfer systems, because there may not be enough “receiving sites” within the bonus policy area. The varying development economics between areas may also require consideration because one density transfer could result in a significant density increase to an area that currently has low densities.

- Generation of additional density through conservation work**

Owners of heritage resources that invest in restoring or rehabilitating their properties can earn further bonus density that they are able to transfer and sell to other sites (typically within the same plan area). This method is currently used successfully in the Centre City in Calgary.



Summary of Non-Recommended or Out-of-Scope Tools

Municipal Density Bonusing Policies

Analysis—Density Bonusing Supporting Heritage Conservation (continued)

- **Community Investment Fund contributions benefiting heritage**

When a density bonusing system that employs a community investment fund is established for an area, the financial contributions can be directed towards heritage conservation. This can be facilitated through grant programs or other financial incentives. This method is currently used in the Centre City in Calgary.

- **On-site heritage resource retention**

If a heritage resource is part of a property that can accommodate a new development on-site, a density bonusing policy can allow the new building to achieve its bonus density in exchange for conserving the existing heritage building—which is often incorporated into the overall site design. This method is currently used in the Centre City in Calgary.



Barnhart Apartments (1929)
 Transferred density within Calgary's Beltline community

- **Individually-negotiated benefits**

In addition to these mechanisms, municipalities may also enter into individual development benefit agreements, which may include ad-hoc benefits (site-specific uses or relaxations), or contributions to offset impacts such as the loss of heritage assets. This approach is sometimes used in Calgary through a direct-control district. In general, however, The City of Calgary prefers not to employ an ad-hoc approach in favour of tools that can be applied with consistency, predictability, and transparency.

Examples of Density Bonusing Supporting Heritage Conservation

In addition to its use in Calgary, density bonusing is used in a variety of municipalities internationally, and has been demonstrated to provide valuable resourcing for municipalities where successfully applied (Halifax Regional Municipality Density Bonusing Study, 2015).

Bonusing systems that support heritage conservation are more common in the United States than Canada, with examples in New York, Los Angeles, Dallas, San Francisco, Denver, Seattle, Portland, Miami, Atlanta, New Orleans, Pittsburgh, Minneapolis, West Palm Beach, St. Petersburg and Kings County WA. In Canada, Vancouver, Toronto and Calgary are the municipalities that most commonly use density bonusing to support heritage, in addition to other benefit items such as affordable housing, community funding, parks and public art.

Vancouver

969 Burrard Street & 1019-1045 Nelson Street (under construction)

- 2016 application allowing for a 57-storey mixed-use tower in Vancouver's West End community, which includes a density bonus policy (Rezoning Policy for the West End; adopted 2013)
- Total new floor area of 52,200 m², Floor Area Ratio (FAR) of 10.83
- Contributed \$91.3 million in community benefit for the final approved density, including \$26 million towards on-site heritage resource retention for the **First Baptist Church**

Municipal Density Bonusing Policies

Examples of Density Bonusing Supporting Heritage Conservation (continued)

Toronto

Four Seasons Hotel and Condominiums

- 2005 application allowing for a 46-storey hotel/condominium tower, and a 30-storey mixed-use tower in Toronto's Yorkville community
- Density bonusing provided through negotiations between the City and Developer under Section 37 of Ontario's Planning act, allowing municipalities to require a community benefit contribution as a condition of a zoning bylaw agreement
- Total allowable floor area 74,000 m², Floor Area Ratio (FAR) of 10.69
- Contributed \$5.5 million in community benefit, including \$1.7 million for conservation of the adjacent **historic Toronto Fire Services Station 312** (ad-hoc benefit agreement)

Calgary

Yellowstone (approved) & Redstone developments (under construction)

- 2017-2018 applications for two separate residential high-rise towers in Calgary's Beltline community (20 and 14 storeys)
- Total allowable floor area 14,467 m² (Yellowstone) and 9,571 m² (Redstone), Floor Area Ratio (FAR) of 7.95 (Yellowstone) and 7.91 (Redstone)
- Bonus density acquired from the **Houlton House (Congress) Apartments**, **Moxam Apartments**, and **West End Telephone Exchange Building**—resulting in legal protection for all three heritage resources



Houlton House (Congress) Apartments
(1912)



Moxam Apartments (1912)



West End Telephone Exchange Building
(1910)

Next Steps

Analysis for this report on the use of density bonus mechanisms to support heritage conservation highlights success across municipalities in protecting, restoring and rehabilitating heritage resources. In Calgary, density transfer in particular has shown positive outcomes for heritage within certain contexts. However, in order to support heritage conservation, density bonusing systems need to have overall viability related to the factors discussed in the analysis. The use of density bonusing is complex, impacts a variety of stakeholders in significant ways, and is beyond the scope of heritage conservation alone.

The *Established Area Growth and Change Strategy (EAGCS)* is comprehensively reviewing the costs and tools of redevelopment in Calgary, and is scheduled to report back to Council April 29, 2020. As density bonusing supporting heritage conservation was specifically identified with PFC2019-0223, in advance of the recommendations of the *EAGCS*, Administration recommends that where such bonusing policies currently exist, they continue to be used.

If the findings of overall municipal finance initiatives support the viability of expanded density bonusing in areas where heritage resources exist, Administration will consider the use of bonus mechanisms to incentivize their conservation.



Summary of Non-Recommended or Out-of-Scope Tools

Community Investment Funds (CIF)

Key Takeaways

- Community Investment Funds have been used in Calgary to support area-specific heritage conservation projects, but are reliant on financial contributions through density bonusing policies
- Future use of Community Investment Funds for heritage conservation is dependent on the findings of Administration's current work on municipal funding and financing related to density bonusing

Background

Community Investment Funds (CIF) are financial reserves typically established to help realize desired public realm and amenity improvements in an area, including public art, green spaces, sidewalk improvements and landscaping. Resourcing from a Community Investment Fund can also be used for one-off or ongoing special projects, depending on the Terms Of Reference established for that fund.

To accumulate and sustain a reserve, Community Investment Funds require a persistent revenue source. In Calgary, Community Investment Funds are resourced through density bonusing contributions.

Analysis

In Calgary, Hillhurst/Sunnyside and the Beltline have used density bonusing contributions to establish Community Investment Funds.

In 2012, the Hillhurst/Sunnyside Park Improvement Fund (HSPIF) was created alongside density bonusing policies in the *Hillhurst/Sunnyside Area Redevelopment Plan*, which required payment into the HSPIF to acquire additional density. The sole purpose of this fund was to implement physical improvements associated with the 'Bow to Bluff' project. When alternate resourcing through the ENMAX Legacy Fund allowed completion of the Bow to Bluff Project, the HSPIF was renamed to the Hillhurst/Sunnyside Community Amenity Fund (HSCAF), with a new terms of reference (PUD2016-0395) allowing broader application of funds. However, the reserve amount for the HSCAF reserve remains low, and to-date no heritage conservation projects have occurred using the fund.

The Beltline Community Investment Fund (BCIF) has accepted density bonusing contributions since 2006, with approval of the Beltline Area Redevelopment Plan. Alongside options to achieve bonus density through provisions such as incorporation of sustainable building features and heritage density transfer, developers can pay into the BCIF at a specified bonus density rate. Achievements of the Beltline Community Investment Fund include enhancements to the 1 Street SW Underpass, and new pedestrian and transit wayfinding installations. The fund has also allowed completion of several heritage conservation initiatives. The Beltline Community Signal Box Wrap Program provided decorative covering to traffic signal boxes as a graffiti deterrent, and used historic photographs and images pertaining to the particular location—raising awareness of the community's heritage. Funds also allowed for the relocation of the Historic McHugh House as part of a project to move it from a development site where it was slated for demolition, and rehabilitate it at a new siting in Humpy Hollow Park. The rehabilitated McHugh House Community and Arts Hub serves as home of the Beltline Neighbourhoods Association.

Next Steps

As a tool for heritage conservation, Community Investment Funds can direct resources to projects where heritage resources or heritage awareness are determined as community priorities. However, sustained funding for Community Investment Funds is reliant on contributions from density bonusing. If Administration's municipal finance initiatives support the viability of expanded density bonusing in areas where heritage resources exist, Administration will consider the use of heritage project funding through Community Investment Funds, alongside heritage density bonusing mechanisms.



Summary of Non-Recommended or Out-of-Scope Tools

Off-Site Levies

Key Takeaways

- In accordance with the Alberta *Municipal Government Act*, off-site levies are used in Calgary to support the capital cost of new or expanded public municipal infrastructure, including for water, roads, and emergency response services—but are not used to support heritage conservation
- A review of Calgary's *Off-Site Levy Bylaw* is currently underway (anticipated 2021); however, changes to the *Municipal Government Act* are not anticipated as resulting from this review; this tool is considered presently out-of-scope

Background

Off-site levies (also known as development levies) are a municipal finance tool commonly used to support the cost of infrastructure expansion associated with growth and development. As part of approval to build in an area, developers are charged a portion of the overall cost to supply that area with essential infrastructure—sharing some of the 'external' costs of development between the municipality and developer.

For municipalities in Alberta, the use of off-site levies is enabled through the *Municipal Government Act*, which allows the creation of local levy bylaws according to certain specified conditions. Calgary's *Off-site Levy Bylaw* (2M2016) was approved by Council on January 11, 2016 (C2016-0023), and amended November 12, 2018 (PFC2018-0973) in response to the approval of 14 new communities by Council on July 30, 2018. Additional details on Calgary's off-site levy can be found through annual reports published by Administration, available on calgary.ca.

Analysis

Sections 648 and 649 of the *Municipal Government Act* establish rules regarding the use of off-site levy bylaws in Alberta, including limiting the use of funds collected through a levy to specific purposes. These purposes do not include items relating to heritage conservation.

In Administration's review for this report, no examples were identified in other municipalities where off-site levies similar to those described in the *Municipal Government Act* are used in support of heritage conservation. In jurisdictions where off-site/development levies are employed, the intention and allowable uses of the levy are typically related to essential infrastructure capital costs in a similar structure to Calgary. Examples of this include Vancouver's *Development Cost Levy Bylaw* (By-Law No. 9755).

However, other forms of levies are used to support heritage conservation in certain municipalities. Examples include:

The Sunshine Coast in Australia employs a Cultural Heritage Levy of \$13 per year, which is applied to all households in the region. The levy funds fund projects and services related to heritage awareness, promotion and conservation, and has a 2019-2020 program budget of over \$1.8 million

The City of Ottawa explored using a special area levy to allow the municipality to purchase and operate one of the city's oldest remaining houses, the Kilmorie House. All residential and commercial property owners in a surrounding catchment area were provided with the option to pay a new annual levy for a defined period to raise funds to acquire the house. A vote was held during February/March 2020, with the levy measure being unsuccessful.

Next Steps

A review of the *Off-Site Levy Bylaw* is currently underway, and is anticipated to for delivery to Council in 2021. Changes to the *Municipal Government Act* are not anticipated as resulting from this review.

Demolition Permit Fee Increases

Key Takeaways

- Demolition Permit Fees are used in certain municipalities as a funding mechanism for heritage conservation programs; in Calgary fees for this permit are cost-recovery
- Administration is currently reviewing permit fees in accordance with the *One Calgary 2019-2022 Service Plans and Budgets* and will report back to Council at the 2020 mid-cycle budget discussions
- **In alignment with supporting a continued and strong economic recovery, Administration does not currently intend to explore a Demolition Permit fee increase in support of heritage conservation**

Background

Demolition permits are approvals required by a municipality to remove an existing building. The fees collected through the permitting process typically cover the cost of associated services provided to the permit-holder, such as administrative reviews and site inspections. The fees may also include surcharges that cover related costs or impacts to a city, including waste or landfill fees, or levies supporting material recycling or carbon reduction.

Analysis

In Calgary, Demolition Permit fees are generally intended as cost-recovery, and do not include sustainability or heritage conservation-related levies. In the current fee schedule, a base fee of \$112 is applied to all permits, as well as an Alberta Safety Codes Council surcharge of 4%. Permits are also charged a rate of \$1.52 per square metre of demolished Building Area (as defined by the Alberta Building Code). Under these rates, demolition of a 140 square metre (1500 square foot) house would have a total permit fee of \$337.79.

Administration explored the potential of increasing demolition permit fees through adding a new surcharge related to heritage conservation. Doing so would create an additional revenue source, which could either be directed towards existing programs such as the *Historic Resource Conservation Grant Program*, new financial incentives proposed in the recommendations of this report, or separate initiatives aimed at salvaging historic materials.

In comparison with other municipalities, Calgary's Demolition Permit fees are less expensive than certain analyzed examples. Demolition of a one-family dwelling in Vancouver is \$1180, and houses subject to the Green Demolition Bylaw have an additional fee of \$350.00. In Montreal, demolitions of a primary building cost \$1,200. However, demolition permit fees in Edmonton are currently less expensive than Calgary, totalling a flat fee of \$205.50.

Next Steps

Permit fees are approved in Calgary as part of budget cycles, and adjusted in response to changes in the local economy. As part of the *One Calgary 2019-2022 Service Plans and Budgets*, planning and building fees were held at 2016 levels for 2018 and 2019. Following this two-year period, permit fees are being reviewed for the November 2020 mid-cycle budget adjustment.

Although the introduction of a heritage conservation surcharge to demolition permits may create benefit for Calgary's heritage resources, this type of fee increase may also present risk to a continued and strong economic recovery in Calgary at this time. As such, Administration does not currently recommend a demolition permit fee increase as a tool for heritage conservation.

Community Revitalization Levies (CRL)

Key Takeaways

- Community Revitalization Levies (CRLS) are enabled in Alberta through the *Municipal Government Act*, and must be approved by the Province of Alberta
- Calgary has one Community Revitalization Levy, the Calgary Rivers District CRL, which was used in the East Village, and offered support for heritage conservation
- The Province of Alberta has not expressed intention to approve further Community Revitalization Levies at this time; in absence of further Provincial direction, this tool is considered out-of-scope

Background

Community Revitalization Levies (CRL), often known as Tax Increment Financing (TIF) in the United States, are a tool that allows municipalities to leverage projected future increases in property tax revenue to make strategic investments in a community. As revitalization work such as infrastructure upgrades has a positive impact on overall property values, certain community investments by a municipality can create a sustained tax revenue increase following a period of cost-recovery.

In Alberta, Community Revitalization Levies are enabled by the Ministry of Municipal Affairs through the *Municipal Government Act*. Five CRLs exist in Alberta: Calgary Rivers District CRL (2008), Edmonton Quarters Downtown CRL (2010), Edmonton Belvedere CRL (2010), Cochrane South-Central CRL (2012) and Edmonton Capital City Downtown CRL (2013).

Calgary's Rivers District CRL was created to allow implementation of the *Rivers District Area Redevelopment Plan* (2006), and involved creation of the Calgary Municipal Land Corporation (CMLC), a wholly-owned subsidiary of The City of Calgary, to manage investment.

Analysis

Since 2007, the Calgary Municipal Land Corporation has committed approximately \$396 million in infrastructure and community development investment into the East Village, including \$15.5 million supporting heritage conservation. The Simmons Factory Warehouse, Hillier Block, St. Louis Hotel, and King Edward Hotel all received funding that assisted in the restoration and rehabilitation of these designated heritage resources.

In October 2018, The City of Calgary and CMLC requested an extension on the lifespan of the River District CRL from the original 20, to 40 years to generate sufficient tax revenue to allow for the improvements and initiatives, including an updated Rivers District Revitalization Plan.

Next Steps

Presently, the Province of Alberta has not expressed intention to approve further Community Revitalization Levies than the five that are currently active in the Province. While the Rivers District CRL has achieved positive outcomes for heritage conservation, these outcomes are dependent on a substantial overall commitment from The City of Calgary, and approval from the Province of Alberta in creating a Community Revitalization Levy.

Federal or Provincial financial incentives

Key Takeaways

- Provincial incentives are available for heritage resources in Alberta through the Ministry of Culture, Multiculturalism and the Status of Women, including grants through the *Heritage Preservation Partnership Program* (HPPP); comparable incentive programs are not currently offered by The Government of Canada
- Some of the most significant Federal and Provincial incentives used in the United States and other jurisdictions, such as tax credits or main street rehabilitation programs, are not available for heritage resources in Calgary
- **Where opportunities exist for advocacy to Provincial and Federal authorities (such the defunct Bill C-323), Administration recommends continued action and endorsement**

Background

In addition to heritage conservation incentives offered by municipalities, some jurisdictions have available incentives at the provincial/state and federal levels, including tax-based incentives, historic main street rehabilitation programs, and grants. Particularly in the United States, federal and state programs represent some of the most powerful conservation incentives available to property owners. The United States *Federal Historic Preservation Tax Incentives* program reports being among the nation's most successful and cost-effective community revitalization programs—leveraging over \$102.64 billion in private investment, and preserving over 45,000 historic properties since 1976. In addition to the federal program, over 35 American states have subsequently created their own tax credit incentives.

Analysis

The Province of Alberta's *Heritage Preservation Partnership Program* (HPPP) provides an important incentive for property owners in Calgary to designate their site as a Municipal Historic Resource. The program offers up to 50% matched funding for conservation projects, to a maximum \$50,000 for Municipal Historic Resources and \$100,000 for Provincial Historic Resources. Funding from the HPPP can be combined with Administration's existing grant program. Sustainment or expansion of the HPPP is important in realizing Calgary's heritage conservation goals.

Conservation funding was previously available through the Alberta Main Street Program (AMSP), which supported economic development and heritage rehabilitation across Alberta, however this program was discontinued in 2015.

Federal grants or tax credit programs similar to American examples are not currently available in Canada. Bill C-323 was proposed in 2017 to introduce a tax credit for expenses related to the rehabilitation of a historic property, but was ultimately defeated. Following Bill C-323, a report from the Standing Committee on Environment and Sustainable Development issued a report entitled *Preserving Canada's Heritage: The Foundation for Tomorrow*. The recommendations of that report include items that would significantly assist in conserving Calgary's heritage resources.

Next Steps

Limited opportunities exist to directly influence provincial or federal financial incentives. However, Administration continues to build relationships within Alberta and nation-wide, including with colleagues in the Ministry of Culture, Multiculturalism and the Status of Women, and through the National Trust for Canada—a charitable not-for-profit leading advocacy on Canada's historic places. Administration and Heritage Calgary participate in collaborative outreach and advocacy where appropriate.



Alternative Packages of Policy Tools and Financial Incentives

Overview

This attachment provides alternate implementations of the policy tools and financial incentives described in this report, should Council seek to direct additional resources or faster delivery than what is recommended by Administration.

Administration's recommendations to Council are proposed as a practical means to deliver the tools and incentives deemed currently-feasible. The recommendations respond to the needs of heritage assets, while supporting a continued and strong economic recovery.

As-recommended, implementation of the proposed policy tools would occur through in-progress Local Area Plans through to 2022. This offers widespread heritage conservation benefit without requiring adjustments to the *One Calgary 2019-2022 Service Plans and Budgets*. An additional benefit of this implementation is allowing for adjustments in response to lessons-learned following the initial phase. Funding is not currently available to resource and implement the proposed financial incentives without a significant mid-cycle budget adjustment, and Administration recommends returning to Council for funding through the 2023-2026 budget.

However, given the scope of this report, its recommendations and the identified risks and challenges facing Calgary's heritage assets, it is understood that Council may seek alternate implementation of the explored tools and incentives. In the event that this is desired, Administration has prepared two "**packages**" for modified implementation. Each package listed in this attachment includes descriptions of the projected differences in costs and outcomes.

While all policy tool and financial incentives explored in this report were individually analyzed, the required resourcing to implement multiple tools/incentives impacts Administration, Heritage Calgary, and the overall cost and timing of this initiative. Therefore, Administration cautions against modifications to the report recommendations without also addressing the supporting resources considered necessary to effectively implement the tools and incentives.

Key Takeaways

- The recommendations of this report are designed as a practical approach to delivering the explored conservation tools and incentives
- Should Council desire additional financial incentives or more immediate delivery than recommended, Administration has outlined alternative implementation options through this attachment
- Alternative implementation options are described in "packages" of tools, incentives, and related supporting resources deemed necessary for successful outcomes
- Administration advises that if Council does not adopt the recommendations of this report, consideration be given to an alternate implementation package through this attachment to ensure appropriate resourcing of the desired tools and incentives



Garry Theatre (1936)

Identified heritage resource— currently without legal protection preventing significant alteration or demolition

Using this attachment

Two alternate tool and incentive packages are proposed if Council seeks alternate implementation options. “[Recommendation Plus](#)” builds on Administration’s recommendations to deliver an additional \$3 million in more-immediate financial incentive. “[Accelerated Delivery](#)”, would implement all of the proposed tools and incentives (including the added \$3 million) two years earlier than Administration’s recommendation, through a 2020 mid-cycle budget adjustment rather than for 2023-2026.

Below is a summary of the recommended implementation plan and a comparison with the two alternate packages. Pages 3-5 outline the anticipated timelines, considerations and outcomes for each option. Pages 6-8 provide a full overview of each implementation option, divided into budget cycle phases.



Hudson’s Bay Department Store (1913)

Identified heritage resource— currently without legal protection preventing significant alteration or demolition

Administration’s recommendation

- Proposes a balanced approach to implementing the policy tools and financial incentive options deemed currently feasible, with recognition that the *One Calgary Service Plans and Budgets (2019-2022)* is fully funded
- Seeks to strategically create a high degree of positive impact on heritage assets, without new funding required until 2023
- Timeline:
 - 2020-2022**—Implementation of heritage area policy tool through in-progress Local Area Plans; internal City coordination on heritage main streets with delivery of a scoping report; *Inventory* review by Heritage Calgary to enable financial incentive rollout in 2023
 - 2023-2026**—Funding and implementation of refined financial incentives; creation of remaining heritage area policies

Alternate package 1—“Recommendation Plus”

- Includes the same tools, incentives, and implementation timeline as Administration’s Recommendation—but adds \$1.5 million per year (2021-2022) to the *Historic Resource Conservation Grant Program*
- Provides new funding assistance to heritage resources (including heritage main streets) prior to the proposed financial incentives returning for consideration with the 2023-2026 budget; does not require establishment of a new incentive program to achieve this
- Requires a mid-cycle budget adjustment
- Timeline:
 - 2020-2022**—Same as Administration’s Recommendation, with additional one-time increase to heritage grant program
 - 2023-2026**—Same as Administration’s Recommendation

Alternate Package 2—“Accelerated Delivery”

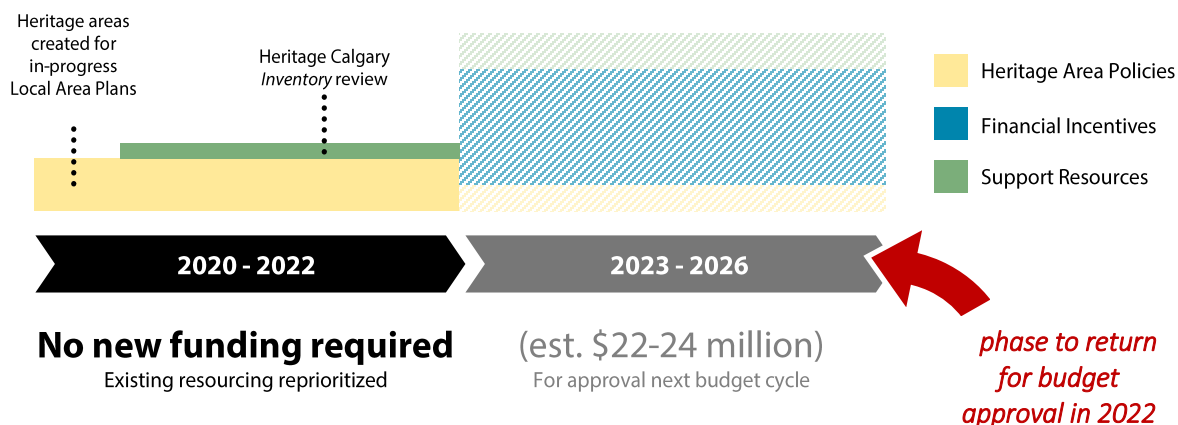
- Moves to implement all proposed tools and incentives as quickly as possible, introducing the financial incentives in 2021 instead of 2023
- Requires a significant mid-cycle budget adjustment to implement all incentives, and additional resourcing required to expedite delivery
- Timeline:
 - 2020-2022**— Expedited implementation of heritage area policy tool through in-progress local area plans; internal City coordination on heritage main streets with delivery of a scoping report; implementation of refined financial incentives through a mid-cycle budget adjustment; ongoing additional resourcing required for Administration and Heritage Calgary
 - 2023-2026**—Continued issuing of financial incentives; facilitation of designations requests; management of protected buildings

Administration's recommendation

Considerations

- This package is the least expensive option of the three presented, both short and long-term
- Administration would not require new staff resources 2020-2022 beyond what can be provided internally and with existing consulting capacity
- If financial incentives are approved for 2023-2026, anticipated increase in designations would create an associated ongoing increase in Heritage Planning workload to manage new protected sites
- An ongoing supporting increase in the Heritage Calgary budget will be presented for consideration in November 2022
- Delivery of heritage area policies through in-progress Local Area Plans allows scaled implementation, while prioritizing many of Calgary's most historic areas (North Hill, Historic East Calgary, West Elbow, Hillhurst-Sunnyside)
- While proposed heritage area policies (Layers 1-3) are expected to help retain heritage assets, designation (legal protection) is understood as tied to financial incentives; without new incentives the 2020-2022 designation rate is anticipated to remain static (avg. 5/yr)
- Administration's recommendations to this report directs a coordinated approach and scoping for heritage main streets to return no later than Q2 2021; financial incentives are considered generally necessary to achieve legal protection for non-residential heritage sites and would not become available until 2023

Implementation timeline (with required resourcing)



Projected Outcomes 2020-2022

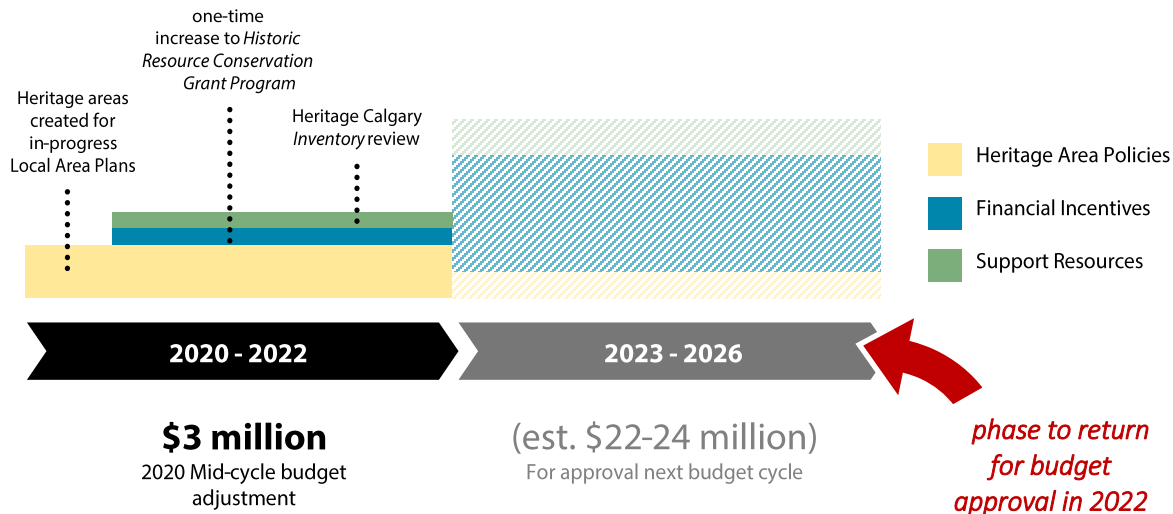
Heritage Sites	Heritage Assets	Heritage Areas	Financial Incentives
10-15 Total estimated new Designations 2020-2022	4000 Estimated Heritage Assets provided with Land Use Bylaw incentives	20 Estimated communities with one or more Layer 2 discretionary guidelines areas	\$1 million Existing funding for Historic Resource Conservation Grant Program (\$500,000/yr)
15% Estimated percent of extant sites on the Inventory being legally protected		1000 Estimated heritage assets covered by a Layer 2 or Layer 3 policy area	

Alternate package 1—“Recommendation Plus”

Considerations

- One-time grant program increase is proposed as a “stop-gap” measure until other financial tools are brought for consideration in 2023; additional \$1.5 million/year to be administered through the existing *Historic Resource Conservation Grant Program* (matching grant), requiring minimal resources compared to creating a new program
- Adding a new financial incentive during 2021-2022 period mitigates some of the risk presented to non-residential sites/historic main streets by delaying financial incentive implementation until the 2023-2026 budget; \$1.5 million increase would be earmarked for non-residential sites, with \$500,000 remaining for residential sites
- Projected increases to number of designations and percent of *Inventory* being legally protected—otherwise, no outcome differences anticipated

Implementation timeline (with required resourcing)



Projected Outcomes 2020-2022

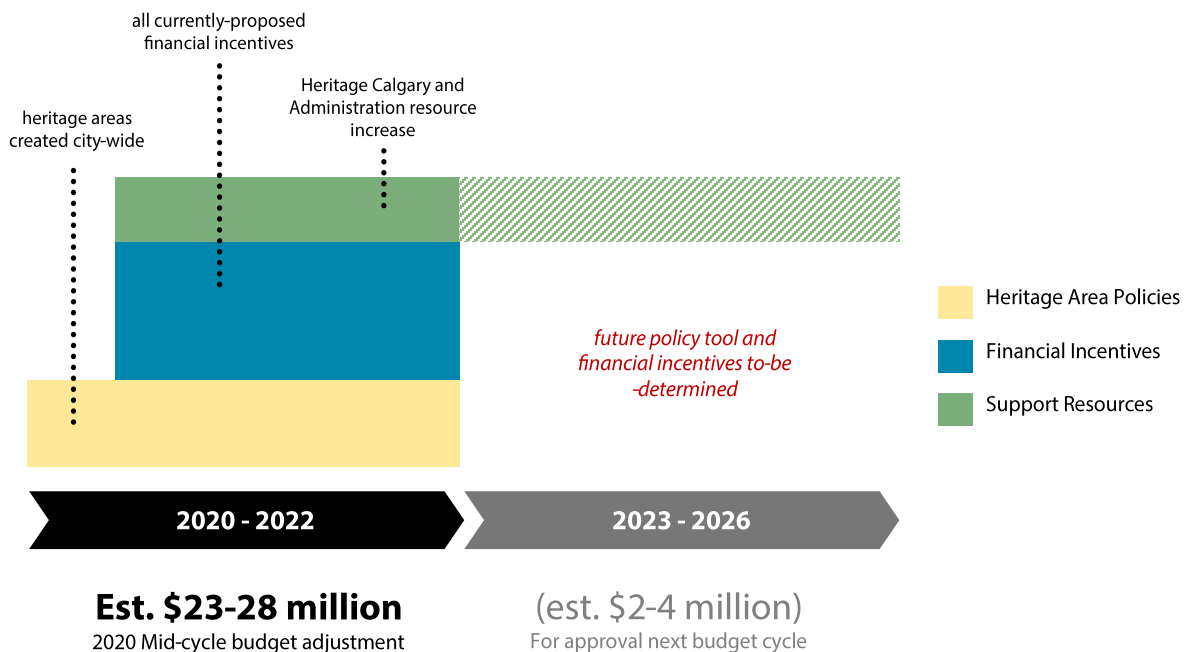
Heritage Sites	Heritage Assets	Heritage Areas	Financial Incentives
20-30 Total estimated new Designations 2020-2022	4000 Estimated Heritage Assets provided with Land Use Bylaw incentives	20 Estimated communities with one or more Layer 2 discretionary guidelines areas	\$4 million Additional \$3 million for the <i>Historic Resource Conservation Grant Program</i> : <ul style="list-style-type: none"> - \$1.5m/yr for non-residential - \$500,000/yr for residential
17% Estimated percent of extant sites on the <i>Inventory</i> being legally protected		1000 Estimated heritage assets covered by a Layer 2 or Layer 3 policy area	

Alternate package 2—“Accelerated Delivery”

Considerations

- This package is the most expensive option, short and long-term
- Additional Administration staff are required to expedite Layer 2 and Layer 3 heritage area policies, increasing the overall expense; implementation of full financial incentives in 2021 requires new staff to manage ongoing resourcing with designations, that in Recommendation and “Recommendation Plus” is only needed 2023-onward
- More robust funding for Heritage Calgary is included beginning 2021 to enable re-evaluation of outdated *Inventory* entries, new evaluations for potential *Inventory* sites, and expanded public programming (eg. information sessions, etc.)
- Significant projected increases to number of designations for the 2020-2022 period—particularly with residential sites eligible for proposed tax-back grant. Designation outcomes estimated by staff capacity (25-30/yr), rather than anticipated designation interest

Implementation timeline (with required resourcing)



Projected outcomes 2020-2022

Heritage Sites	Heritage Assets	Heritage Areas	Financial Incentives
80-90 Total estimated new Designations 2020-2022	4000 Estimated Heritage Assets provided with Land Use Bylaw incentives	20 Estimated communities with one or more Layer 2 discretionary guidelines areas	\$24 million \$1M existing grant program \$3M additional grant funding \$5M residential tax-back grant \$15M non-residential conservation credit
26% Estimated percent of extant sites on the <i>Inventory</i> being legally protected		1500 Estimated heritage assets covered by a Layer 2 or Layer 3 policy area	

Administration's recommendation

phase for your direction today	2020-2022	Policy Tools		
		Heritage Area Tools		
		<ul style="list-style-type: none">Application of Layer 1 incentives to all currently-identified heritage assetsCreation of Layer 2 (Discretionary guidelines) policies for in-progress Local Area Plans where applicable concentrations of heritage assets existCreation of Layer 3 (Direct Control) policies for in-progress Local Area Plans where applicable, and sought by owners	N/A (existing resourcing reprioritized)	
		Additional Resourcing Costs		
		City of Calgary		
phase to return for approval in 2022	2023-2026	<ul style="list-style-type: none">1-2 positions to create Layer 2 and Layer 3 district policiesUse of existing consulting budget where required	N/A (existing resourcing reprioritized)	
		Heritage Calgary		
		<ul style="list-style-type: none">Review of residential <i>Inventory</i> sites to prepare for 2023-2026 project phase	N/A (existing resourcing reprioritized)	
		New Costs 2020-2022		N/A
		Policy Tools		
phase to return for approval in 2022	2023-2026	Heritage Area Tools		
		<ul style="list-style-type: none">Layer 2 policies in remaining areas with concentrations of heritage assetsLayer 3 policies in all remaining areas where applicable, and sought by owners	N/A (existing resourcing reprioritized)	
		Financial Incentives		
		Residential Tax-Back Grant		
		<ul style="list-style-type: none">75% reimbursement of annual municipal property taxes over 15 years, to a \$50,000 maximum\$5 million program cost (to be refined at November 2022 budget discussions)	\$5 million	
phase to return for approval in 2022	2023-2026	Non-Residential Conservation Tax Credit		
		<ul style="list-style-type: none">50% reimbursement of conservation project, up to 50% of annual municipal property taxes over 15 years, to a maximum \$250,000 per year, or a total 15% of assessed property value\$15 million program cost (to be refined at November 2022 budget discussions)	\$15 million	
		Additional Resourcing Costs		
		City of Calgary		
		<ul style="list-style-type: none">1-2 full-time employees to manage workload associated with increased designations (including bylaw creation, intervention approvals and grant administration)	\$800,000– \$1.6 million	
phase to return for approval in 2022	2023-2026	Heritage Calgary		
		<ul style="list-style-type: none">Funding to support City of Calgary workload and expand programming	\$600,000– \$1.8 million	
		Projected New Costs (Range) 2020-2022		Est. \$22-24 million
		Projected Total New Costs (Range)		Est. \$22-24 million

Alternate package 1—"Recommendation Plus" (major changes dotted)

phase for your direction today	2020-2022	Policy Tools	
		Heritage Area Tools	
		<ul style="list-style-type: none">• Application of Layer 1 incentives to all currently-identified heritage assets• Creation of Layer 2 (Discretionary guidelines) policies for in-progress Local Area Plans where concentrations of heritage assets exist• Creation of Layer 3 (Direct Control) policies for in-progress Local Area Plans where applicable, and sought by owners	N/A (existing resourcing reprioritized)
		Financial Incentives	
		Historic Resource Conservation Grant Program	
		<ul style="list-style-type: none">• Strategic one-time increase to existing 50% cost-matching grant program for conservation projects; intended to provide interim funding prior to proposed funding increase 2023-2026• \$1.5 million annually for 2 years, earmarked specifically for non-residential heritage sites; existing \$500,000 to be used for residential heritage sites only	\$3 million
		Additional Resourcing Costs	
		City of Calgary	
		<ul style="list-style-type: none">• 1-2 positions to create Layer 2 and Layer 3 district policies• Use of existing consulting budget where required	N/A (existing resourcing reprioritized)
		Heritage Calgary	
		<ul style="list-style-type: none">• Review of residential <i>Inventory</i> sites to prepare for 2023-2026 project phase	N/A (existing resourcing reprioritized)
		New Costs 2020-2022	\$3 million
phase to return for approval in 2022	2023-2026	Policy Tools	
		Heritage Area Tools	
		<ul style="list-style-type: none">• Layer 2 policies in remaining areas with concentrations of heritage assets• Layer 3 policies in all remaining areas where applicable, and sought by owners	N/A (existing resourcing reprioritized)
		Financial Incentives	
		Residential Tax-Back Grant	
		<ul style="list-style-type: none">• 75% reimbursement of annual municipal property taxes over 15 years, to a \$50,000 maximum• \$5 million program cost (to be refined at November 2022 budget discussions)	\$5 million
		Non-Residential Conservation Tax Credit	
		<ul style="list-style-type: none">• 50% reimbursement of conservation project, up to 50% of annual municipal property taxes over 15 years, to a maximum \$250,000 per year, or a total 15% of assessed property value• \$15 million program cost (to be refined at November 2022 budget discussions)	\$15 million
		Additional Resourcing Costs	
		City of Calgary	
		<ul style="list-style-type: none">• 1-2 full-time employees to manage workload associated with increased designations (including bylaw creation, intervention approvals and grant administration)	\$800,000– \$1.6 million
		Heritage Calgary	
		<ul style="list-style-type: none">• Funding to support City of Calgary workload and expand programming	\$600,000– \$1.8 million
		Projected New Costs (Range) 2020-2022	Est. \$22-24 million
		Projected Total New Costs (Range)	Est. \$25-27 million

Calgary Planning Commission Member Comments



The following comments are summarized from a confidential Calgary Planning Commission meeting January 8, 2020 on Administration's forthcoming Heritage Conservation Tools and Incentives report, due to the Standing Policy Committee on Planning and Urban Development April 1, 2020. The draft report responds to direction in PFC2019-0223 that Administration "conduct further analysis on heritage preservation tools and financial incentives", and recommends that Council support continued work and implementation on the following tools/incentives:

- Financial incentives supporting residential and non-residential heritage sites in exchange for designation (legal protection)
- New area-based heritage conservation policy tools, with 3 different 'layers' of regulation focusing on concentrations of identified potential heritage assets:
 - o 'Layer 1' – Policy incentives through the Land Use Bylaw applied only to sites that retain an identified heritage asset
 - o 'Layer 2' – Policy incentives (layer 1) AND discretionary design guidelines for new construction in proximity to concentrated groups of identified heritage assets
 - o 'Layer 3' – Direct Control land use districts applied to small subsets of Layer 2 policy areas which contain very high concentrations of heritage assets
- Specific financial support for Administration to complete the recommended tools/incentives, and increased funding for Heritage Calgary (Civic Partner)

Administration requested Calgary Planning Commission feedback and direction on their draft recommendations, and specifically on the proposed area-based policy tools. **Comments received during this confidential workshop will be verified and supplemented at the February 6, 2020 Calgary Planning Commission meeting.**

Calgary Planning Commission Member Comments

Overall Summary

- Additional tools/incentives for heritage are important.
- Work with stakeholders to ensure the tools and incentives are done properly and implemented effectively.
- Proposed layered approach to area-based heritage conservation policy provides important flexibility; communities have different heritage needs
- The presented tools could provide benefit to Council and increase efficiency in managing discussions on heritage that are currently occurring through Local Area Planning
- Important to align this report with other Next Generation Planning work (incl. Guidebook, renewed Land Use Bylaw) to support increased housing choice city-wide
- Suggested to also lobby the Province of Alberta for increased powers through the Historical Resources Act

Calgary Planning Commission Member Comments**Comments & Feedback****Area-based policy:**

- Requiring a sufficient concentration (percent) of heritage assets for area-based policy is important to prevent it from being used inconsistently, however additional work is needed to address the challenges of varied block patterns in communities, oddly-distributed concentrations of heritage assets, and whether a transition area is required, etc.
- Careful exploration should be done on the potential impacts of 'Layer 1' incentives to ensure they are feasible, and all options are considered
- Parameters of 'Layer 2' guidelines will be crucial to avoid creating a false sense of heritage in new development, and need to be specific to each area
- Implementation of 'Layer 2' guidelines needs to be further explored; report should demonstrate how it will work, and add value
- There are not a lot of areas that warrant the 'Layer 3' policies (most regulatory)
- Report needs to indicate what form of 'significant community support' is required to create a 'Layer 3' policy area.
- A statistics-based approach to determining the thresholds allows the tools to be scaled across all areas, regardless of form or geography.

Financial Incentives

- Ensure that report speaks to return on investment – the ability of heritage conservation to create and retain value for municipalities, and tie this to the specific recommendations
- Financial feasibility of proposed incentives should be demonstrated in the April report

Overall

- Report should provide clarity on why main street areas are not addressed through the proposed recommendations, given their importance
- Important to have the interests of various stakeholders represented with these tools/incentives
- A 'litmus test' is needed with the development industry on the area-based policy tools; what are the implications on development, and is there support from industry?

Heritage Calgary Letter of Support



March 24, 2020

Mayor & Council

City of Calgary
PO Box 2100, Stn. M, MC 8001
Calgary AB, T2P 2M5

Dear Council:

Subject: Letter of Support for PUD2020-0259

Heritage Calgary is writing in support of PUD2020-0259 Heritage Conservation Tools and Incentives.

We need these measures if we want to preserve our City's heritage and history. The financial incentives will encourage people to designate their property as a Municipal Historic Resource. Heritage areas will help to protect the character of our heritage neighbourhoods. Both measures are needed to help advance heritage preservation.

We support Administration's phased in approach to ensure that the supports needed to fund the heritage incentives and policies for heritage areas are in place. This will also allow Heritage Calgary to update outdated residential listings on the Inventory of Evaluated Historic Resources or to remove them if they no longer have integrity to be on the Inventory.

Sincerely,

A handwritten signature in blue ink that reads 'Josh Traptow'.

Josh Traptow
Executive Director
Heritage Calgary

**Administration's pre-COVID-19 recommendations
For Heritage Conservation Tools and Incentives – PUD2020-0259**

That the Standing Policy Committee on Planning and Urban Development recommend that Council direct Administration to:

1. Undertake a two-year phased implementation program (Q3 2020 – Q3 2022) to implement the heritage area tools through the local area planning process and associated Land Use Bylaw amendments, then return to the Standing Policy Committee for Planning and Urban Development to report on the progress and success of the program, and identify a city-wide implementation strategy;
2. Return to the Priorities and Finance Committee no later than Q1 2022 with refined financial incentives packages for consideration in the 2023-2026 Calgary budget deliberations; and,
3. Develop a scoping report with recommendations for an approach to heritage on main streets and return to Standing Policy Committee for Planning and Urban Development no later than Q2 2021.



THE CALGARY HERITAGE INITIATIVE GIVES CONSENT TO THE CITY OF CALGARY TO PUBLIC DISTRIBUTION OF THIS LETTER AND ATTACHMENTS BY ANY METHOD.

March 19th, 2020

Re: April 1, 2020 City of Calgary SPC on Policy and Urban Development
Heritage Conservation Tools and Financial Incentives Report

Comments Refer to THE 10 Page Summary Report “Heritage Conservation Policy Tools and Financial Incentives Report – April 2020.” <https://www.calgary.ca/PDA/pd/Documents/Heritage-planning/Summary-of-Proposed-Heritage-Conservation-Recommendations.pdf>

Dear Members of PUD

The Calgary Heritage Initiative, known as CHI, is a volunteer society dedicated to the preservation, productive use, and interpretation of buildings and sites of historic and architectural interest in our city. Heritage communities contribute to the economic and environmental sustainability of our city and the social wellbeing of our citizens. They create a sense of place.

Over the past couple of years, CHI actively participated as a heritage stakeholder in the Guidebook for Great Communities and related Heritage Conservation Tools and Incentives Report engagement processes. When the heritage content was pulled from the Guidebook last August, to be addressed in a separate report, stakeholders like CHI were not given an opportunity to comment on the implications. During this time, we have witnessed continued and pending demolition of recognized heritage buildings, and the erosion of streetscapes and mature landscaping, that all contribute to defining community character. This was not the intent of Imagine Calgary or Plan-It. We are now facing an unprecedented public health and economic crisis with great uncertainty. Its time to take a pause until Council's and the public's attention can reasonably refocus on long term planning.

At the time of writing, we are assuming that the Heritage Conservation Tools and Financial Incentives Report (Heritage Report) will be heard at PUD on April 1. This letter outlines CHI's comments on timing issues as well as the draft heritage report. CHI's address to the March 4th PUD hearing on the Guidebook and North Hill Communities Plan is Attached (A) for reference.

1. Timing of approval of the Heritage Conservation Tools and Financial Incentives Report, Guidebook for Great Communities and North Hill Communities Local Area Plan (April 27, 2020)

In light of the current public health and economic crisis CHI is calling for PUD to recommend a revision to the timing of approval of these items. Arguments about adhering to advertising commitments or Council directed reporting dates should be set aside in these circumstances. These three policy documents go hand in glove and sequencing/timing must be considered together. Forcing them through in April, when the City itself has declared a state of emergency does not serve the interests of Calgarians.

a. Public Hearings on the Heritage Report should be postponed until the current lock down is over, then recommend the Heritage Report for approval report as soon as possible to allow for proper public hearings.

Council, public and media attention is elsewhere right now. There has been no open public engagement on the proposed heritage tools and incentives. The initial workshops, when heritage was included in the Guidebook, were limited to daytime meetings of the stakeholder group. Because heritage was pulled from the Guidebook in August, it was not included in any of the subsequent public engagement on the Guidebook – like the FCC sessions, library kiosk, Home and Garden Show, etc.

The two subsequent info sessions on heritage tools and incentives (Oct 2019 and Jan 2020) were limited to a select group of invited stakeholders – in fact we were told that only one person per stakeholder group could attend. An updated slide deck from the January 29th info session was promised but only an “advance copy, not for distribution”, was provided by administration on Feb 12 when CHI requested it. It has been challenging for volunteer organizations like CHI, the CAs and others to send consistent representation to these meetings on weekday mornings and to communicate effectively to our members. While this approach may have been appropriate for the early stage of development of the heritage report; the sessions were billed as “info sessions/updates” and were not full public “engagement”. Individual stakeholder groups like CHI have been trying their best to communicate to their members. Heritage tools and incentives, the Guidebook, LAPS, LUB revisions to come, Main Streets, Established Area Growth and Change Strategy are all interrelated and hugely complex to communicate.

CHI had lined up Alastair Pollock to speak at our AGM at an open meeting in partnership with the Cliff Bungalow-Mission Community Association on Ap 15th; this has now been cancelled due to covid. We were anticipating 100 in attendance. There has been virtually no media pick up on the heritage report and this is surely at the bottom of media priorities right now. CHI had intended to participate in face to face pre-meetings with the select Councillors prior to PUD on April 1st. This attempt has been called off for now.

Open and accessible public comment is important – but we are obviously distracted. We are not on board with “Council business as usual” with call-in accommodation in place of real public hearings. Some of the unique benefits of in-person public hearings are listening to what everyone else is saying, chatting with them during breaks, engaging through body language and eye contact with the decision makers, using illustrations and distributing written copies to the audience.

CHI recognizes that Council direction is being sought for the approaches in the Heritage Report only and is not, at this time, being asked to approve statutory heritage policy. Therefore while our preference is to delay until a proper in-person public hearing could be held, if members of the stakeholder group who

have been engaged thus far in the development of this report are in agreement, CHI would support a call-in approach to the public hearing. This assumes a protracted state of emergency with social distancing mandates in place for some time. If the Heritage Report receives Council endorsement this approach would allow for Heritage Planning to continue their work on the tools and incentives for insertion into the statutory Guidebook and LAP.

b. Recommend delaying the public hearing of Council (April 27) on the approvals of the Guidebook and North Hill Communities Plan (and any other LAPS underway) until the heritage tools and incentives policies have been completed and inserted into the placeholders. Then hold a proper public hearing on these completed statutory policy documents so that reasoned input and decisions can be made, considering the balance of densification objectives with respect for community heritage character.

Administration is seeking direction from Council on the recommendations in the Heritage report so that they can continue their work on developing the tools, incentives and policies to a point where they can be inserted into the Guidebook and LAP placeholders. This is projected to take a year. A pause in approval of the Guidebook and LAPs will allow this work to occur.

In the meantime, administration has breathing room to work on the following as we are heading for a further slow down/recession and development pressures ease:

- Modification of the population growth projections assumed in the MDP. The letter and presentation from the Community Associations of Developed Calgary (Mar 4 PUD on the Guidebook) put it very well – “why are we doing this?”, referring to blanket densification policies. The numbers referred to in the letter show that existing land use would allow for most of the inner city/established areas density requirements to meet the 50% goal without modifying population projections. Given the reality of the dire economic climate, cancelation of major oil and gas infrastructure projects, and availability of downtown office space that could be repurposed for residential, the expectations for population growth and absorption of density in existing residential areas should be scaled back.
- Other revisions to the MDP and CTP.
- Clarifying where the LUB review is headed with consolidating R1, R2 and row type housing land uses with transparency around implications for the Guidebook and Heritage policy areas.
- Completion of the Established Areas Growth and Change Policy that addresses density bonusing/transfer
- Referencing parking and climate change implications in the Guidebook
- Renaming “The Heritage Communities Local Growth Planning project” that includes the communities of Eagle Ridge, Kelvin Grove, Kingsland, Fairview, Haysboro, Acadia, Southwood, Willow Park, Maple Ridge and Chinook Park. The current name is confusing and implies that these are heritage communities, which they are not.

There is a risk that speculative developers might start picking up properties for land assemblies then demolishing or neglecting properties because of the economic climate. They may do this on the strength of an approved Guidebook but without the Heritage Tools/Incentives and LAPs completed. This is a key reason why these statutory documents should be delayed until the heritage tools and incentives policies are completed.

Remember this whole process is supposed to provide clarity to the planning process and help streamline development approvals. Heritage and land use policies are very uncertain at this time.

2. Comments on the Heritage Conservation Tools and Financial Incentives Report

a. What CHI supports

- The general direction and content of the Heritage Report.
- The approach to layering policy for heritage areas, provided that all three layers are approved because they work together. Layer 2 requires clarity: “guidelines would not preclude row-house, multi family, or other innovative development where compatibly designed.” Other general heritage policy in the Guidebook directs against “mimicking”. An explanation of what is meant by “compatibly designed” is required.
- The general approach to tax-based incentives. Reference the success of the US program as a concrete example. Based on this <https://www.nps.gov/orgs/1207/htc2017.htm> the US program generated \$6.2 billion in GDP and 107,000 jobs in 2017, and over the past 40 years has enabled the preservation and rehabilitation of more than 43,000 historic properties, while generating more than \$144 billion in private investment.
- Financial incentives that may encourage homeowners to designate their heritage asset rather than demolish. Clarification is needed re the tax back grant maximum \$50000/15 years = \$3300 per year or can be based on assessed value?
- The restoration tax credit will encourage maintenance of heritage assets, although the designation bylaw itself may require refreshing from time to time.
- Additional and increased/year funding support to Heritage Calgary and the heritage planning budget. This is essential to implement the tools and incentives and to add to the inventory. Ideally, CHI would like to see dedicated, one-time funding to completing the inventory, given the recent work on identifying properties through the windshield survey and the backlog of properties previously identified for evaluation. It is acknowledged that as the city continues to age the inventory will need updating time to time.
- Clear definitions of Heritage areas, assets and resources. These terms are used in the Heritage Report and referenced in the glossary of the March 2020 proposed Guidebook for Great Communities. The terms acknowledge that heritage includes designated, inventoried and other heritage assets.

b. What should be Enhanced

Heritage Area Policy Tools

- While the street face approach to the three proposed layers is well defined and objective, implementation could result in a piecemeal approach with several mini-areas but no real cohesive heritage area over a contiguous cluster of residential blocks. Better area-based policy is desired, where heritage area bubbles, similar to those illustrated in the North Hill Communities LAP, could be identified for layer 1, 2 or 3. Policy tools and incentives could be based on the 25% or 50% presence of heritage resources and assets combined. These areas should encompass commercial and greenspace/streetscapes and parks and not just privately owned pre 1945 structures as per the “heritage asset” definition, although the percentage thresholds within the area could be based on the asset definition. Please see Attachment B for an illustrated example for layer 3.
- Include provision for developing a “Statement of Significance” for communities within a Local Area Plan that clearly and concisely describes the character and states the vision for each heritage policy area.
- Consider future application of this approach to Oil boom Era (1956-1956) and early Modern Era (1956-late 60s) neighbourhoods where distinctive mid-Century architecture and/or urban planning schemes are largely intact.
- Provide a map scheme, based on page 10 of the report, “Heritage Parcels: Designated, Inventory and Heritage Assets Calgary, Inner City” that illustrates where layers 1, 2 and 3 could apply.

Financial Incentives

- Generally, CHI believes these new financial tools (tax back grant and tax credit programs) may be insufficient on their own to encourage designation and that an increase to the Historic Resource Conservation Grant Program is also required (not instead of the tax programs). These financial incentives are particularly needed to help protect standalone homes in landscapes that face upzoning outside of the heritage policy areas. The increases could be paid for out of heritage density bonusing/transfer payments that actually reflect the value of the increased density approved for new development. Clear direction for heritage density/transfer bonusing formulas (based on FAR, height etc) should be developed.

Other

- Regarding page 3 of the summary report (Project Alignment bullet 3), detail is lacking on effectiveness and enhancements of density/transfer programs.
- The summary report lacks sufficient detail about proposed bylaw relaxations (e.g. parking, laneway housing, secondary suites) that assist in protecting privately owned heritage. See page 4- layer 1.

c. Further Engagement

Page 2 of the summary report outlines engagement to date. Further open public engagement, including fully accessible public hearings, is suggested.

The Calgary Heritage Initiative greatly appreciates being included in the process and encourages PUD to fully support the suggestions and enhancements we have outlined in this letter.

Karen Paul

CHI Communications Director

On behalf of the Calgary Heritage Initiative Society

contact@calgaryheritage.org

Attachment A

CHI Address to PUD March 4, 2020 on the Guidebook for Great Communities 7.4

Members of the Standing Policy Committee on Planning and Urban Development

I am Karen Paul, representing the Calgary Heritage Initiative, known as CHI, a volunteer advocacy society. Heritage communities contribute to the economic and environmental sustainability of our city and the social wellbeing of our citizens. They create a sense of place.

Over the past couple of years, CHI actively participated as a heritage stakeholder in the Guidebook and related Heritage Conservation Tools and Incentives Report engagement processes. When the heritage content was pulled from the Guidebook last August, to be addressed in a separate report, stakeholders like CHI were not given an opportunity to comment on the implications. That said, some very good work is reflected in the Guidebook.

During this time, we have witnessed continued and pending demolition of recognized heritage buildings, and the erosion of streetscapes and mature landscaping, that all contribute to defining community character. This was not the intent of Imagine Calgary or Plan-It.

The Guidebook you are considering today lacks the teeth to protect heritage. At a minimum, it should provide clear, overarching policy around density bonusing or transfer, as well as for preserving heritage areas. Placeholders that require Council's yet-to-be-obtained support for regulating policy on undesignated properties and corresponding financial support for tools and incentives, may or may not be implemented in time for multi-community LAP preparation, if at all. The NorthHill Communities LAP, also before you today, is a case in point.

Roughly quoting from a recent CBC broadcast about Vancouver's Chinatown... "Development without preservation is just as bad as preservation without development"

The proposed system of residential building blocks to increase density is spelled out in the Guidebook; it effectively incentivizes the replacement of R-1 homes, including heritage homes, with higher density housing. That's the development side. But where are the corresponding regulations and incentives to preserve heritage, streetscapes, landscapes and community character?

The fact is that virtually all of Calgary's heritage character neighbourhoods are within the developed areas of the City – exactly where densification pressures are highest. The Heritage Planners can provide the stats – but we are talking about a very small and dwindling percentage of Calgary's total housing stock here – about 1% of our homes are a century or more old, compared to say Winnipeg, that has 9% and has already implemented heritage districts as a tool to direct what should stay and what can go.

That's the residential side – Main Streets, so important for defining heritage character, are excluded from the draft Heritage Report. So even with the heritage placeholders, The Guidebook does not address heritage conservation on Main Streets.

More needs to be done to compel developers, through consistent city-wide policy, to contribute monetarily to the retention of near-by heritage assets or provide for community benefit in exchange for more storeys and higher density. This is a missed opportunity. To date bonusing requirements have been rather ad hoc or voluntary.

The wording related to Heritage (p103) in the Guidebook is very weak - "encourage/discourage and investigate" is not really policy wording. Policy that is written as a "suggestion" may translate into policy that is ignored. The Heritage Area Tools placeholder on pg. 118 is a big unknown in terms of scope and strength of language.

A policy from the DAG that acknowledged that the heritage value and resources of an area include but are not limited to, properties currently listed on the Inventory, was deleted from the Guidebook. This would have captured resources identified through the windshield survey, Main Streets and ARP revisions. Further, certain policies that address design, setbacks, massing, street wall and landscaping only apply to those sites that abut a property on the inventory. What about the rest of the heritage resources, some of which have been researched and submitted by CHI to Heritage Calgary for evaluation.

Now we seem to be stumbling over timing of the Guidebook, the Heritage Report and pending LAPS that are supposed to be informed by the Guidebook. This is backwards. The fact is that if any LAPs proceed without clear heritage policy, there will be no backtracking. Upzoning will have effectively occurred without counter-balancing modifiers to retain worthy heritage through regulation and incentives.

At the last Heritage Conservation Tools and Incentives update meeting on Jan 29, Councillor Carra said that it will be very important to bridge the Guidebook with the Heritage Report. CHI does not believe the placeholder approach is an effective bridge and provides no certainty.

So Chi is here to ask how PUD can reasonably recommend to Council that the guidebook with heritage placeholders be adopted without understanding what those placeholders will contain. How can PUD reasonably evaluate whether this Guidebook will achieve the dual objectives of densification and, in quotes, "respecting and enhancing neighbourhood character" as embedded in the MDP?

CHI asks that at a minimum, PUD's decision to recommend adoption of the Guidebook and the NorthHills LAP be deferred until the April 1st PUD meeting when the Heritage Conservation Tools and Incentives report will be presented. CHI asks that PUD's recommendation to Council on April 27 be a joint recommendation that amalgamates defined heritage policy into the Guidebook and LAP placeholders.

Thank you

CHI Address to PUD March 4, 2020 on the North Hill Communities LAP 7.5

Members of the Standing Policy Committee on Planning and Urban Development

I am Rick Williams, representing the Calgary Heritage Initiative, known as CHI, a volunteer, society dedicated to the preservation, productive use, and interpretation of buildings and sites of historic and architectural interest in our city.

The NorthHill Communities plan should not be recommended for Council approval by PUD until it's known what heritage tools and incentives will be adopted by the City. Residents and stakeholders need to evaluate whether they think the tools will be effective enough to retain heritage – and whether the incentives will be enough to offset all of the extra density being ascribed to the area. Otherwise we have a LAP that has supportive policy of upzoning but with no or insufficient tools to offset the density for heritage sites.

The NorthHill Communities plan does not contain provision for implementing heritage density bonusing or transfer. It's a missed opportunity, like giving away density for free, which we know has immense value. It leaves money on the table that could be used for community benefit such as heritage grants or program funding , or to enable a density transfer program for houses, as could have been done for buildings like the Tiegerstadt Block, Hicks Block and others. The modest grants available now and measures like property tax relieve help but are just not enough to really impact heritage retention and we know that City resources to provide community benefit are strained.

The NorthHill Communities LAP has identified some areas of high concentration of heritage sites in section 2.13 and Appendix C. This partially addresses the timing challenge regarding lack of heritage area districting policy. However, there are many resources outside the boundary/ concentration in NorthHills that will be under policy supportive of town houses and row house development. Funds are going to be needed to encourage their owners to retain homes and influence the retention of other heritage resources. Bonusing could supply those funds and give owners of heritage building opportunity to recoup economic value rather than redevelop by allowing them to sell their density.
Thank you

Attachment B

Illustrated Example of Additional Options for Heritage Area Policy, Layer 3

Related to layer 3 an enhanced formula to be adopted at the option of the communities through the LAP process, might be '50% of contiguous properties' (contiguous including being across streets, alleys, and parks), as per the heritage bubble idea. For example in the photo below, if the green area were all heritage assets, none would qualify for layer 3 due to all being maybe 40-45% of block faces.



Or in another example, using the block face criteria only the middle block face would be layer 3 in a scenario where all of the green were heritage assets:





Please use this form to send your comments relating to matters, or other Council and Committee matters, to the City Clerk's Office. In accordance with sections 43 through 45 of Procedure Bylaw 35M2017, as amended. The information provided may be included in written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to Matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act of Alberta, and/or the Municipal Government Act (MGA) Section 636, for the purpose of receiving public participation in municipal decision-making. Your name, contact information and comments will be made publicly available in the Council Agenda. If you have questions regarding the collection and use of your personal information, please contact City Clerk's Legislative Coordinator at 403-268-5861, or City Clerk's Office, 700 Macleod Trail S.E., P.O. Box 2100, Postal Station 'M' 8007, Calgary, Alberta, T2P 2M5.

✓ * I have read and understand that my name, contact information and comments will be made publicly available in the Council Agenda.

* First name Ali

* Last name McMillan

Email planning@brcacalgary.org

Phone 5872270607

* Subject Heritage Conservation Tools and Incentives

* Comments - please refrain from providing personal information in this field (maximum 2500 characters)

We strongly support the City's Report on Heritage Conservation Tools and Incentives. As one of Calgary's oldest communities we see high value in the tools being proposed and urge Council to support the recommendations in this report. We would like to see these tools embedded in the Guidebook for Great Communities or applied City-wide as soon as possible so we can start using it.



SCARBORO COMMUNITY ASSOCIATION
1727 – 14 Avenue SW
Calgary, AB T3C 0W8

March 23, 2020

Standing Policy Committee on Planning & Urban Development
Office of the Councillors
700 Macleod Trail SE,
Calgary, AB T2G 2M3

RE: Heritage Policy Tools & Financial Incentives Report

Dear Madam Chair & Members of the Standing Policy Committee for Planning and Urban Development,

The neighbourhood of Scarboro is a designed district from 1909-10. At the turn of the century, CP Rail's land commissioner worked with **the Olmsted firm**: a renowned landscape architecture firm known for its design of Central Park in New York City, the US Capitol Grounds and Niagara Falls. **Scarboro is ONE of three fully executed Olmsted residential parklands in Canada.** Preservation of Olmsted designs in Canada began in 2018 with the **federal designation of Uplands in Victoria, BC.** Now, Scarboro seeks protections to help celebrate Calgary's history and to support its future growth.

We commend the direction to consider heritage area policies and protections in Calgary. However, the **Heritage Area policy required to protect the historic integrity of Scarboro is NOT included in the report** being considered. The Scarboro Planning Committee requests Councillors to direct Administration to consider protections for **BOTH cultural landscapes and privately owned assets** in Heritage Areas that meet the following criteria:

- **A Heritage Area** unified by a common theme or design principle is eligible for designation.
- A Heritage Area assessed on the basis of **a collection of historic buildings and/or landscapes** that may not qualify for designation as individual historic resources. Heritage significance is attributed to a geographic concentration of historic sites.
- The presence of **25% historic sites in an AREA including parks, streetscapes & buildings** will make it eligible for guidelines that affect **discretionary uses of private property**. The presence of **landscapes** that lend historic significance to the area **will be eligible for designation**. A Master Landscape Plan will be created with The City of Calgary for the Heritage Area in relation to these public spaces.
- The presence of **50% of historic sites in an AREA including parks, streetscapes & buildings** will make it eligible to be regulated as a **direct control district**. The presence of **landscapes** that lend historic significance to the area **will be eligible for designation**. A Master Landscape Plan will be created with The City of Calgary for the Heritage Area as this relates to public spaces.

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PLANNING & DEVELOPMENT – SCARBORO COMMUNITY ASSOCIATION EXECUTIVE
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The example of Scarboro calls for a policy that regulates **areas** including **both private and public lands** that span parks, streetscapes, and properties united by a particular design or theme, which represent a unique achievement in the history of Calgary.

Scarboro's **public green spaces** are integral to John Charles Olmsted's design, and to the future designation of Scarboro as a **Provincial Heritage Area**. The escarpment on the hilltop of Scarboro defines its natural borders. Original lot lines drawn on the topographic map show the design for a residential suburb that remains sensitive to context, **protecting and enhancing natural scenery**. Curvilinear streets carve triangular parklets throughout the neighbourhood. The proximity of the Bow River also lends significance to Scarboro. **The Bow River drew nomadic peoples to its water's edge:** people who followed the migratory patterns of the buffalo. Writings from the turn of the century document **the presence of migratory encampments in Scarboro during the summer months, when indigenous peoples came to collect treaty money**.

In the beginning of the 1910s, City Council had absolute confidence in Calgary's future as a western metropolis: **"Park development was seen as integral to the city's success, not optional."**¹ During **William Reader's** tenure as Parks Superintendent, **he worked in Scarboro from 1913 to 1942**, to oversee the construction of **playgrounds**, plan **boulevards** and **recommend species of trees, perennials and shrubs** on streetscapes and in parks. **Over 1,000 trees** lie on Scarboro public lands today, with an **estimated value of \$4,566,093** in 2020. This evaluation is based on data collected by Urban Forest Management to calculate estimated replacement cost. Individual mature trees or **"heritage trees" (predating 1945)** are very valuable. Within Scarboro, an American Elm carries a value of approximately \$61,000, a Northwest Poplar \$52,000, a Paper Birch \$40,000, and a Manitoba Maple is valued at \$37,000. This Olmsted residential parkland was designed to be **a natural retreat from the metropolis for all Calgarians to enjoy**. Triangle Park (popular for families & dogs) and the island on Shelbourne Street (a perennial garden maintained by residents), have led to numerous community events. These parks are amongst the **18 sites appearing on Calgary's historic inventory of resources**, along with **three heritage streetscapes**.

Following Dr. Nancy Pollock-Ellwand's recommendations (foremost expert of Olmsted designs in Canada), the Scarboro Planning Committee will be seeking to apply for **federal designation** of Scarboro at the same time as it seeks **municipal and provincial protections**. A **provincial designation** can be used to effectively establish **area boundaries** in relation to Alberta's heritage values and the neighbourhood's character-defining elements. The next step would be to use **municipal heritage area policies** (not yet approved), which could help **regulate parks, streetscape and neighbourhood character**. Many residences in Scarboro display original vernacular design and detailing from the 1910s and 1920s, and more recent buildings are of sympathetic design. The George Anderson caveat (part of the 1911 contract of sale) remains intact on almost all land titles in Scarboro, so that development is limited to single-family homes with generous front setbacks.

¹ City of Calgary Parks Dept, *Calgary Celebrating 100 Years of Parks*, Calgary: City of Calgary, 2010: 37.



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Neighbourhoods that merit heritage designation are **cultural landscapes** comprised of **both natural and human-made resources**. Please consider this example of “heritage area” as one that can inform the protections needed for other **heritage areas** in Calgary that **include historic green spaces and streetscapes, as well as private property**.

If Councillors wish to protect areas like Scarborough, then Administration must be directed to consider **BOTH public and privately owned historic resources** in defining Heritage Areas. As itemized above, a heritage area defined by a common theme or design principle could be given appropriate protections on the basis of its **historic parks, streetscapes and buildings**. Sites such as streetscapes and parks are **ALREADY** included on the Inventory for Historic Resources. **These public spaces SHOULD BE included in the CRITERIA to assess the heritage value of an area.** In order to preserve the integrity of heritage areas, there is need to recognize both public and private realms.

Respectfully yours,

Tarra Drevet
Chair of Planning & Development
Scarboro Community Association

SCARBORO Community Statistics:

Number of Trees: **1,083**

Estimated Value of trees in this community: **\$4,566,093**

Number of Trees per square km: **2,387**



SCARBORO COMMUNITY ASSOCIATION

1727 – 14 Avenue SW
Calgary, AB T3C 0W8

March 23, 2020

The City of Calgary
P.O. Box 2100, Stn. M
Calgary, Alberta, T2P 2M5

Attention:
Councillor Woolley (Ward 8)
CC: Mayor Nenshi and all City Councillors

RE: POSTPONE Bylaws in Planning & Development; revisions to Municipal Development Plan (MDP)

Dear Councillor Woolley,

Despite all that is going on around us, there is a matter that requires immediate attention. We must **pause and extend the deadlines for new bylaws and MDP revisions** in planning and development.

In this time of overt panic and stress, as residents attempt to protect themselves from the spread of COVID-19, we find ourselves torn between commitments to the Community and commitments to our Families. This is due to the fact that Administration is stating that **Council Meetings will go ahead on their scheduled dates**, including: Guidebook for Great Communities (Council April 27, 2020) and North Hill Local Area Plan (Council April 27, 2020).¹ Furthermore, the **deadline for submitting comments** to the redlined version of the **Municipal Development Plan** is **April 12, 2020**. Changes to this statutory document, pivotal in the hierarchy of Municipal Legal Planning, make it incumbent for residents and Chairs of Planning Committees to provide feedback and give their attention to this matter.

In the midst of a PUBLIC HEALTH CRISIS, members of the Scarboro Community Association are focused on families and seniors. Our Community Association has cancelled its meetings and events. We have developed an action plan with volunteers to help take care of seniors and others in need. The last thing we need to be worrying about is **the Guidebook for Great Communities and the Municipal Development Plan**. We need to focus our energy on what requires our most urgent attention. These planning documents can wait.

The following events and changes to Municipal Planning are diverting our attention from the CRISIS at hand. Residents in our Community are being asked to submit **applications to be part of the Project Team** for local growth planning until **April 19**. The Local Area Plan is to be created using policies from the Guidebook for Great Communities. Hence, **residents are giving feedback on POLICIES** that will **guide future development in Scarboro**. (A survey with residents was recently completed.) **Many residents wish to engage in a Public Hearing about these policies**. Last week, almost 20 Community Associations held an online conference **regarding the Guidebook**. This evening, another online

¹ Cf. <https://mailchi.mp/newsletters/planning-development-dispatch-september-1455009?e=14ad728394>



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1727 – 14 Avenue SW
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conference will be held for Community Associations in the **Area 2 Local Area Plan**. We have yet to **conduct a thorough reading of the proposed changes to the Municipal Development Plan**, followed by **writing letters to experts in municipal legal planning** (for advice and commentary), followed by **writing letters to our Councillor and all Councillors** about our reticence to consider such changes at this time.

The intent to go ahead with “online” Public Hearings falls short of **our Public Participation policy**. The technology used to host such a meeting would only be capable of handling **a certain number of dial-ins**. Callers would be asked to hang up following their presentations. Remote access lines could have people hanging up in frustration. Furthermore, the public participation leading up to an approval of new bylaws has been truncated by COVID-19. Meetings previously scheduled with Councillors have been **cancelled**. Sessions organized by the Federation of Calgary Communities have been **cancelled**. Councillors would be going into a Council meeting on April 27 to make new bylaws **without listening to the public beforehand**.

We beseech you to hit the **PAUSE** button on **all Public Hearings, consideration of new Bylaws and amendments to the Municipal Development Plan** in the coming months, as our public’s attention **MUST** turn to their families and loved ones.

Thank you for your consideration.

With all due respect,

Tarra Drevet
Chair of Planning
Scarboro Community Association

Summary of Financial Incentive Analyses and Explored Alternatives

Designating Heritage Resources in Calgary

To date, 785 existing sites of heritage significance have been assessed for Calgary's *Inventory of Evaluated Historic Resources* (*Inventory* sites) and hundreds of additional non-*Inventory* potential candidates have been identified as part of visual windshield surveys of inner-city communities. Using the currently-available financial incentives in Calgary, only 99 of the total identified sites have been protected against alteration or demolition through designation as a Municipal Historic Resource. While Administration's comprehensive program of heritage conservation does not exclusively focus on the designation of individual sites, designation is considered one of the most significant and effective tools in ensuring the continued existence and long-term public enjoyment of Calgary's heritage resources.

Due to the framework of required compensation in Section 26 of the Alberta *Historical Resources Act*, Administration does not typically consider it feasible to designate privately-owned heritage resources without a property owner's express agreement. This means that besides the limited number of owners interested in designation for personal or altruistic reasons, financial incentives play a significant role in achieving designation of identified heritage resources.

General Summary of Financial Incentive Analysis To-Date

Responding to Council in PFC2019-0223 and PUD2020-0259, Administration has explored new financial incentives to increase heritage conservation in Calgary. The following analysis was completed prior to 2020 April 1:

- Comparative research through Heritage Planning (City Wide Policy) into conservation incentives offered across Canada and internationally (2019-2020);
- Analysis of the financial factors influencing property owner behavior, including a survey of owners of non-designated sites on the *Inventory of Evaluated Historic Resources* (2019), a preliminary valuation of increased development potential through land use re-designation (2018); and,
- Initial program cost projections from Administration based on existing data for *Inventory* sites (2020), and then-current assessment information (2018).

Further analysis has been completed following the 2020 April 1 Standing Policy Committee on Planning and Urban Development:

- Additional collaboration with City Assessment, Finance and Law to consider potential terms, conditions and operations of the proposed programs;
- Updated projection models using the most current data regarding local heritage conservation statistics, property value assessments, and annual municipal property taxes levied; and,
- Incorporation of new datasets into projection modelling, including select non-*Inventory* properties into the proposed residential program.

Proposed Financial Incentives to Increase Heritage Designations

This attachment provides information on the analysis used to determine the recommended financial incentives in this report, including refinements following direction at PUD2020-0259:

Part 1: Financial Analysis of Recommended Programs (pg. 2)

Explores the two financial incentives recommended with this report: A new residential tax credit, and a non-residential structured grant program increase.

Part 2: Two-Year Projected Costs (pg. 9)

Provides financial projections for implementation options in advance of 2020 November mid-cycle budget recommendations.

Part 3: Why a Non-Residential Conservation Tax Incentive is No Longer Considered (pg. 10)

Compares the non-residential conservation tax credit shown in PUD2020-0259 to the structured grant program increase now recommended for Council and describes the advantages of the current approach.

Part 4: Why a Differential Tax Class Mechanism Is Not Proposed (pg. 12)

A summary of the identified challenges with a differential tax credit approach.

Part 1: Financial Analysis of Recommended Programs

Residential Tax Credit

The proposed residential tax credit program is intended to provide property owners with a more competitive alternative to redevelopment than existing incentive programs offered for conservation. It would provide owners of residential (designated) Municipal Historic Resources with a 75% annual credit on their municipal property tax assessment for up to 15 years, or a maximum \$50,000 per property. The program terms do not require an owner to perform restoration or rehabilitation work to receive the credit, although it is assumed that many owners will invest a portion of the credit into their properties.

The program incentivizes property owners to seek designation by providing unrestricted, easily-accessed financial support that is more proportionate to the effort, risks and expenses involved in selling or redeveloping their properties than the existing *Historic Resource Conservation Grant Program* (which requires owners to perform restoration or rehabilitation work). This incentive helps counteract the inclination of property owners towards redevelopment, particularly in the context of rising property values where allowable density has increased.

There are generally three status of heritage sites as shown in Table 1 below:

Status	Sites potentially eligible for incentive	Responsible organization	Estimated yearly capacity
Non-Inventory Sites: Owners of properties that would qualify for the <i>Inventory of Evaluated Historic Resources</i> but are not yet listed can request evaluation and approval by Heritage Calgary. Recent visual surveys have identified 477 likely <i>Inventory</i> candidates in Calgary's most heritage-rich areas.	477 known	Heritage Calgary	20 new evaluations per year (increased from previous average of 10-15 per year)
Inventory Sites: Owners of listed properties seeking designation will make a formal request to Administration. Subsequent collaboration will create a proposed bylaw which is presented in a report to the Standing Policy Committee on Planning and Urban Development and Council.	233	City of Calgary	50 new designations each year (increased from current target of 7 per year)
Designated Sites: Owners of designated Municipal Historic Resource properties will apply and meet eligibility criteria for the residential tax credit program.	31	City of Calgary	All eligible (designated) sites can be processed with provided resourcing

Table 1: Three statuses for heritage assets leading to Municipal Historic Resource designation of residential heritage

Projected Outcomes

Out of the estimated 741 sites in Calgary that could be *potentially* eligible for this program, it is assumed that up to **315** may realistically apply for the residential tax credit:

- **Designated Sites:** All 31 properties that are already designated are eligible to apply immediately, with 100% participation is assumed.
- **Inventory Sites:** 93 properties (of the total 233) currently on the *Inventory* are projected to request designation to receive the tax credit. This projection was derived from a 2019 survey of owners of properties on the *Inventory*. Of residential respondents, 40% indicated almost certain interest in designation given a program like the proposed.
- **Non-Inventory Sites:** Using the same projected 40% uptake, as many as 191 property owners (of the known 477) could also seek to complete *Inventory* listing and Municipal Historic Resource designation process to become eligible for the tax credit.

Projected Costs

Total Cost

To achieve the total 315 properties with projected designation interest, the total lifetime cost of the program is estimated to be approximately \$18 million. With the requested additional full-time staff resource, Heritage Planning estimates being able to accommodate a maximum 50 residential designations per year. This means that from the start date of the program, 50 newly-designated sites could enter into 15-year tax credit agreements annually. Based on the projected number of interested sites and *Inventory* capacity per Heritage Calgary, the total time required to provide all incentives would be approximately 24 years if the program is fully subscribed each year. The resourcing capacity of 50 annual designations (and therefore incentives) stages costs, so the initial and final years of the program will be less expensive than a 'peak period' from approximately two years after the program begins for a duration of seven years. During this peak period, the annual cost to The City of Calgary is estimated at an annual \$1.2 million. Subsequently, costs decline to an average annual cost of approximately \$500,000 for the remaining 14 years it would take under current resource estimates to complete the program. Due to this fluctuation, the average annual cost over the projected lifetime of the program is approximately \$750,000.

Chart 1 shows the pattern of cost fluctuations over a projected program duration. **Please note that although Administration's recommendation is for the residential tax credit to be approved through the 2023 budget, the below projection shows a start date of 2021. Projections were performed for the immediate 15 years to minimize inaccuracies due to rate fluctuations, given that 2020 property assessments and taxes levied are used for all future years (future mill rate changes unknown).*

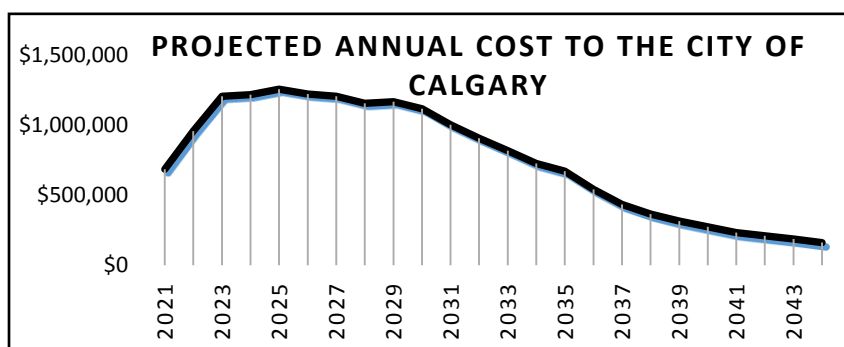


Chart 1: Projected annual costs for residential tax credit program over time

Two components make up the total program cost: the value of the provided tax credits, and the cost of the new estimated staff resource.

Tax Credit

Over the course of the program, an approximate projected \$14.42 million of total tax credit will be claimed by eligible property owners. Of this total amount, approximately \$1.44 million dollars would go towards the 31 already-designated residential sites that would become immediately eligible for the tax credit, or approximately \$95,000 annually for 15 years. This is understood as a minimum cost necessary to ensure fair and equitable distribution of incentives to designated heritage resources in Calgary and would be incurred regardless of the number of new heritage designations achieved by the program.

As shown in Table 2, a majority of *Inventory* and non-*Inventory* site owners may claim the maximum \$50,000 over a 15-year duration with the proposed program terms. Remaining owners can claim a reduced amount based on their property taxes (at a 75% tax rate).

<i>Inventory & Non-Inventory Site Owners</i>		
	Number of Owners	Total Incentive Amount (apprx.)
Able to claim \$50,000 (maximum)	184	\$9,200,000
Able to claim between \$40,000 and \$49,999	49	\$2,200,000
Able to claim between \$30,000 and \$39,999	36	\$1,200,000
Able to claim between \$25,000 and 29,999	9	\$250,000
Able to claim between \$20,000 and \$24,999	4	\$85,000
Claiming less than \$20,000	2	\$25,000
Total Tax Credit	284	\$13,000,000
<i>Existing Designated Site Owners</i>		
	Number of Owners	Total Incentive Amount
Total Tax Credit	31	\$1,440,000
Grand Total	315	\$14,400,000

Table 2: Projected total tax credit claims

Staff Resources

This program will require a total of 1.0 Full-Time Equivalent (FTE) staff position estimated at \$150,000 per year. Given the projected program duration (24 years), this would amount to a total estimated \$3.6 million. The additional staff resource will assist with designating all 284 non-*Inventory* and *Inventory* properties in years 1 to 10 (2021 – 2030) and provide required ongoing support to all designated resources for the duration of the program. As indicated in Table 1, current resource capacity supports approximately seven Municipal Historic Resource designations per year. With the additional full-time resource this amount increases to 50, made possible through a dedicated staff member and proposed new efficiencies. The graph below illustrates program progression if an additional resource is secured.

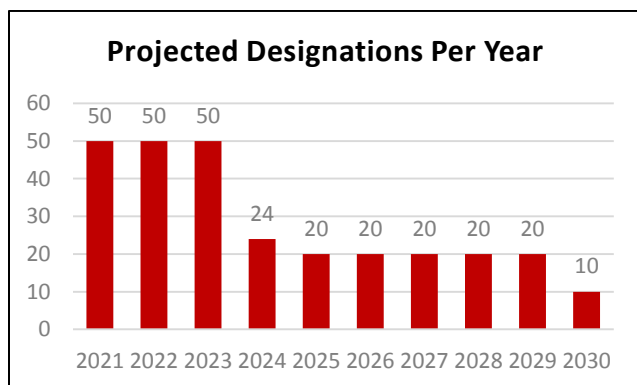


Chart 2 – Projected designations per year

Beginning in 2024, the number of projected annual designations sharply declines. While Administration estimates that 50 designations can be processed annually, Heritage Calgary can only perform 20 annual new evaluations for the *Inventory* at current funding level. From 2024 onward, current projections show there being fewer than 50 sites on the *Inventory* eligible for designation and, therefore, this incentive each year.

Projection Model

The listed outcome and cost projections were generated using the following datasets:

- Existing properties from *Inventory*;
- The list of residential sites identified through the 2019 windshield survey as likely candidates for the *Inventory* according to visual criteria alone; and,
- Monitored outcomes of the existing *Historic Resource Conservation Grant Program*.

Following the initial project analysis of financial incentives in other municipalities, Administration investigated the feasibility of tax-based incentives by modelling example scenarios on non-designated residential properties currently listed on the *Inventory*. Privately-owned sites assessed under the residential tax-class were subject to a range of tax-credit scenarios using then-available (2018) property values and annual taxes levied by The City. The possible financial value generated for property owners under a residential tax-credit program was benchmarked against preliminary analysis on the financial impact of land use re-designation (allowing higher development potential such as R-C1 to R-CG) on property value.

Following the proposed program terms being determined according to outcome-testing (described further in Assumptions), the hypothetical program was described to owners of non-designated *Inventory* sites through a 2019 physical and online survey. Among other parameters, the survey measured changes in an owner's described interest in designation given the proposed program. Based on the resulting change (40% of respondents indicated "almost certain" interest given the program), a random sample of residential properties from the *Inventory* and windshield survey datasets was created, and 40% of the combined set was selected to provide a potential 315 maximum sites (Table 1). The projected application dates to the incentive program were staggered according to yearly workload-limits estimated by Heritage Planning, accounting for additional requested staff resources. The resulting annual, average, and lifetime program costs were derived from this projection model.

Assumptions

1. \$50,000 is an appropriate program limit

As properties experience increases in allowable density (through City-initiated land use re-designations, or individual applications), averaged assessed property values have been projected to increase by between approximately 13% and 30% depending on property size, community, and the land uses in question. The residential tax credit program incentivizes property owners to designate by providing them with unrestricted, easily-accessed property tax savings. Because of this, the proposed residential tax credit program is more proportionate to the effort, risks, and expenses involved in re-designating and redeveloping properties than the existing grant program.

Additionally, this amount is similar to the average grant issued to designated single-family residential properties through the existing grant program (approximately \$60,000), with nearly 40% of the 18 grants being under \$50,000.

2. A 75% property tax credit over 15 years is a balanced approach

Using financial models, the 75% tax credit was tested alongside credits ranging from 50-100%. Lower percentages allow fewer properties attain the maximum \$50,000 incentive over the 15-year duration, while higher percentages increase the program cost. At a 75% credit, owners of 278 of the 284 *Inventory Sites* and non-*Inventory* sites can claim between \$25,000 and \$50,000 (at least half of the maximum), while 184 property owners will be able to claim the maximum \$50,000 (see Table 2).

3. Data Limitations

Given the additional project scope between 2020 April 1 and July 15, the taxation and assessment values used to generate the refined financial projections reflect 2020 values, and do not account for rate fluctuation over the duration of the program. If approved by Council, Administration will continue to coordinate internally to further refine financial projections for the recommended Residential Tax Credit in preparation for the 2023 budget discussions.

Non-Residential – Structured Increase to the *Historic Resource Conservation Grant Program*

In lieu of the non-residential conservation tax credit proposed with PUD2020-0259, Administration recommends a \$2 million base increase to the *Historic Resource Conservation Grant Program*. The increase would be accompanied by an associated re-structuring of the program terms to apply the increased amount specifically for non-residential heritage resources and increase the maximum matching grant value to \$1 million per project. This proposal has some differences between the tax-credit approach, but indications show similar or better conservation outcomes at a reduced cost with higher degree of certainty (further detail in Part 3).

The existing *Historic Resource Conservation Grant Program* receives \$500,000 annually through One Calgary and provides 50% matching grants for restoration or rehabilitation projects to designated Municipal Historic Resources, capped at \$125,000 per project or 15% of a property's overall assessed value. The annual program budget is currently split between residential and non-residential heritage resources, and funds are issued on a first-come, first-serve basis. Prior to the 2020 year, the grant program was fully subscribed (see Attachment 1 for additional details).

In contrast to the Residential Tax Credit, there are not a significant number of known non-residential heritage sites outside of what is already listed on the *Inventory of Evaluated Historic Resources*. For this reason, Table 3 below indicates only 'Inventory' and 'Designated' sites.

Status	Sites potentially eligible for incentive	Responsible Organization	Yearly Capacity
Inventory Sites: Owners of listed properties seeking designation will make a formal request to Administration and collaborate to create a proposed bylaw which is presented in a report to the Standing Policy Committee on Planning and Urban Development and Council.	224	City of Calgary	50 new designations each year (increased from previous average of 1-2 per year)
Designated Sites: Owners of designated Municipal Historic Resource properties will apply and meet eligibility criteria for the non-residential grant program.	28	City of Calgary	All eligible (designated) sites can be processed with provided resourcing

Table 3: Three statuses for heritage assets leading to Municipal Historic Resource designation of non-residential heritage

Projected Outcomes

There is greater uncertainty in projecting non-residential outcomes for new conservation incentives than with residential due to factors including varying ownership structures (corporations, REITS etc.), and strong redevelopment potential. Despite this, comparative and analytic information strongly indicates that Calgary's existing grant program crucially underserves non-residential heritage resources and can be bolstered to improve the likelihood of designation.

Given existing projection models, the following outcomes have been estimated for the proposed \$2 million structured grant program increase:

- Inventory Sites:** A 2019 survey of non-designated *Inventory* sites estimated that 17% of non-residential owners had a strong likelihood of legally protecting their property if a tax incentive or similar was proposed. Based on this, approximately 38 *Inventory* site owners were projected to seek designation given that program. While a structured increase to the grant program has some differences from the tax incentive and is considered more beneficial overall for recipients and The City (see Part 3), the incentives retain general similarities. Regarding overall investment, the non-residential tax credit was projected to cost between \$2.0 and \$2.5 million per year, which aligns with the recommended grant program increase. As such, the estimate of approximately 38 additional designations is considered still a viable projection.

- Administration projects that with required resourcing, up to five new non-residential conservation grants could be processed annually by Heritage Planning in addition to the existing grant program workload. The lower capacity in comparison to the residential program reflects that where residential applications only need to meet qualifications and execute an agreement, conservation grants entail detailed review, approval, and monitoring of major rehabilitation projects.
- Designated Sites: The 28 already-designated sites would be eligible to immediately apply for conservation grants through the restructured program.

Projected Costs

In contrast to the residential tax credit, the proposed grant program base increase would not have a target end date. The *Historic Resource Conservation Grant Program* is designed to not only incentivize new designations, but to provide regular support to heritage resources in Calgary as-needed.

Given that grants are only approved under this program where matching private investment is made, program costs are highly correlated with successful outcomes. If real-world outcomes differ from current projections, program adjustments can be made at future budget discussions.

Grant Budget

Regardless of the identified challenges in projecting potential non-residential incentive uptake, the recommended grant program increase would require \$2 million annually (unused amounts for a given year would remain in the *Heritage Incentive Reserve Fund* for future use). Administration recommends that a two-year review be provided to Council as part of the 2023 budget discussions on the measured outcomes of this program. This review period would allow enough time for impacts of the increase to be explored while allowing Administration and Council an early opportunity to adjust according to successes and lessons-learned.

Staff Resourcing

At the projected capacity of 5 additional grants per year, Administration does not anticipate additional staffing requirements. Due to the *Historic Resource Conservation Grant Program* being an existing incentive with established parameters and operations, the required staff time through Law, Finance, and Planning & Development is significantly lower than with the creation of a new program.

Projection Model

The recommended \$2 million increase for non-residential resources reflects several points of analysis:

- The average of multiple projected cost scenarios for the prior non-residential tax-based program (see Part 3 of this attachment) is approximately \$2 - 2.5 million per year, and the grant program increase seeks to create a similar impact with less required resourcing.
- The City of Edmonton, which shares similarities with Calgary's heritage conservation context (including approximate City size and age) currently provides \$2.3 million in annual funding for heritage grants.
- Average non-residential property value is over 3 times larger than average residential property value, and individual variance can be significantly higher. Accounting for value alone (predictive of maintenance, restoration and rehabilitation needs), a fourfold increase for non-residential resources helps provides comparable funding between these two types.

Assumptions

1. An increased grant maximum to \$1 million in matching funds increases the feasibility of funding a greater variety and scale of non-residential rehabilitation work
Owners applying for the non-residential program need to perform restoration/rehabilitation work and contribute an equal private investment in the project. Rehabilitation for non-residential properties can be

much higher than residential properties, and project costs vary significantly depending on the type of projects undertaken and owners' financial risk profile.

The current program cap of \$125,000 (at 15% of a property's assessed value) does not effectively incentivize most non-residential owners to designate their property, as this amount can be insufficient for major scopes of work. Based on an analysis of previous rehabilitation projects from Calgary's *Historic Resource Conservation Grant Program*, the average cost of individual major repair scopes (roof replacement, window rehabilitation, etc.) on a property is approximately \$570,000. Comprehensive rehabilitation may be far more expensive, with analyzed Calgary examples ranging between approximately \$350,000 and \$4.6 million as the total project cost. The trend of high restoration costs for non-residential projects persists across different cities in Canada, with conservation costs often ranging between \$200,000 - \$500,000 for moderate-scale projects, and more than \$1 million for major projects.

Property owners are also unlikely to generally seek a maximum \$1 million matching grant, as doing so would also require an equivalent private investment and thus, increase financial risk.

2. A \$2 million program increase supports a higher overall volume of rehabilitation and restoration projects, incentivizing more *Inventory Site* owners to seek designation

An increased and restructured program with \$2 million dedicated to non-residential sites allows for a greater annual number of grants to property owners, incentivizing designation. While the maximum grant value is \$1 million in matching funds, most grants are estimated to cost between \$200,000 and \$500,000. In addition to this, there are regional precedents to support this program limit. For example, The City of Edmonton currently provides \$2.3 million in annual funding for heritage grants.

3. This is a low-risk program that has potential to yield high rewards

In the current economic context, this program has the potential to play an important role in recovery and stimulus. Studies on the financial impact of heritage conservation through *PlaceEconomics* indicate that higher numbers of jobs are created for the same dollar investment than in new construction, amplifying the impact of stimulus generated through this program. As a conceptual example, if all existing designated resources in Calgary were to receive their maximum possible grant value, this program would facilitate \$28 million in private investment.

Currently Designated Sites	Private Investment	Matching Grant
28	\$28 million	\$28 million
Total Investment	\$56 million	

Table 4: Potential for private investment in heritage if all currently-eligible sites receive a hypothetical maximum grant

Part 2: Two-Year Projected Costs

Administration's recommendations for this report propose the residential tax credit program return to Council for approval as part of 2023-2026 budget discussions, while the proposed increase and restructure to the *Historic Resource Conservation Grant Program* would be advanced through a 2020 November mid-cycle budget adjustment (*Near-Term Financial Option, as per below*). Two additional scenarios are also presented for consideration.

- 1) **Near-Term Financial Option:** Under the scenario of Administration's recommendations, the following approximate two-year costs are projected

2021

Residential Tax Credit: N/A

Administration Staff Costs: N/A

Conservation Grant Program Base Budget Increase: \$2 million

2022

Residential Tax Credit: N/A

Administration Staff Costs: N/A

Conservation Grant Program: \$2 million (assuming 2021 base budget increase is approved)

Total Cost: \$4 million

Key Assumptions: No financial tax-based incentives currently approved (for 2021 & 2022); Council to consider interim increase to existing grant program. Structure of grant program would require amendment.

- 2) **Residential Tax Credit & Conservation Grant Program (for non-residential component):** Should Council seek to instead approve both of the proposed financial incentives through a 2020 November mid-cycle budget adjustment, the following approximate two-year costs are projected

2021

Residential Tax Credit: \$550,000

Administration Staff Costs: \$150,000

Conservation Grant Program Increase: \$2 million

Total 2021 Base Budget Increase: \$2.7 million

2022

Residential Tax Credit: \$800,000

Administration Staff Costs: \$150,000

Conservation Grant Program Increase: \$2 million

Total 2022 Base Budget Increase: \$250,000 (\$800,000 - \$550,000)

Total Cost: \$5.65 million

Key Assumptions: Residential Tax Credit approved; Increase to Conservation Grant Program for the non-residential Program. Analysis of the proposed non-residential tax credit program showed that a yearly increase to the existing grant program could have a similar impact without the upstart costs and challenges of introducing a new program.

- 3) **Residential & Non-Residential Tax Credit:** If Council prefers that Administration advance both tax-based financial incentives as proposed with PUD2020-0259 (including the residential and non-residential tax program) through the 2020 November mid-cycle budget adjustment, the following approximate two-year costs are projected

2021

Residential Tax Credit: \$550,000

Administration Staff Costs: \$150,000

Non-Residential Tax-Credit: \$2.5 million

Total 2021 Base Budget Increase: \$3.2 Million

2022

Residential Tax Credit: \$800,000

Administration Staff Costs: \$150,000

Non-Residential Tax-Credit: \$2.5 million

Total 2022 Base Budget Increase: \$250,000 (\$800,000 - \$550,000)

Total Cost: \$6.65 million

Key Assumptions: Council to proceed with tax-based incentives for both residential and non-residential programs.

Part 3: Why a Non-Residential Tax Incentive is No Longer Considered

Non-Residential Conservation Tax Credit

As proposed in PUD2020-0259, a non-residential conservation tax credit would allow owners of legally-designated non-residential heritage sites to apply to receive reimbursement of up to 50% of an approved restoration/rehabilitation project through an annual credit on their municipal property taxes over a period of up to 15 years. The credit amount is limited to 50% of each year's municipal tax assessment or capped at an overall yearly maximum (\$250,000 was proposed in PUD2020-0259, and \$1,000,000 was subsequently explored). The 15-year total for this proposed program cannot exceed 15% of a property's overall value in combination with other City of Calgary conservation incentives.

The intent of the non-residential conservation tax credit was to provide a significantly larger incentive value to designated non-residential heritage resources than is currently available, and through a mechanism considered convenient and popular in many jurisdictions (including in Toronto, Regina, and across the United States).

Projection Model

The listed outcome and cost projections were generated using data from *the Inventory of Evaluated Historic Resources* and monitored outcomes of the existing *Historic Resource Conservation Grant Program*.

Following comparative analysis of financial incentives in other municipalities, and program successes of the existing *Conservation Grant Program*, Administration determined parameters for a conceptual non-residential conservation tax credit. This hypothetical program was described to owners of non-designated *Inventory* sites through a 2019 conservation survey. Among other parameters, the survey measured changes in an owner's described interest in designation given the proposed program. Based on the resulting change (17% of respondents indicated "almost certain" interest given the program), random samples of non-residential properties from the *Inventory* were created using 17% of the total number of eligible properties, or 38 sites.

Unlike the residential tax credit program, potential uptake requires matched private investment through specific City-approved conservation projects. These projects may vary significantly in scale, so to account for possible variation, four scenarios were compared to model the range of possible program costs:

- 1) All 28 existing designated properties apply for their maximum possible incentive value
- 2) The most valuable 38 sites apply for their maximum possible incentive value
- 3) 38 Random potentially-eligible sites apply for their maximum possible incentive value
- 4) The same 38 randomly-selected sites apply for the lower of \$500,000, or their maximum possible incentive value

Although a large range of outcomes are modelled through these 4 scenarios (shown in Table 5), the *average* yearly program cost was projected at either approximately \$2.0 million or \$2.5 million depending on the value of the annual program cap.

Scenario	Sites Assumed to Designate	Existing Designated Properties	Annual Cost (\$250K/Year Cap)	Annual Cost (\$1M/Year Cap)
#1		28	\$ 1,166,242.81	\$ 1,166,242.81
#2	38		\$ 5,178,215.86	\$ 7,133,798.65
#3	38		\$ 1,219,149.20	\$ 1,219,149.20
#4	38		\$ 692,629.46	\$ 692,629.46
Average			\$ 2,064,059.33	\$ 2,552,955.03

Table 5: Outcome projections from four non-residential tax credit scenarios

Advantages of a Structured Grant Program Increase vs. a Conservation Tax Credit

1. A matching grant can provide expedited funding over a smaller recurring credit
Due to the high cost of non-residential rehabilitation projects, funding received through lump-sum grant reimbursements (installments, or at project completion) is better suited to major capital investments that can represent the most urgent heritage conservation work. In contrast, portioned funding provided by a tax credit over a 15-year duration is well-suited to ongoing maintenance, but could increase financial uncertainty for property owners given major rehabilitation projects if long-term financing needs to be secured, weaken the incentive value.
2. Grants under the increased program can offer a higher percentage of a property's value than the conservation tax credit
While a conservation tax credit can provide a significant value over the 15-year program duration (51 of the 224 potentially-eligible sites could achieve more than the \$1 million restructured grant maximum), the proposed grant program allows more sites to achieve a larger percentage of their overall property value through having access to a maximum incentive unrelated to their assessed taxes.

This is most pronounced for *Inventory* sites with the lowest property values, including 38 sites which would be eligible for less than \$125,000 over 15 years if receiving a conservation tax credit – a smaller incentive than currently possible through the *Conservation Grant Program*. In contrast, a grant of up to \$1 million would amount to more than 20% of the current property value for 157 properties, therefore providing a better *proportional* incentive and increasing for a greater number of heritage resources.
3. Restructuring the existing grant program has lower associated costs and resource requirements than creating a new program and can be implemented faster
A \$2 million base increase to the existing grant program is a fixed, predictable cost to The City that offers a lower risk profile compared to projected costs with a non-residential tax credit. With an increased grant program, unused amounts for a given year would remain in the *Heritage Incentive Reserve Fund* for future use.

An increase to the existing grant program also requires less resourcing from Administration and would be easier to implement quickly to provide timely economic stimulus during a period of economic recovery. At the projected capacity of 5 additional grants per year, Administration does not anticipate additional staffing requirements. The Historic Resource Conservation Grant Program is an existing incentive with established parameters and operations, and the required resources to assist in increasing and restructuring the program through Law, Finance, and Planning and Development is significantly lower than with the creation of a new program.

Part 4: Why A Differential Tax Class Is Not Proposed

Differential Tax Class

As part of investigations into the residential tax credit proposed with this report, Administration also explored the potential of instead creating a differential tax class for designated residential heritage resources. Under this approach, designated resources could be assessed under a new subclass of the existing 'residential' classification through changes to Calgary's property tax bylaw. While like the residential tax credit proposed through this report, key differences and challenges were identified through internal consultation with Assessment, Finance, and Law, including:

- Inflexibility: Once created, a tax class is considered more difficult to modify or discontinue than Administration's proposed program, potentially creating barriers for adjustment following the suggested monitoring period;
- Required resourcing: Significant financial cost would be required to initiate a new tax subclass, including Information Technology upgrades to the current assessment system, and modifications to the tax bylaw. In contrast, Administration's proposal would share operational similarities to the Council-approved 2020 Phased Tax Program (PTP) and would have lower initial and ongoing associated costs;
- Clarity and simplicity to citizens: Additional tax subclasses may introduce further complexity for taxpayers compared to the recommended program, which impacts the existing tax structure; and
- Viability as an incentive: Sites assessed under a differential tax class would continue to receive lower taxes in perpetuity. While this would demonstrate a dedication to heritage conservation through tax policy, it would serve no additional benefit as a designation incentive relative to the proposed tax credit. Once a property is designated (at the onset of the agreement), the designation is perpetual. A differential tax class, which would offer a discount of less than 75%, would offer less initial incentive to homeowners. Given the individual period a property owner may possess a heritage site, a smaller yearly discount provides a weaker incentive for that owner to designate – but at a higher long-term cost to The City.

Due to these factors, Administration chose to pursue the recommended option of a residential tax credit program over a residential subclass. Administration's proposal is considered to provide a similar program incentive to citizens while avoiding or mitigating the identified drawbacks.

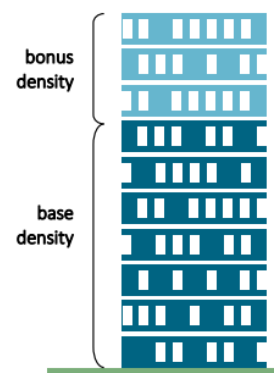
Overview of Municipal Density Bonusing Policies

Key Takeaways

- Density bonusing has been in use in Calgary for decades. One of the most well-known benefits it has provided is the +15 System in the Downtown. Density bonus policies in the Downtown and the Beltline have provided publicly accessible open spaces, public art, enhanced pedestrian areas and the preservation of heritage buildings.
- Density bonus policies supporting heritage conservation specifically exist in the Beltline, Downtown, East Village, Hillhurst/Sunnyside and Sunalta. These policies have been successful in protecting heritage resources in Calgary, but only in areas with sufficiently-high densities.
- Further evaluation regarding the broader applicability of this tool is being considered through the Established Areas Growth and Change Strategy (EAGCS). Future reporting from Phase 2 is anticipated to provide further comments on the use of density bonusing in the growth context.

What is Density Bonusing?

Density bonusing is a planning practice in which development must provide public amenities to accompany the additional density it is proposing. The municipality establishes a base density that can be developed on all parcels with no need for additional contributions. Developments seeking additional, “bonus” density must, however, provide the contribution. Contributions can take the form of providing physical amenities on-site, such as publicly accessible open spaces. They can also be in the form of financial contributions that are used to finance public amenities. A further option is to receive bonus density through the conservation of heritage buildings.



Considerations Impacting Density Bonusing Systems

Overlapping Policy Objectives

The Municipal Development Plan encourages redevelopment and higher densities in key areas of the city, primarily Activity Centres and Main Streets. Establishing the right base density is key to encouraging the desired development in these areas. Requiring a density bonus contribution for what may be considered as an appropriate “base density” may discourage development and unintentionally undermine The City’s vision. Encouraging and allowing a development to exceed the “right” base density may not be supported by the community. If at all, density bonusing may, therefore, only be a viable option on specific, landmark sites in these planning areas. Additionally, while the Municipal Development Plan vision encourages redevelopment in key areas, it also encourages the preservation of Calgary’s heritage. Our city’s heritage assets are, however, most commonly found in the areas where there is market demand and redevelopment is being encouraged.

Market Demand and Acceptance for Density

For density bonusing to be a viable tool in a community, market demand must exist for developments at the determined base, and bonus densities. As the demand for density, and the planning objectives relating to density are not equivalent between communities, density bonus policies are unlikely to have

equivalent outcomes. The additional development density associated with bonusing may also be undesirable to certain communities, with the potential contributions perceived as insufficient to offset the impacts of allowing denser developments.

Predictability, Consistency, And Ease-Of-Use

Predictability, consistency and ease-of-use have been identified as key success factors for a bonus density policy. Bonus density systems that provide a clear route to the desired density and that can be consistently factored into the pro forma of the proposed development is critical to the system's use. Bonus density items that can be provided by the development on-site and that directly enhance the site are often preferred. Further, density bonus items that can be achieved without requiring negotiations with other parties and thereby introducing uncertainty are preferable and most commonly used. Marginal density gains—for example under 1.0 Floor Area Ratio—are generally not attractive enough to a development to warrant the extra effort of density bonusing.

Comprehensive Cost of Development

Some amenities provided through a bonus density system may be more intrinsic to a development. In general, however, the additional cost should be commensurate with the provided benefits. The additional cost should also not be considered in isolation of other costs to the development, such as off-site levies and required infrastructure improvements or development standards.

Economic Value of Density

Where a variety of density bonusing options are available, the simplicity of making a financial contribution to a Community Investment Fund may be preferable to a development, unless another bonusing option is less expensive or otherwise perceived as beneficial to a project. As a result, the way in which a contribution rate is determined will impact outcomes for the other benefits/amenities that a bonusing policy intends to incentivize.

Density bonusing supporting heritage conservation

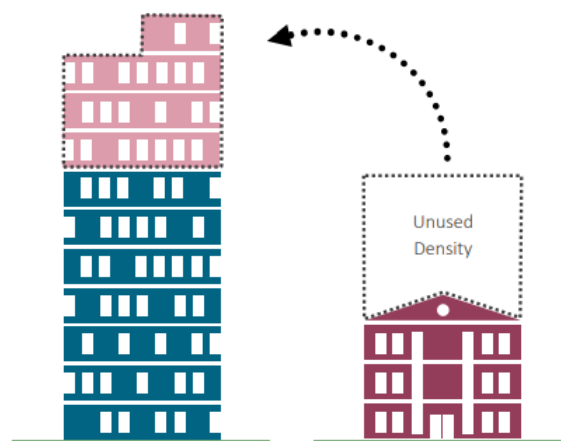
The most effective mechanism for density bonusing supporting heritage conservation has been the ability to transfer density from heritage to non-heritage sites, in exchange for legal heritage protection (15 properties). Density transfer and other heritage-incentive tools supported by density bonusing are briefly described below.

Density Transfer (Transfer of Residual Development Rights)

Heritage sites can be given the ability under a density bonusing system to transfer any unused development potential of their property to another site. The new development site can then use the acquired heritage density to reach their maximum bonus size.

The sale and transfer of density provides a financial incentive to the owners of heritage properties to preserve their building rather than redevelopment of the site. The City of Calgary is not involved in the financial transaction between the seller and buyer of the density.

A fundamental principle of density bonusing in Calgary is that the area receiving the additional density should also be the area receiving the amenity benefit. This principle may affect the viability of density transfer systems, because there may not be enough “receiving sites” within the bonus policy area. The varying development economics between areas may also require consideration because one density transfer could result in a significant density increase to an area that currently has low densities.



Generation of Additional Density Through Conservation Work

Owners of heritage resources that invest in restoring or rehabilitating their properties can earn further bonus density that they are able to transfer and sell to other sites (typically within the same plan area). This method is currently used successfully in the Centre City in Calgary.

Community Investment Fund Contributions Benefiting Heritage

When a density bonusing system that employs a community investment fund is established for an area, the financial contributions can be directed towards heritage conservation. This can be facilitated through grant programs or other financial incentives. This method is currently used in the Centre City in Calgary.

On-Site Heritage Resource Retention

If a heritage resource is part of a property that can accommodate a new development on-site, a density bonusing policy can allow the new building to achieve its bonus density in exchange for conserving the existing heritage building—which is often incorporated into the overall site design. This method is currently used in the Centre City in Calgary.

Individually-Negotiated Benefits

Municipalities may also enter into individual development benefit agreements, which may include ad-hoc benefits (site-specific uses or relaxations), or contributions to offset impacts such as the loss of heritage assets. This approach is sometimes used in Calgary through a direct-control district.

Testing of Heritage Areas Discretionary Guidelines Policy Tool

This attachment represents submissions from students and recent graduates at the University of Calgary's School of Architecture, Planning and Landscape and Southern Alberta Institute of Technology Architectural Technician program. Volunteers were asked to test conceptual Discretionary Heritage Design Guidelines, alongside applicable Land Use Bylaw and Guidebook for Great Communities policies and regulations, on three real-world sites.

There were three sub-areas identified, offering different heritage character areas and development challenges: Area 1 (R-CG), Area 2 (R-C1) and Area 3 (M-CG/M-C1). The heritage context and lot sizes for each of these areas varied, resulting in an effective test of the guidelines on various development forms across various scenarios.

1. Introduction

Thank you for volunteering to help The City of Calgary test out forthcoming heritage conservation tools: heritage area guidelines. These tools will build upon land use bylaw changes to introduce incentives for heritage asset retention; however, the guidelines apply only to *new* development within identified heritage areas.

We would like you to show us what new development would look like using these guidelines (in conjunction with existing City policy and regulation) across several low-density residential forms and scenarios. The guidelines identify specific character defining elements that must be incorporated into any new development, regardless of whether it is a single-detached house or a walk-up apartment.

We want you to show your creativity because we want to know if we have hit the right balance. Can you still create something interesting, feasible, and regulation compliant—while also making it fit into the historic context? Did we go too far? Not far enough? This is where you come in!

We have included applicable sections of the Guidebook for Great Communities (built form policies), the Land Use Bylaw (development regulations), as well as details for each test area. Using this provided information (as well as anything else you deem necessary), we are looking to you to generate the following deliverables:

1. Drawings of your proposed development, including at least the plan view and a context elevation view (to show how your development fits on the street and lot).
2. (Optional) A list of and rationale for any relaxations you may require.
3. A brief summary of your experience using the guidelines (e.g. were they easy to use, did they present too many challenges, did they make the development fit the historic context, etc.)

And that's it! We will likely be returning to the Standing Policy Committee for Planning and Urban Development in mid-July and would like to include your models in our submission. These will become part of the public record and will help show off your amazing work! If you would like to have your model included in the submission, **then the deliverables need to be returned to the City no later than July 3, 2020**. If you are interested, you are also welcome to participate in the public portion of that meeting and speak to your experience (or any other part of the Heritage Conservation Tools and Incentives Report).

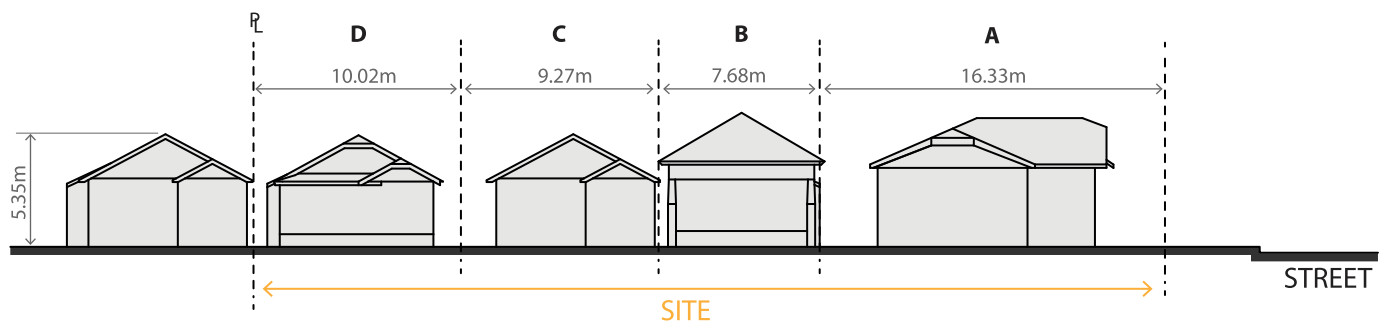
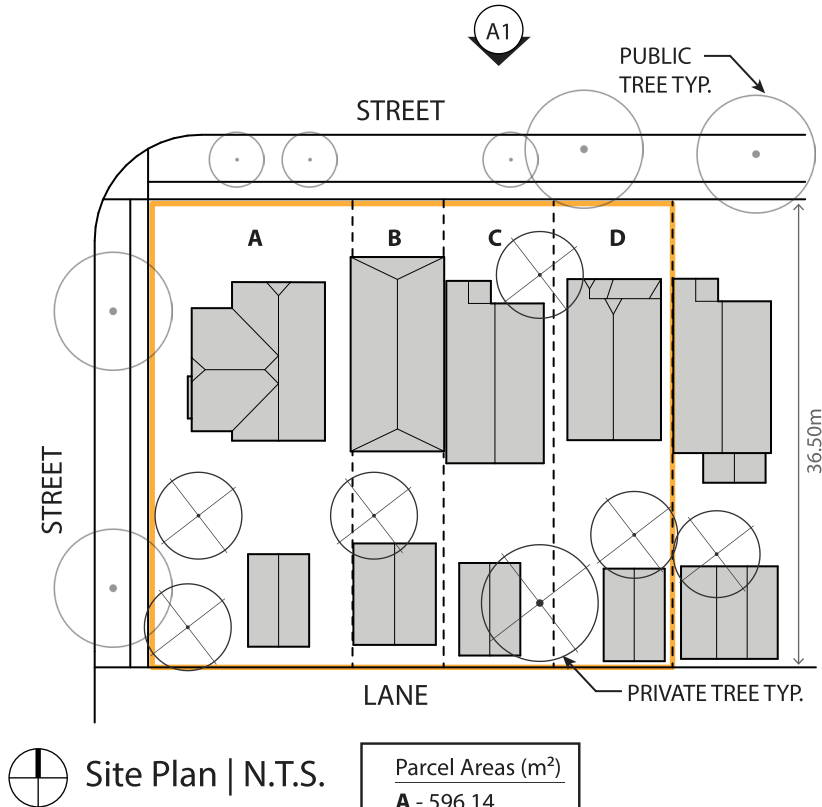
Thank you so much for your time, support and interest! We look forward to seeing what you create.

AREA 1

INSTRUCTIONS

Explore Residential – Grade-Oriented Infill (R-CG) development options on up to three (3) of the subject parcels. R-CG accommodates a variety of grade-oriented development forms. A close reading of Land Use Bylaw 1P2007 Part 5, Division 1 & 11 is required to understand the development parameters for: density, façade width, parcel coverage, building depth, setbacks, block face requirements, height, amenity spaces, accessory residential buildings and parking. Area 1 is very flexible, as requirements will be dependent on the parcel(s) you choose to study.

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Context Elevation A1 | N.T.S.



Photo Elevation A1

AREA 1

Heritage Policies

The following guidelines identify specific character defining elements in Area 1 that must be incorporated into any new development. Please review and apply these guidelines to your development proposal.

- Pitched roof [single or multi] with one **primary style**, and one or more **secondary styles** for dormers or portions of the house (4:12 – 3:12)

- Acceptable **primary styles**:

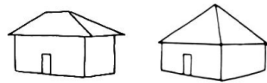
- Front-gable



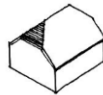
- Side-gable



- Hipped



- Hip-on-gable/Jerkinhead

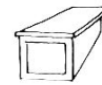


- Gable-on-hip



- Acceptable **secondary styles**:

- Shed



- Hipped



- Gable



- Eyebrow



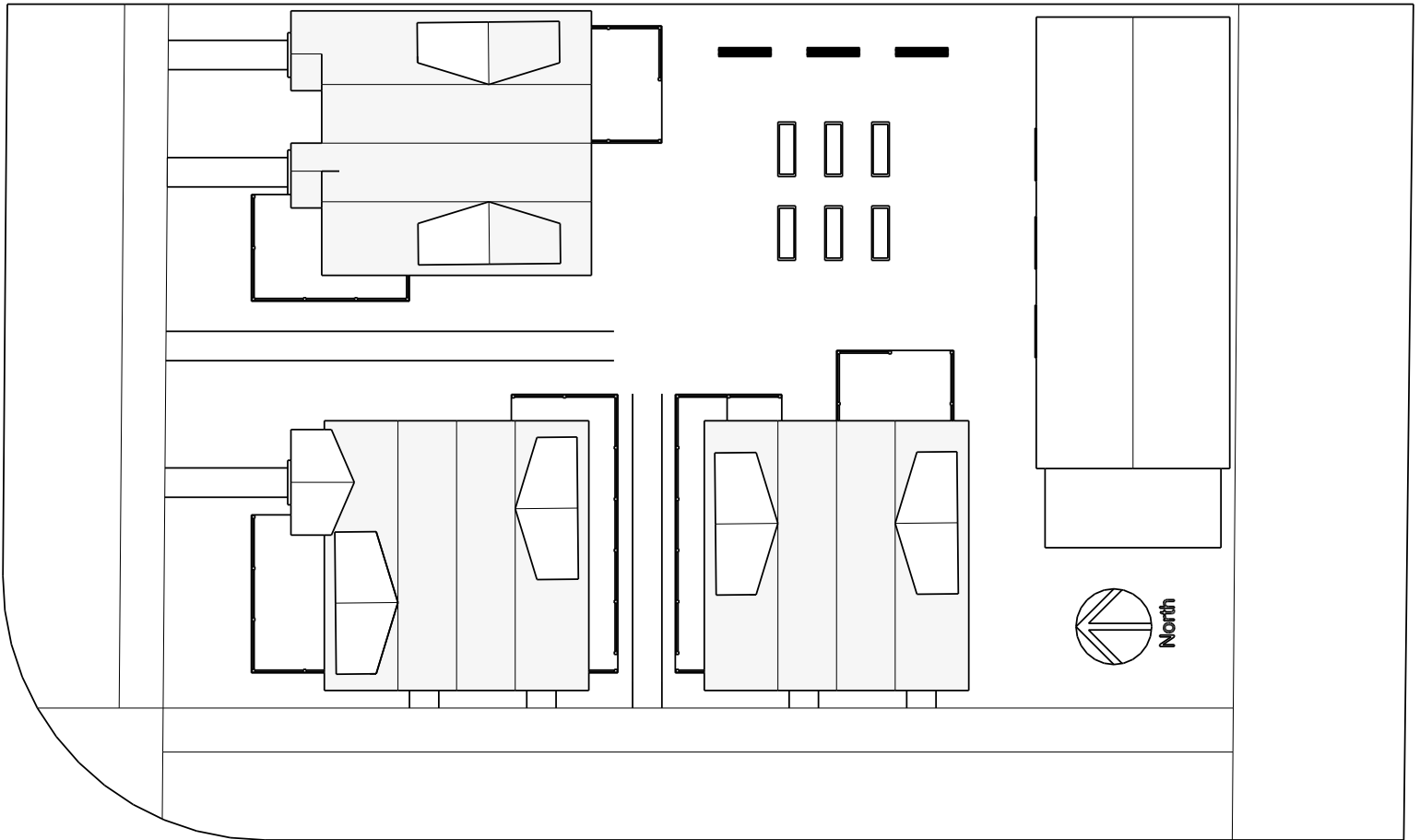
- Prominent front projection incorporating the primary entry such as a porch (enclosed or unenclosed), or vestibule (covered or enclosed). The length of the projection must be a minimum 20% of the widest portion of the building, and the covered or enclosed area must be at least 4m². The direction of the entrance may be parallel or perpendicular to the front property line.
- 6 to 7-meter setback to primary façade. Front projection should protrude into the setback.
- Present a one- to two-storey façade to the street. Buildings may then step back 1.5 meters and step up an additional storey.
- Vehicular access from lane.

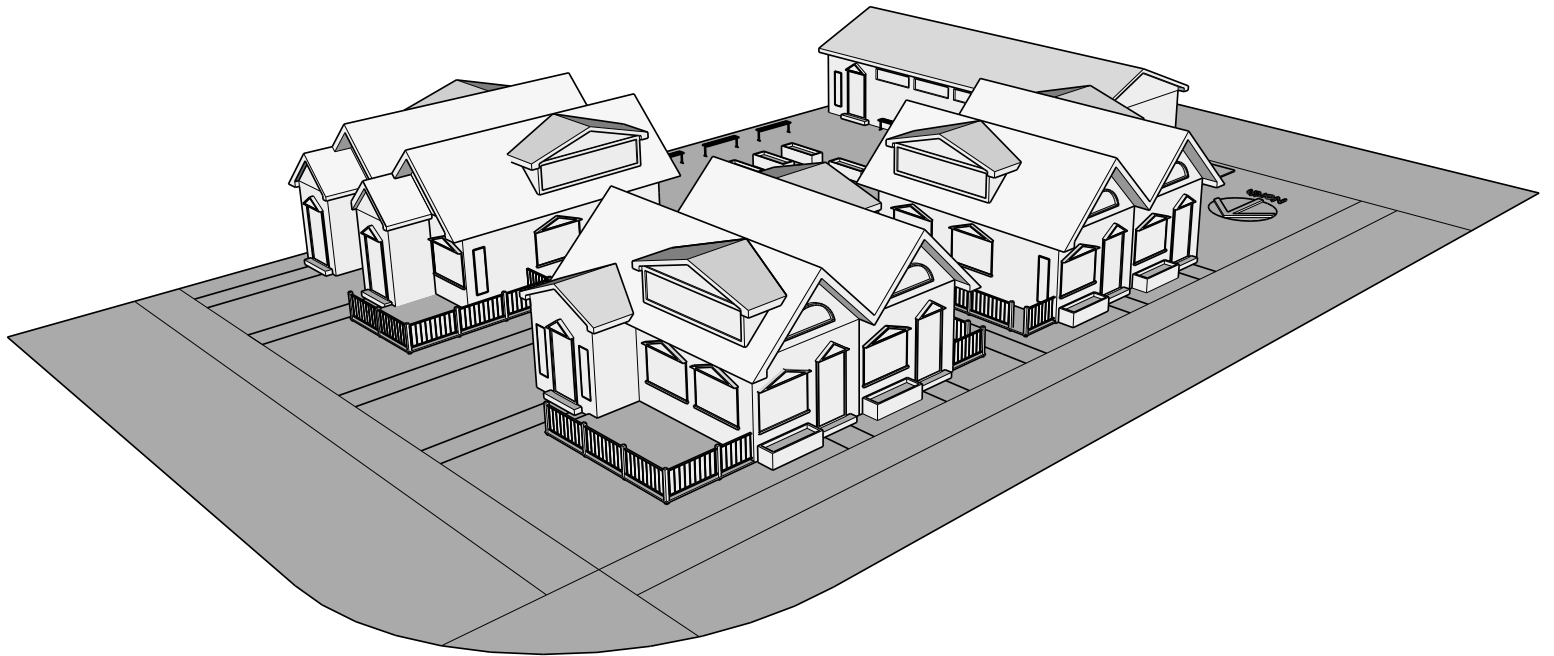
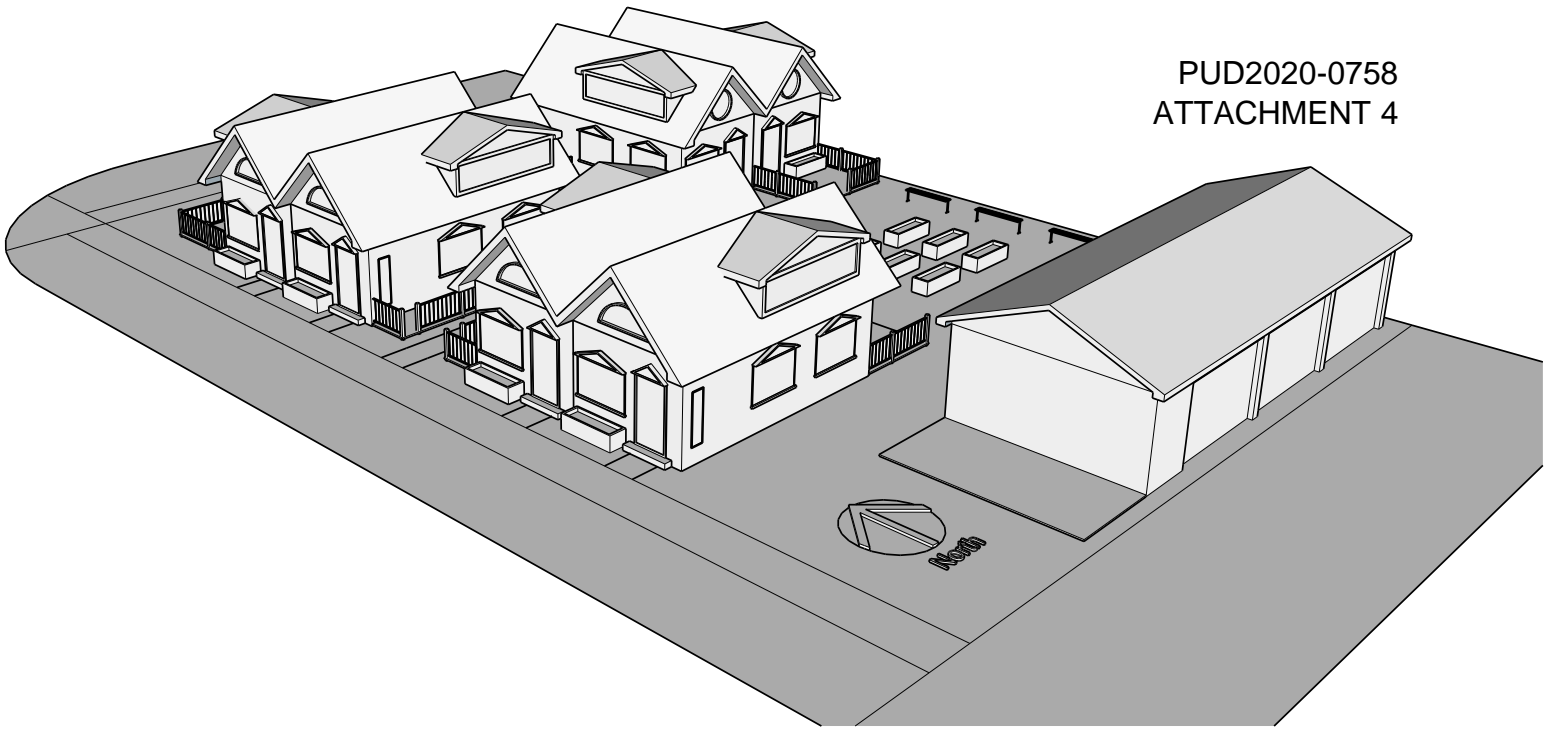
Project Summary

I thought it would be an interesting idea to attempt to create a Cottage Cluster within the R-CG zone. The idea was inspired by the 908 Atco Village project, and I thought the idea of creating “tiny homes” fit the historic character of Calgary’s inner-city neighbourhoods could prove to be a viable redevelopment option vs the typical fourplex.

The Design Guidelines did not pose much of a challenge for this project (assuming I met the requirements). The most relevant Guidelines were those pertaining to Site Design. I was able to orient primary facades to the streets, able to consider sun exposure towards the common amenity space, able to retain one of the large trees existing on the property, and ensure vehicle access was off the lane. The requirement for communal space in the Cottage Cluster lent itself well to providing a community garden as outlined in the Guidelines. Because of the small scale of the buildings in this project, it was quite easy to keep proportions to human-scale and to articulate each individual façade. The corner parcel was the most challenging, however, I was still able to orient to both streets. I would say that the LUB posed many more restrictions and challenges than the Guidelines themselves.

I think the primary and secondary styles outlined in the document do significantly limit possible designs of the buildings, and are therefore effective at maintaining the heritage of the community. Perhaps there could be more styles to choose from, this may be helpful in having people comply with the Heritage Guidelines?





AREA 1 | TESTING HERITAGE DESIGN GUIDELINES

DEVELOPMENT PROPOSAL

R-CG INFILL

LOT A
SELECTED FOR EXPLORATION



FEATURES

MAIN RESIDENCE

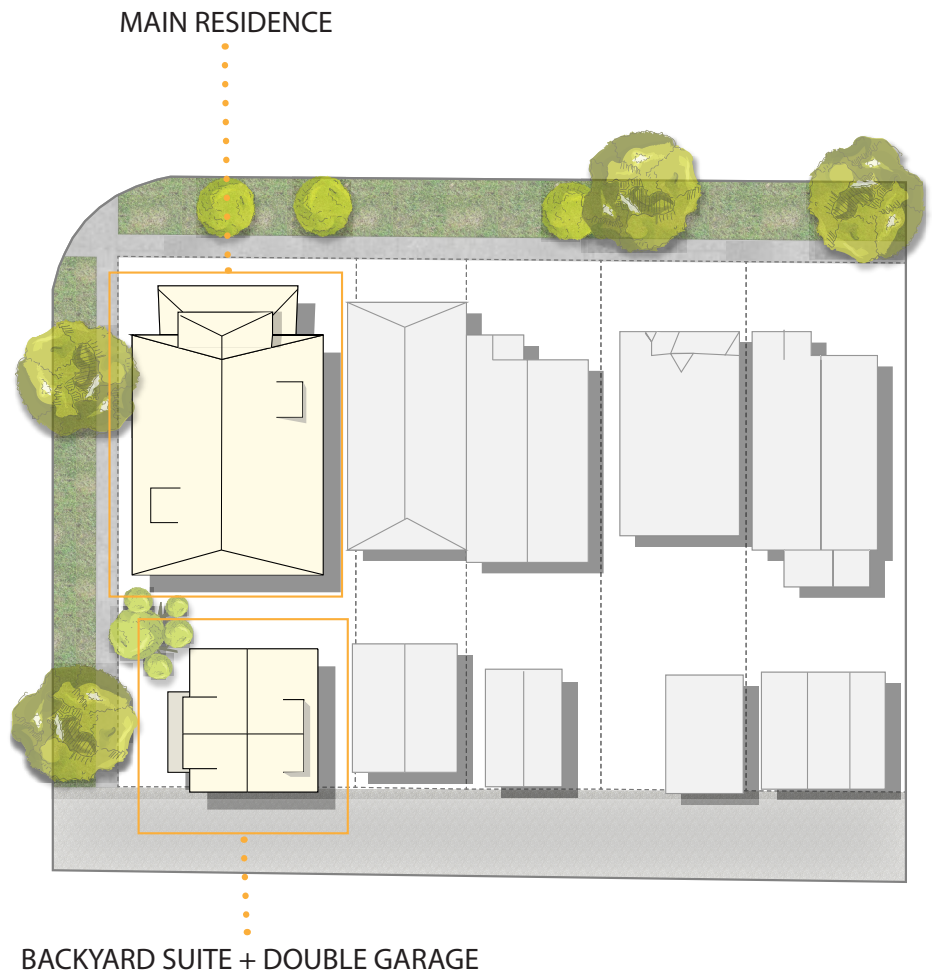
- Two story, detached single family
- 6m setback from sidewalk to facade
- Front projection extending 3m into setback
- Multiple secondary style implementations

BACKYARD SUITE

- 75m² living space on top of double garage
- Balcony overlooking public sidewalk

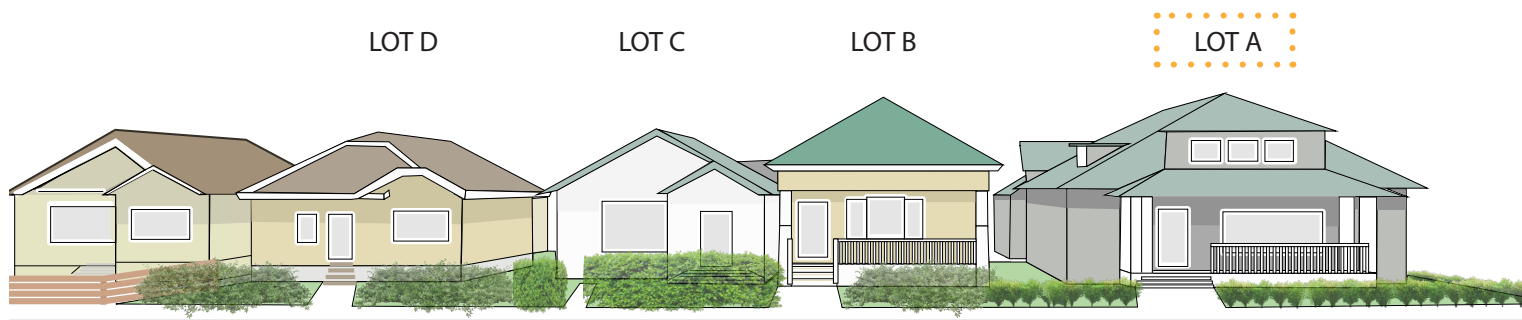
OTHER

- >20m² private outdoor amenity space per unit
- 2 total dedicated parking spaces
- Access to garage from lane
- 42% parcel coverage



PROPOSAL IN CONTEXT

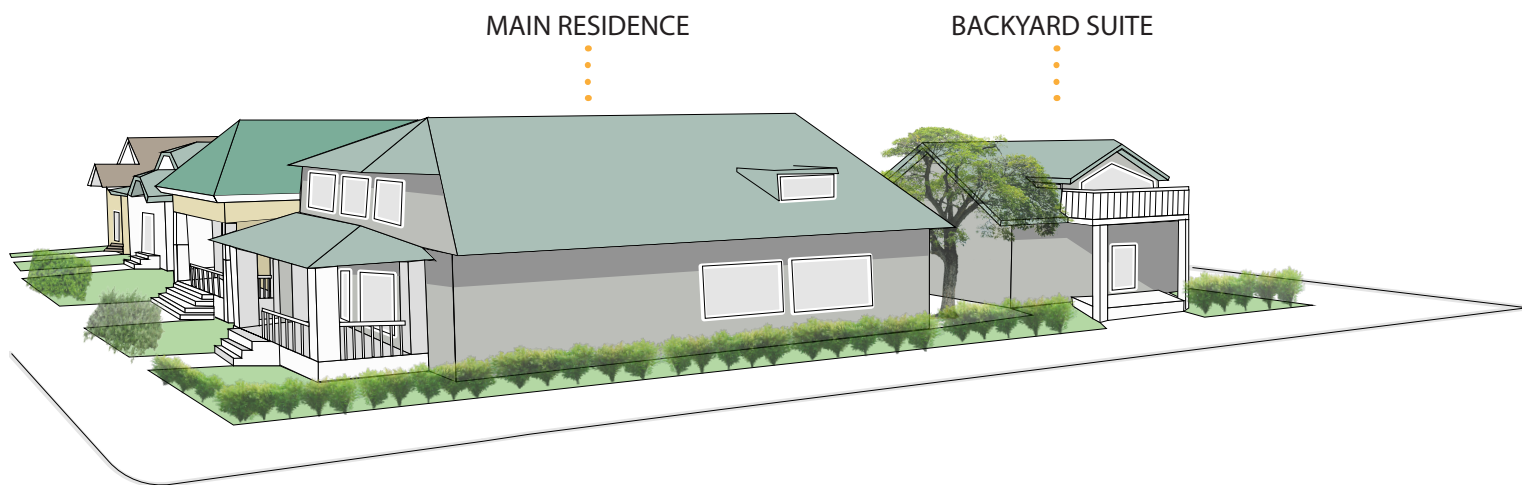
The corner lot allows for a contextually larger development while still maintaining the architectural styles defined in the heritage guidelines / present along the street.



BACKYARD SUITE IN CONTEXT

The addition of a backyard suite on top of the shared garage presents another interesting facade to the secondary public sidewalk lining this corner lot.

It also allows an increase in lot + block density while maintaining existing contextual form.



EXPERIENCE WITH GUIDELINES

PRIMARY + SECONDARY ARCHITECTURAL STYLES

- Easy to use and implement
- Contextually relevant for heritage sites/blocks
- Provide a level of flexibility to incorporate new features (such as secondary styles) while still maintaining historical context

PROJECTION REQUIREMENTS

- Minimum enclosed areas and project length promote legitimately useable porch/outdoor space (compared to similar developments with no minimum area requirements where the porches are quite small)

Overall, using the given Heritage Policies within an R-CG context was easy and made sense. They provide enough flexibility to incorporate new features/built forms while still maintaining a heritage appearance and not overpowering adjacent buildings.

AREA 2

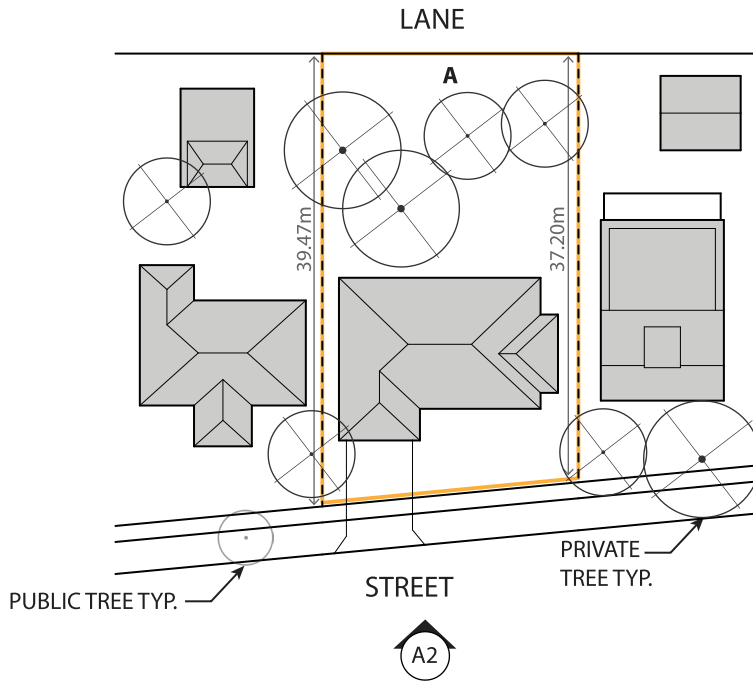
INSTRUCTIONS

Propose a development on the subject site based on the Residential - Contextual One Dwelling (R-C1) district. The rules below provide a set of basic parameters for this land use district. For more detailed rules and rules for specific circumstances, refer to Land Use Bylaw 1P2007 Part 5, Division 1 & 3.

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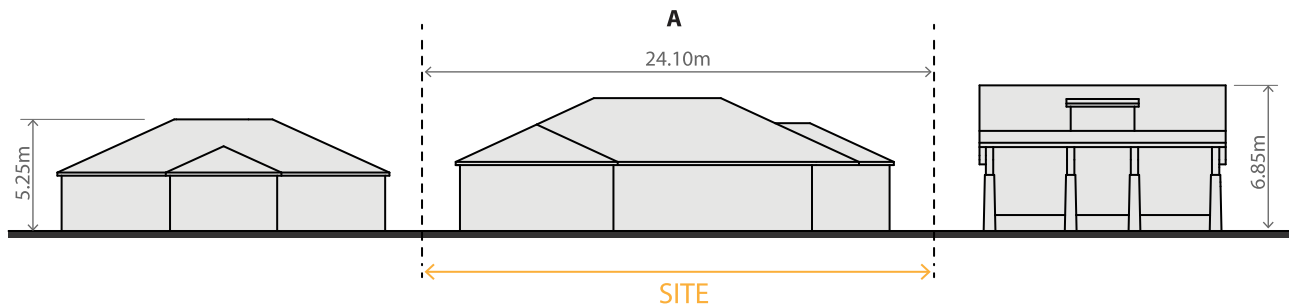
R-C1

- 1 parking stall per dwelling unit
- 1 optional secondary suite
- Maximum parcel coverage 45%, including accessory buildings over 10m², reduced by 21m² for each parking stall not provided in a private garage
- Front setback 5.06m; side setbacks 1.2m; rear setback 7.5m
- Maximum building height 8.6m



Site Plan | N.T.S.

Parcel Areas (m²)
A - 923.89



Context Elevation A2 | N.T.S.

A



Photo Elevation A2

AREA 2

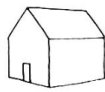
Heritage Policies

The following guidelines identify specific character defining elements in Area 2 that must be incorporated into any new development. Please review and apply these guidelines to your development proposal.

- 8.5 to 10-meter setback to primary façade. Front projections should protrude into the setback.
- Front projection (porch, enclosed entry, etc.)
- Multi-pitched roof that may use a combination of **primary styles**, and one or more **secondary styles** for dormers or portions of the house (4:12 – 3:12)

- Acceptable **primary styles**:

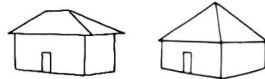
- Front-gable



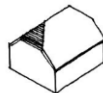
- Side-gable



- Hipped



- Hip-on-gable/Jerkinhead



- Gable-on-hip



- Acceptable **secondary styles**:

- Shed



- Hipped



- Gable



- Eyebrow



- At least two distinct vertical masses presented to the street.

Ade Akinyemi | adeakinyemi65@yahoo.ca

6/23/20

The aim of the project is to test the given lot with the heritage guidelines. On a scale of 1 – 5, I rate the difficulty of the project, 2.

The lot provided, and the RC1 zoning (Contextual One Dwelling) was a perfect combo. The best way to test new concepts is on a spacious lot.

The side gable was my last choice of roofing style. I found that using the front gable would require me to go lower than the required roof slope just to fit my design. The other roof styles did not work with my design.

Designing the building was easy; the bylaws and building codes were followed. My building requires no relaxation.

I was able to follow the facade of the neighborhood. The community façade does not hinder the use of pillars. It is a common practice.

Overall the project was easy to execute. The only hinderance I faced was deciding which roof best fit my design. In the future using these guidelines would pose no problems.

Ade Akinyemi

Adeakinyemi65@yahoo.ca; (403)554-5096

ISC: Unrestricted

Page 14 of 48

Heritage Design Guidelines

Ade AKinyemi



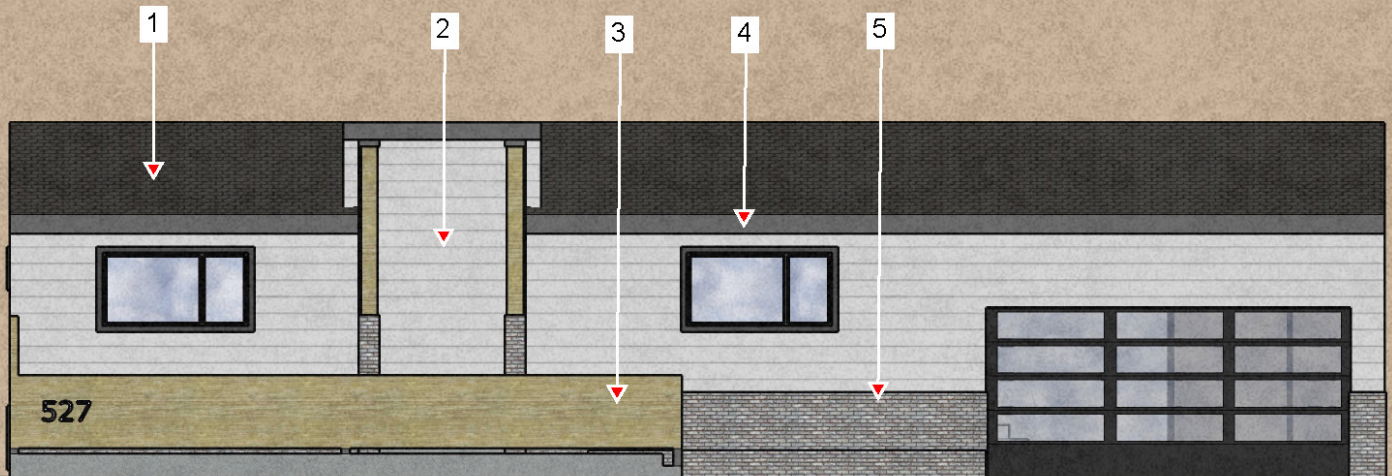
Heritage Design Guidelines

Ade AKinyemi



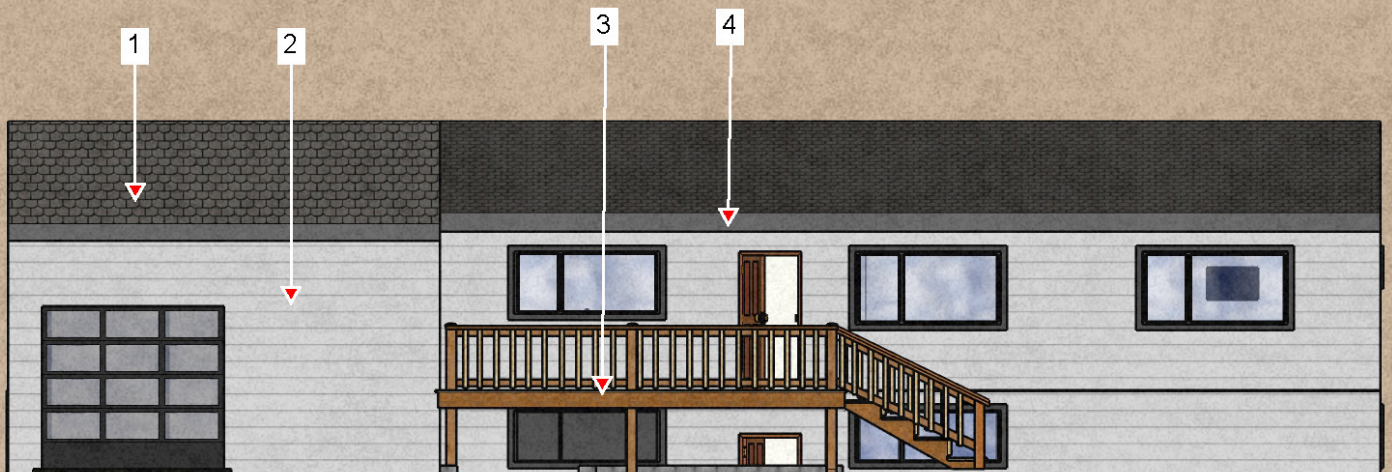


North Elevation



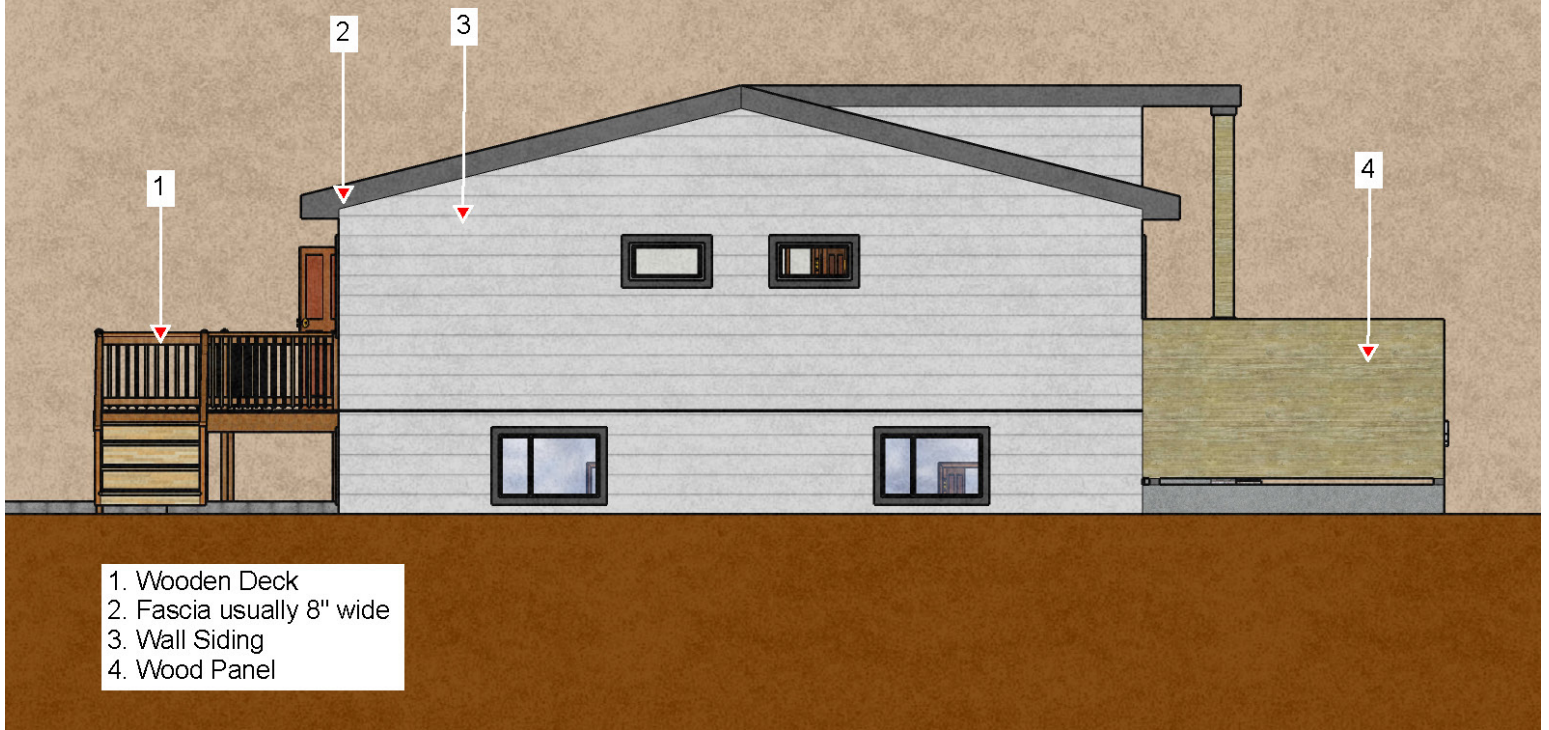
1. Roof Shingles
2. Wall Siding
3. Wood Panel finish
4. Fascia usually 8" wide
5. Stone Finish

South Elevation

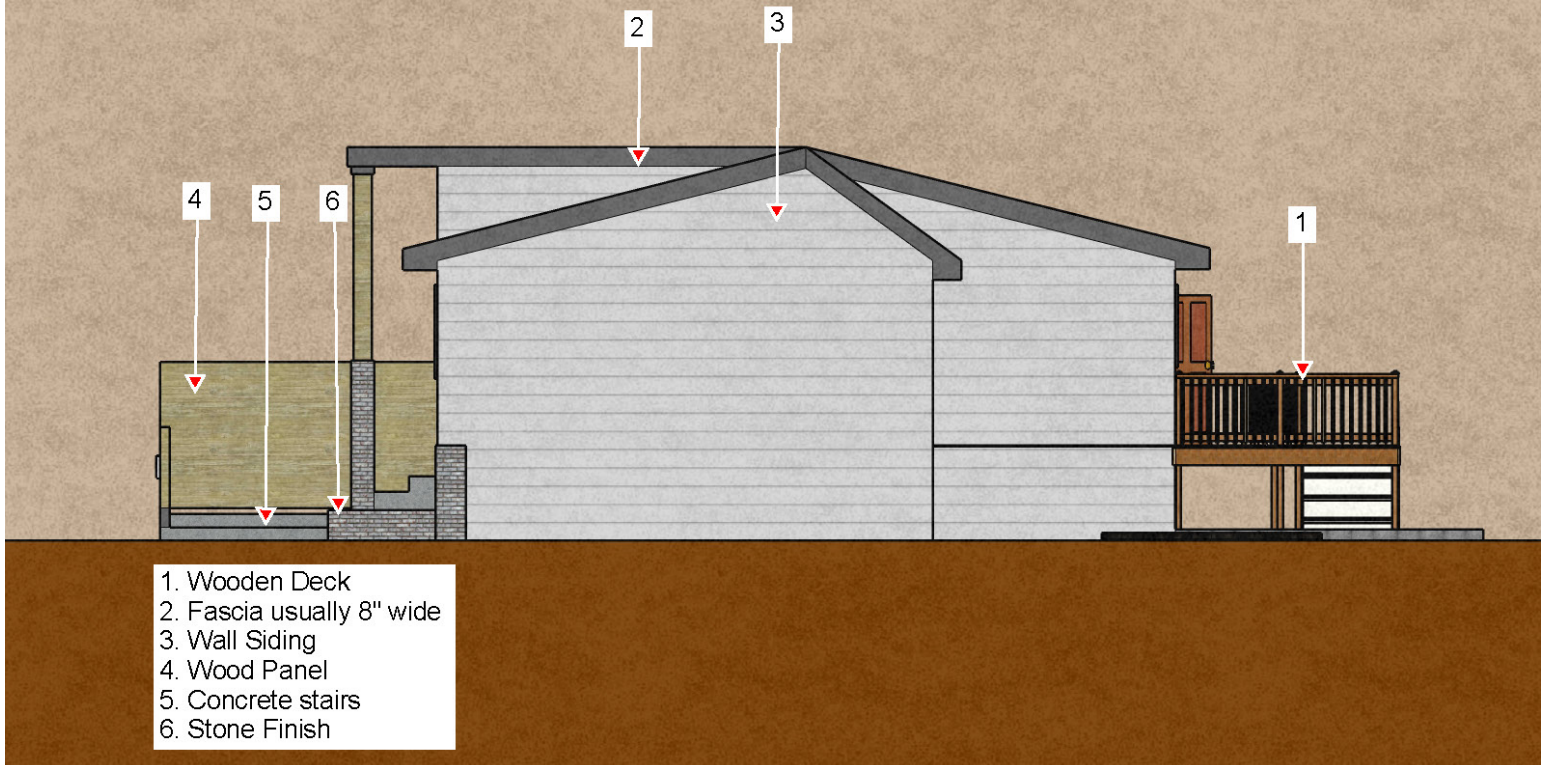


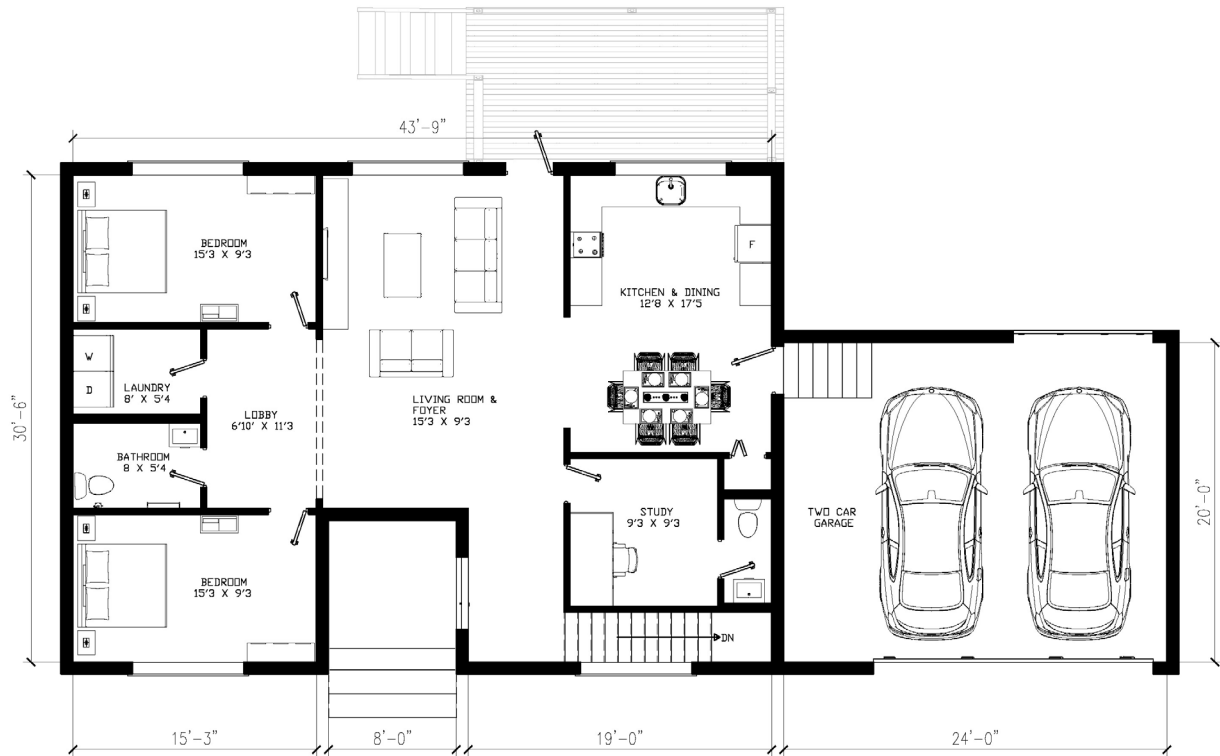
1. Roof Shingles
2. Wall Siding
3. Wood Deck
4. Fascia usually 8" wide

East Elevation

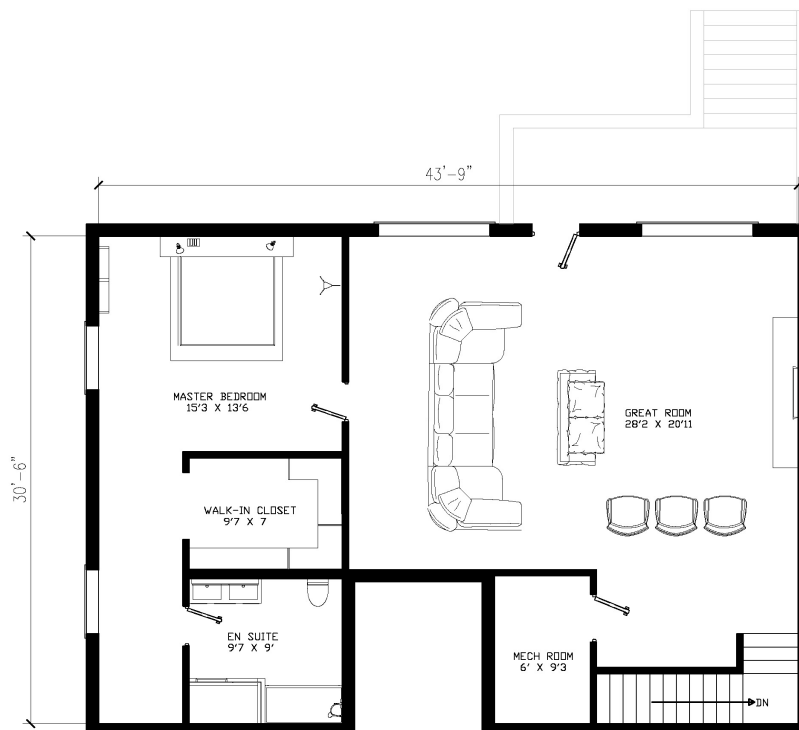


West Elevation





NAME: ADE AKINYEMI	SCALE: $\frac{3}{16}'' = 1'$
VIEW: MAINFLOOR	



NAME: ADE AKINYEMI	SCALE: $\frac{3}{16}'' = 1'$
VIEW: BASEMENT	

Testing Heritage Area Design Guidelines

Heritage Area 2

(R-C1) Residential - Contextual One Dwelling

For the City of Calgary



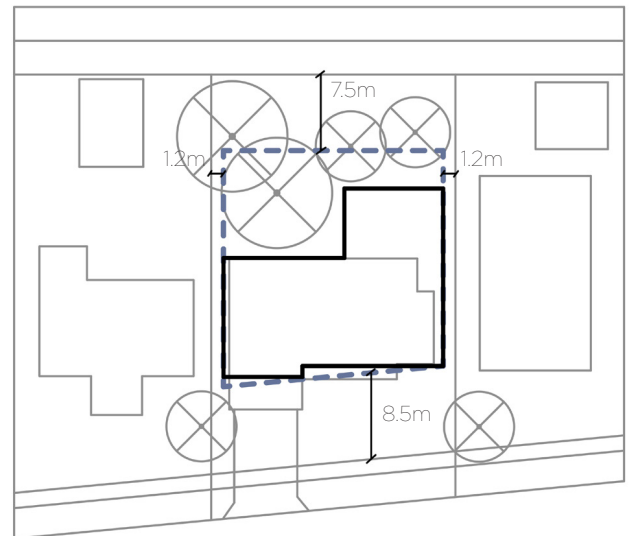
Azadeh Rasouli Yazdi
B.Sc Arch, MLA, MPlan20

July 2020

Introduction

This report aims to propose a new development in an area with historical significant. The map indicates the buildable area of the parcel based on the land use bylaw and the heritage design guidelines. There are four existing trees that will be retained. By keeping the trees in their existing condition, the buildable area will be reduced from 415 m² (according to the land use bylaw) to 300 m².

- Maximum parcel coverage allowed: 45%
- Side setbacks: 1.2m
- Rear setback: 7.5m
- Maximum building height: 8.6m
- 8.5m setback to primary façade.



- Buildable area according to the regulations and the location of the trees, 300 m²
- - - Buildable area according to the regulations, 415 m²
- Existing condition, building area: 251 m²

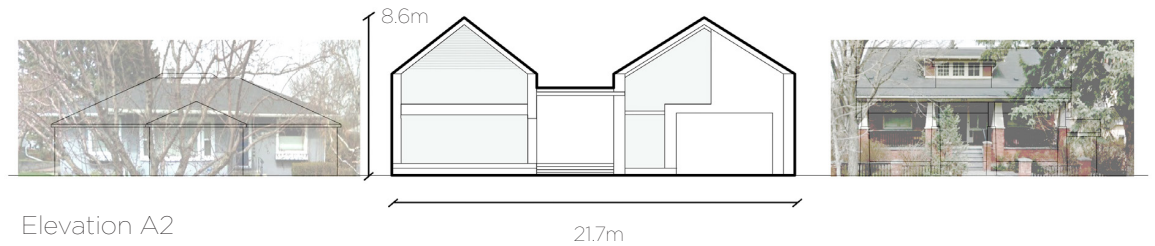
Primary façade / view from the south



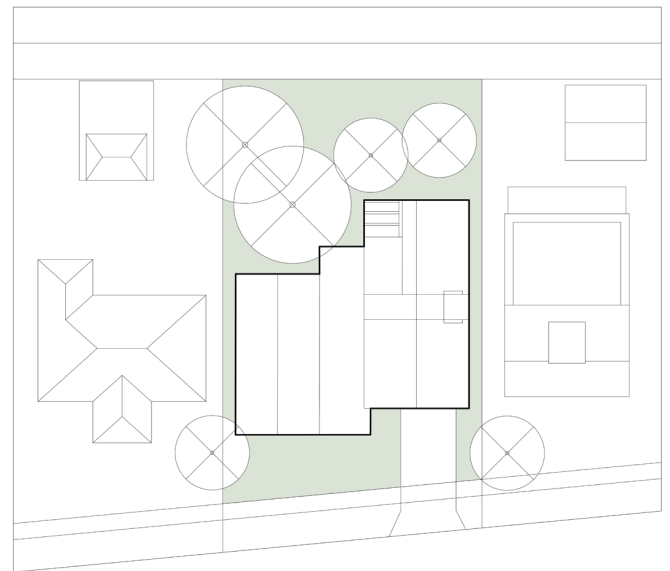
Back lane façade / view from the north



Design



The proposed single-detached house is a two-story building with a basement. The design doesn't require any bylaw relaxations. As we are developing in a heritage area, it is crucial for the style to be visually different from the historic context. The guidebook for great communities suggests that creating a false sense of heritage character by directly copying or mimicking the design of heritage buildings is not acceptable. We want the style to be pure, simple, modern, smart and with a few colors. The design should also appreciate the scale of the surrounding architectural elements.



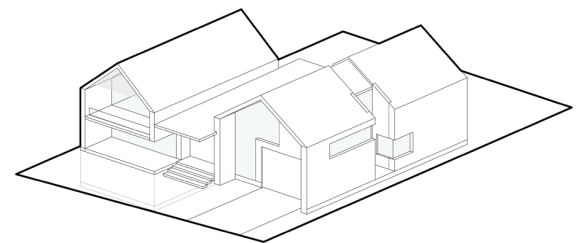
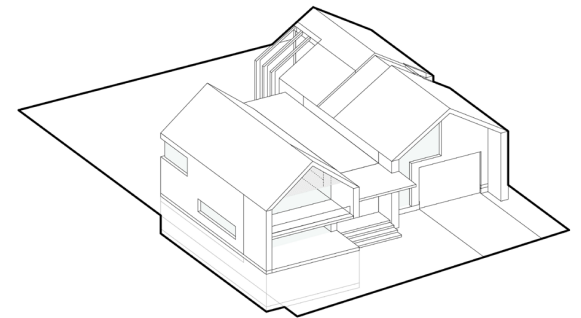
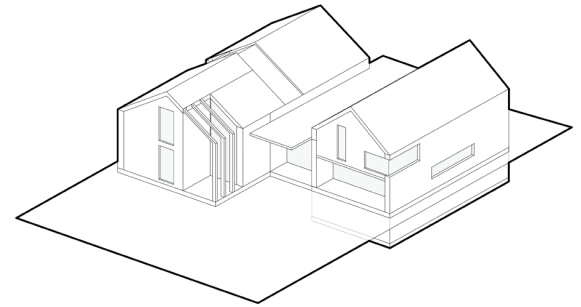
Site plan



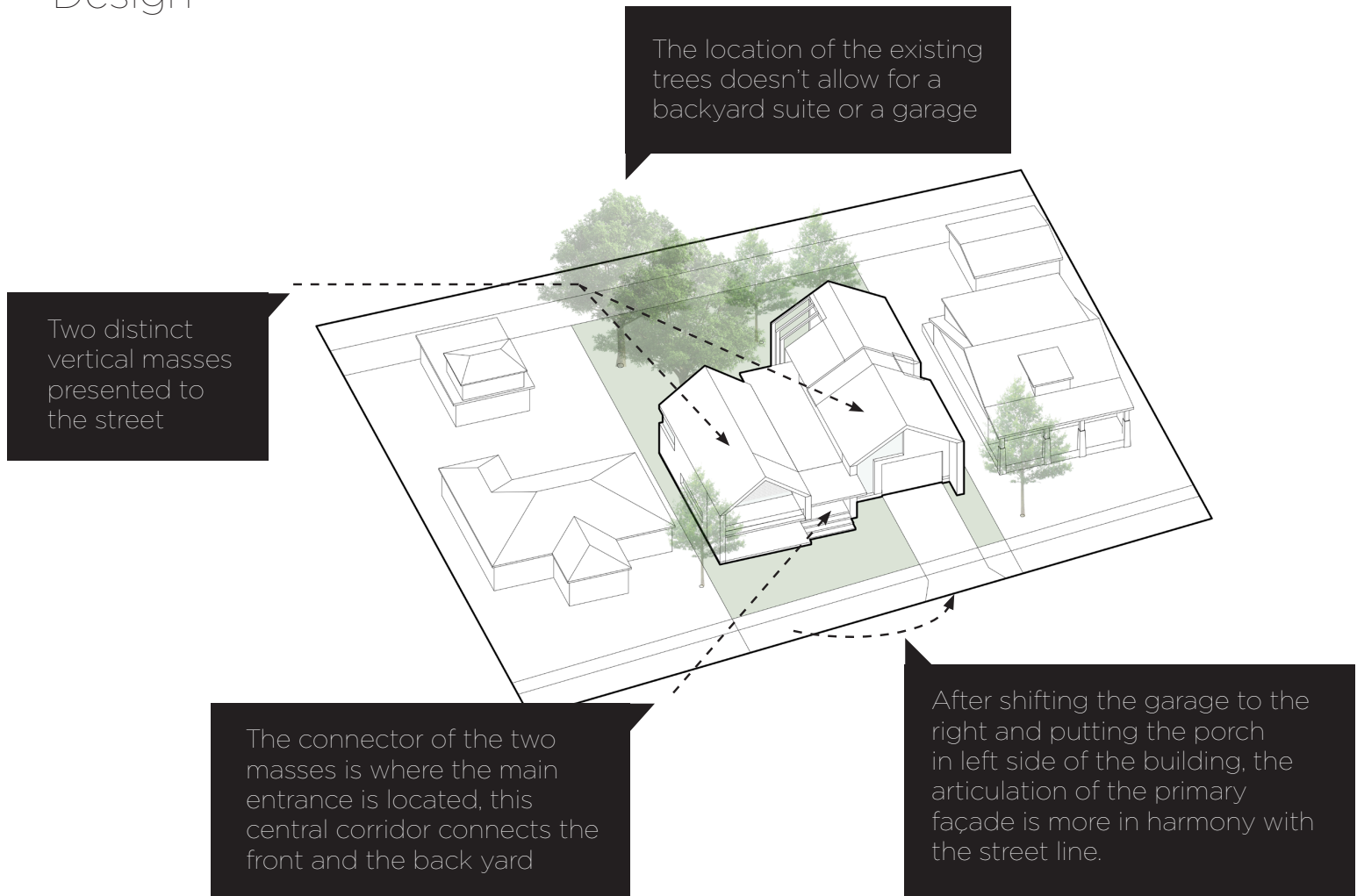
Design

The existing trees in the site are both an opportunity and a constraint. On the one hand, the building is designed to be integrated with the landscape, and on the other hand, the location of the trees doesn't allow for backyard suites or garages. Also, no secondary suite is proposed in the main building (The response of the design to the trees is illustrated in the diagrams). As there is no opportunity for a back yard garage, we need to place it on the primary street access. This will reduce the sun exposure on the main façade. The garage is moved to the right side of the façade and a porch is added to the left. By doing so, the articulation of the primary façade is more in harmony with the street line.

The building has a dynamic frontage. There are two distinct vertical masses connected by a central corridor where the main entrance is located and this corridor is leading to the back yard. In the backside of the building, a new form of wooden pergola is proposed for creating a better transition to the open space.



Design



Summary of the experience

- As mentioned before, I tried not to ask for relaxations, but if there was a secondary suite in the proposed design, parking relaxation would be necessary because of the trees.
- The angle and the direction of the roof can be specified based on the context of the parcel. It might sound limiting, but it can have a great visual impact on the rhythm of the roofs along the street.
- Determining the material and color in the guidelines is challenging and might seem to be a limiting factor for designers, but clarifying the overall policies on this topic is helpful.
- I tried to incorporate two main masses in the design as the guidelines indicate.

This might be challenging for smaller parcels in RC-1.

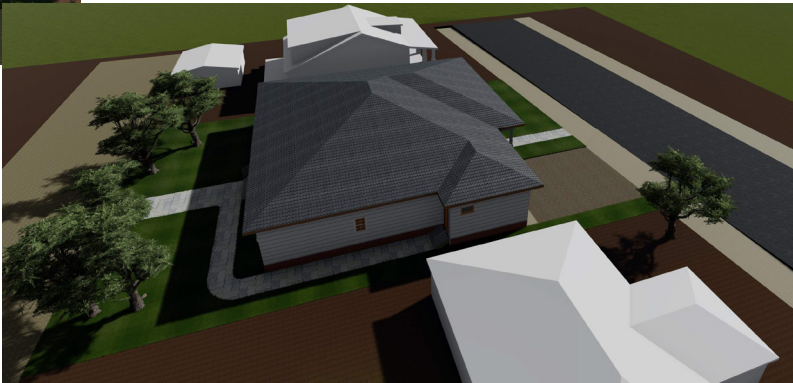
- We can also encourage high quality lighting as a design policy for new buildings.
- It might be helpful if we also consider flat roofs. A modern minimalistic building with a flat roof can play the role of a background for the neighboring heritage buildings, like a moment of silence in the rhythm of music.


Finally, it was a great experience working with the new heritage design guidelines and I appreciate this opportunity.



SUMMARY OF THE GUIDELINES

IN SUMMARY, THE GUIDELINE IS EASY TO UNDERSTAND AND USE THROUGH A DESIGN PROCESS. ALSO, THE LAND USE BYLAW RELATED TO THE AREA ARE WELL EXPLAINED. HOWEVER, THE HERITAGE DESIGN GUIDELINE IS CONFUSING FOR ME. I DIDN'T UNDERSTAND THE POLICIES AT FIRST, AND IT TAKES SEVERAL DAYS (3) TO GET THE REQUIREMENTS OF THE SITE AND THE DESIGN. IN OTHER WORD, THE SITE DIMENSIONS ARE CONFUSING THE WAY THEY WERE MENTIONS IN THE GUIDE. SOME IMAGES IN THE GUIDELINES ARE MORE MODERN HOUSES AND/OR COMMERCIAL BUILDING. IT WILL BE HELPFUL TO SHOW SOME HERITAGE BUILDING FOR LOW DENSITY RESIDENTIAL AS EXAMPLES.





Calgary

Testing Heritage Design Guidelines

No.	Description	Date

CITY of CALGARY

AERIA 2

SUMMARY

Project number0001

DateIssue Date

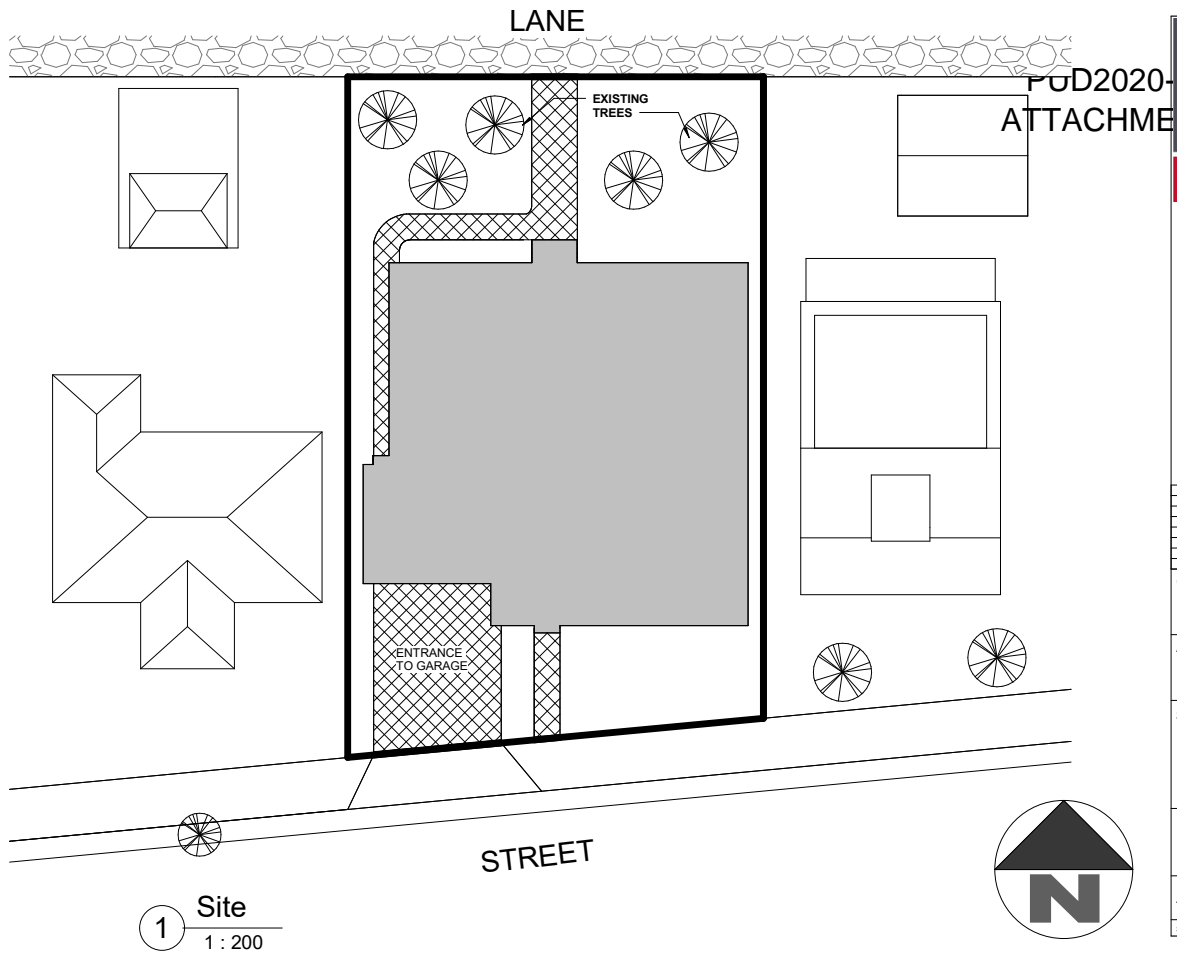
Drawn byRNI

Checked byChecker

A0

Scale

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No.	Description	Date

CITY of CALGARY

AERIA 2

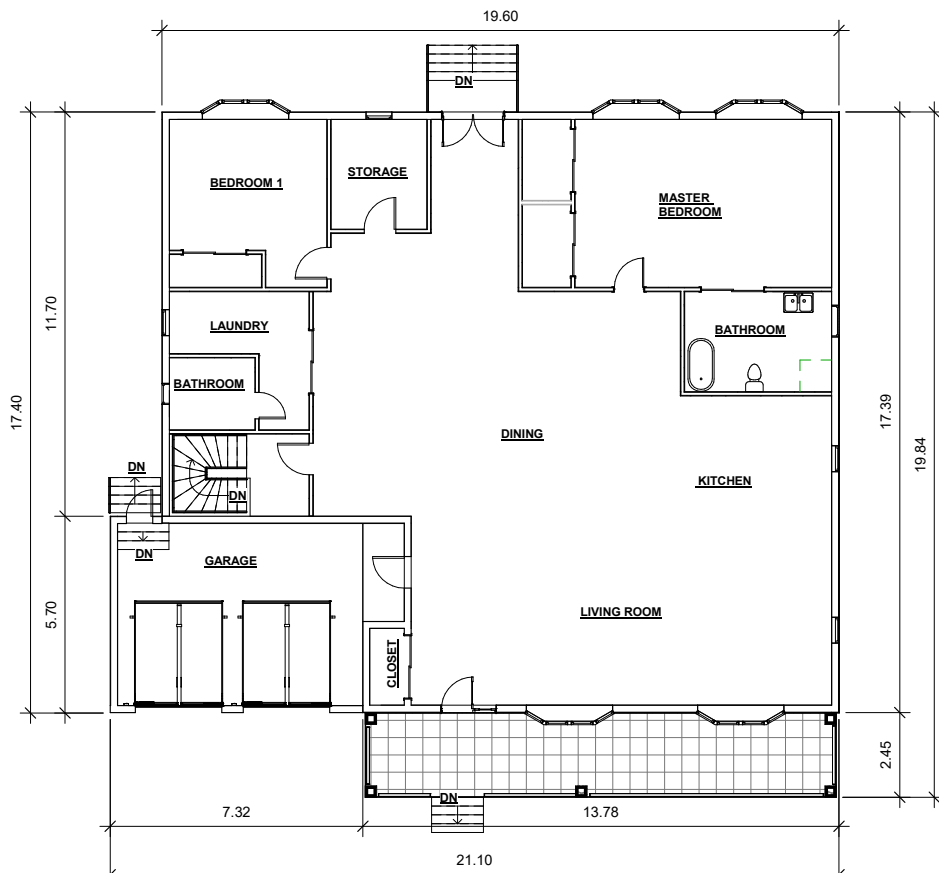
SITE PLAN

Project number 0001
 Date Issue Date
 Drawn by RN
 Checked by Checker

A101

Scale 1 : 200

2020/07/03 12:14:08 PM



No.	Description	Date

CITY of CALGARY

AERIA 2


MAIN FLOOR PLAN

Project number 0001
 Date Issue Date
 Drawn by RN
 Checked by Checker

A102

Scale 1 : 100

2020/07/03 12:14:08 PM



Calgary

Testing Heritage
Design Guidelines

No.	Description	Date

CITY of CALGARY


AERIA 2

EAST & NORTH
ELEVATION

Project number	0001
Date	Issue Date
Drawn by	RN
Checked by	Checker

A103

Scale 1 : 100



Calgary

Testing Heritage
Design Guidelines

No.	Description	Date

CITY of CALGARY

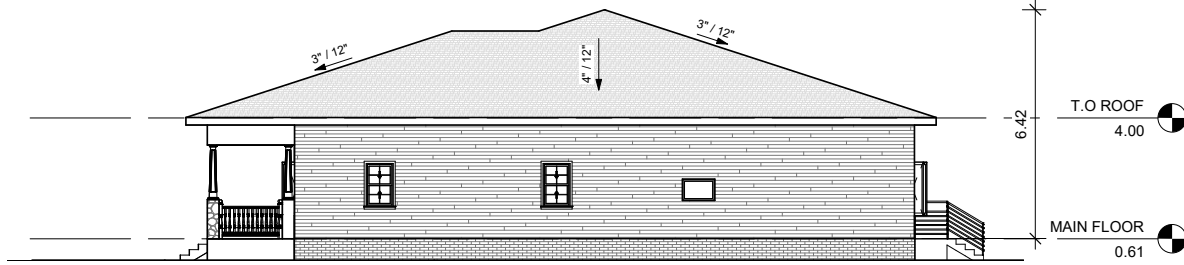
AERIA 2

SOUTH & WEST
ELEVATION

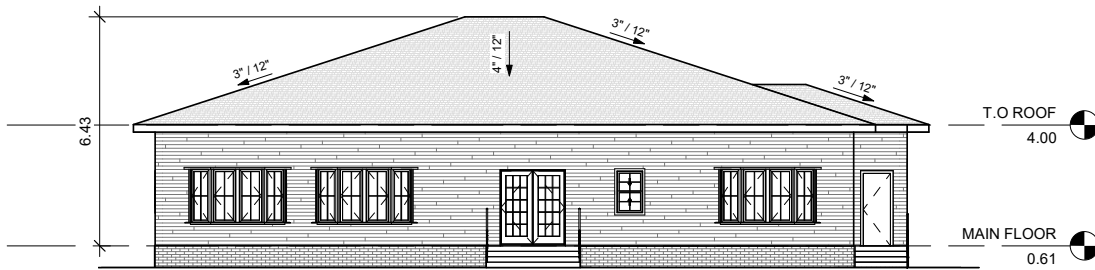
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Date	Issue Date
Drawn by	RN
Checked by	Checker

A104

Scale 1 : 100



① East
1 : 100



② North
1 : 100

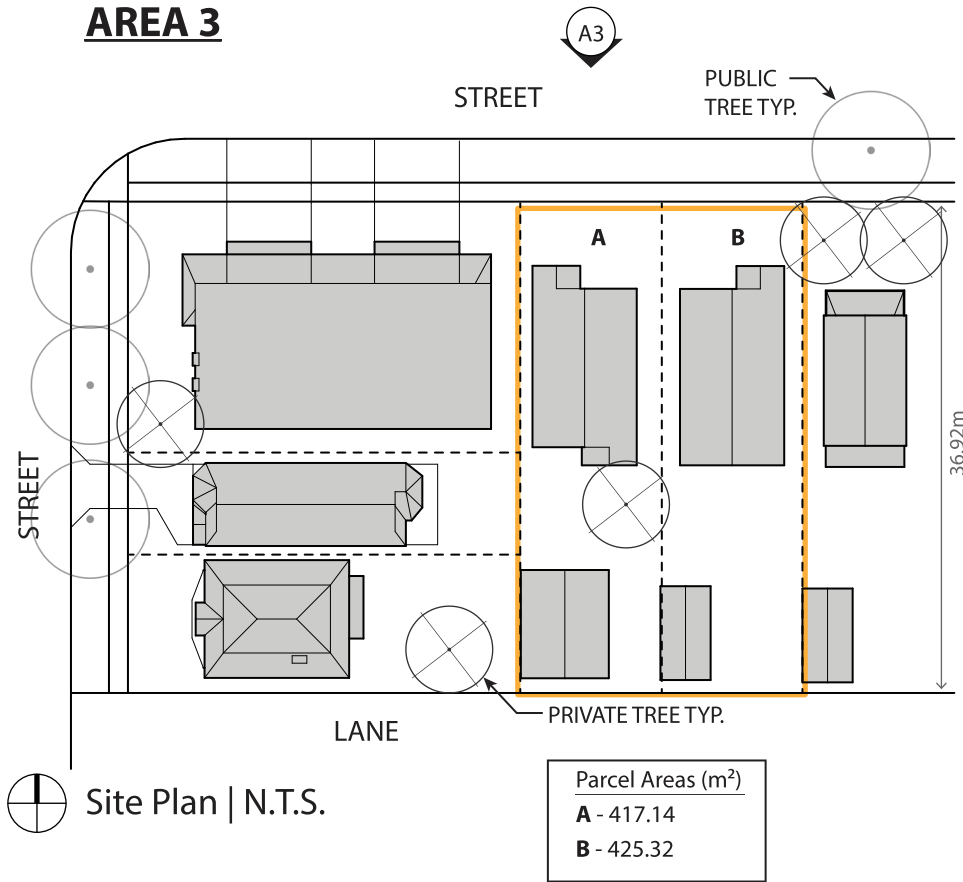


① South
1 : 100



② West
1 : 100

AREA 3



INSTRUCTIONS

Develop a design based on the Multi-Residential – Contextual Grade-Oriented (M-CG) *or* Multi-Residential – Contextual Low Profile (MC-1) district for the subject site. The rules below provide a set of basic parameters for each of these land use districts. For more detailed rules and rules for specific circumstances, refer to Land Use Bylaw 1P2007 Part 6, Division 1, 2 & 3.

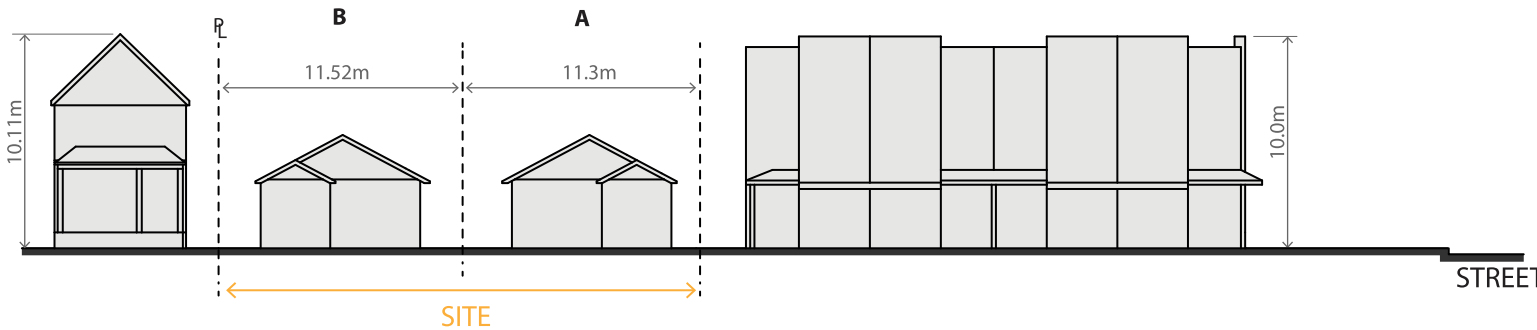
lub.calgary.ca

M-CG

- Density Max. 9 units (111 units/ha)
- Min. 50% grade oriented dwelling units with entrances visible to the street
- Front setback 4.49m; Side setbacks 1.2m; Rear setbacks 1.2m
- Height 8m at the shared PL, increasing proportionally up to 12m ht 4m back from shared PL
- Landscape areas Min. 40% of parcel area (reduced by 2m² for every 1m of frontage along the front PL, to a max. of 4% of the area of the parcel), max 50% hardscaping
- Private amenity space 5m²/unit
- Common amenity space min. 50m²
- Parking Assume 1 stall/unit
- Access from lane

M-C1

- Density Max. 12 units (148 units/ha)
- Height 9m at the shared PL, increasing proportionally to a max of 14m ht 5m back from shared PL
- Front Setback 6m; Side setbacks 1.2m; Rear setback 1.2m
- Landscape areas Min. 40% of parcel, 40% max. hardscaping
- Private amenity space 5m²/unit
- Common amenity space min. 50m²
- Parking Assume 1 stall/unit
- Access from lane



Context Elevation A3 | N.T.S.



Photo Elevation A3

AREA 3**Heritage Policies**

The following guidelines identify specific character defining elements in Area 3 that must be incorporated into any new development. Please review and apply these guidelines to your development proposal.

- 5 to 6-meter setback to primary façade. Front projections should protrude into the setback.
- Provide a building projection rhythm that presents individual facades roughly every 25 feet, to respect the historic lot patterns.
- Prominent individual entries for at-grade units.
- Street-facing porch/balconies for each unit.
- Present a two- to 2.5-storey façade to the street. Buildings may then step back 2.0 meters and step up a maximum of 5-storeys.

Heritage Design Guidelines Testing Experience

By: Jadon O'Malley

My experience using the proposed "Heritage Design Guidelines" was great. I tested the "Heritage Guidelines" in Area 3, which had an M-C1/M-CG. My proposed development is a set of 3 townhouses which are a permitted use in both the M-C1 and M-CG zones.

The provided guidelines for Area 3;

- 5 to 6-meter setback to primary facade. Front projections should protrude into the setback.
- Provide a building projection rhythm that presents individual facades roughly every 25ft, to respect historic lot patterns.
- Prominent individual entries for at-grade units.
- Street-facing porch/balconies for each unit.
- Present a 2 to 2.5 storey facade to the street. Buildings may then step back 2.0 meters and step up a maximum of 5-storeys.

On top of these specific guidelines for Area 3 attached in the document it covers subjects such as sustainability development and site design.

My thoughts on these guidelines is that they are easy to use, thought provoking and makes you think differently. When I think of heritage design, I personally think of typical gable/hip roofs, brick and lap siding and inefficient building science. Reading the guidelines it made me think of things like sustainability, site design, ways to satisfy requirements such as a front facing balcony. The guidelines allowed my proposed development to fit into the historic context while allowing for more contemporary design, and ideas with the green roof I implemented on the Townhouses.

Thank You for the wonderful opportunity to read and test these proposed guidelines, I believe these guidelines do a great job in helping developments fit the historic context and enabling contemporary thoughts.



405DESIGNS

CLIENT:

ARCHITECT:

STRUCTURAL ENGINEER:

REVISIONS:

NO.	DESCRIPTION	DATE

CLIENT NAME:

JOHN DOE

PROJECT NAME:

AREA 3 HERITAGE TOWNHOUSES

SHEET NUMBER:

A000

SHEET NAME:

COVER SHEET

PROJECT NUMBER:

0001

DATE:

JUNE 6TH 2020

CHECKED BY:

JADON O'MALLEY

DRAWN BY:

JADON O'MALLEY

TITLE:

As indicated



405DESIGNS

CLIENT:

ARCHITECT:

STRUCTURAL ENGINEER:

REVISIONS:

NO.	DESCRIPTION	DATE

CLIENT NAME:

JOHN DOE

PROJECT NAME:

AREA 3 HERITAGE TOWNHOUSES

SHEET NUMBER:

A050

SHEET NAME:

SITE PLAN

PROJECT NUMBER:

0001

DATE:

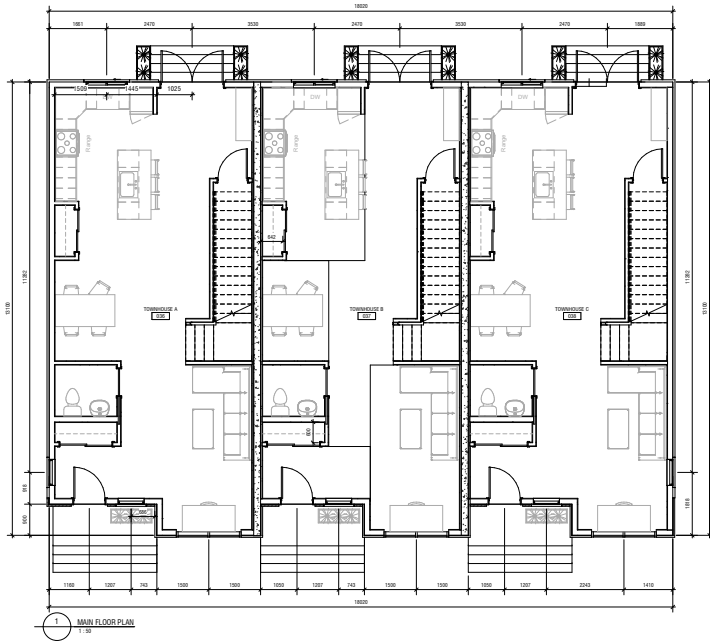
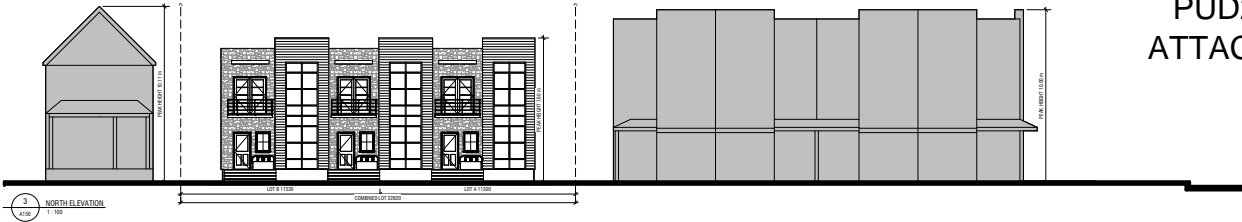
JUNE 6TH 2020

CHECKED BY:

JADON O'MALLEY

DRAWN BY:

JADON O'MALLEY



LAND USE BYLAWS

PART 6: MULTI-RESIDENTIAL DISTRICTS DIVISION 3: MULTI-RESIDENTIAL - CONTEXTUAL LOW PROFILE (M-C1)

HERITAGE POLICIES

- 5 TO 6 METER SETBACK TO PRIMARY FACADE. FRONT PROJECTIONS SHOULD PROTRUDE INTO THE SETBACK.
- PROVIDE A BUILDING PROJECTION RHYTHM THAT PRESENTS INDIVIDUAL FACADES ROUGHLY EVERY 25'-0". TO RESPECT HISTORIC LOT PATTERNS.
- PROMINENT INDIVIDUAL ENTRIES FOR AT-GRADE UNITS.
- STREET-FACING PORCH/BALCONIES FOR EACH UNIT.
- PRESENT A 2 TO 2.5 STOREY FACADE TO THE STREET. BUILDINGS MAY THEN STEP BACK 2.0M AND STEP UP A MAXIMUM OF 5-STORIES.

USE

- THE PROPOSED USE FOR THIS PROJECT IS A SEMI-DETACHED DWELLING WHICH FALLS UNDER THE DISCRETIONARY USES UNDER THE M-C1 ZONING.

SETBACKS

- SETBACKS AS MENTIONED IN THE "VOLUNTEER OPPORTUNITY - TESTING HERITAGE DESIGN GUIDELINES" DOCUMENT ARE AS FOLLOWS:

PROPERTY LINE	SETBACK
FRONT	6.0 METERS
SIDE	1.2 METERS
REAR	1.2 METERS

HEIGHT

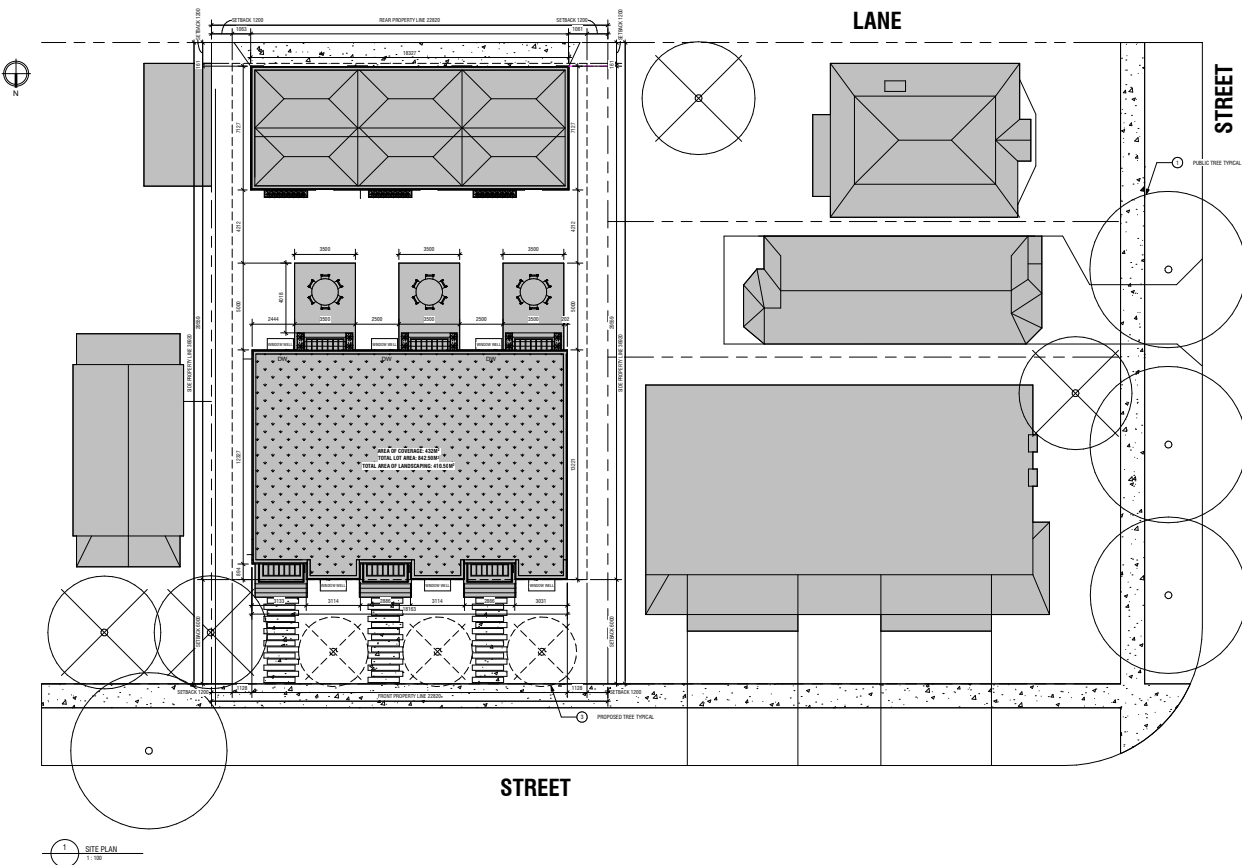
- MAXIMUM OF 9.0 METERS AT THE SHARED PROPERTY LINE, INCREASING PROPORTIONALLY TO A MAX OF 14.0 METERS AT 5.0 METERS FROM SHARED PROPERTY LINE.

DENSITY

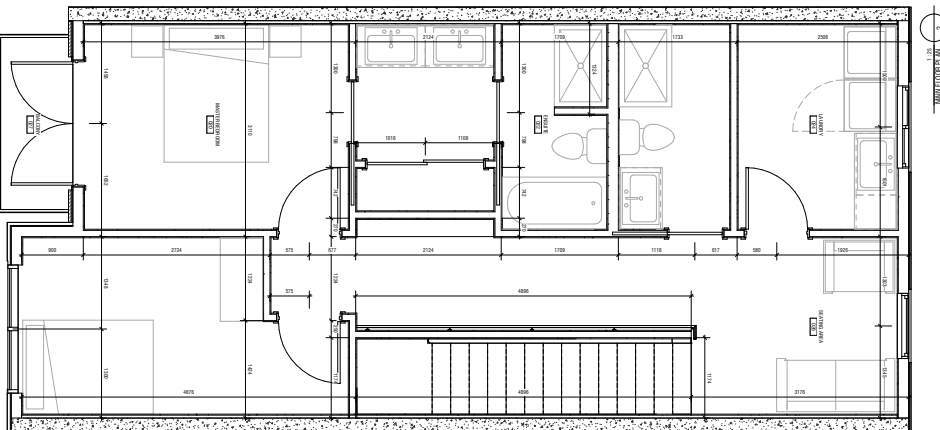
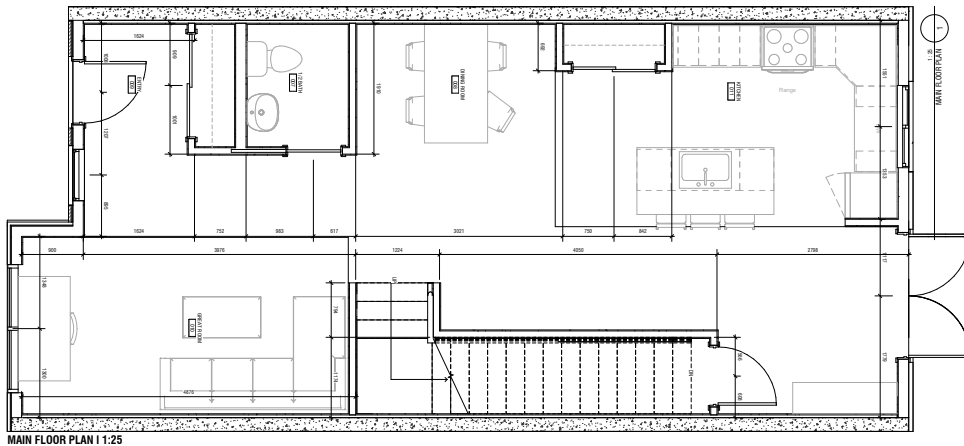
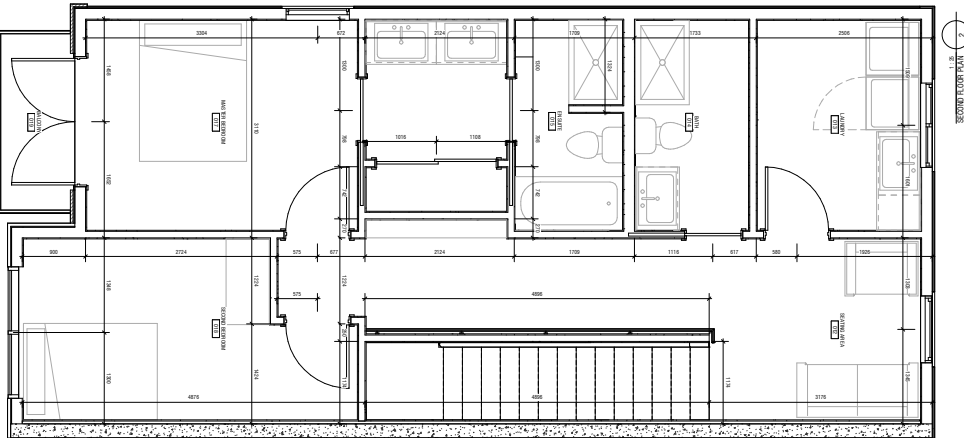
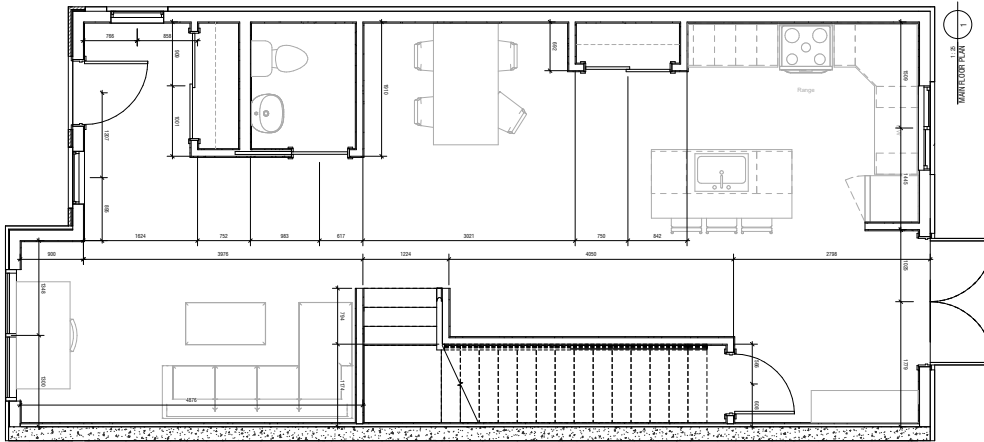
- MAXIMUM OF 12 UNITS (148 UNITS/HA)

ADDITIONAL REQUIREMENTS

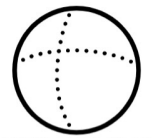
- PRIVATE AMENITY SPACE 5.0 METERS² PER UNIT
- COMMON AMENITY SPACE MIN. 50 METERS²
- 1 PARKING STALL PER UNIT
- ACCESS FROM LANE



ISC: Unrestricted



PUC
ATTA



405DESIGNS

405DESIGNS

CLIENT:

ARCHITECT:

STRUCTURAL ENGINEER:

REVISIONS:

NO.	DESCRIPTION	DATE

CLIENT NAME:

JOHN DOE

PROJECT NAME:

AREA 3 HERITAGE TOWNHOUSES

SHEET NUMBER:

A101

SHEET NAME:

TOWNHOUSE A

PROJECT NUMBER:

0001

DATE:

JUNE 6TH 2020

CHECKED BY:

JADON OMALLEY

DRAWN BY:

JADON OMALLEY

SCALE:

1 : 25



405DESIGNS

405DESIGNS

CLIENT:

ARCHITECT:

STRUCTURAL ENGINEER:

REVISIONS:

NO.	DESCRIPTION	DATE

CLIENT NAME:

JOHN DOE

PROJECT NAME:

AREA 3 HERITAGE TOWNHOUSES

SHEET NUMBER:

A102

SHEET NAME:

TOWNHOUSE B

PROJECT NUMBER:

0001

DATE:

JUNE 6TH 2020

CHECKED BY:

JADON OMALLEY

DRAWN BY:

JADON OMALLEY

SCALE:

Page 34 of 48

1 : 25

CITY OF CALGARY - HERITAGE POLICIES GUIDELINE TESTING

By: Maria Elena Perez A.



MAIN VIEW



BACK SIDE VIEW

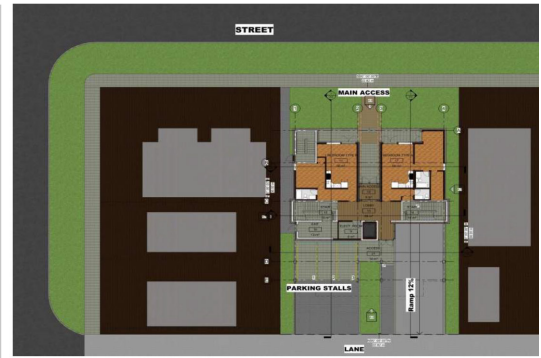
Building Description

It is a 4-storey Residential Building, focused in offering an appropriate human-scale experience and comfortable apartments. The shapes and volume of the building is conceived in order to reduce the mass perception with a rhythm which make interesting the pedestrian circulation.

The structural system was designed in light wood in order to reduce the carbon emission. At the same time the assemblies overcome the maximum U-values getting lower that the NEBC requires that makes the building Eco-friendly and sustainable, due to the energy consumption will be reduce.

The basement and parking stalls at main floor will have concrete structure, while the rest of the buildings have load-bearing walls which are supported by concrete beams at the concrete slab at Main Floor level.

Exterior material in facades are bricks and stucco, which area durable, sustainable and emphasize the distinct building volume.



SITE PLAN

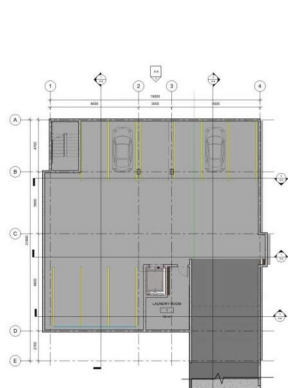
MULTIRESIDENTIAL CONTEXTUAL LOW PRO-FILE (MC-1)

SITE SUMMARY AND LAND USE

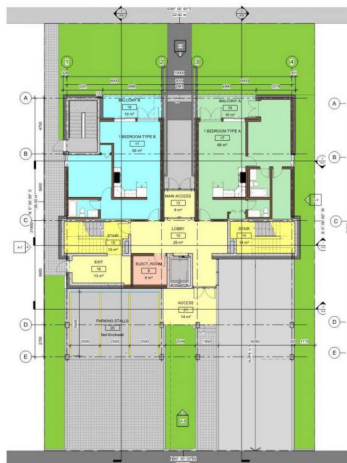
BYLAW ITEM	DESCRIPTION	REFERENCE	COMPLIANCE
Applicable Bylaw and reference	MC-6 MC-1	1P 2007 PART 6 DIVISION 2 AND 3	MC-1
Site Area	942.46 m ²		
Setbacks	Front: 6 m Side: 1.2 m Back: 1.2 m	1P 2007 PART 6 DIVISION 3., 592	Front: 6 m Side: 1.2 m/ 1.7 m Back: 5.9 m
Number of Units	12 Units 148 UNITS/Ha	1P 2007 PART 6 DIVISION 3., 590 1P 2007 PART 6 DIVISION 3., 594	12 Units
Building Height	9 m at shared PL, increasing proportionally a max of 14 m height, 5 m back from shared PL		
Parking Stalls	12	1P 2007 PART 6 Division 1., 558	12
Landscape	40% = 337 m ²	1P 2007 PART 6 General rules., 551	41% = 349.27 m ²
Soft-surface	60% from landscape = 202 m ²	1P 2007 PART 6	66% = 227.00 m ²
Max. Hard-surface	40% from landscape = 134.8m ²	1P 2007 PART 6	35% = 121.55m ²
Private Amenities	5 m ² /unit	1P 2007 PART 6 General rules., 557	Main floor = 10 m ² , 1st and 2nd=14 m ² /17m ² 3rd Floor = 29 m ²
Building footprint	60% = 505.47 m ²	1P 2007 PART 6 General rules., 557	58.50% = 493.19m ²

CITY OF CALGARY - HERITAGE POLICIES GUIDELINE TESTING

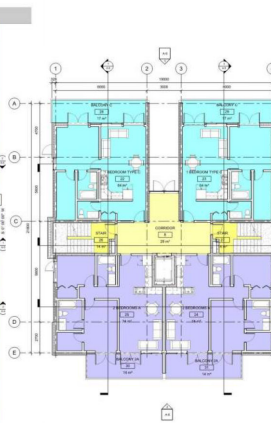
By: Maria Elena Perez A.



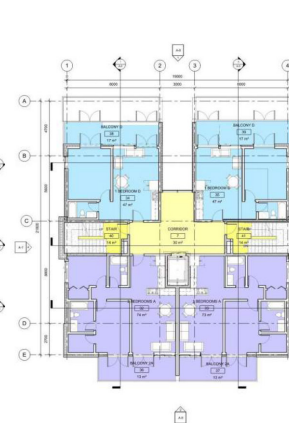
BASEMENT LVL



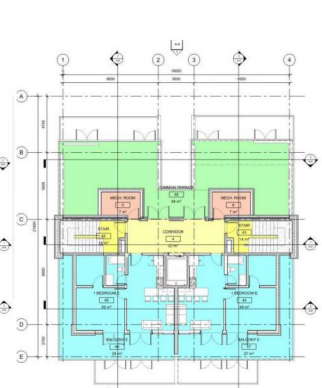
MAIN FLOOR PLAN



FIRST LVL PLAN



SECOND LVL PLAN



THIRD LVL PLAN

Basement: - 2.10

- 9 parking stalls.
- Elevator, stair from Basement to Main floor.
- Laundry Room
- Ramp from Basement to Main Floor.

Main Floor Level: + 0.60

- Main Access from street.
- Lobby, elevator and to stairs as means of egress from upper levels, stair from Basement to Main Floor level.
- 2 apartments 1 bedroom each one (56 m² and 68 m² plus balcony 10m²).
- Electrical Room.
- Secondary Access (from lane).
- 3 parking Stalls.
- Ramp for main Floor to Basement.

First Floor Level: +3.60

- 2 apartments (1 bedroom 47 m² each plus balcony 17 m² each).
- 2 apartments (2 bedroom 74 m² each plus balcony 14 m² each)
- Corridor, elevator and 2 stairs.

Second Floor Level: +6.60

- 2 apartments (1 bedroom 64 m² each plus balcony 17 m² each).
- 2 apartments (2 bedroom 74 m² each plus balcony 14 m² each).
- Corridor, elevator and 2 stairs.

Third floor Level +9.60

- 2 apartments (1 bedroom 50 m² each plus balcony 29 m² each).
- Corridor, elevator and 2 stairs.
- Mechanical Room.
- Terrace Common amenity 94 m².

CITY OF CALGARY - HERITAGE POLICIES GUIDELINE TESTING

By: Maria Elena Perez A.



SECTION 1

SECTION 4



ACCESS FROM THE STREET

Design Experience

The experience using the guide lines was a little challenging because of the number of units for MC-1 148 units/ha. The major difficulty is due to the step back after 9.00 m height because that make the third floor apartments smaller.

In case that all apartments have to be barrier free is important no reduce the third floor at list in sides and back, keeping the step back only in the main facade where the mass perception is more evident. Obviously, accessibility rules makes the units bigger.

I chose the goal to do 33% of apartments 2 Bedrooms and 66% 1 Bedroom.

The Parkade was another challenge in the design, provide 12 parking stalls was difficult. However, I designed a 12% ramp for vehicles and split 9 parking stalls at Basement and 3 parking stalls at Main Floor in the back. That means that is doable and important because the residents will have one parking stalls by unit.



PUBLIC AREA 2 BEDRRON UNIT.



TYPICAL MASTER BEDROOM

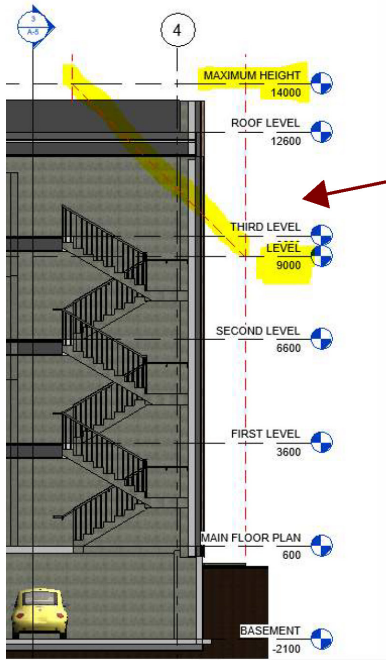


BALCONY - PRIVATE AMENITY

CITY OF CALGARY - HERITAGE POLICIES GUIDELINE TESTING

By: Maria Elena Perez A.

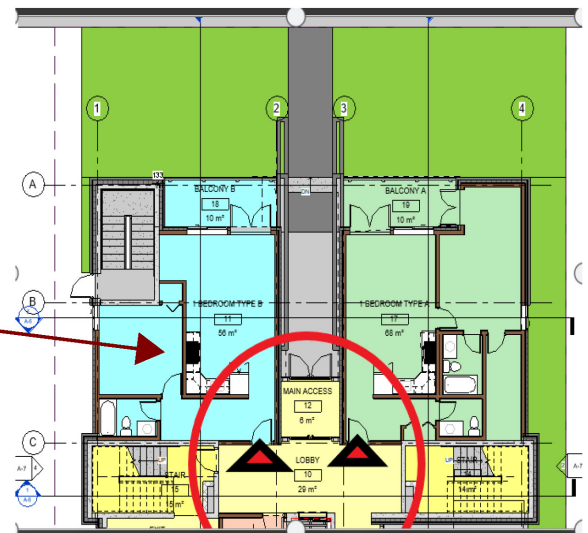
Rational Relaxation



WALL SECTION 1

From my experience designing this building, one aspect that I thing needs relaxation is that the vertical circulation must be exclude about the step back over the 9.00 m height

The Prominent individual entries for at-grade units could be allowed that the entry will be at indoor Lobby, in order to provide a covered access from parking stalls at basement.



MAIN FLOOR LEVEL

MULTIRESIDENTIAL CONTEXTUAL LOW PRO-FILE (MC-1)

SITE SUMMARY AND LAND USE

BYLAW ITEM	DESCRIPTION	REFERENCE	COMPLIANCE
Applicable Bylaw and reference	MC-6 MC-1	1P 2007 PART 6 DIVISION 2 AND 3	MC-1
Site Area	942.46 m ²		
Setbacks	Front: 6 m Side: 1.2 m Back: 1.2 m	1P 2007 PART 6 DIVISION 3 - 592	Front: 6 m Side: 1.2 m/ 1.7 m Back: 5.9 m
Number of Units	12 Units 148 UNITS/Ha	1P 2007 PART 6 DIVISION 3 - 590	12 Units
Building Height	9 m at shared PL, increasing proportionally a max of 14 m height, 5 m back from shared PL.	1P 2007 PART 6 DIVISION 3 - 594	
Parking Stalls	12	1P 2007 PART 6 Division 1 - 558	12
Landscape	40%= 337 m ²	1P 2007 PART 6 General rules - 551	41% = 349.27 m ²
Soft-surface	60% from landscape= 202 m ²	1P 2007 PART 6	65% = 227.00 m ²
Max. Hard-surface	40% from landscape= 134.8m ²	1P 2007 PART 6	35% = 121.55m ²
Private Amenities	5 m ² /unit	1P 2007 PART 6 General rules - 557	Main floor =10 m ² , 1st and 2nd=14 m ² /17m ² 3rd Floor = 29 m ²
Building footprint	60% = 505.47 m ²	1P 2007 PART 6 General rules - 557	58.50% = 493.19m ²

Building Description

It is a 4-storey Residential Building, focused in offering an appropriate human-scale experience and comfortable apartments. The shapes and volume of the building are conceived in order to reduce the mass perception with a rhythm which makes an interesting pedestrian circulation.

The structural system was designed in light wood in order to reduce the carbon emission. At the same time the assemblies overcome the maximum U-values getting lower that the NEBC requirement which makes the building Eco-friendly and sustainable, due to the energy consumption will be reduction.

The basement and parking stalls at main floor will have concrete structure, while the rest of the buildings have load-bearing walls which are supported by concrete beams at the concrete slab at Main Floor level.

Exterior material in facades are bricks and stucco, which area durable, sustainable and emphasize the distinct building volume.

The building breakdown is as follow:

Main Floor Level: + 0.60

- Main Access from street.
- Lobby, elevator and to stairs as means of egress from upper levels, stair from basement to Main Floor level.
- 2 apartments 1 bedroom each one (56 m² and 68 m² plus balcony 10m²).
- Electrical Room.
- Secondary Access (from lane).
- 3 parking Stalls.
- Ramp for main Floor to Basement.

Basement: - 2.10

- 9 parking stalls.
- Elevator, stair from basement to main floor.
- Laundry Room
- Ramp from Basement to Main Floor.

First Floor Level: +3.60

- 2 apartments (One bedroom 47 m² each plus balcony 17 m² each).
- 2 apartments (Two bedroom 74 m² each plus balcony 14 m² each).
- Corridor, elevator and 2 stairs.

Second Floor Level: +6.60

- 2 apartments (One bedroom 64 m² each plus balcony 17 m² each).
- 2 apartments (Two bedroom 74 m² each plus balcony 14 m² each).
- Corridor, elevator and 2 stairs.

Third floor Level +9.60

- 2 apartments (One bedroom 50 m² each plus balcony 29 m² each).
- Corridor, elevator and 2 stairs.
- Mechanical Room.
- Terrace Common amenity 94 m².

Roof Level +12.60

Design Experience

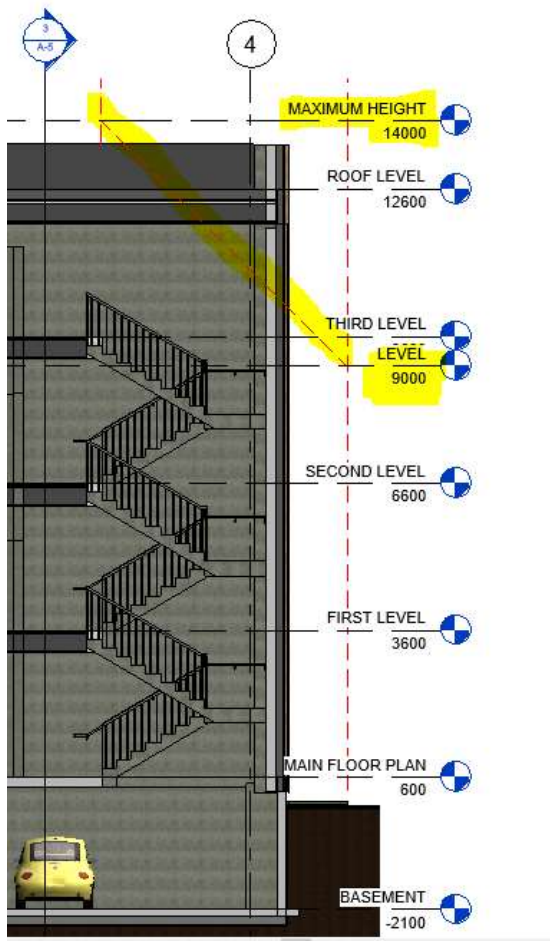
The experience using the guide lines was a little challenging because of the number of units for MC-1 148 units/ha. The major difficulty is due to the step back after 9.00 m height because that make the third floor apartments smaller.

If the apartments were required to be barrier free it would be advisable not to reduced the third floor at least on sides and back, keeping the step back only in the main facade where the mass perception is more evident. Obviously, accessibility rules makes the units bigger.

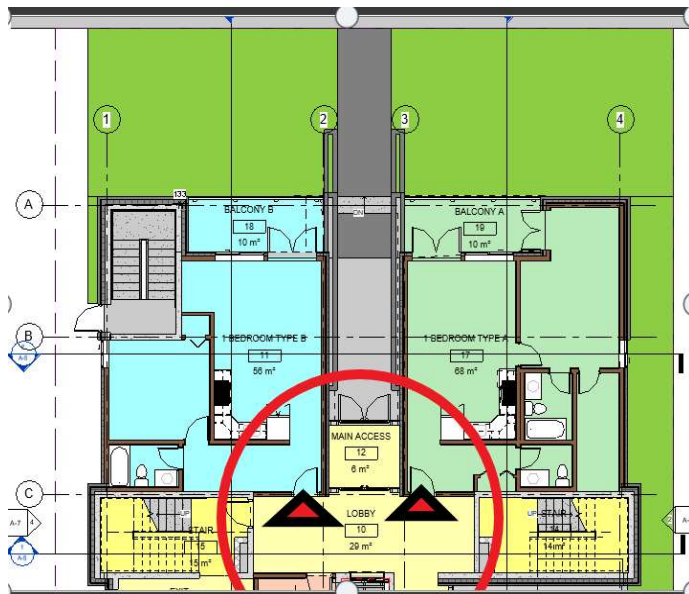
I set the goal to design 33% of Two Bedrooms apartments and 66% One Bedroom unit.

The Parkade was another challenge in the design, providing 12 parking stalls was difficult. However, I designed a 12% ramp for vehicles and located 9 parking stalls at the Basement and 3 parking stalls at Main Floor in the back. That means that is doable and important because the residents will have one parking stalls per unit.

Rational Relaxation



1. From my experience designing this building, one aspect that I think needs relaxation is that the vertical circulation must be excluded about the step back over the 9.00 m height.



2. The Prominent individual entries for at-grade units could be allowed that the entry will be at indoor Lobby, in order to provide a covered access from parking stalls at basement.



Heritage Design Guideline Summary

Sara Lolarga

Site 3, MC-1

I found the design guidelines easy to follow and allowed for a lot of flexibility. There were no challenges in understanding and implementing them into my own design. I believe these guidelines are successful in being straightforward and will allow for a variety of designs to be introduced to sites similar to Site 3. However, I found the most distinct heritage design of area 3 was the project rhythm requirement. Unlike the requirements of other areas that dictate the roof or dormer style, the area 3 requirements are easily accommodated into any design. This is advantageous in allowing for a variety of designs but may also have potential for designs that are only loosely tied to the site's heritage. I think having less strict requirements such as area 3 can be viewed as both a pro or a con depending on the desired vision for a site.

HERITAGE DESIGN TESTING - SITE 3



DRAWING PACKAGE

A01 Cover Page
A02.1 Block Plan
A02.2 Site Plan
A03.1 Elevation - North and South
A03.2 Elevation - East and West
A04 Exterior Render



DESIGN BY SARA LOLARGA

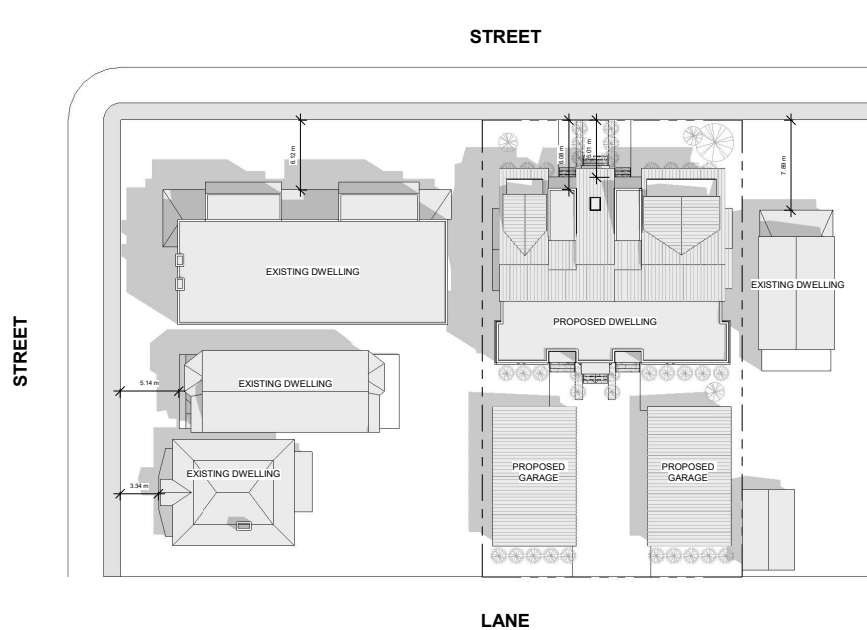
Sara Lolarga
87 Woodglen Road SW
Calgary, AB
slolarga@outlook.com

No.	Description	Date

Sara Lolarga
Heritage Design
Cover Page

Project number	3
Date	07/01/2020
Drawn by	Sara Lolarga
Checked by	N/A
A01	
Scale	1/2" = 1'-0"

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① Block Site Plan
1" = 20'-0"



② North Block Elevation
1/16" = 1'-0"



DESIGN BY SARA LOLARGA

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sirlarga@outlook.com

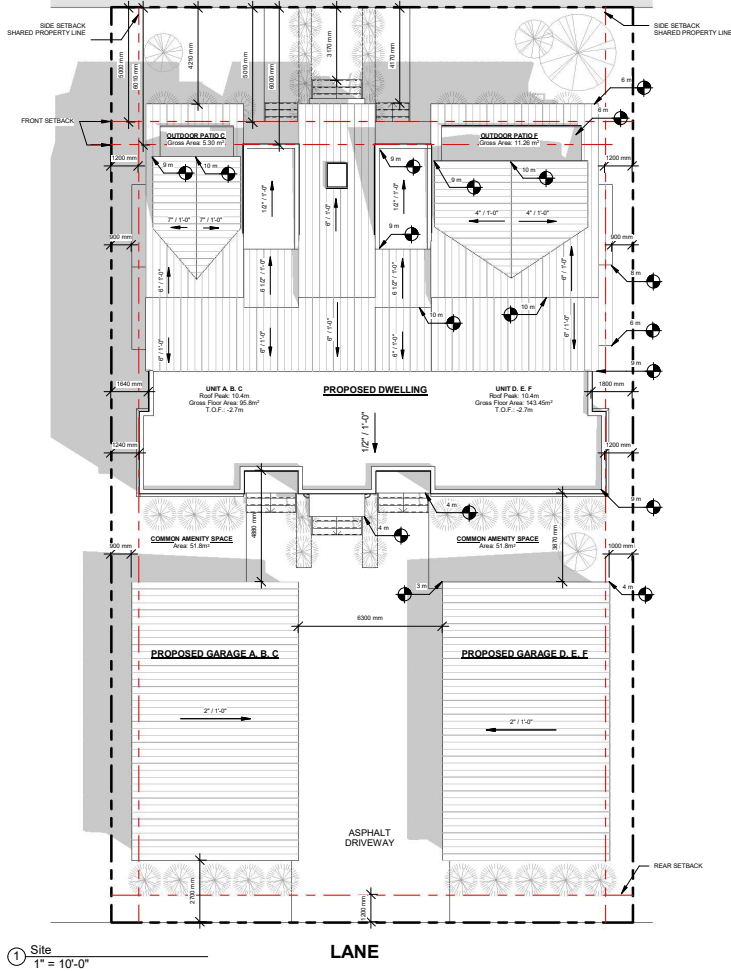
No.	Description	Date

Sara Lolarga
Heritage Design
Block Plan

Project number	3
Date	07/01/2020
Drawn by	Sara Lolarga
Checked by	N/A
A02.1	
Scale	As indicated

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STREET



LEGEND

Setback Line - - - - -

NOTES

Dimensions in mm unless stated

MUNICIPAL ADDRESS

N/A

LEGAL ADDRESS

N/A

LANDSCAPING

Max Landscaping Area: 40% of parcel, 365.12m²
Landscaping Area: 16%, 149.1m²

Sod
Deciduous Trees (4)
Shrub (35)

PROPOSED DWELLING DETAILS

Land Use District: MC-1
Parcel Area: 912.8 m²
Building Area: 324.2 m²
Coverage: 53% parcel coverage
Garage Area: 77.6m², 155.2 m² (total)
Density: 6 units (74 units/ha)
Main Floor: Geodetic: 0.61m
Roof Peak Geodetic: 10m
Top of Foundation Wall: 0.3m
Second Floor Subfloor: 3.35m

GROSS AREAS

Total Area Above Grade: 945.71m²
Gross Main Floor Area: 315.0m²
Gross Second Floor Area: 315.0m²
Gross Third Floor Area: 315.7m²



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No.	Description	Date

Sara Lolarga

Heritage Design
Site Plan

Project number	3
Date	07/01/2020
Drawn by	Sara Lolarga
Checked by	N/A
A02.2	
Scale	1" = 10'-0"

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① North
1/8" = 1'-0"

Limiting Distance - North
a) 40, 4, 32% of total = 12.42m²
b) 50, 6, 57% of total = 35.83m²
Total Area of Openings - North
a) 8.14m²
b) 30.24m²



② South
1/8" = 1'-0"

Limiting Distance - South
a) >100, 4, 12% of total = 17.04m²
b) >100, 4, 12% of total = 16.10 m²
Total Area of Openings - South
a) 15.75m²
b) 8.18 m²

NORTH AND SOUTH MATERIAL LEGEND	
Key Value	Keynote Text
M1	Aluminium Standing Metal Seam Roofing
M2	Stucco
M3	Cast-In-Place Concrete
M4	Brick



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srolarga@outlook.com

No.	Description	Date

Sara Lolarga

Heritage Design
Elevation - North
and South

Project number	3
Date	07/01/2020
Drawn by	Sara Lolarga
Checked by	N/A
A03.1	
Scale	1/8" = 1'-0"

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DESIGN BY SARA LOLARGA

Sara Lolarga
87 Woodglen Road SW
Calgary, AB
sirlarga@outlook.com

No.	Description	Date

Sara Lolarga

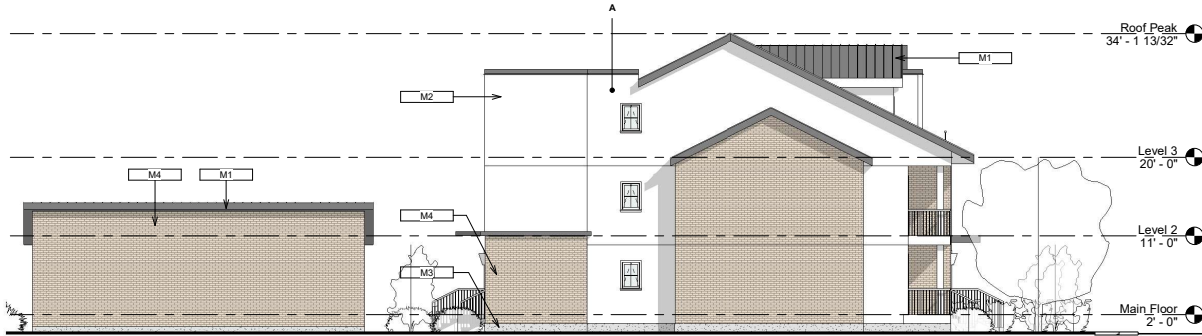
Heritage Design
Elevation - East
and West

Project number	3
Date	07/01/2020
Drawn by	Sara Lolarga
Checked by	N/A

A03.2

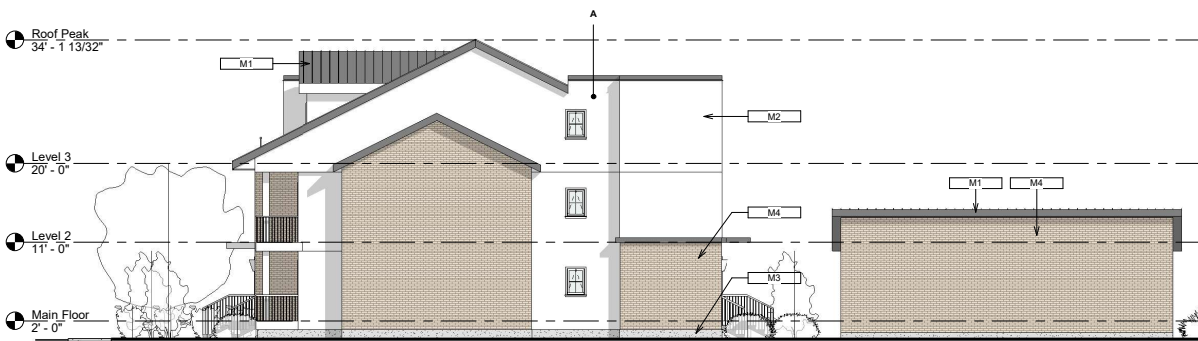
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① East
1/8" = 1'-0"

Limiting Distance - East
a) 50, 1.5, 8% of total = 4.36m²
Total Area of Openings - North
a) 1.67m²



② West
1/8" = 1'-0"

Limiting Distance - West
a) 50, 1.5, 8% of total = 4.36m²
Total Area of Openings - North
a) 1.67m²

EAST AND WEST MATERIAL LEGEND

Key Value	Keynote Text
M1	Aluminium Standing Metal Seam Roofing
M2	Stucco
M3	Cast-In-Place Concrete
M4	Brick



DESIGN BY SARA LOLARGA

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87 Woodglen Road SW
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slolarga@outlook.com



Exterior (North face)



Exterior (South face)

No.	Description	Date

Sara Lolarga

Heritage Design
Exterior Render

Project number	3
Date	07/01/2020
Drawn by	Sara Lolarga
Checked by	N/A
A04	
Scale	1/2" = 1'-0"

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Alternatives to Administration's Recommendations

Following the for-information presentation of PUD2020-0249 on April 1, 2020, a variety of opinions regarding the implementation of the financial incentives and policy tools identified by Administration were expressed. The recommendations included in this attachment anticipate alternative implementation direction from Committee and are intended to ensure expeditious and effective outcomes should Committee/Council not pursue Administration's original recommendations.

Non-Residential Tax Credit

If Committee/Council opts to implement a non-residential tax credit in lieu of the recommended increase to the City-wide Heritage Conservation Grant, the following recommendations should be used:

- *Return to the Priorities and Finance Committee no later than Q1 2022 with the non-residential tax credit financial incentive package for consideration in the 2023-2026 budget deliberations.*

Mid-Cycle Implementation of the Residential Tax Credit

If Committee/Council opts to implement the residential tax credit through mid-cycle budget in lieu of the recommended deferral to the 2023-2026 Budget deliberations, the following recommendations should be used:

- *Prepare a mid-cycle budget request to direct \$X million for 2021 and \$X million for 2022 from tax revenue to fund the residential tax credit financial incentive program; and,*
- *Return to the Priorities and Finance Committee no later than Q1 2022 with the 2023 – 2045 requirements for the residential tax credit financial incentive package for consideration in the 2023-2026 budget deliberations.*

2023-2026 Budget Implementation of Increased City-wide Historic Resource Conservation Grant Program

If Committee/Council opts to defer the implementation of the increase to the City-wide Historic Resource Conservation Grant Program to the 2023-2026 budget, the following recommendations should be used:

- *Return to the Priorities and Finance Committee no later than Q1 2022 with a request for a \$2 million increase to the annual budget and funding for the City-wide Historic Resource Conservation Grant Program from \$500,000 to \$2.5 million;*
- *Restructure the City-wide Historic Resource Conservation Grant Program in 2023 to direct \$2 million to non-residential conservation projects with a cap of \$1 million per project, and reserve \$500,000 for residential projects with the existing cap of \$125,000;*

Alternative Thresholds

If Committee/Council opts to implement the higher alternative thresholds for the heritage policy areas, the following recommendations should be used:

- *Undertake a two-year phased program (2021 – 2023) to implement the heritage area policy tools, using the 50% and 75% thresholds, through the local area planning process, Land Use Bylaw amendments, or associated land use redesignations, and return to the Standing Policy Committee on Planning and Urban Development to report on the progress and success of the program in Q4 2023;*

Heritage Area Planning Tools Thresholds for Consideration

Through the development and analysis of alternatives for heritage area policy tools, Administration and O2 Planning + Design modelled two threshold scenarios: recommended and alternative. The intent of the tools is represented by the threshold scenarios. If Committee and Council feel the intent is to capture many heritage assets across as many communities within heritage area policy boundaries, the recommended thresholds are appropriate. If Committee and Council feel the intent is to capture only high-integrity areas that consist of primarily heritage assets, then the alternative thresholds are appropriate.

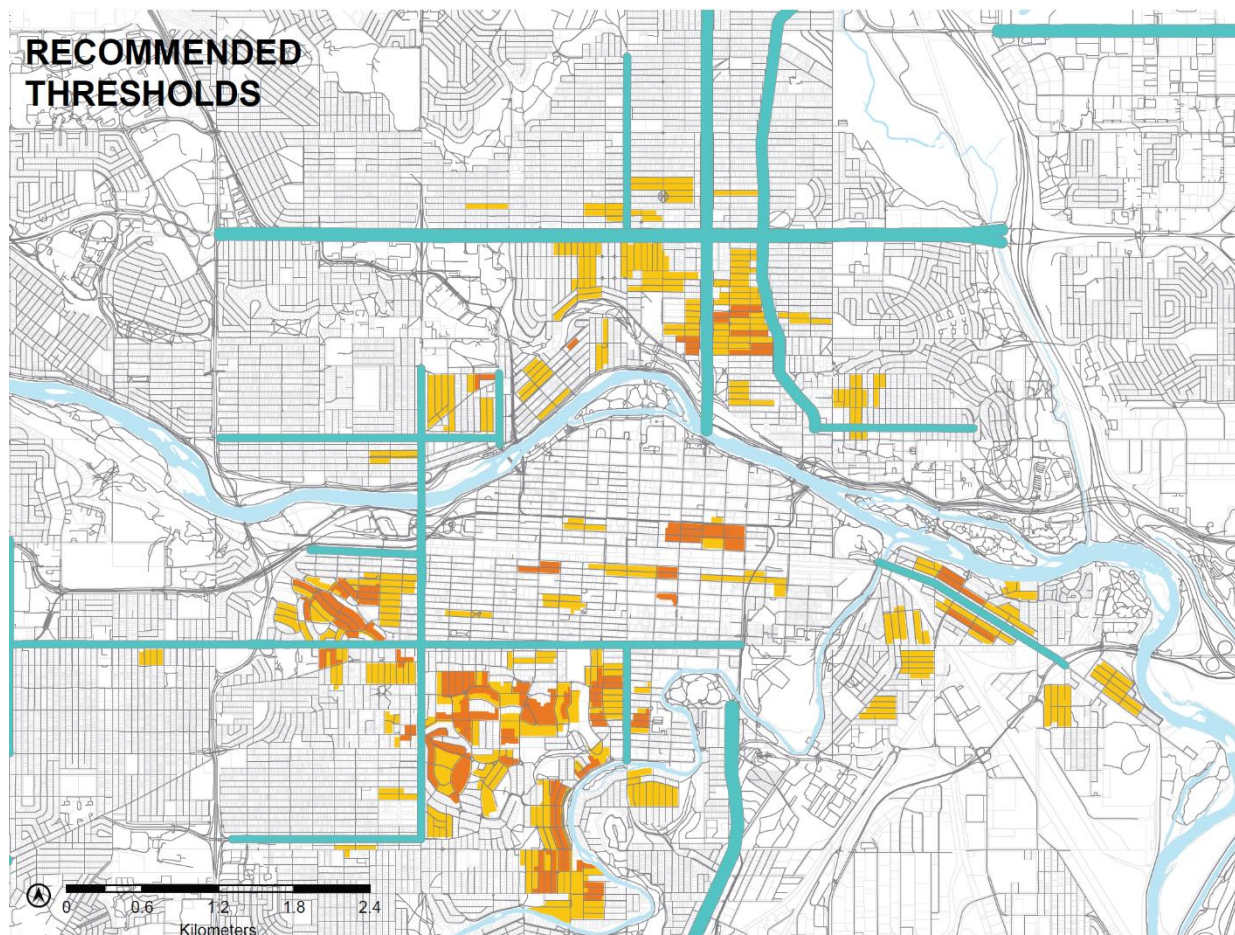


Figure 1: Extent of Recommended Thresholds. Yellow indicates Layer 2, Orange indicates Layer 3, Teal is excluded Main Streets

Recommended Threshold Value

Key Figures:

- Threshold for Layer 2: Discretionary Guideline Areas = 25 – 49% concentration of heritage assets.
- Threshold for Layer 3: Direct Control Heritage Areas = 50 – 100% concentration of heritage assets.
- Total area covered by policy layers: 350 hectares.
- Covers 2,263 heritage assets (53.3% of identified assets), 2,944 non-heritage parcels (1.7% of city-wide parcels).

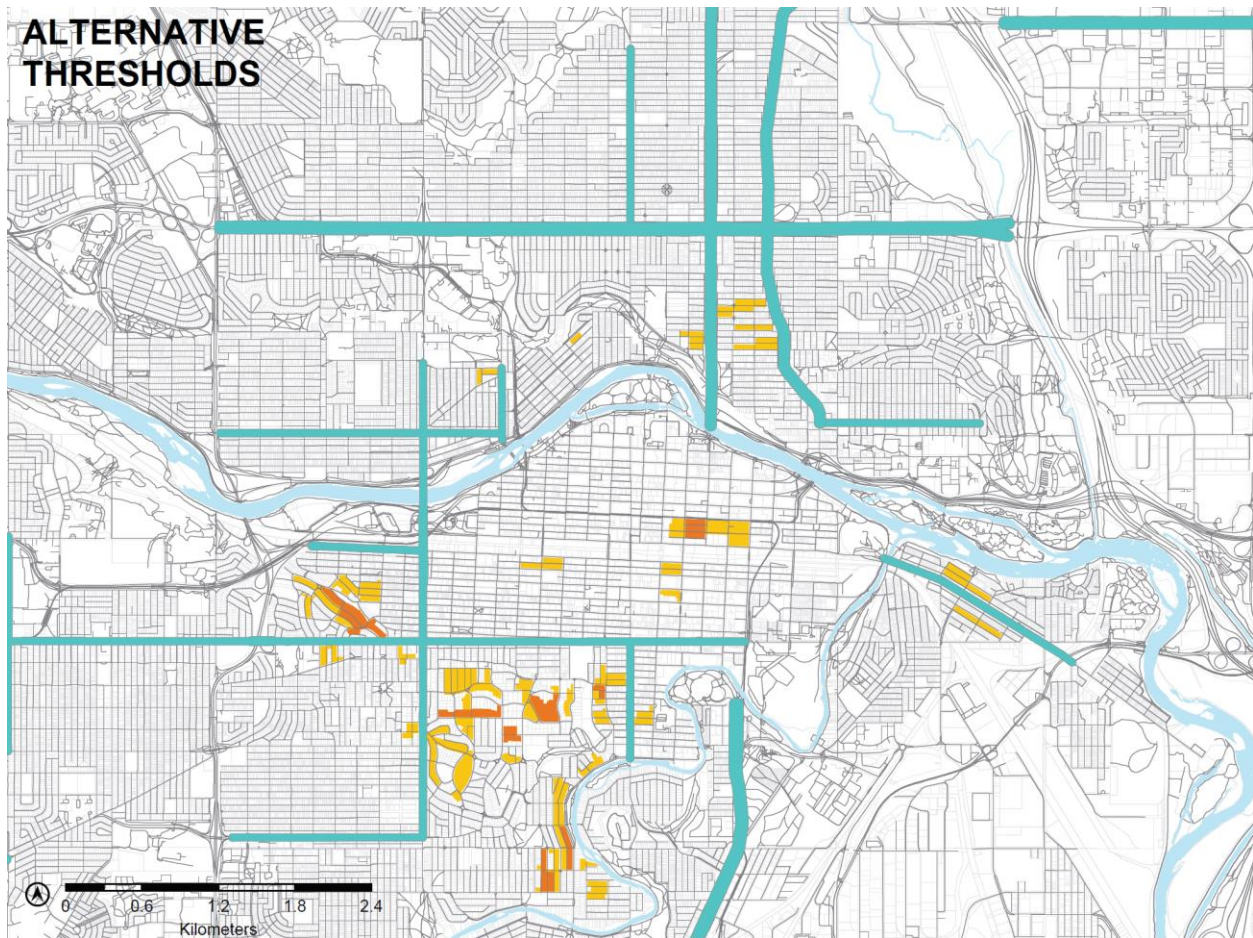


Figure 2: Extent of Alternative Thresholds. Yellow indicates Layer 2, Orange indicates Layer 3, Teal is excluded Main Streets

Alternative Threshold Value

Key Figures:

- Threshold for Layer 2: Discretionary Guideline Areas = 50 - 74% concentration of heritage assets.
- Threshold for Layer 3: Direct Control Heritage Areas = 75 – 100% concentration of heritage assets.
- Total area covered by policy layers: 90 hectares.
- Covers 745 heritage assets (17.5% of identified assets), 155 non-heritage parcels (0.09% of city-wide parcels).

Potential Mid-Cycle Budget Requests

Increased City-wide Historic Resource Conservation Grant Program

Key Assumptions:

- Analysis of potential scenarios found that, on average, the program could be reasonably estimated to cost between \$2.0 and \$2.5 million per year and may generate an additional 38 designations within 7 years.
- Typical non-residential matching grants, based on a review of typical conservation construction projects, are between \$200,000 and \$500,000, with larger or more iconic projects requiring \$1 – 1.5 million.
- Typical residential matching grants, based on a review of typical conservation construction projects, are between \$20,000 and \$100,000 with an average of \$60,000.
- Administration found, through a review of past Calgary projects and similar grant programs in other jurisdictions, a \$2.5 million grant program would allow for several typical residential and non-residential projects and a larger (iconic) non-residential project each year.
- A \$2 million increase to the annual budget and funding for the City-wide Heritage Conservation Grant Program results in a 0.115% increase to the mill rate for 2021.

Base Budget Increase Recommendations (2021)

- \$2 million increase to the annual base budget and funding for the City-wide Heritage Conservation Grant Program from \$500,000 to \$2.5 million

Funding Source:

- Mill Rate (taxes)

Residential Tax Credit

Key Assumptions:

- The proposed residential tax credit program is intended to provide property owners with a more competitive alternative to redevelopment than existing incentive programs offered for conservation. It would provide owners of residential Municipal Historic Resources with a 75% annual credit on their municipal property tax assessment for up to 15 years, or a maximum \$50,000 per property. The program terms do not require an owner to perform restoration or rehabilitation work.
- Typical residential matching grants, based on a review of typical conservation construction projects, are between \$20,000 and \$100,000 with an average of \$60,000.
- Out of the 741 total sites in Calgary that could be potentially eligible for this program, it is estimated that up to 315 may realistically apply for the residential tax credit.
- Two components make up the total program cost: the value of the provided tax credits and the cost of the new estimated staff resource.
- The funding for 2021 addresses the 31 existing resources, 50 newly designated resources and associated administrative costs.
- The funding for 2022 addresses 50 newly designated resources and associated administrative costs.

- This budget must proceed for 15-years to satisfy the designation agreements, even if no new designations occur after 2022.

Base Budget Increase Recommendations (2021)

- \$685,000 increase to the base budget and funding for the Residential Tax Credit Program for 2021.

Base Budget Increase Recommendations (2022)

- \$271,000 increase to the base budget and funding for the Residential Tax Credit Program for 2022 from \$685,000 to \$956,000.

Funding Source:

- Mill Rate (taxes)

Non-Residential Tax Credit

Key Assumptions:

- The non-residential conservation tax credit would allow owners of legally-designated non-residential heritage sites to apply to receive reimbursement of up to 50 percent of an approved restoration/rehabilitation project through an annual credit on their municipal property taxes over a period of up to 15 years.
- The credit amount is limited to 50 percent of each year's municipal tax assessment or capped at an overall yearly maximum of \$1 million.
- The 15-year total for this proposed program cannot exceed 15 percent of a property's overall value in combination with other City of Calgary conservation incentives.
- Based on a 17% uptake, (assumed from 2019 owners' survey), there are 38 potential applicants.
- Typical non-residential matching grants, based on a review of typical conservation construction projects, are between \$200,000 and \$500,000, with larger or more iconic projects requiring \$1 – 1.5 million.

Base Budget Increase Recommendations (2021)

- \$2.5 million increase to the base budget and funding for the non-residential tax credit program.

Funding Source:

- Mill Rate (taxes)

Strategic Vision

Through the 2008 *Calgary Heritage Strategy*, Council established a municipal vision “as a Canadian leader in historic preservation” and outlined stakeholders, goals, and actions in achieving that vision. Since the *Strategy*’s adoption, a majority of its 30+ identified action items have been completed, including the following major accomplishments:

- Establishment of the current **Historic Resource Conservation Grant Program** in 2012—systematizing funding for heritage sites
- Approval of the **City-Owned Historic Building Management Strategy** in 2011 (FM) and **Cultural Landscape Strategic Plan** in 2012 (Calgary Parks)
- Creation of the online **Inventory of Evaluated Historic Resources** in 2010—among the best of its kind in North America

Approval of the *Calgary Heritage Strategy* also introduced a set of 3 principles – **Identify, Protect, and Manage** – with the understanding that a successful overall approach to heritage conservation requires attention to all 3. With that in mind, the below information attempts to provide a high-level ‘snapshot’ of current progress towards Calgary’s heritage conservation vision through reporting on each principle.

How is Calgary doing?

“Identify”

- The *Inventory of Evaluated Historic Resources* currently has 869 listings, including 81 demolished resources (785 unique extant sites)
- Heritage Calgary added an average of 40 sites/year to the *Inventory* from 2009-2015, after which a Provincial funding source was eliminated. Subsequently, they add approx. 16 new sites annually
- The *Inventory* Evaluation System moved to a ‘values-based’ model in 2008 (LPT2008 -24), and has seen a fuller range of resources added including worker’s cottages, cultural landscapes, etc.
- The distribution of resource age on the *Inventory* is now more broadly reflective of Calgary’s major development periods

“Protect”

- Heritage Planning strives to achieve the designation of 7 historic resources per year. This number was exceeded in 2017 (11 sites) and 2018 (8 sites) - but being owner-driven, is difficult to anticipate
- An additional 11 sites are protected by legal agreements negotiated as part of comprehensive development projects affecting a historic resource
- As of this report, 99 sites have been designated as Municipal Historic Resources, or roughly 12% of the extant *Inventory*
- Including 2019, an average of 4 *Inventory* sites were demolished annually over the past five years. Heritage Planning does not have authority to withhold demolition permits for non-protected resources

“Manage”

- As part of Planning & Development, Heritage Planning has created conservation policy for the Municipal Development Plan, Developed Areas Guidebook, and various Area Plans
- All planning applications impacting historic resources are reviewed by Heritage Planning. Changes to Municipal Historic Resources are assessed and approved prior to permit issuance
- To date, 28 historic resources have been approved for funding through the *Conservation Grant Program*, totaling approx. \$4.12 million in investment
- The grant program reserve currently holds approximately \$350K in uncommitted funds, and is in discussions with 6 resources
- Where density transfer policies apply (Downtown, East Village, Beltline), 16 resources have designated and sold unused density

**Planning & Development Report to
SPC on Planning and Urban Development
2020 July 15**

**ISC: UNRESTRICTED
PUD2020-0721**

Guidebook for Great Communities Referral for Additional Direction

EXECUTIVE SUMMARY

At the 2020 March 4 Standing Policy Committee (SPC) on Planning and Urban Development (PUD) meeting, Administration presented a report on the Guidebook for Great Communities (Attachment 1). Committee recommended that the report go to the 2020 April 27 Public Hearing of Council; however, due to the COVID-19 pandemic, it was deferred to a later Public Hearing, sometime before the end of Q4, 2020.

At the 2020 March 4 PUD meeting, Administration heard feedback and comments on the proposed Guidebook for Great Communities (Guidebook) from committee members and members of the public. Administration has been reflecting on these comments and would like to propose changes to the Guidebook now, rather than wait for future updates through the Sustainment program. To enable Administration to address the concerns, on 2020 June 15, Council referred PUD2020-0207 back to Administration for further work, to consider feedback heard since the 2020 March 4 SPC on PUD.

This report summarizes the feedback received and outlines potential refinements that could be made to the Guidebook to address these comments. This includes a proposed coordinated scope of work, timelines, and engagement plan for both the Guidebook and the North Hill Communities Local Area Plan (PUD2020-0739).

The Guidebook for Great Communities is critical in supporting city building in our current economic environment. It will provide the foundation for updated and consistent policy at the local area plan level that will allow communities an opportunity to create a vision for what growth and evolution will look like as Calgary looks to attract new Calgarians, businesses and investment to support our economic recovery.

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Planning and Urban Development recommend that Council:

1. Direct Administration to revise the proposed Guidebook for Great Communities based on the work outlined in Attachment 3 and Attachment 4 and to return to the SPC on Planning and Urban Development no later than 2021 January, in conjunction with the North Hill Communities Local Area Plan.
2. Direct Administration to return to the SPC on Planning and Urban Development with a scope for the Renewal of the Land Use Bylaw at the same time as the Guidebook for Great Communities.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2020 June 15 meeting of Council it was moved by Councillor Gondek, and seconded by Councillor Carra, that Council refer Guidebook for Great Communities, Report PUD2020-0207 and New Policy North Hill Communities Local Area Plan Wards 4, 7 and 9 Report PUD2020-0164, back to Administration for further work, to return to the 2020 July 15 Standing Policy Committee on Planning and Urban Development for further direction.

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At the 2020 March 16 Combined Meeting of Council, it was moved by Councillor Demong, and seconded by Mayor Nenshi, that with respect to Verbal Report C2020-0390, Covid-19: Corporate Response Update (Verbal), that the following be adopted: That Council:

1. Approve the COVID-19 City of Calgary Governance Structure; and
2. Authorize Administration, through the City Manager and appropriate General Manager, to defer any Council and Committee reports due in Q1 or Q2 2020 to Q4 or a later date without further Council approval, expect where Council direction or approval is required by legislated timelines.

At the 2020 March 4 SPC on Planning and Urban Development moved by Councillor Carra that with respect to Report PUD2020-0207, the following be approved, as amended: That the Standing Policy Committee on Planning and Urban Development:

1. Direct Administration to:

- a. Prepare a bylaw for the Guidebook for Great Communities as outlined in Attachment 2; and
- b. Forward the proposed Bylaw, to accommodate the required advertising, and this report, directly to the 2020 April 27 Combined Meeting of Council.

2. Recommend that Council:

- a. Hold a Public Hearing for the proposed bylaw at the 2020 April 27 Combined Meeting of Council, and give first reading to the proposed Bylaw and prior to second and third readings, amend the bylaw as follows:
 - i. Replace the term "Tall scale" with the term "Highest Scale" where ever they appear in the bylaw.
 - ii. Replace the term "minor" when referring to the three activity levels defined in the urban form classification system to the terms "moderate" wherever they appear in the bylaw.
- b. Direct Administration to use the policies of chapter 3 of the Guidebook for Great Communities throughout the built-out areas as guidelines when reviewing development permits;
- c. Direct Administration to, upon approval of the Guidebook, develop a scope for the Renewal of the Land Use Bylaw, as contained in Attachment 3, and return to Council prior to the mid-cycle budget deliberations for 2020; and
- d. Direct Administration to undertake the work associated with the motion arising from 2019 July 29 (Report CPC2019-0759), to bring forward land use bylaw amendments that better facilitate mid-block rowhouse implementation, and to return in conjunction with Phase 1b of the renewal of the Land Use Bylaw.

Additional previous Council direction can be found in Attachment 2.

BACKGROUND

The Guidebook is part of a group of interconnected planning initiatives, which lay the foundation for the next generation of planning in Calgary. Working with, and building on existing policies, the Next Generation Planning System realizes thriving communities that are loved by everyone,

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by enabling development and investment through clear, accessible plans, strategies and tools that strategically guide and support growth. This program of initiatives provides a coordinated and clear planning system for the whole city, removes outdated and redundant policy and creates a more robust toolbox to enable reinvestment and growth in Calgary. See report PUD2020-0207 (Attachment 1) for a summary of the Next Generation Planning System.

The Guidebook is a planning policy document that provides a consistent approach to local area planning through common planning policies and a plan framework that enables communities to evolve in a manner that responds to the needs of current and future residents. Over the last year and a half, Administration has been engaging on the Guidebook through the development of local area plans, including North Hill, Heritage and Westbrook local area plans. Based on feedback received in that process, Administration had been preparing refinements to the Guidebook through an ongoing sustainment process.

Since the 2020 March 4 SPC on Planning and Urban Development, Administration has been considering feedback received, and working on potential refinements toward clarity and simplicity of both the Guidebook for Great Communities, as well as the North Hill Communities Local Area Plan. Yet, due to the direction from the SPC on Planning and Urban Development on 2020 March 4 to proceed to Council for a public hearing, Administration was limited in what changes could be made, advertised, and brought to public hearing. In addition, due to the COVID-19 pandemic, and the significance of these planning policies, Administration had delayed the timing of the public hearings so that Calgarians could focus on their families and businesses.

Since the onset of the COVID-19 pandemic, Administration has been considering impacts to the City Planning & Policy workplan initiatives and strategizing around an appropriate way forward that continues to allow for meaningful public participation. To help inform Administration's approach, a panel discussion was held at the 2020 May 06 meeting of the SPC on Planning and Urban Development to discuss the COVID-19 pandemic situation and associated challenges and opportunities with respect to ongoing planning work and public engagement. The panel consisted of nine stakeholder representatives, including members from Administration, Calgary Chapter of the Commercial Real Estate Development Association (NAIOP), the Federation of Calgary Communities, the University of Calgary, the development industry, and community associations. The panel discussion covered various aspects for consideration with respect to public engagement during and after the COVID-19 pandemic. This feedback, along with other important inputs and considerations, will help to inform Administration's approach for a way forward with ongoing planning work during the pandemic. This feedback was then received by committee on 2020 June 3.

On 2020 June 15, Council approved a motion to refer the Guidebook for Great Communities and the North Hill Communities LAP back to the 2020 July 15 SPC on Planning and Urban Development (PUD) meeting rather than proceed to a public hearing. This request was made so that Administration could present an overview of the input and feedback received to date and for

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Committee to consider specific direction in response to that feedback, which may result in further work.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Below is an outline of feedback received from various sources that could be considered through updates to the Guidebook. Specific actions for the North Hill LAP are included in PUD2020-0739, which will also be presented at the July 15 SPC on Planning and Urban Development meeting. This feedback below includes items that were flagged as part of the proposed Guidebook sustainment program, feedback heard from the public at committee as well as feedback received from members of Council. For a more detailed description of each of these items (and options for how the plans can be amended to address this feedback), please see Attachment 3.

While most of the changes are minor in nature and do not require additional external outreach, changes to the Urban Form Categories are more substantial and will require targeted engagement with stakeholders to determine a final solution (see Attachment 4 for more details).

Items for Consideration

The following is an overview of the items:

1. Various updates to the North Hill Communities Plan

There are a number of minor changes desired by stakeholders for the North Hill Communities Local Area Plan. Some of these changes also require parallel amendments to the Guidebook as a result. These changes range from clarifying wording to adding supporting policies to ensure the two documents can be read together. More detail on the North Hill Communities Local Area Plan is provided in the associated report, PUD2020-0758.

2. Heritage Preservation Policies

An update report on the Heritage Conservation Tools and Incentive report will also be presented to the 15 July 2020 SPC on Planning and Urban Development committee meeting providing further direction on this work. The ongoing work on funding and policy tools for heritage conservation, may result in future amendments to the Guidebook as well as to the North Hill Communities LAP. Knowing the concern, Administration has created interim wording for each local area plan currently underway that includes heritage assets, including the North Hill Communities LAP. This referral offers the opportunity for more time to develop and include details on the tools in response to that direction, allowing stakeholders to have a better understanding of the tools and their intentions.

3. Climate Change

While policies related to climate change mitigation and adaptation are contained throughout the Guidebook, there is more work to be done with the City's Climate Adaptation group as they create a climate adaptation tool to assess local area plans. This would require more engagement with stakeholders and could feed into the Guidebook and help to provide a more robust policy approach to climate. Administration is proposing some minor amendments to the Guidebook in the near term that will help pave the way for more climate-related policies once the adaptation tool has been completed. These types of amendments will be included in the continued sustainment of the Guidebook.

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4. Scale

Through the participation in ongoing local area plan processes (North Hill, Westbrook, Heritage Communities) we have received feedback from stakeholders, including Calgary Planning Commission, regarding the potential need for an additional scale category between Limited (up to 3 storeys) and Low (up to 6 storeys). Some of the concern has been that development up to six storeys may not be appropriate in all locations, but heights above what is allowed for in the Limited scale category (3 storeys or less) is appropriate. This referral offers the opportunity to see if the current wording in the Guidebook which enables a local area plan to modify the maximum number of storeys allowed for in an assigned scale category where there is sufficient rationale to do so, is sufficient to address this issue or whether another solution is required.

5. Low-Density Residential Areas

The Calgary Municipal Development Plan indicates that a variety of low density housing forms (single-detached dwellings, semi-detached dwellings, suites, rowhouses and more) are appropriate everywhere low-density housing is desired (section 2.2.5(a)). The Guidebook for Great Communities is intended to implement and build upon the policies of the Municipal Development Plan by ensuring policy is in place to allow communities to grow and evolve over time. These policies do not eliminate the ability to have single detached dwellings. This referral will allow Administration to craft wording that would allow a future local area plan to determine areas of communities, where there are merits to enabling one type of low density form. It should be noted that this policy does not intend to exclude housing choice through Calgary's communities; but will enable communities going through a local area plan process to focus on areas where growth and evolution can occur in a meaningful way to support complete communities.

6. Urban Form Classification System and Urban Form Categories

Feedback and ideas regarding simplifying the urban form classification system in the Guidebook have been expressed by some members of Council, Calgary Planning Commission members, and internal stakeholders. Administration believes a reorganization of the system to simplify it and make it more user friendly and will greatly benefit the Guidebook's usability. Taking the time to evolve the system also allows for consideration, learning and response to the insights that have been gained through participation in the pilot local area plans (North Hill, Westbrook, and Heritage). This is the most significant change being proposed for the Guidebook and will require engagement with stakeholders and testing through the pilot local area plans (see Attachment 4 for more details).

Alternatively, the Guidebook for Great Communities could be approved as proposed in 2020 March (Attachment 1) and any additional feedback received in addition to the items outlined in Attachment 3 will be considered as part of the Sustainment program as the Guidebook will continue to be a living document.

Land Use Bylaw Work

Due to the delay of approving the Guidebook, Administration must push back work on the renewal of the Land Use Bylaw. The Guidebook sets the foundational policy that will guide a renewed Bylaw and should be adopted prior to working on implementation. This would also mean a delay to the work arising out of 2019 July 29 (Report CPC2019-0759), to bring forward land use bylaw amendments that better facilitate mid-block rowhouse implementation. When

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the Guidebook is brought forward for approval, a subsequent report will be brought forward to outline a scope for the bylaw renewal including how these amendments for mid-block rowhouse will be completed.

Stakeholder Engagement, Research and Communication

The above items were informed by the extensive engagement undertaken during the development of the Guidebook; however, since the Guidebook had already been recommended for public hearing by committee, specific engagement on the above items would not have been possible to undertake until such time as either the public hearing occurred, and direction given to Administration. It is anticipated that the revisions and actions required to address the changes would include targeted outreach to key area stakeholders with a limited and focused approach to engagement. Detailed engagement is only anticipated for the revisions to the Urban Form Categories. Administration will also continue to focus on an outreach and education program for the general public and the local area plan communities.

Strategic Alignment

The Guidebook advances The City's approach to planning, focused on implementing the Municipal Development Plan and advancing the Citizen Priority of A City of Safe & Inspiring Neighbourhoods. The initiatives within this program deliver on five of the Council Priorities for the City Planning & Policy Service Line for 2020: A. Implementing the Municipal Development Plan/Calgary Transportation Plan; B. City-Wide Growth Strategy; C. Modernized Community Planning; D. Connecting Planning and Investment; and, E. A Renewed Land Use Bylaw.

Social, Environmental, Economic (External)

Calgary is at a critical moment in time where economic recovery and attracting new businesses relies on being able to provide for diversified communities, varied housing choices, investment opportunities and growth. Calgary's demographics and household income are changing, along with the environment around us. Furthermore, business needs and trends require The City to be nimble and progressive, resulting in an opportunity to think about how to shape a city that responds to all Calgarians regardless of age, income, or gender.

In line with the goals of the MDP, this work will increase development certainty, growth, economic investment and varied built form outcomes. Calgary's recovery requires that we continue to evolve with our development sector, reduce the time required for applications and fewer site-specific applications for land use redesignations. The Guidebook and North Hill Communities Local Area Plan are the first steps to modern, streamlined policy which will provide a more inclusive and equitable city, and one that retains and attracts residents and businesses.

Financial Capacity

Current and Future Operating Budget:

There are no impacts to the current and future operating budget as a result of this report. It should be noted; however, that other work that was anticipated is now being delayed so resources can remain on the evolution of these plans.

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Current and Future Capital Budget:

There are no current or future capital budget implications associated with this report. However, to deliver on the next generation of planning, individual planning initiatives may present capital recommendations necessary to support budget investments.

Risk Assessment

The major risk that this report presents is the resulting delays and adjustments to the City Planning and Policy Service work plan due to reallocation of resources to the Guidebook and North Hill LAP. Three main adjustments are noted below:

1. Timing relative to Land Use Bylaw renewal

While Administration has proposed five big changes that will form the foundation for a renewal of the Land Use Bylaw, and previously anticipated bringing a scoping document to Council by Q3 2020, work on the update and new regulation will be delayed until the Guidebook is adopted as the Guidebook provides the foundation for its renewal. This is to ensure we are aligning policy with regulation, while also ensuring that resources are used where they are needed in the immediate term. The risk is that outdated regulation will remain in place, impacting the achievement of overall outcomes. This risk will be mitigated by focusing on updates to the existing Land Use Bylaw for the remainder of 2020 to help ensure Administration is responding to the needs of businesses.

2. In-flight local area plans timing adjustments

The additional time required to complete revisions to the Guidebook will cause delays to the North Hill Communities Local Area Plan, Greater Westbrook and Heritage Communities Local Growth Planning Projects, as well as the Inglewood-Ramsay: Historic East Calgary Area Redevelopment Plan. While North Hill can assess amendments based on their draft plan, Westbrook and Heritage LAPs are currently mid-point, which may mean that the process they are going through with stakeholders will need adjusting to incorporate new policies proposed by the amendments to the Guidebook. These amendments are timely, and we do not anticipate losing any of the work completed to date on the LAPs. It is most likely that there will be a delay in bringing these plans to Council, to ensure consistency with the revised Guidebook. For example, changes to the Urban Form Categories will impact the draft maps for each plan. This risk will be mitigated by working together with the Local Area Planning teams and ensuring that these Local Area Plans have the resources required to bring stakeholders along and doing timeline adjustments as required.

3. Timing for future Local Area Plans

One of the biggest challenges of changing the planning system and introducing new policy documents in a parallel approach is that it takes time. Ensuring the local area plans are done in a way that stakeholders can understand and appreciate the magnitude of change is imperative to their success. While more information can be found on timing in Attachment 5, the revisions to the Guidebook must be acknowledged as adjusting other work as anticipated. The Local Area Plan program aims to begin approximately 4 new plans per year. Administration had planned on beginning two new local area plans in the spring and fall of 2020 which have been delayed due to the COVID-19 pandemic and may now need to be further adjusted due to the additional time required to address changes to the Guidebook. Those communities will be informed of changes

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and additional outreach and education on the Guidebook will help to provide a better understanding of the planning process ahead of their local area plan launching.

REASON(S) FOR RECOMMENDATION(S):

The Guidebook for Great Communities helps to position Calgary for economic recovery and stability of growth within our neighbourhoods, while responding to Council's strong desire for a modernized approach to the planning of our communities. With a fluctuating economy, reluctance towards change, and shifting demographics, it is more important than ever for The City to be proactive, inclusive and bold. While this report presents a significant change to our established practice of planning communities, it accommodates an outcome that is the focus of all of Calgary's communities - making life better every day for the people within our city. The Guidebook for Great Communities focuses on the experiences people have in the places they love. It positions Calgary for orderly and predictable investment. Administration recommends adoption of the recommendations in this report.

ATTACHMENT(S)

1. Attachment 1 – PUD2020-0207 Guidebook for Great Communities March 2020 Report
2. Attachment 2 – Additional Previous Council Direction
3. Attachment 3 – Summary of Feedback Received and Future Considerations
4. Attachment 4 – Scope of Work and Outreach for Urban Form Classification System changes
5. Attachment 5 – Proposed Timeline Based on Scope of Work and Outreach Plan

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EXECUTIVE SUMMARY

Calgary is a city of inspiring neighbourhoods, each on a journey of growth and evolution. To continue being a great city made of great communities and to support growth throughout Calgary, Administration is delivering modernized planning tools. The *Guidebook for Great Communities* is part of a group of interconnected planning initiatives, known as The Next Generation Planning System, which will improve the way we plan Calgary's future and help us implement and realize the Municipal Development Plan and its policies (see Attachment 1). This report builds on reporting that went to Committee and Council in 2019 November providing an update on progress made since that time.

The first component of this report brings forward for approval the proposed *Guidebook for Great Communities (Guidebook)* (Attachment 2). The *Guidebook* provides a consistent approach to local area planning through common planning policies and a plan framework that enables communities to evolve in a manner that responds to the needs of current and future residents. Since 2019 November, Administration has tested the document through the North Hill Communities Local Area Plan, which has resulted in changes. Administration will continue to monitor the pilot projects and implement further changes through an approach to ongoing sustainment, including working with stakeholders to address issues as they arise.

The second component of this report is to deliver an updated implementation timing, contained in Attachment 3, for the framework to align the Land Use Bylaw (Bylaw) with the Municipal Development Plan and the *Guidebook*. As presented and approved in 2019 November, the framework for the renewal conceptualizes how new districts and regulations could be integrated into the Bylaw and outlines the main regulatory changes that could be required. Updated timing is necessary to account for the additional time to complete the *Guidebook*. Upon approval of both the *Guidebook* and updated timing, Administration will scope out the renewal of the Land Use Bylaw in more detail including potential resource and budget needs and will report back before mid-cycle budget adjustments in Fall 2020. In addition, work associated with a motion arising from 2019 July 29 (Report CPC2019-0759), to bring forward land use amendments that better facilitate mid-block rowhouse implementation, is being proposed to come back with Phase 1b, contained in Attachment 3.

The proposed *Guidebook* represents a major step toward achieving the goals of the Municipal Development Plan and Council's priority on building safe and inspiring neighbourhoods.

Approval(s): Dalglish, S. concurs with this report. Author: Khan, L., and Ferguson, C.

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ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Planning and Urban Development:

1. Direct Administration to:
 - a. Prepare a bylaw for the *Guidebook for Great Communities* as outlined in Attachment 2; and
 - b. Forward the proposed Bylaw, to accommodate the required advertising, and this report, directly to the 2020 April 27 Combined Meeting of Council.
2. Recommend that Council:
 - a. Hold a Public Hearing for the proposed bylaw at the 2020 April 27 Combined Meeting of Council, and give three readings to the proposed Bylaw;
 - b. Direct Administration to use the policies of chapter 3 of the *Guidebook for Great Communities* throughout the built-out areas as guidelines when reviewing development permits;
 - c. Direct Administration to, upon approval of the *Guidebook*, develop a scope for the Renewal of the Land Use Bylaw, as contained in Attachment 3, and return to Council prior to the mid-cycle budget deliberations for 2020; and
 - d. Direct Administration to undertake the work associated with the motion arising from 2019 July 29 (Report CPC2019-0759), to bring forward land use bylaw amendments that better facilitate mid-block rowhouse implementation, and to return in conjunction with Phase 1b of the renewal of the Land Use Bylaw.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2019 November 18 Combined Meeting of Council, it was moved by Councillor Gondek and seconded by Councillor Carra, that with respect to Report PUD2019-1015, the following be adopted:

That Council direct Administration to execute Option 2, as contained on page 7 of Attachment 13, with the following refinements:

- a. Build awareness among Calgarians about the changes being proposed and to allow Calgarians to participate in the community conversation on long-term planning and supporting growth with infrastructure and amenities;
- b. Communicate the vision & intent of the document within Calgary communities, in partnership with stakeholder groups, before the document becomes statutory. This communication should include examples from pilot communities;
- c. Prepare a clear engagement process for statutory planning work going forward, making expectations clear to all stakeholders about when to engage, what type of engagement is required, and what the outcomes of the work will be; and
- d. Provide further clarity on the relationship between this work and the City's shift to larger local area plans.

Approval(s): Dalgleish, S. concurs with this report. Author: Khan, L., and Ferguson

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At the 2019 November 18 Combined Meeting of Council, it was moved by Councillor Gondek and seconded by Councillor Carra, that with respect to Report PUD2019-1200, the following be adopted:

That Council direct Administration to:

1. Proceed with Phase 1 of the implementation scheduled for the renewal of the Land Use Bylaw as proposed in Attachment 1;
2. That Council direct Administration to return with an updated implementation schedule for the renewal of the Land Use Bylaw at the same time as bringing back the Guidebook for Great Communities; and
3. Report back through the Standing Policy Committee on Planning and Urban Development no later than Q1 2021.

Additional previous council direction can be found in Attachment 4.

BACKGROUND

In 2017, the Developed Areas Guidebook (Municipal Development Plan: Volume 2, Part 3) was approved by Council as one of three guidebooks intended to help implement the broad vision of the Municipal Development Plan by providing consistent planning policies across communities. On 2019 October 2 Administration presented to the SPC on Planning and Urban Development an evolution of this work in the form of the *Guidebook for Great Communities* (PUD2019-1015 - Great Communities for Everyone). At the same time, Administration also presented a potential plan regarding a renewal of the Bylaw based on policy provided in the *Guidebook* (PUD2019-1200 – Implementing Great Communities for Everyone). It was however, acknowledged that there were outstanding concerns with the *Guidebook* and thus timing associated with the renewal of the Land Use Bylaw. The committee determined that through the creation of a panel, stakeholder representatives and members of Administration could come together to: 1) confirm the expectations of the *Guidebook*, 2) discuss any outstanding areas of disagreement in the *Guidebook*, and 3) propose possible testing methods of the *Guidebook's* practices and policies.

On 2019 November 6, the SPC on Planning and Urban Development heard from the members of the panel regarding issues identified with the *Guidebook*. Instead of adopting the *Guidebook* at that time, Committee and Council directed Administration to return with the *Guidebook* together with the North Hill Communities Local Area Plan to provide stakeholders with more time to understand the document and provide more opportunity to create awareness of the document. It was accepted by Council that by delaying the adoption of the *Guidebook*, future work on the renewal of the Land Use Bylaw would be delayed as well.

Next Generation Planning System

The *Guidebook* is part of a group of interconnected planning initiatives, which lay the foundation for the next generation of planning in Calgary. Working with, and building on existing policies, the Next Generation Planning System realizes thriving communities that are loved by everyone, by enabling development and investment through clear, accessible plans, strategies and tools that strategically guide and support growth. This program of initiatives provides a coordinated and clear planning system for the whole city, removes outdated and redundant policy and

Approval(s): Dagleish, S. concurs with this report. Author: Khan, L., and Ferguson

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creates a more robust toolbox to enable development and investment in Calgary (see Attachment 1 for more information).

The *Guidebook for Great Communities* is a set of policies towards planning a great Calgary. It connects the overall vision for Calgary, as contained in the Municipal Development Plan/Calgary Transportation Plan, to implementation at the community level. The *Guidebook* provides consistent, best-practice, community development policies in one document. It works together with a community's local area plan to guide and enable investment in the community. Providing consistent policies for all areas in one *Guidebook* allows each local area plan to focus its policy guidance on the unique aspects of the individual community. This combination of consistency and certainty creates a user-friendly, enabling environment for investment in Calgary's communities. The *Guidebook* incorporates tools from the City-Wide Growth Strategy and Funding and Financing initiatives, and will be the foundation for a renewed Land Use Bylaw. The *Guidebook for Great Communities* aims to:

- Focus on how people experience their community at the street level, rather than on buildings and uses;
- Provide more housing choice and services to residents of all communities;
- Increase certainty in the planning redevelopment process; and
- Connect guiding policy directly with Land Use Bylaw districts.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

To fulfill Council's direction in sections (a) and (b) above (provided at the 2019 November 06 meeting), Administration focused efforts on two main tasks: outreach and testing. Through these efforts, Administration heard that there are some other desired changes to the *Guidebook* that went beyond the issues identified through the testing. While Administration has considered these changes, work was prioritized to ensure changes were made to the *Guidebook* that were absolutely required before the *Guidebook* could be adopted. Future changes and updates will be considered through the sustainment approach outlined below.

Outreach

Council's direction was to focus on outreach and ensure Calgarians understood the vision and intent of the document. Administration worked to achieve this through a range of outreach options. These were designed for different audiences, ranging from those with little to no previous understanding of planning or the *Guidebook*, to those who have been involved with the creation of the *Guidebook* for the past year. The actions allowed stakeholders to participate in community conversations and awareness building regarding not only the *Guidebook*, but also long-term planning objectives. Administration was able to share examples from the North Hill Communities Local Area Plan to help communicate the intent of the *Guidebook* and show how it would be used with future local area plans. For a full list of outreach activities and additional detail please see Attachment 5.

Testing

Since 2019 November, the *Guidebook* policies have been tested through the North Hill Communities Local Area Plan. Testing of the *Guidebook* policies has also occurred through an internal review of existing and already approved development applications. In addition,

Approval(s): Dalgleish, S. concurs with this report. Author: Khan, L., and Ferguson

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Administration held a couple sessions with development industry stakeholders to go through approved applications to show how the *Guidebook* policies would be applied.

Further, Administration has also been collaborating on the Heritage Communities Local Area Plan as well as the Westbrook Local Area Plan. Being part of these pilot plans from the beginning has allowed Administration to build on the findings from the North Hill Communities Local Area Plan and process, modify some of the engagement sessions and begin to have a different conversation with communities about how to achieve desired outcomes.

Revisions

Overall, Administration revised the *Guidebook* based on the learnings and findings from this testing. There are findings that could not be included in the *Guidebook* given the need to do additional engagement to determine appropriate revisions; however, these will be included in the next phase of updates as part of the sustainment process. While the details of these refinements (and potential future amendments) can be found in Attachment 6, the biggest changes include:

- Recommending that chapter 3 of the *Guidebook* be a statutory document only when a local area plan has been created using the urban form categories of the *Guidebook*
- Ensuring alignment between the *Guidebook* and the North Hill Communities Local Area Plan (that will lend to the clarity with future local area plans)
- Changes to mapping and colour tones to improve legibility and accessibility
- Clarity in the wording of some policies to ensure they are understood and implementable

Sustainment Approach

The *Guidebook* team will continue to be part of resolving any issues as they arise on development applications and plan creation. In addition, any changes or feedback collected through the Next Generation Planning System work, will be reviewed in a coordinated way amongst internal teams. Upon adoption of the *Guidebook*, Administration will also create a sustainment process comprised of panel members and other invested stakeholders, where issues can both be identified and examined (more information on this process can be found in Attachment 7). This will provide a venue to discuss necessary future changes and to support the transition to the new urban form categories, both internally and externally.

Clear Engagement Process

The Baseline Engagement and Communications Project establishes a predictable engagement and communications approach for planning and development projects (ranging from policy to land use amendments). Attachment 8 provides a summary of this project. This project concluded in 2019 September with the launch of the Community Outreach on Planning and Development Toolkit (refer to calgary.ca/planningoutreach). The toolkit clearly outlines community outreach roles and responsibilities across a variety of planning and development initiatives - from policy plans to development permit applications - and provides a range of tools and resources to support effective community outreach across all file types. Administration will continue to use this approach for future Next Generation Planning System projects, including the next steps of the renewal of the Land Use Bylaw.

This work should help to provide a clear engagement process for statutory planning work going forward, making expectations clear to all stakeholders about when to engage, what type of

Approval(s): Dalglish, S. concurs with this report. Author: Khan, L., and Ferguson

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engagement is required, and what the outcomes of the work will be, ultimately fulfilling Council's direction (c) above (provided at the 2019 November 06 meeting).

City's Shift to Larger Local Area Plans

Knowing this is one of Council's directions (section (d) of direction above from 2019 November 18), the *Guidebook* aims to provide a consistent framework to plan complete communities across Calgary's built-out areas. In order to achieve the goals and principles of the *Guidebook*, larger areas to develop local policy plans will provide an efficient way to discuss how multiple communities evolve and change together to create complete communities that all benefit from the shared elements that connect these communities. By providing a common set of policies and urban form categories, the *Guidebook* allows local area plans to be more efficient and focus on truly local issues rather than redefining general planning policies with every plan. Combined with consolidating many communities into a single plan, this allows planning policy to be more up-to-date and responsive to changes in technology, market trends and demographics. The *Guidebook* provides a planning policy system that focuses on how people experience their community. It will be used in all future local area planning projects.

Calgary Planning Commission

Since presenting to Council in 2019 November, Administration met for a closed session workshop with Calgary Planning Commission regarding the North Hill Communities Local Area Plan. This meeting showed the Commission how the North Hill Communities Local Area Plan used and implemented the *Guidebook for Great Communities* allowing Commission members to see how the two documents worked together. This included testing interpretation of the two plans using two development scenarios. Commission members provided positive feedback and support regarding how the two documents worked together. Since the workshop was primarily for the North Hill Communities Local Area Plan, all comments and suggestions received by Calgary Planning Commission as well as Administration's follow-up to each item are included in the North Hill Communities Local Area Plan report to Committee (refer to Attachment 3 in report PUD2020-0164).

Update on timing of the Land Use Bylaw Renewal work

A framework for a renewal of the Land Use Bylaw was presented in 2019 November and approved by Council. This framework conceptualizes how new districts and regulations could be integrated into the Land Use Bylaw and outlines the main regulatory changes that could be required. Updated timing is necessary to account for the additional time to complete the *Guidebook*. Attachment 3 provides more details on this updated timeline. Upon approval of both the *Guidebook* and updated timing Administration will scope out the renewal of the Land Use Bylaw in more detail including potential resource and budget needs in Fall 2020.

Stakeholder Engagement, Research and Communication

Since 2019 November, Administration has been part of the North Hill Communities Local Area Plan process, working with the stakeholders to ensure that the *Guidebook* was being tested and reflected the needs of this plan. Administration also provided an update to the panel created in 2019 October to discuss amendments and changes.

Approval(s): Dalgleish, S. concurs with this report. Author: Khan, L., and Ferguson

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While the *Guidebook* presented in this report represents the culmination of content-specific engagement sessions with various key stakeholders, this work has also been informed by conversations with Council, communities, the development and building industry and other stakeholders over many years. Letters of support from stakeholders can be found in Attachment 9.

Since the adoption of the Municipal Development Plan and the Land Use Bylaw, more than 75 engagement sessions have occurred on various topics. In addition, there have been hundreds of public hearings of Council on planning matters that have helped show communities' perspectives and concerns, as well as Council's direction.

Strategic Alignment

The revised *Guidebook* contributes to advancing the Next Generation Planning System in Calgary and aligns with other initiatives being delivered as part of this program. Initiatives within the program are part of a systematic change to The City's approach to planning, focused on implementing the Municipal Development Plan and advancing the Citizen Priority of A City of Safe & Inspiring Neighbourhoods. The initiatives within this program deliver on five of the Council Priorities for the City Planning & Policy Service Line for 2020: A. Implementing the Municipal Development Plan/Calgary Transportation Plan; B. City-Wide Growth Strategy; C. Modernized Community Planning; D. Connecting Planning and Investment; and, E. A Renewed Land Use Bylaw.

Social, Environmental, Economic (External)

Calgary is at a critical moment in time where demographics and household income are changing, along with the environment around us. Further, business needs and trends are also changing, resulting in an opportunity to think about how to shape a city that responds to all Calgarians regardless of age, income, or gender. Attracting new businesses relies on being able to provide for workers and business owners, both in terms of shelter and cultural needs. This body of work will also help to increase development certainty and built form outcomes, reducing time required for applications and fewer site-specific applications for land use redesignations. The *Guidebook* is the first step to a more inclusive and equitable city, and one that retains and attracts residents and businesses.

Financial Capacity

Current and Future Operating Budget:

There are no impacts to the current and future operating budget as a result of this report; however, to support successful sustainment of this policy and program of work, future additional resources may be required. Administration will evaluate those resourcing requirements once direction has been provided on the *Guidebook* and scoping for next steps has been completed.

Current and Future Capital Budget:

There are no current or future capital budget implications associated with this report. However, to deliver on the next generation of planning, individual planning initiatives may present capital recommendations necessary to support budget investments to support the City-Wide Growth Strategy and/or Main Streets Investment Program. It is anticipated that capital

Approval(s): Dalglish, S. concurs with this report. Author: Khan, L., and Ferguson

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recommendations to allow for policy implementation will be prepared for the One Calgary Mid-Cycle budget adjustment in 2020 and for future budget cycles.

Risk Assessment

In addition to the risks identified in 2019 November (PUD2019-1015 - Great Communities for Everyone), there are three risks that Administration would like to detail further in this report. The first risk is the fear of change and that the *Guidebook* will change the fabric of communities. There is a substantial amount of apprehension around how and when change will happen in communities, what growth looks like and what the needs are of Calgarians given the economic challenges being faced. Calgary communities have been evolving for over 100 years and will continue to change to accommodate existing and new Calgarians. It is because of this evolution that The City embarks on the creation of local area plans for multiple communities – in order to ensure that growth happens in a thoughtful way.

In addition, while the *Guidebook* itself does not prescribe densities, intensities, use or height to any parcel of land in the city, there is uncertainty as to what that process will look like with the upcoming local area plans, particularly given that they will encompass more communities than has historically been done. Further, there are outstanding projects that will not be completed prior to the *Guidebook* being brought back for adoption, which has led to questions about how they will be implemented post-*Guidebook* adoption. These projects include work on funding and policy tools for heritage conservation (2020 April) and Established Area Growth and Change Strategy (2020 May), which may result in future amendments to the *Guidebook*. Given this, Administration will work closely on future local area plans to ensure the *Guidebook* is implemented consistently. Further, through the Next Generation Planning System work, increased collaboration and coordination between initiatives will ensure that all communities are approached in a thoughtful manner to discuss change and growth.

The second risk is the perception that the *Guidebook* changes land use districts on the ground, and that there is a perception of how the *Guidebook* relates to the renewal of the Land Use Bylaw and upcoming new districts, despite multiple efforts to provide correct information. While the *Guidebook* itself does not change any existing land use on the ground, it does set up the framework for the delivery of potential new districts. Despite Administration's outreach efforts, a better understanding around community change takes both time and trust. This needs to be built between all parties and must be looked at as a two-way approach. Administration is confident that this trust can be established over time through on-going education and events.

The third risk is that should the *Guidebook* not be adopted by Council, future work plans will be impacted by any delay. Based on the *Guidebook* (if adopted), new districts will be created, starting with those that address the Limited scale Neighbourhood Housing areas, often referred to as low density areas. Without adoption of the *Guidebook*, Administration cannot embark on the Renewal of the Land Use Bylaw, and this could impact the alignment with other Next Generation Planning System projects or deliverables, since policy sets the direction for implementation. Without a clear vision, implementation will remain as is currently done today with existing districts. Administration intends to begin work on scoping out the Renewal of the Land Use Bylaw once the *Guidebook* is approved and will return to Council to provide more certainty around what that next piece of work will look like and mitigate this risk.

Approval(s): Dagleish, S. concurs with this report. Author: Khan, L., and Ferguson

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REASON(S) FOR RECOMMENDATION(S):

With a fluctuating economy, reluctance towards change, and shifting demographics, it is more important than ever for The City to be proactive, inclusive and bold. While this report presents a significant change to our established practice of planning communities, it accommodates an outcome that is the focus of all of Calgary's communities - *making life better every day* for the people within our city. The *Guidebook for Great Communities*, focuses on the experiences people have in the places they love. Administration recommends adoption of the recommendations in this report – the approval of the *Guidebook* for Great Communities and revised timing for the Renewal of the Land Use Bylaw.

ATTACHMENT(S)

1. Attachment 1 – Next Generation Planning System Overview
2. Attachment 2 – *Guidebook* for *Great Communities*
3. Attachment 3 – Renewed Land Use Bylaw Implementation – Revised Timing
4. Attachment 4 – Additional Previous Council Direction
5. Attachment 5 – Summary of Education and Awareness Campaign
6. Attachment 6 – Summary of *Guidebook* Revisions
7. Attachment 7 – Sustainment Process for *Guidebook*
8. Attachment 8 – Baseline Engagement and Communication Project Summary
9. Attachment 9 – Letters of Support

Approval(s): Dalglish, S. concurs with this report. Author: Khan, L., and Ferguson

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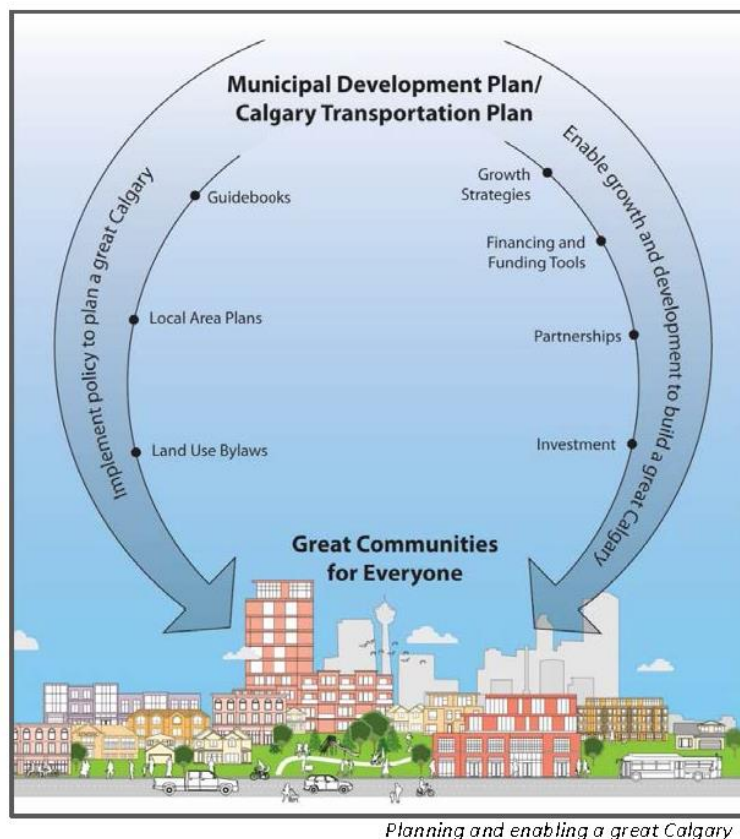
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Next Generation Planning System Overview

Initiated in 2019, the Next Generation Planning System will improve the way we plan Calgary's future. This systematic approach will help us implement and realize the Municipal Development Plan, which provides the foundation and framework for how we plan our city for citizens who live here now and citizens who will call Calgary home in the future.

Currently made up of nine initiatives, the next generation of planning provides a coordinated and clear planning system for the whole city. It removes outdated and redundant policy, and creates a more robust toolbox to enable development and investment in Calgary

The system combines policies that will allow us to plan a great Calgary with effective programs, strategies and tools, which enable growth and development to continue building a great city. The nine initiatives leverage and inform each other, from a citywide vision to development and construction.



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Next Generation Planning System

Working with, and building on existing policies, the Next Generation Planning System realizes thriving communities that provide housing, amenity, work and travel choices to everyone. It enables development and investment through clear plans, and strategies and tools that guide and support growth. The Next Generation Planning System consists of the following initiatives, addressing both policy and implementation activities to realize these development and community outcomes.

Municipal Development and Calgary Transportation Plans (MDP and CTP): *update policy*

The MDP and CTP are The City's long-range land use and transportation plans that look upwards of 60 years into the future, when Calgary's population is expected to reach over two million people.

Implement policy to PLAN A GREAT CALGARY.

- **Guidebook for Great Communities: *new policy***
Ensuring communities in Calgary can offer more housing, shops, work and service choices, while simplifying the planning process with consistent city-wide classifications for the urban form. It will be used to guide and shape Local Area Plans in the new Local Area Plan program.
- **Local Area Plans: *new program***
Using a multi-community approach to local planning, by grouping communities based on shared connections and physical boundaries. This approach makes stronger connections between communities and to key amenities and infrastructure. It helps to identify common issues and opportunities between communities, while removing duplicate and irrelevant policies and plans.
- **Heritage: *new policy***
Providing new policy tools and financial incentives to increase conservation of heritage resources.
- **Renewed Land Use Bylaw: *update policy***
Aligning the Land Use Bylaw with the *Guidebook for Great Communities* and the Local Area Plans so that the final built form accurately reflects the vision for our communities. The renewed Land Use Bylaw will focus on regulating the aspects that impact a person's experience at the street-level.

Enable growth and development to BUILD A GREAT CALGARY.

- **Established Areas Growth and Change Strategy: *new strategy and implementation plan***
Coordinating public investment, while supporting existing communities through their growth. It links to current policy efforts and supports developers to help build our city.
- **Offsite Levies Review: *update to policy***
Preparing a new off-site levy bylaw under current legislation, to enable growth-related capital infrastructure in established and new communities.
- **Main Streets: *next phase of program and implementation/construction***

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A continuum that goes from changes to land use that will support development opportunities to a streetscape master plan that is designed to support these changes and can be constructed in a coordinated fashion.

- **Transit-Oriented Development Implementation Strategy: *next phase***
Carrying out the implementation actions. It supports higher-density, mixed-use buildings and public realm design that prioritizes walking and cycling and maximizes the use of transit services.

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Guidebook for Great Communities

The Guidebook for Great Communities – Proposed, March 2020

Publishing Information	
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	calgary.ca
	19-0000854



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Guidebook for Great Communities

About the Guidebook

What is the Guidebook for Great Communities?

The Guidebook is a statutory document that bridges the Municipal Development Plan and local area plans to direct how Calgary will evolve and change to achieve great communities for everyone.

Why the Guidebook for Great Communities?

Cities constantly evolve and change. The Guidebook is a tool to help guide Calgary's change and evolution by establishing clear direction and a common understanding of how development will contribute to a great community.

How does the Guidebook for Great Communities work?

The Guidebook helps to advance a people-centred approach to community evolution by focusing on where life and activity occurs and planning development to support it. The Guidebook provides an urban form classification system to be applied through the local area planning process and policies to direct planning applications.

Where does the Guidebook for Great Communities apply?

The Guidebook applies to areas that have local area plans completed using the Guidebook.



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Guidebook for Great Communities

HOW TO USE THE GUIDEBOOK

The chart below is an overview of the structure of the Guidebook and it is intended to help readers quickly understand the relevance of each chapter to them during the steps of the planning process. Although each chapter focuses on different aspects of the planning process, the Guidebook should be read holistically when participating in any part of this process.

Chapters	1 Introducing Great Communities for Everyone	2 Planning Great Communities for Everyone	3 Building Great Communities for Everyone	4 Tools for Great Communities for Everyone
Overview	Introduces the principles and goals for great communities for everyone.	Describes the elements of a community and how they connect and provides a structure for community evolution to guide future growth and change.	Provides built form, development and general policies that guide building great communities.	Outlines the process for implementing optional policy tools and the legal framework for the Guidebook.
When to use the chapters				
Creating or amending a local area plan	●	●	○	●
Compiling a planning application	●	○	●	○
Reviewing a planning application	●	○	●	○
Implementing specific tools	●	○	○	●
Who uses the chapters				
Applicants and developers submitting an application	●	○	●	○
Development Authority	●	○	●	○
Members of the public reviewing an application	●	○	●	○
Communities during a local area plan process	●	●	○	●
Local area plan teams	●	●	○	●

Legend ● Higher relevance ○ Lower relevance

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Guidebook for Great Communities

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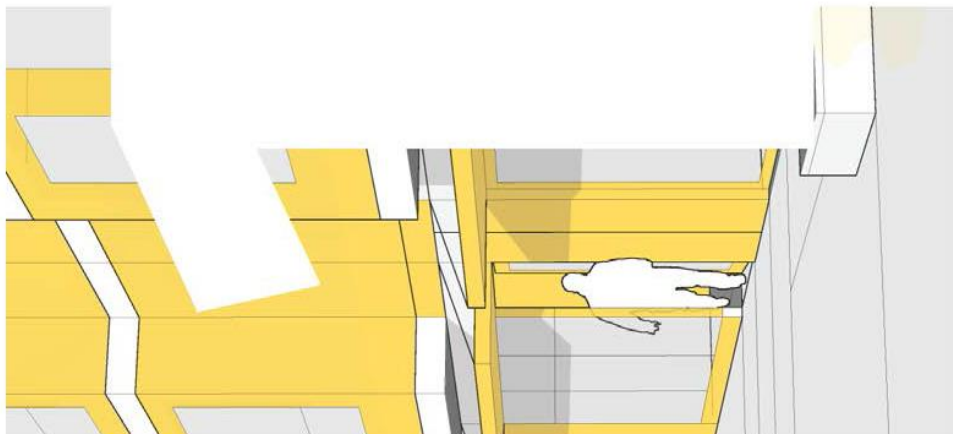
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Great Communities for Everyone

Our journeys are supported by the city around us—the sidewalks, lights, buildings, open space, roads and transit service. The way a community is built-out and evolves should support the activity of the people who are there and those who will be there in the future.

Picture a typical day, in a typical week, in your life. You wake up in your home, get ready and leave for the day. Where do you go? How do you get around? Maybe you walk along a tree-lined street, passing your neighbour walking her dog. Do you grab a morning coffee at the corner? Could you hop on the bus and head to school, or maybe jump on the C-train to head to work? Do you meet friends for lunch at a local restaurant? Perhaps your drop-in hockey league plays at the community rink a few blocks away, so you stop by on your way home.

Everybody experiences the city and their community differently, representing various personal journeys. Embedded in this Guidebook is a story about how Maria and her son David, a Calgary family, experience their community on a typical day.

The overlap of peoples' personal journeys, such as Maria and David's or that of David's friend, result in different levels of activity throughout the city. Our journeys are supported by the city around us—the sidewalks, lights, buildings, open space, roads and transit service. The way a community is built-out and evolves should support the activity of the people who are there and those who will be there in the future.

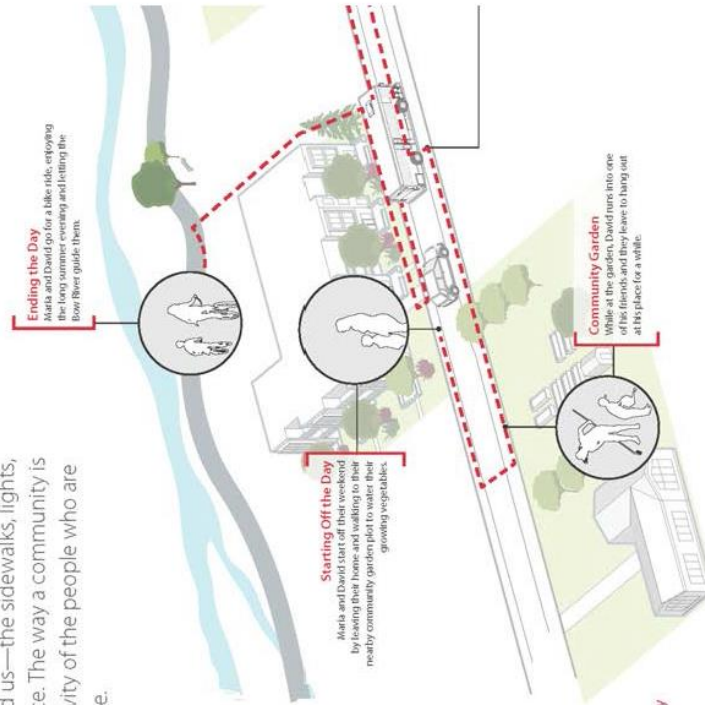


Figure 1: Maria and David's Weekend Journey in their Community

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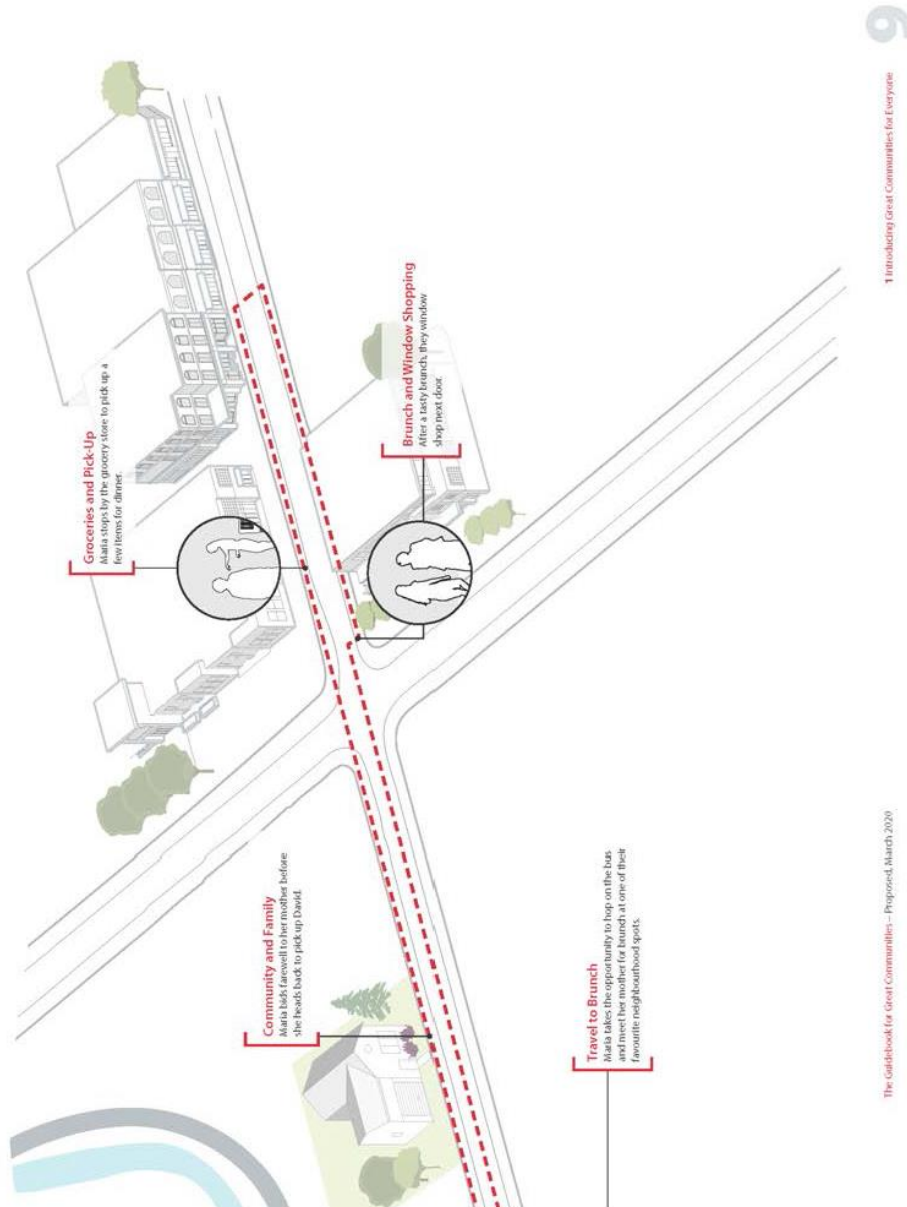
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Guidebook for Great Communities

Principles and Goals for Great Communities

The policies in the Guidebook are based on the following principles and goals that are central to creating and maintaining great communities for everyone and build on the **Municipal Development Plan**. Achieving these goals should make life better for everyone as they go about their daily journeys.

PRINCIPLES FOR GREAT COMMUNITIES

Opportunity and Choice Everyone has access to places to shop, learn, work, eat and play, and there are diverse housing and mobility options for many different people and household types.	Social Interaction There are a variety of places to gather, celebrate and interact with all kinds of people.	Economic Vitality Everyone has access to diverse employment options and an environment conducive to starting, operating and sustaining a business.
Health and Wellness Everyone has access to care, recreational opportunities and healthy food, and there are options to incorporate activity into how you get around.	The Natural Environment Natural areas are protected, restored and valued, and are accessible to everyone.	Identity and Place Neighbourhoods are well-designed and create a sense of place that fosters identity and pride in the community.



Figure 2: Goals for Great Communities

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Guidebook for Great Communities

Planning, building and sustaining great communities begins with a conversation about the needs and wants of current and future residents, businesses and visitors to a community. What makes the community great for everyone? What is missing that would make it better, safer, more accessible, affordable and enjoyable? What kind of choices are people offered by a community for housing, education, recreation, retail, restaurants, services and more? What are the most valued amenities in the community, including public art, **heritage resources**, parks and vistas? How does a community meet the principles and goals for great communities? What opportunities and challenges do you recognize?

GOALS FOR GREAT COMMUNITIES

- 1** Promote housing options that are varied, inclusive and affordable.
- 2** Provide opportunities to access goods, services and amenities close by.
- 3** Offer opportunities to gather and participate in civic, arts, cultural and entertainment activities, in both public and private spaces.
- 4** Provide varied and inclusive spaces and facilities for recreation, play and outdoor activities close by.
- 5** Ensure spaces are designed for everyone, foster a sense of place and are connected together—however a person moves.
- 6** Ensure natural areas, biodiversity and ecological functions are protected, restored and enjoyed.
- 7** Enable and support prosperity through diverse economic opportunities at a variety of scales.
- 8** Support the use of existing streets, services and buildings to reduce the need for new infrastructure.



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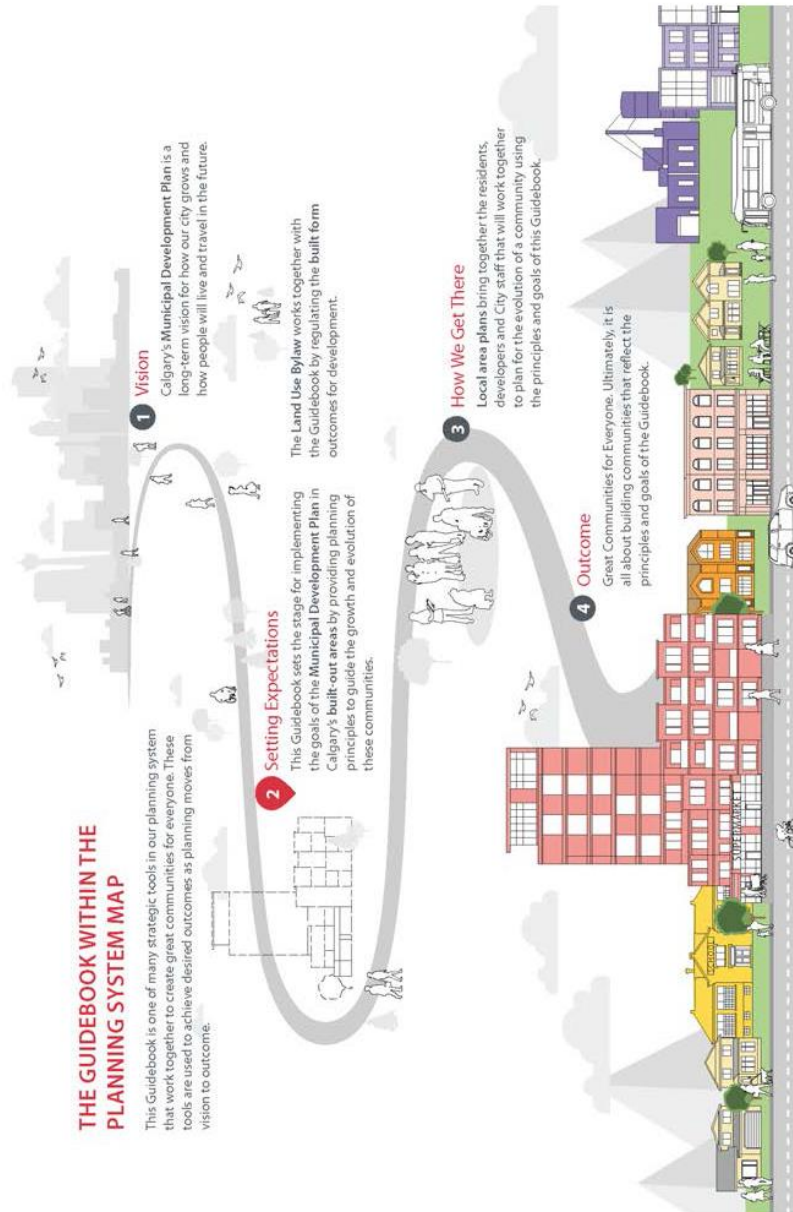


Figure 3: The Guidebook within the Planning System Map

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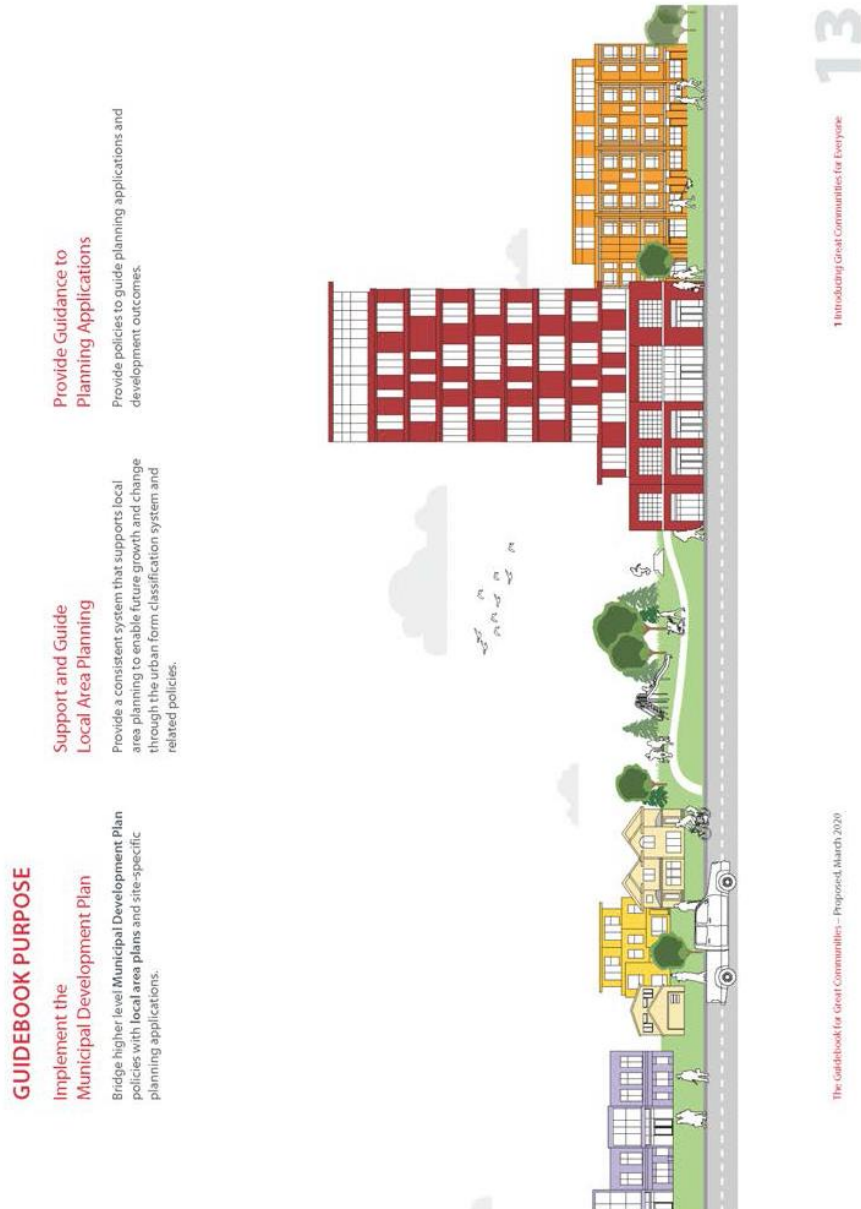
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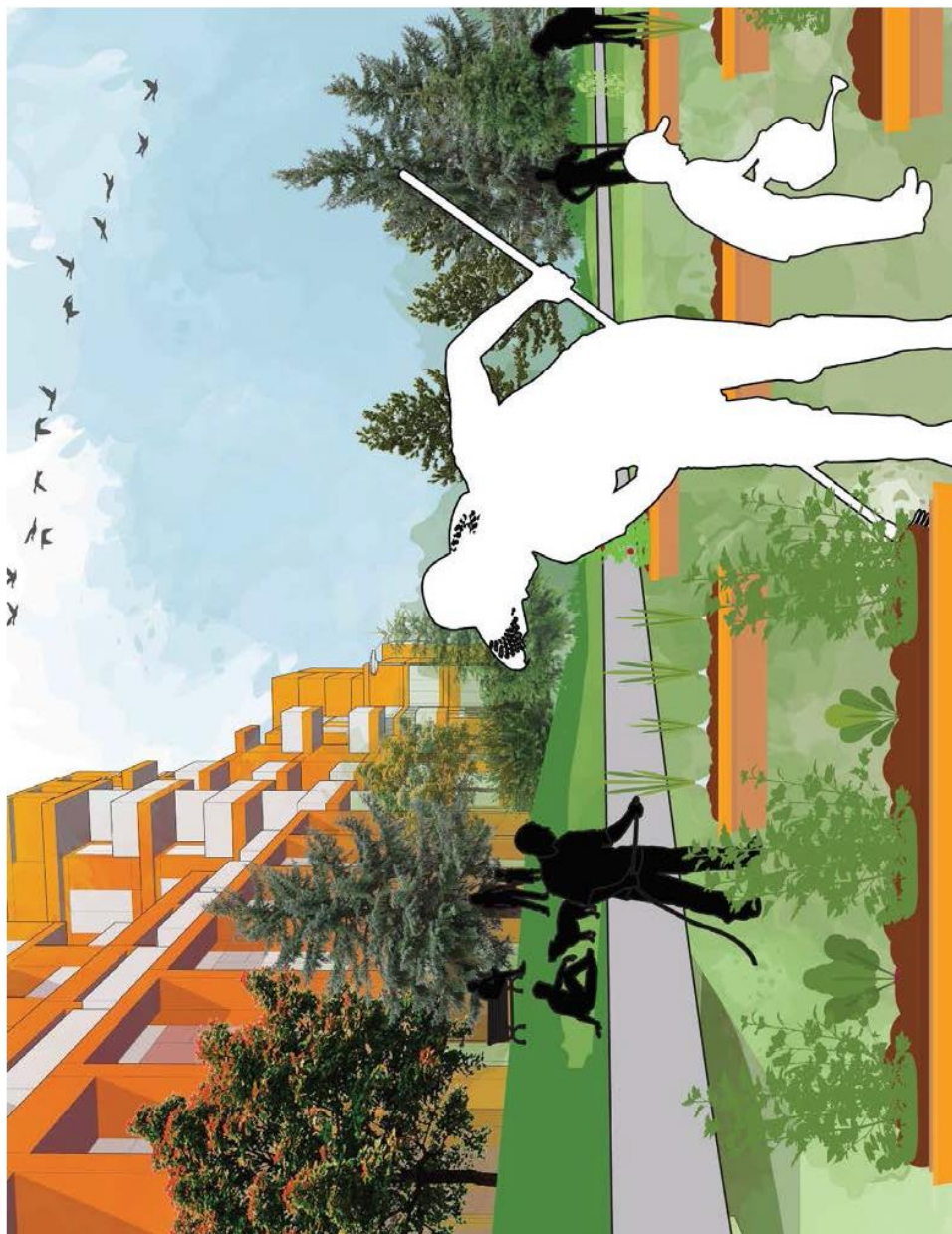
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Planning Great Communities for Everyone

What is this chapter about?

- Providing an urban form classification system that describes elements of a community and how they connect.
- Establishing a framework for community evolution to guide future growth and change.

When do you use this chapter?

- During the creation of a new **local area plan**.
- When amending a **local area plan** based on the Guidebook.
- At the beginning of an application process to understand the future direction for a community.
- During circulation or review of an application.

Who uses this chapter?

- **Local area plan** teams.
- Communities engaged in a **local area plan** process.
- People submitting, reviewing or commenting on a planning application in an area with a **local area plan** based on the Guidebook.

How will you use this chapter?

- To identify and categorize the different elements of a community through a consistent approach.
- To create a **local area plan** to guide future growth and change.
- To determine how planning applications support the evolution of a community and help achieve the Guidebook's principles and goals.

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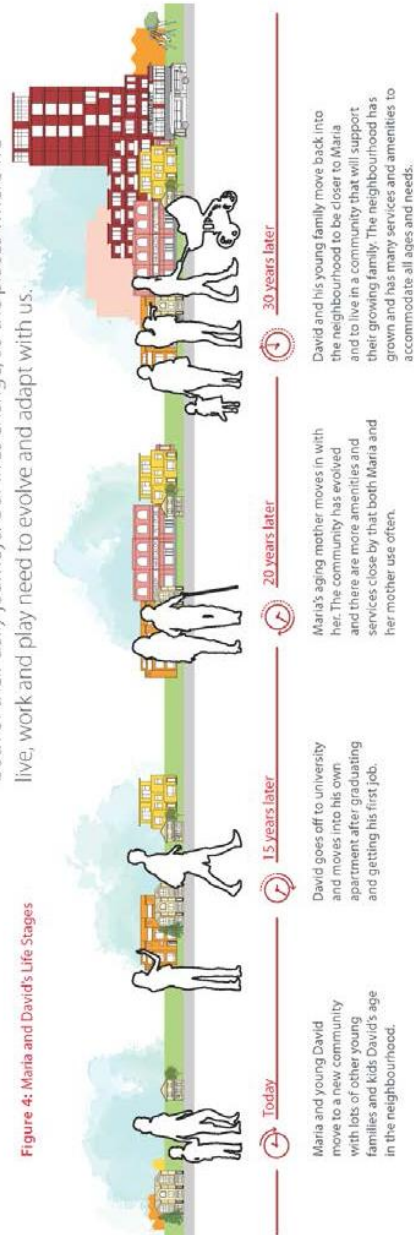
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Cities are made up of many inter-connected communities that are not bound by lines on a map, but are defined by where peoples' daily journeys take them.

As time passes in our communities, people get older, babies are born, some people move in to a community and some leave. We will get around differently and what we do for work, play and celebration may change. David will grow up and likely move into his own home. Maria may move away for a job or have someone new move in – a partner, perhaps, or her aging mother. New jobs, schools and friends will affect both of their daily journeys. Our lives change, so the places where we live, work and play need to evolve and adapt with us.

Figure 4: Maria and David's Life Stages



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Guidebook for Great Communities

Planning a Great Community

The principles of the Guidebook focus on qualities that improve our lives as our communities evolve and grow. The goals offer community-level planning actions that support these principles, providing a map for building and sustaining a great community. These principles and goals can help to frame conversations about how our communities might grow and change over time.

To begin to plan for a community it is important to understand what is already there, who lives there, how the community fits into the wider city and what has changed over time. Taking an inventory of existing amenities and mapping what is there helps to describe the current structure of a community and demographic data can help us understand who lives in a community. With this foundational understanding, we are now ready to talk about the strengths of a community—those things that are already working well and those things that are a challenge for a community. The principles and goals of the Guidebook can help determine what these strengths and challenges are.

Once the current strengths and challenges have been identified, it is important to think about and discuss what the future may hold. Where are we going? What are the things that will affect us in the future? How may global or local changes affect us? Think about how our communities will work for the people who will be there in the future, rather than just thinking about what we want today. These conversations start to identify the pressures we may face as a community and define opportunities for the future.

A local area plan for a community considers where a community is going and how it will evolve and grow to get there. This is a process of envisioning potential futures while considering the economic, social and environmental realities that we face. A great plan celebrates and enhances current strengths, responds to existing challenges and sets in motion actions that help a community realize opportunities and respond to future pressures. A great community offers everyone choices and opportunities, supports healthy lifestyles, provides opportunities for us to meet and engage with other people, protects and works with the natural environment and supports economic activity. These communities are diverse, vibrant and resilient and help people respond to changes in their lives and adapt to new or persistent environmental, social or economic conditions.

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Community Growth

The **Municipal Development Plan** directs growth to locations with defined characteristics and to specific urban typologies, such as **Main Streets** and **Activity Centres**, that are identified on the Urban Structure Map. Based on the city-wide growth plan in the **Municipal Development Plan**, a **local area plan** creates a more detailed plan for growth at the community scale.

This Guidebook helps **local area plans** implement and refine the growth policies of the **Municipal Development Plan** by providing an urban form classification system. The system differentiates the type and intensity of development characteristics throughout a community relative to each other and the community's role within the city. The personal journeys of people within the community are the foundation of the system, establishing what people do, and will do, in different parts of a community and how many people make use, or will make use, of these areas.

People go to different areas of a community for different purposes. Places where many people go are high activity areas, while places where fewer people go are lower activity areas. Despite the difference in overall activity level in different communities the structure is still similar: there are places where activity is focused in a community, such as a **Main Street**, and places that are less active, such as a local residential street. To recognize the similarities in community structure while respecting the differences in activity level between communities, the activity categories of the urban form classification system define activity levels in relation to one another in the context of a specific community.

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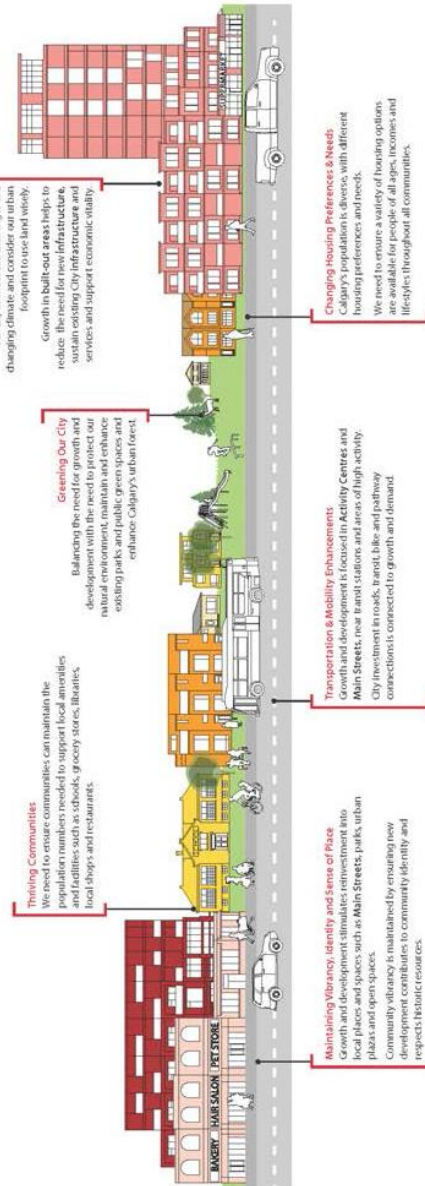
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- 2.1 Community Growth Policies**
To implement the Municipal Development Plan and the goals of the Guidebook, the following provide direction for where to focus new growth:
- Direct a greater share of growth and the highest intensities to Activity Centres, Main Streets, transit-oriented development areas and other areas of moderate to high activity.
 - Support areas with high-quality transit service and infrastructure with higher-intensity development. The core zone of a transit-oriented development area should have the highest intensity development relative to other areas of a community.
 - Concentrate people and jobs at densities that support transit, commercial opportunities and other services.
 - Provide diverse employment opportunities that are easily accessible by various modes of travel.
 - Support development of a broad range of industrial opportunities and protect the integrity of existing industrial areas.
 - Support locating housing opportunities and employment concentrations close to each other.
 - Direct new development to locations that optimize public infrastructure, facilities and investment.

Figure 5: Why Do Communities Need to Grow and Evolve?



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Urban Form Classification System

The urban form classification system identifies and categorizes the purpose, general function and activity level of different parts of a community. The relationship between the resulting urban form categories helps **local area plans** to demonstrate how the different areas of a community relate to and support each other.

The urban form classification system is comprised of fourteen categories that direct future community form outcomes. Categories are determined by filtering the information collected during local area planning exercises, through a series of steps, into categories based on purpose, general function, activity level and scale. Every area within a community should have an urban form category applied through a **local area plan** and represented through maps as outlined in Appendix 2.

This section identifies the urban form characteristics of each of the urban form categories. The policies of this section apply in conjunction with policy 2.1 and the policies contained in Chapter 3.

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POLICY MODIFIERS
Policy modifiers are optional policy components that are used to tailor an urban form category to address specific situations in communities.

SCALE MODIFIERS
Scale refers to the combination of height and massing that comprises a building. Scale modifiers determine building height and define how building mass should be managed. There are five categories of scale modifiers that apply to the Neighbourhood urban form categories.

PURPOSE
Purposes identify the most common function, current and future, of an area and are organized under four primary categories: Neighbourhood, Parks and Open Space, Industrial and Regional Campus. These are based on broad categories of activities that are compatible and complementary.

GENERAL FUNCTION
General functions sub-categorize the purpose of an area in a community, and focus on the dominant type of activity that people would experience on the ground.

ACTIVITY LEVEL
Activity level references the anticipated activity generated by people in an area. In neighbourhood areas, this activity is generated by people moving in-and-out of buildings and interacting along the street. The street and buildings should be designed to enhance the at-grade experience in a manner that appropriately responds to the activity level.

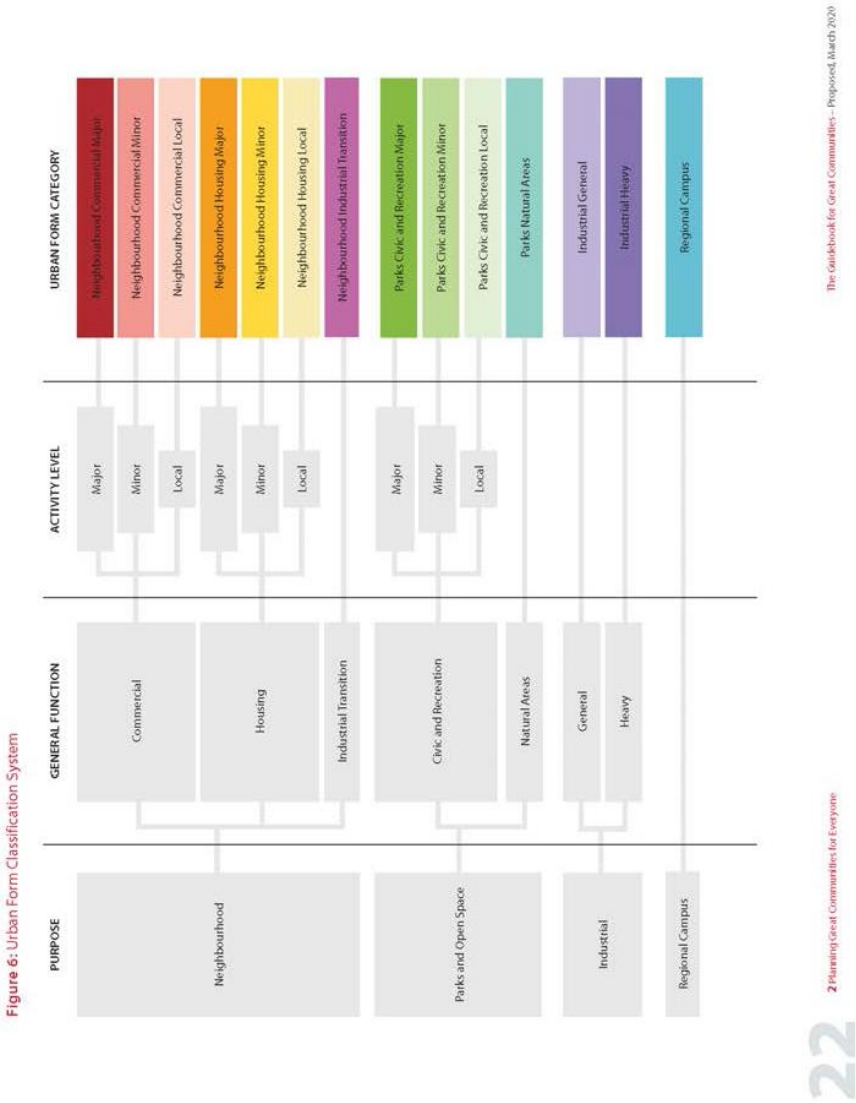
For parks and open space, activity level references the anticipated activity generated by people accessing and using the park, open space or facilities. The amenities and management of a park or open space should reflect the level of activity—either by providing appropriately scaled facilities and programming or managing the volume of users.

There are three activity levels defined in the urban form classification system: major, minor and local. Activity levels only apply to the Neighbourhood and Civic and Recreation urban form categories, and are expressed in relation to one another within a community rather than in absolute terms.

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Neighbourhood Purpose

The Neighbourhood purpose identifies areas within a community where people live, work and play. These areas include a variety of housing for people of all ages and means and a mix of commercial, employment, entertainment and institutional activities that support and are supported by the people living there. Neighbourhood areas are where the most personal journeys occur on a daily basis, as illustrated in Maria and David's story.

Neighbourhood areas are divided into three general functions based on the primary activity at the street level and the public experience of an area. The categories express the most common experience at the street level of buildings; however, these areas still include a mix of activities within buildings and along the street. For example, when visiting a neighbourhood's main street to visit your favourite restaurant, you may notice people's homes above or the park across the street. Likewise, areas of mostly housing may still have local shops, services and restaurants mixed in. Development will occur at a variety of scales based on local activity levels and intensities.

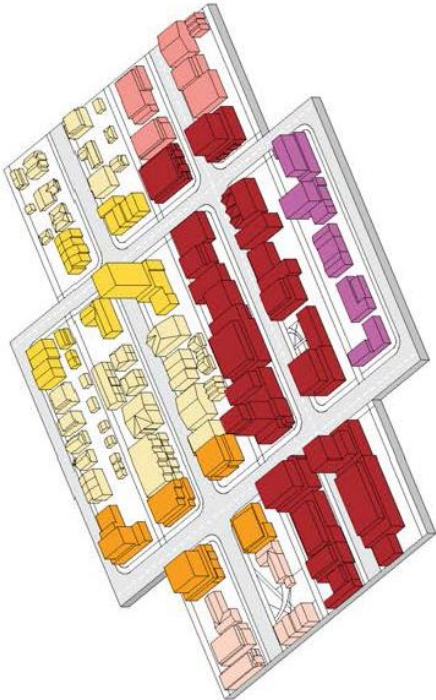


Figure 7: Neighbourhood Purpose
Urban Form Categories

- | |
|--|
| Commercial General Function |
| Neighbourhood Commercial Major |
| Neighbourhood Commercial Minor |
| Neighbourhood Commercial Local |
| Housing General Function |
| Neighbourhood Housing Major |
| Neighbourhood Housing Minor |
| Neighbourhood Housing Local |
| Industrial Transition General Function |
| Neighbourhood Industrial Transition |

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COMMERCIAL URBAN FORM CATEGORIES

There are three Neighbourhood Commercial categories that may be applied through a local area plan to identify commercially-focused areas where people mostly come to gather, eat, play and get what they need or want. The ground level of buildings in these areas are rich in commercial destinations with a built form to support their success by encouraging people to frequently go in-and-out of the buildings and interact along the street. Neighbourhood Commercial areas are also places where people may live, work, recreate and make things—activities that may occur at street level provided they also encourage a similar interaction with the street. Housing and office work spaces will often be located on the floors above retail spaces at the base of mixed-use buildings. Neighbourhood Commercial areas are also often an ideal location for indoor cultural, recreation or care facilities, as they can generate and attract similar activity levels.

Neighbourhood Commercial is sub-categorized into three urban form categories based on their relative activity levels and characteristics, as per policies 2.2, 2.3 and 2.4.

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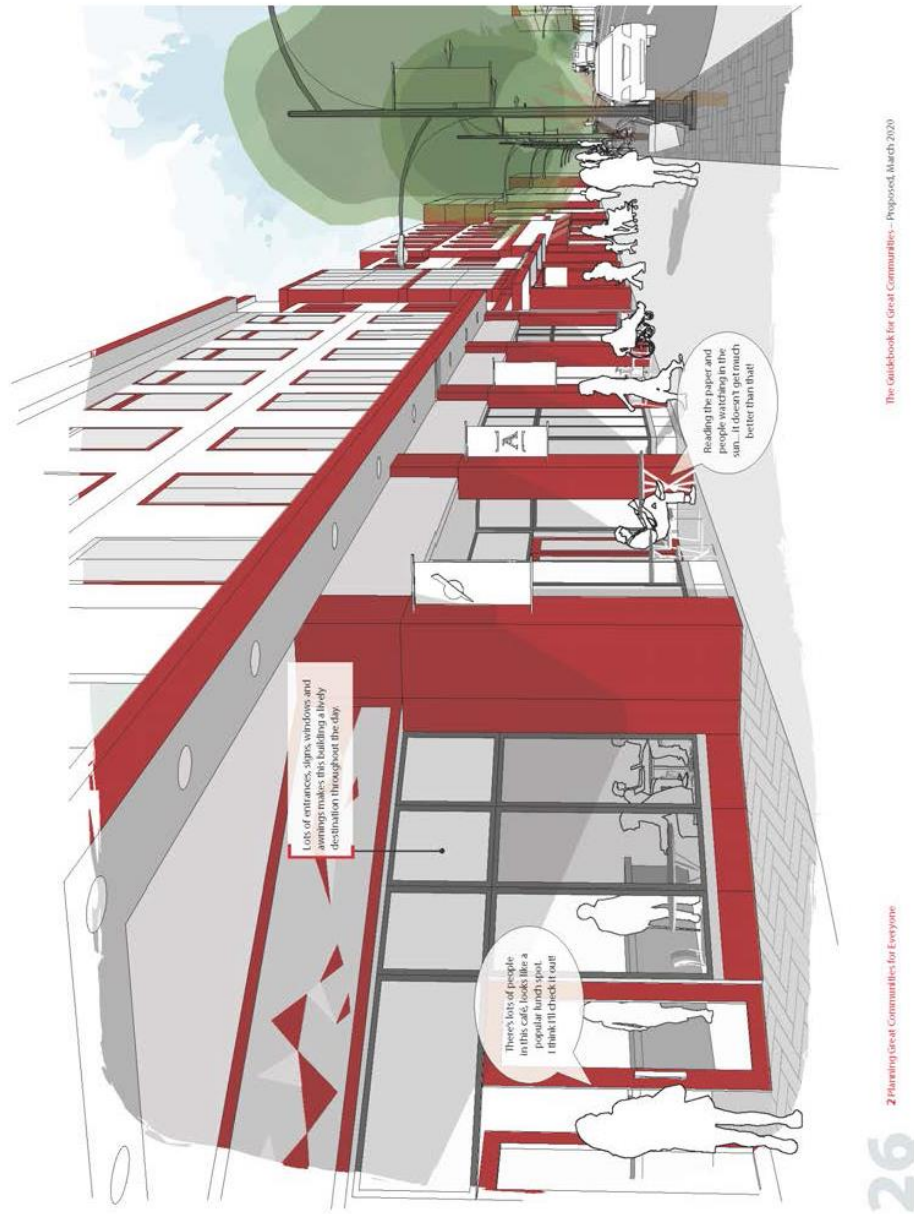
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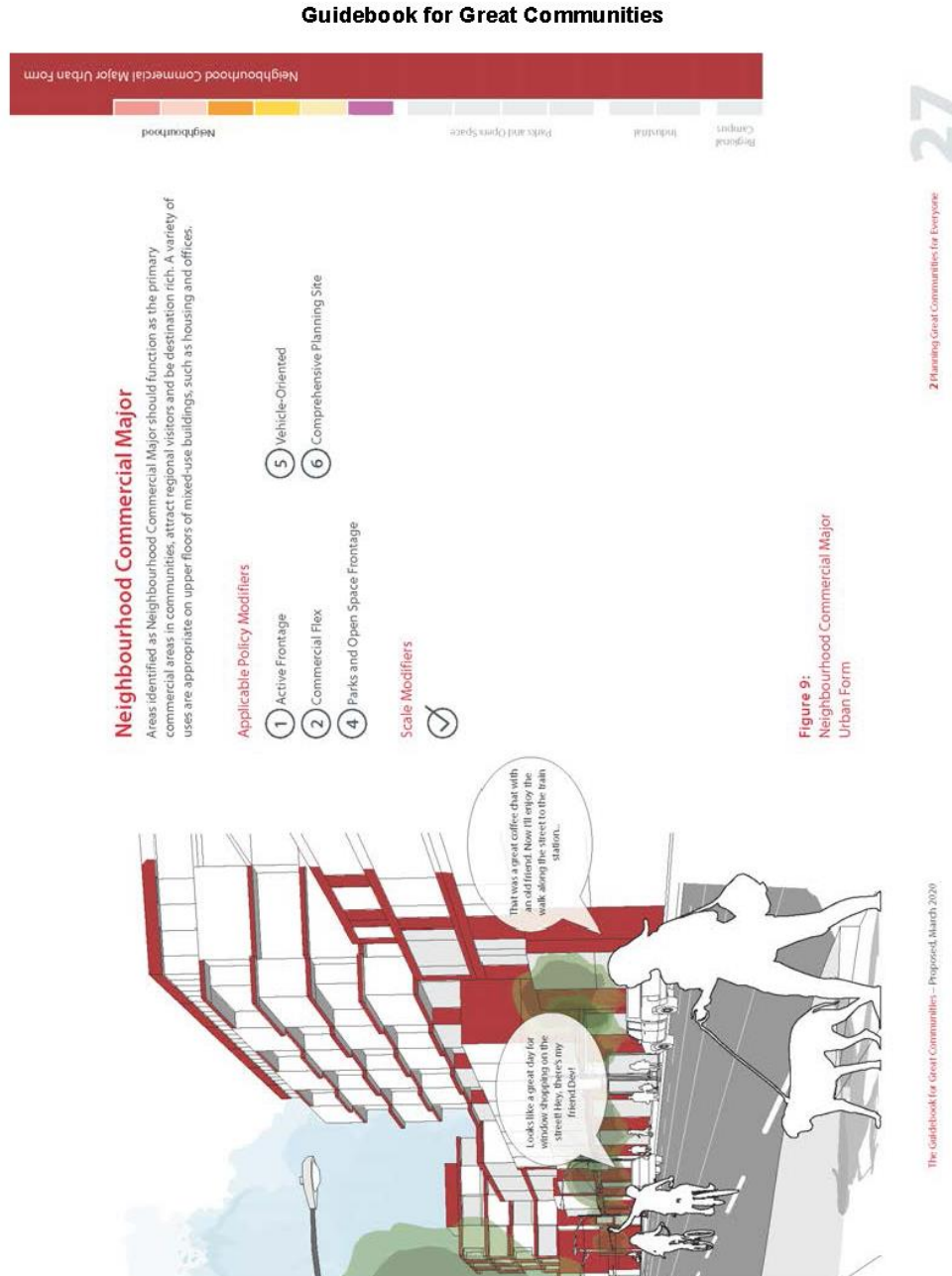


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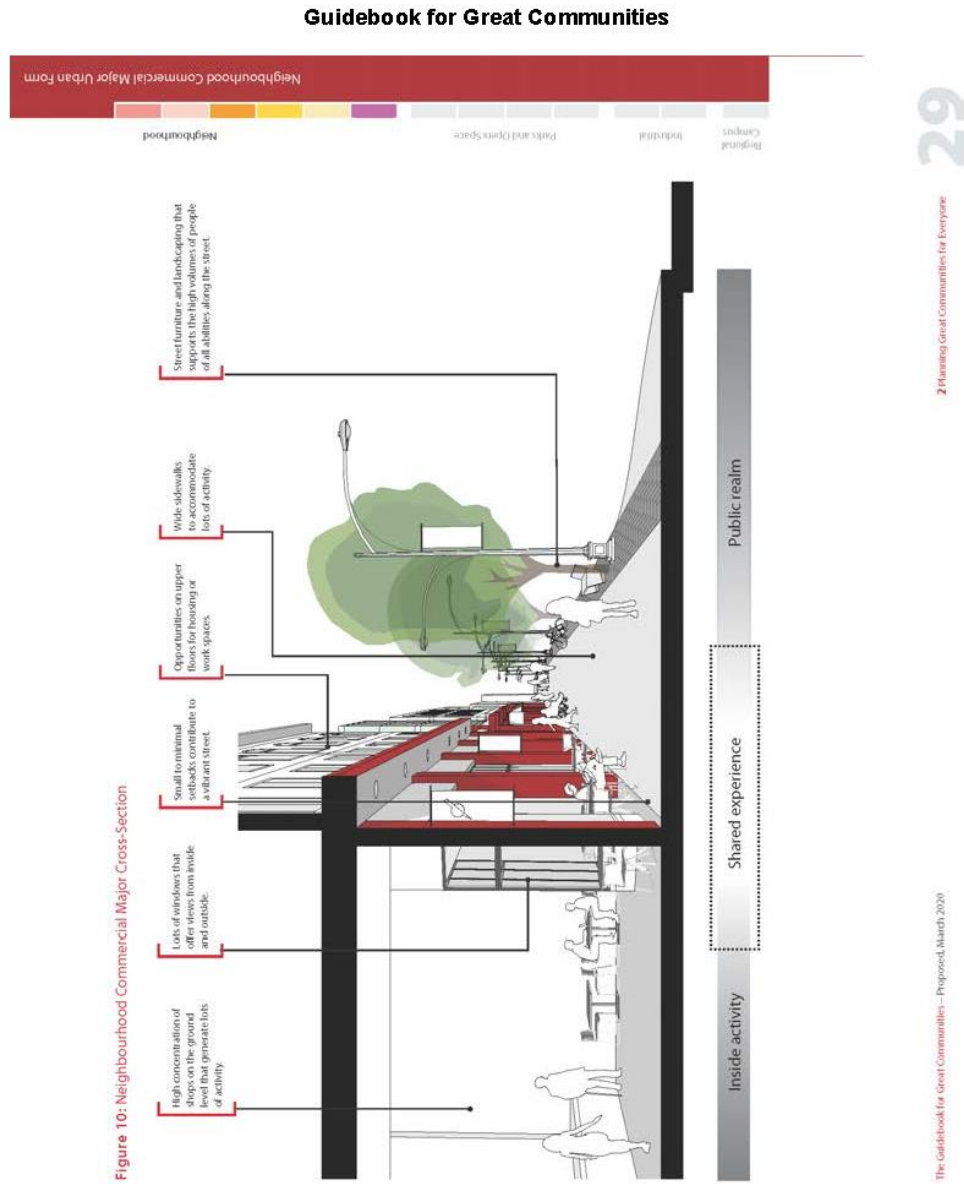
2.2 Neighbourhood Commercial Major Policies

- a. In a **local area plan**, Neighbourhood Commercial Major should identify areas of a community that will have the following characteristics relative to other areas of the community:
 - i. the highest concentrations of shops and services;
 - ii. more varied destinations and uses that attract people;
 - iii. more transit service and **infrastructure**; and,
 - iv. the most **pedestrian** movement along the street.
- b. Neighbourhood Commercial Major areas are likely to include **Main Streets, Activity Centres, core zones in transit-oriented development areas, transit station areas** and other areas of high activity.
- c. Development in Neighbourhood Commercial Major areas should provide:
 - i. the most destinations at **street level**, relative to other areas of the community, to encourage activity;
 - ii. a continuous **street wall** edge with a frequent rhythm of entries, windows and architectural features that provides the highest level of visual interest for **pedestrians**, relative to other areas of the community. Small breaks in the **street wall** edge may occur where publicly-accessible amenity space, such as plazas or pocket parks are provided;
 - iii. the most windows, doors or openings on ground floors that increase transparency and interaction; and,
 - iv. primarily hard landscaping to ensure an ease of accessibility complemented by high quality soft landscaping located to support **pedestrian** comfort.
- d. Neighbourhood Commercial Major areas support housing and offices on:
 - i. upper floors of mixed-use buildings; and,
 - ii. the ground floor of building frontages that are not identified with the Active Frontage or Commercial Flex policy modifiers.

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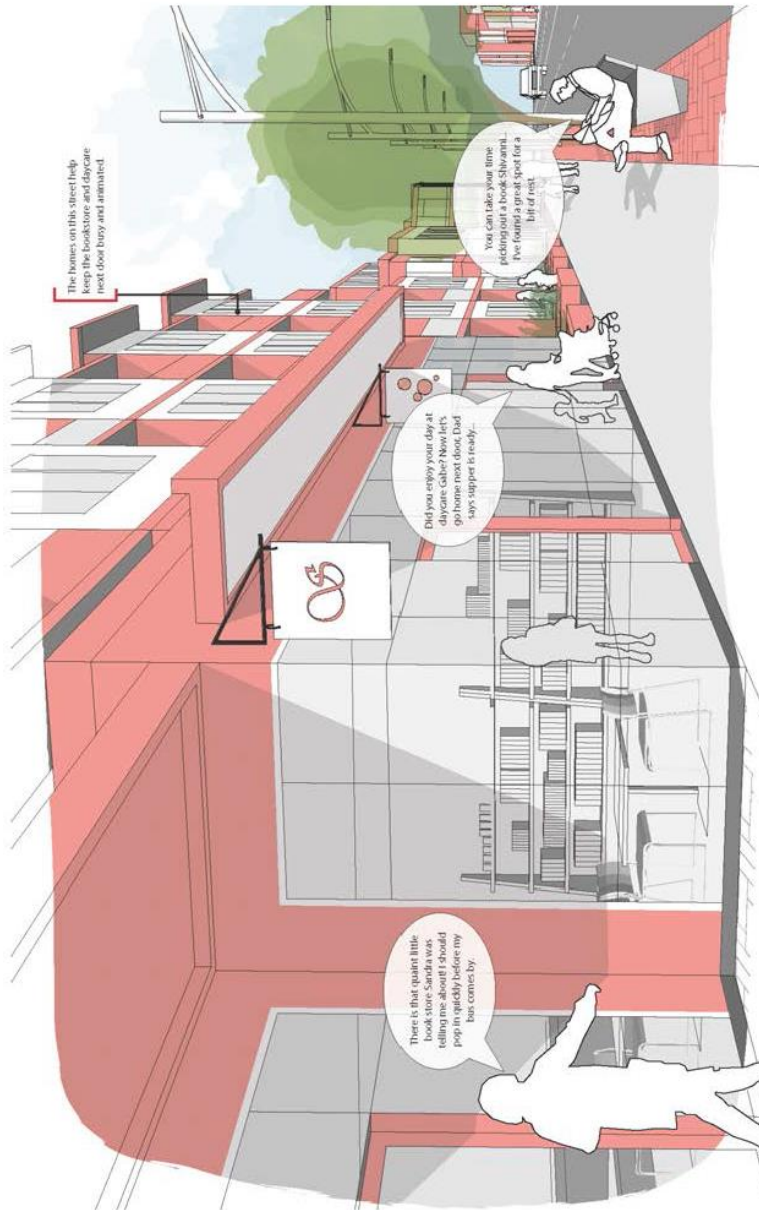
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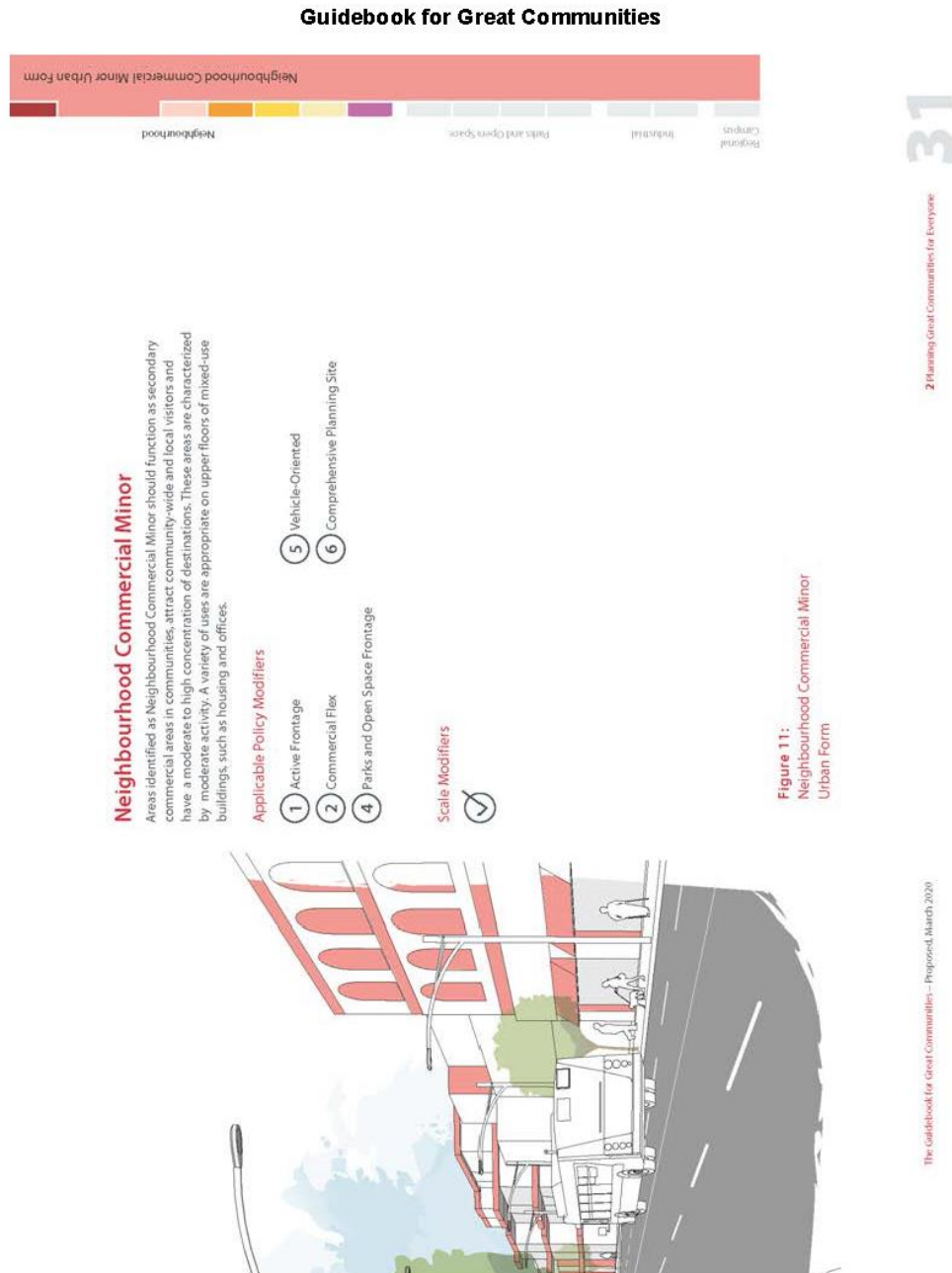
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- 2.3 Neighbourhood Commercial Minor Policies**
- a. In a **local area plan**, Neighbourhood Commercial Minor should identify areas of a community that will have the following characteristics relative to other Neighbourhood Commercial areas of the community:
 - i. moderate concentrations of shops and services;
 - ii. more varied destinations and uses that accommodate the gathering of people;
 - iii. some transit service and **infrastructure**; and,
 - iv. moderate **pedestrian** movement along the street.
 - b. Neighbourhood Commercial Minor should identify areas within a community that are a focus of both community-wide and local commercial activity, which may not be identified on the Urban Structure Map in the **Municipal Development Plan**.
 - c. Development in Neighbourhood Commercial Minor areas should provide:
 - i. a variable frequency of uses and units facing the street on the ground floor of a building;
 - ii. a **street wall** edge with a rhythm of entries, windows and architectural features that provides a mix of more intense and less intense levels of visual interest for **pedestrians**;
 - iii. a **street wall** with an edge that may have small gaps between street frontages to allow for amenity space or **pedestrian** connections;
 - iv. moderate to significant volume of windows, doors or openings on ground floors that increase transparency and interaction; and,
 - v. primarily hard landscaping to ensure an ease of accessibility complemented by high quality soft landscaping located to support **pedestrian** comfort.
 - d. Neighbourhood Commercial Minor areas support housing and offices on:
 - i. upper floors of mixed-use buildings; and,
 - ii. the ground floor of building frontages that are not identified with the Active Frontage or Commercial Flex policy modifiers.

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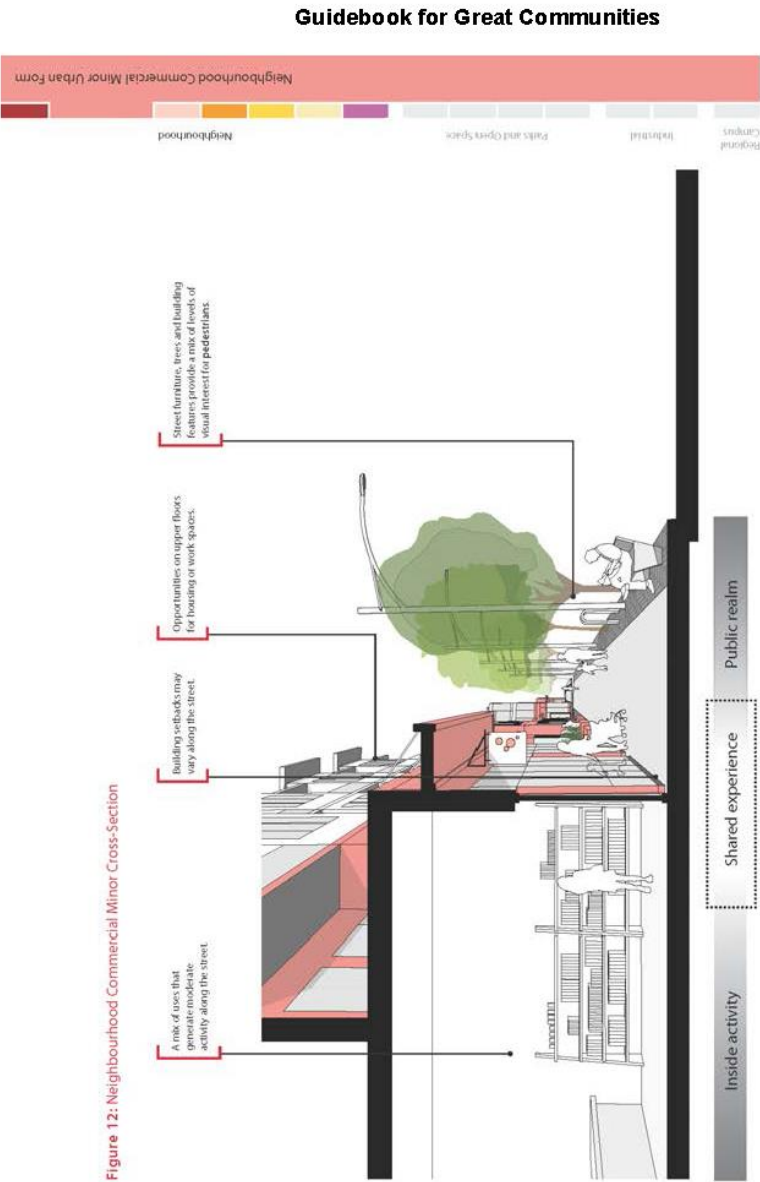


Figure 12: Neighbourhood Commercial Minor Cross-Section

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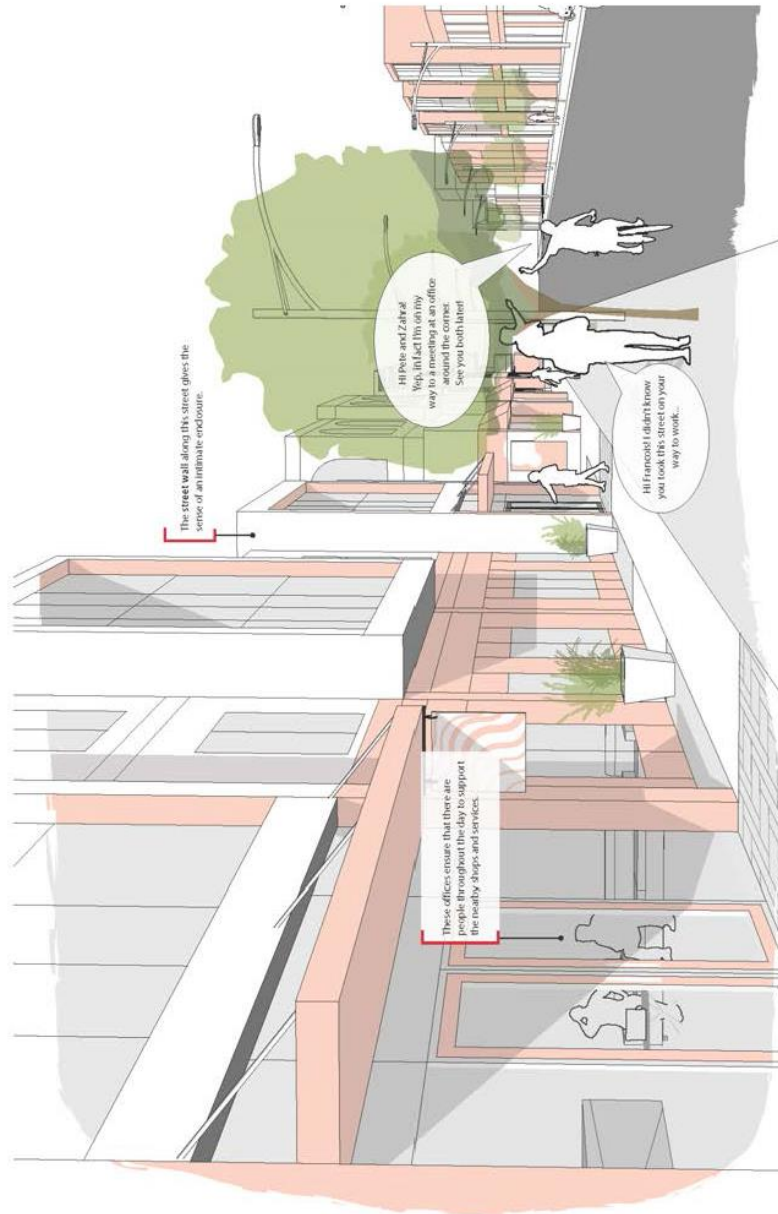
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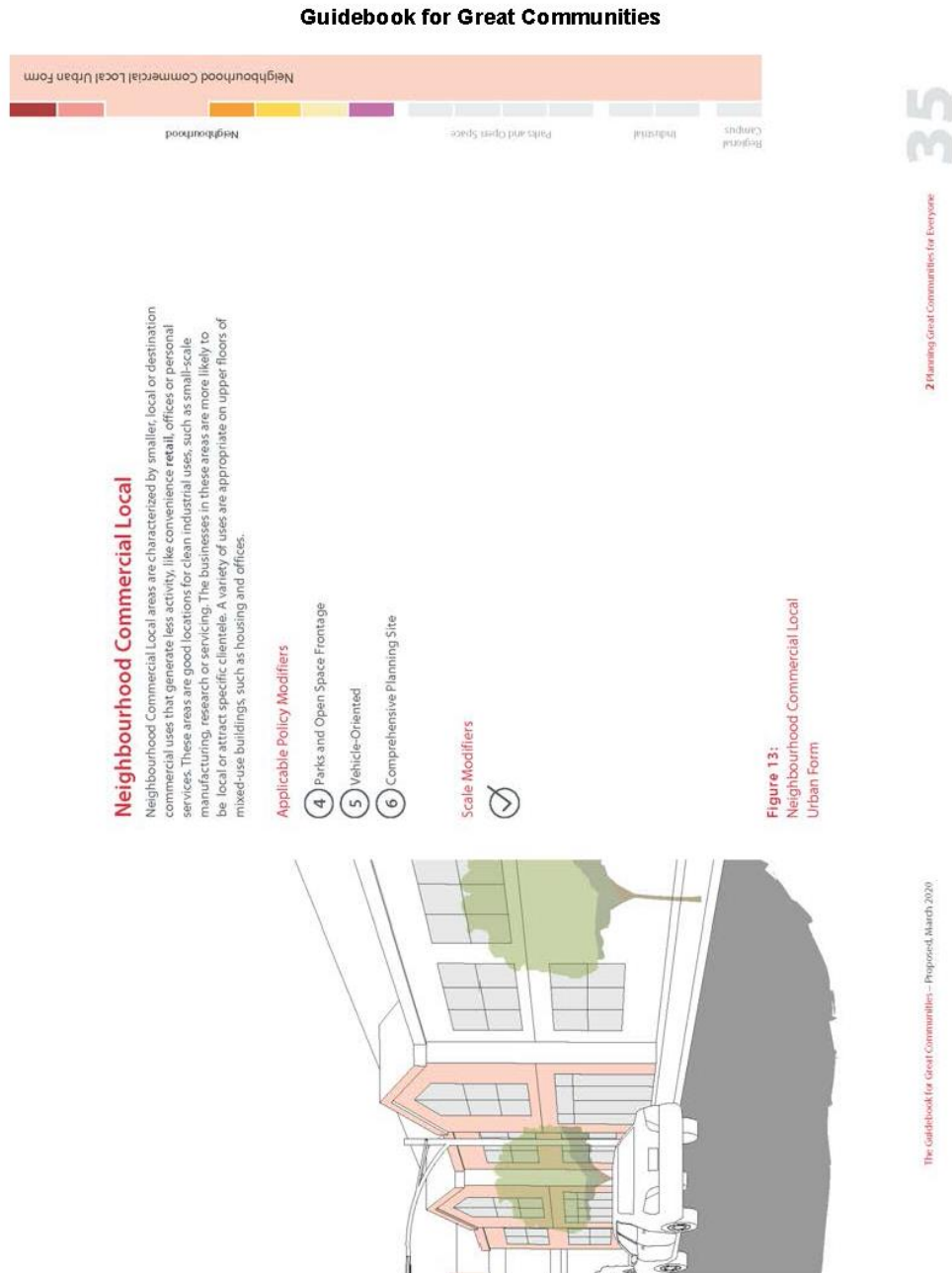
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2.4 Neighbourhood Commercial Local Policies

- a. In a local area plan, Neighbourhood Commercial Local should identify areas of a community that will have the following characteristics relative to other Neighbourhood Commercial areas:
 - i. low and primarily local **pedestrian** movement along the street; and,
 - ii. a mix of uses that may be less active and that support the higher activity levels in adjacent Neighbourhood Commercial Major and Minor areas.
- b. Areas identified as Neighbourhood Commercial Local should be located to generally perform a supportive role adjacent to Neighbourhood Commercial Major or Minor areas in a community.
- c. Development in Neighbourhood Commercial Local areas should provide:
 - i. opportunities for commercial uses that generate less activity, relative to other Neighbourhood Commercial areas, such as offices, personal services, or small-scale manufacturing;
 - ii. a variable frequency of uses and units facing the street on the ground floor of a building, where some façades may have a more limited or moderate frequency, relative to other Neighbourhood Commercial areas;
 - iii. a **street wall** with an edge that may have small to moderate gaps between street frontages;
 - iv. moderate to significant volume of windows, doors or openings on ground floors that increase transparency and interaction. Windows on ground floors may be less frequent than in other Neighbourhood Commercial areas and some, but not all, windows may be obscured.
 - v. a **street wall** edge with a rhythm of entries, windows and architectural features that provides some visual interest for **pedestrians**; and,
 - vi. primarily hard landscaping to ensure an ease of accessibility and high quality soft landscaping located to support **pedestrian** comfort.
- d. Neighbourhood Commercial Local areas support housing and offices along the street and on upper floors of mixed-use buildings.

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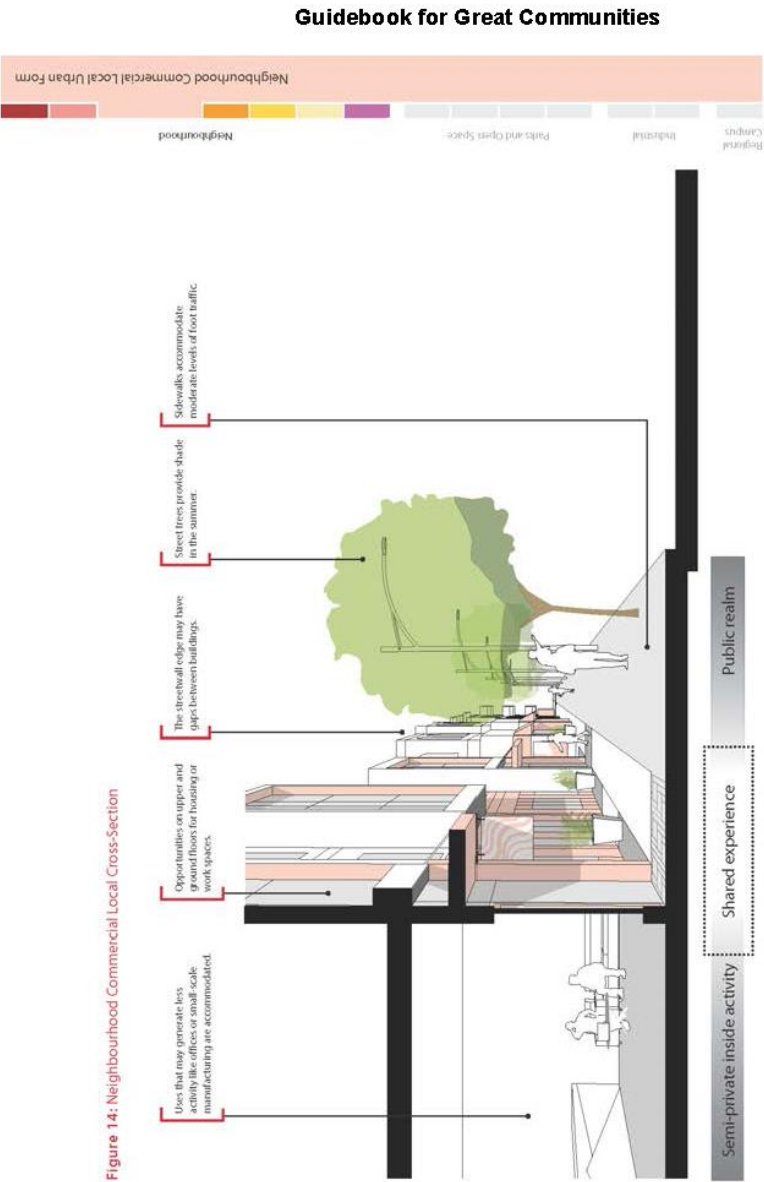
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HOUSING URBAN FORM CATEGORIES

Neighbourhood Housing areas are where people mostly have their homes. The dominant built form that defines the experience in Neighbourhood Housing urban form categories is residential and requires a stronger delineation between private and public space. Development in these categories will typically have more soft landscaped spaces relative to Neighbourhood Commercial.

It is important that housing-focused areas have a number and variety of houses to accommodate enough people to support and help generate the levels of activity in nearby Neighbourhood Commercial areas. In some situations, the densities and building heights in housing-focused areas may be higher than in adjacent commercially-focused areas. All housing-focused areas are appropriate for a range of housing that meet the needs of people of diverse means, ages and abilities.

There may also be some places in Neighbourhood Housing areas for people to work, gather, eat, play and get what they need or want. These commercial activities will generally be located on corners where higher activity streets meet or in areas identified with the Commercial Cluster policy modifier. People's homes will also offer opportunities for them to carry out a range of work activities at different intensities, including such things as home offices, child care and small-scale manufacturing.

Neighbourhood Housing is sub-categorised into three urban form categories based on their relative activity levels and characteristics, as per policies 2.5, 2.6 and 2.7.

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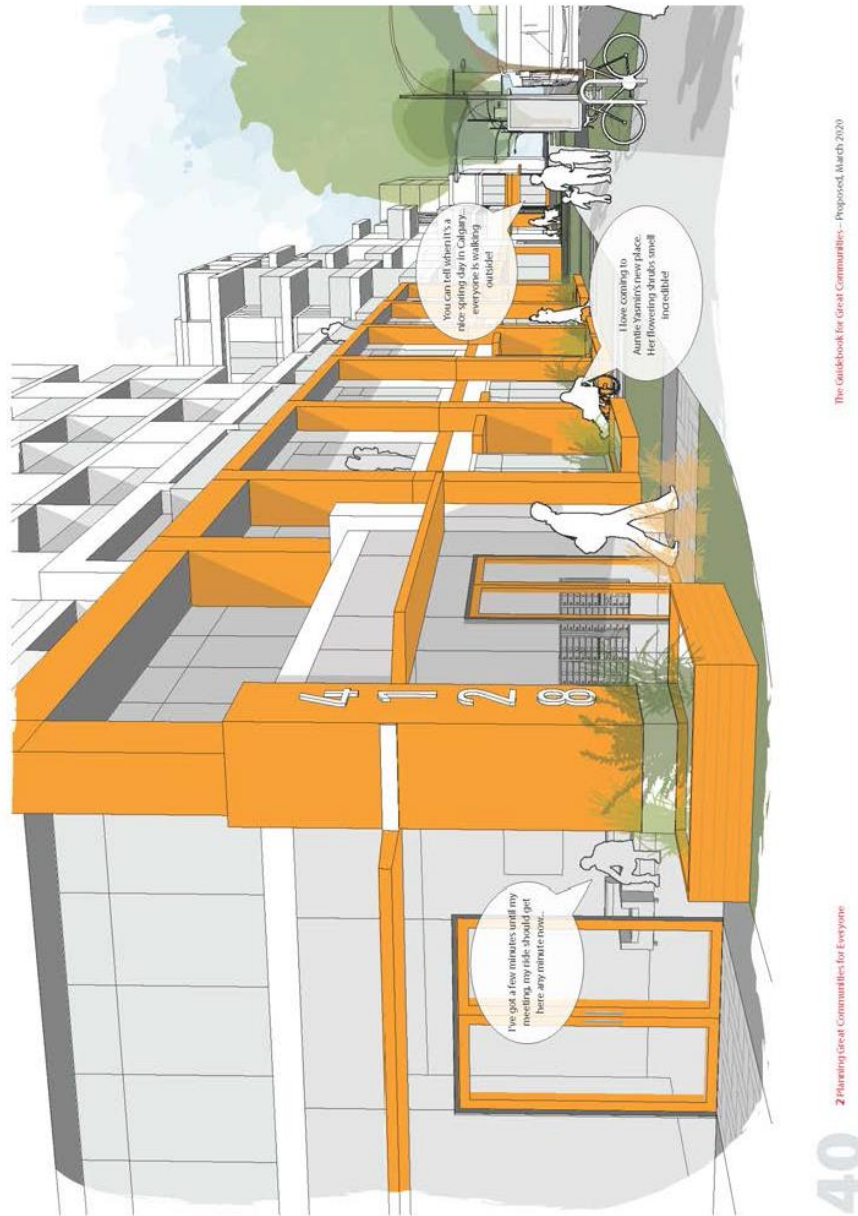
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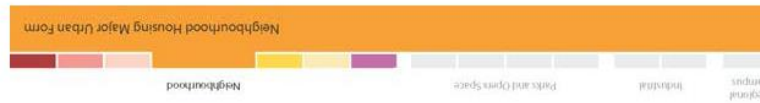
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Neighbourhood Housing Major

Neighbourhood Housing Major areas will have the most activity, or potential for activity, and may have the most residents relative to other housing-focused areas of the community. These areas are the housing-focused areas that are most likely to have supporting commercial activities.

Applicable Policy Modifiers

- 3 Commercial Cluster
- 4 Parks and Open Space Frontage
- 5 Vehicle-Oriented
- 6 Comprehensive Planning Site

Scale Modifiers



Figure 16:
Neighbourhood Housing Major
Urban Form

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- 2.5 Neighbourhood Housing Major Policies**
- a. In a local area plan, Neighbourhood Housing Major should identify areas of a community that will have the following characteristics relative to other Neighbourhood Housing areas of the community:
 - i. more transit service and infrastructure;
 - ii. the highest volume of pedestrian movement; and
 - iii. pedestrian routes that support a higher volume of movement.
 - b. Neighbourhood Housing Major areas are the most likely to have commercial opportunities relative to other Neighbourhood Housing areas of the community.
 - c. Development in Neighbourhood Housing Major areas should:
 - i. be of an appropriate density to support nearby Neighbourhood Commercial areas;
 - ii. accommodate commercial activities, typically of a smaller scale than found in nearby commercially-focused areas, integrated in a mixed-use building or stand-alone;
 - iii. accommodate some regional commercial activities that complement local needs, such as a grocery store or pharmacy, integrated in a mixed-use building or stand-alone; and
 - iv. have a mix of hard and soft landscaping that is located to support pedestrian comfort and delineate the transition from the public realm to private realm.

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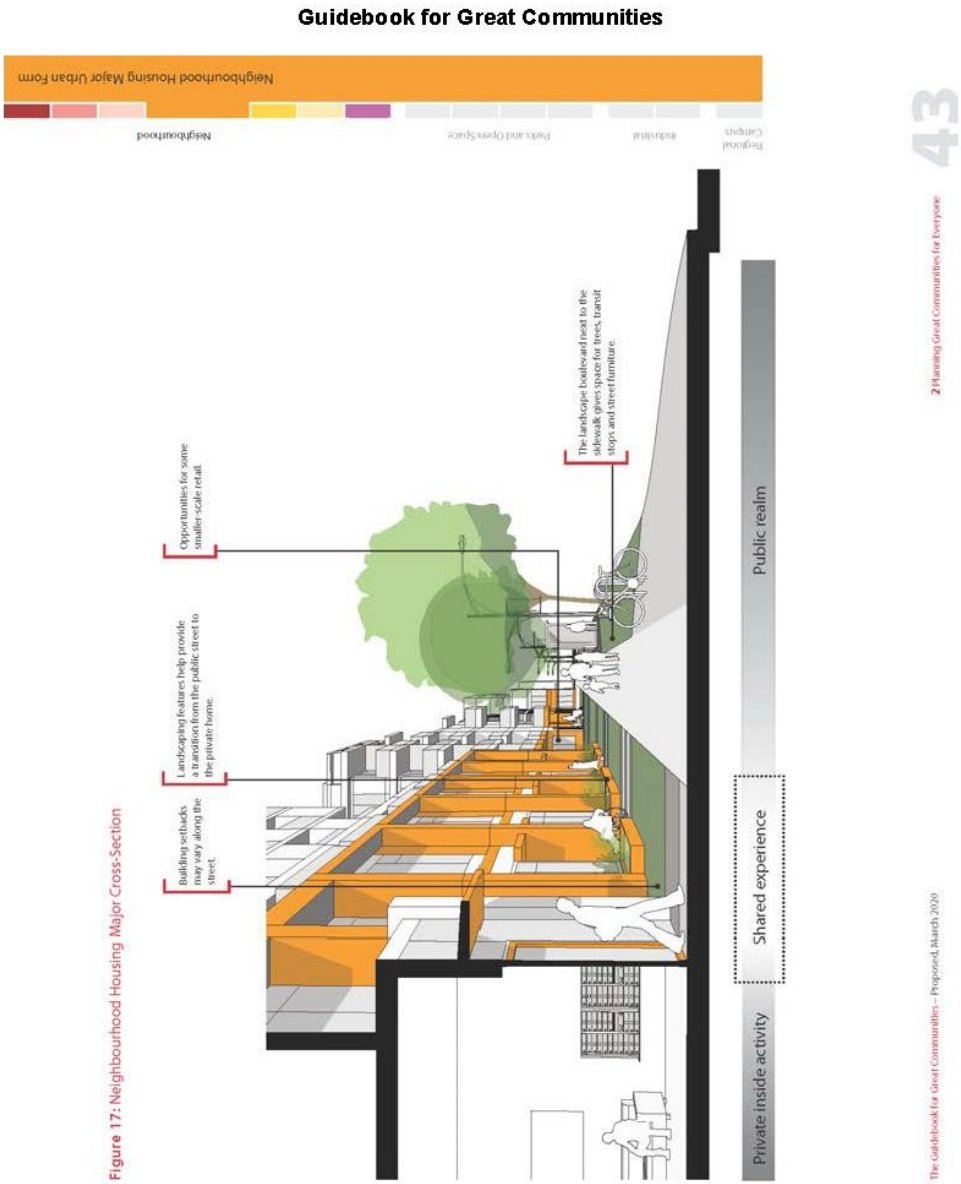
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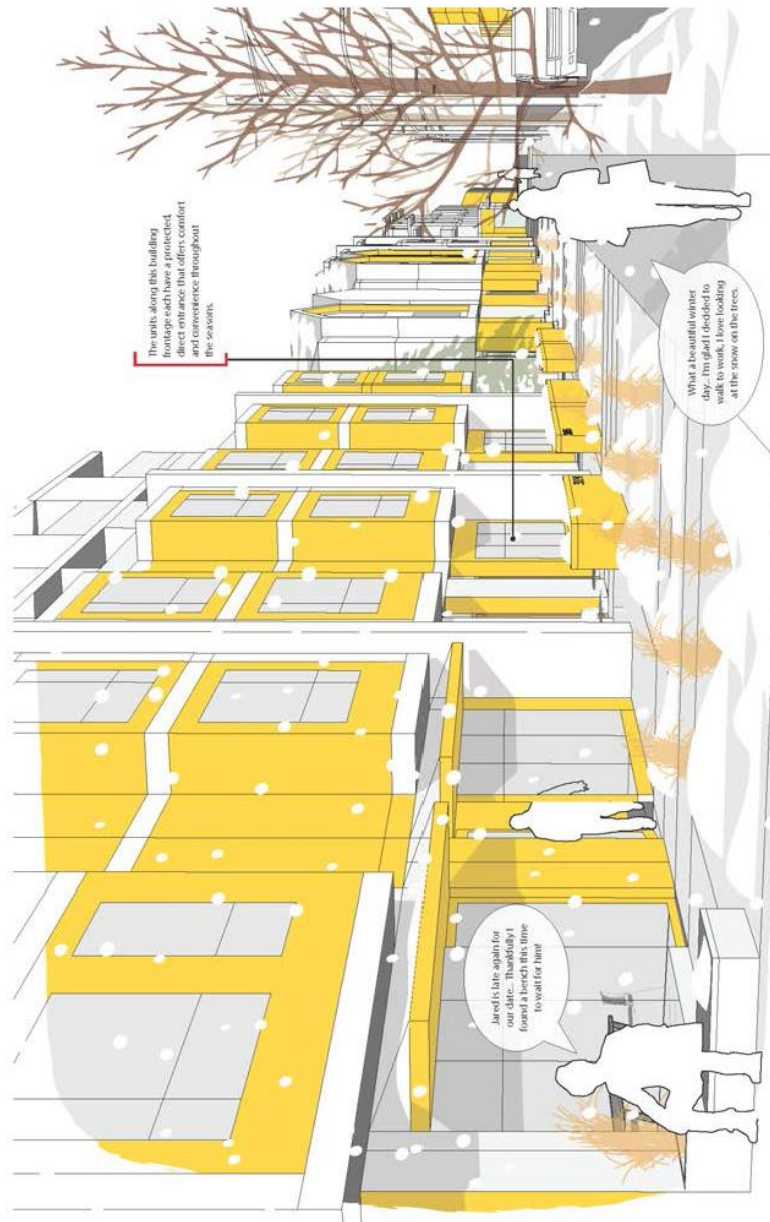


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Neighbourhood Housing Minor
Neighbourhood Housing Minor areas will have moderate pedestrian activity, or potential for activity, relative to other housing focus areas of the community. These areas house people typically along busier neighbourhood streets and secondary transit corridors. Neighbourhood Housing Minor areas may support limited commercial activities that are intended to serve nearby residents.

Applicable Policy Modifiers

- 3 Commercial Cluster
- 4 Parks and Open Space Frontage
- 5 Vehicle-Oriented
- 6 Comprehensive Planning Site

Scale Modifiers



Figure 18:
Neighbourhood Housing Minor
Urban Form

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- 2.6 Neighbourhood Housing, Minor Policies**
- a. In a local area plan, Neighbourhood Housing Minor should identify areas of a community that will have the following characteristics, relative to other Neighbourhood Housing areas of the community:
 - i. local transit service and **infrastructure**;
 - ii. moderate volumes of **pedestrian** activity; and,
 - iii. **pedestrian** routes that support a moderate volume of movement.
 - b. Neighbourhood Housing Minor areas may provide important connections within and between communities.
 - c. Development in Neighbourhood Housing Minor areas should:
 - i. be of an appropriate density to support nearby Neighbourhood Commercial areas;
 - ii. support some small- to medium-scale local commercial opportunities to service nearby residents, integrated in a mixed-use building or stand-alone;
 - iii. have building setbacks with yards that have higher proportions of soft landscaping to delineate the transition from the **public** realm to private realm. Some hard landscaping should be incorporated to ensure ease of accessibility.

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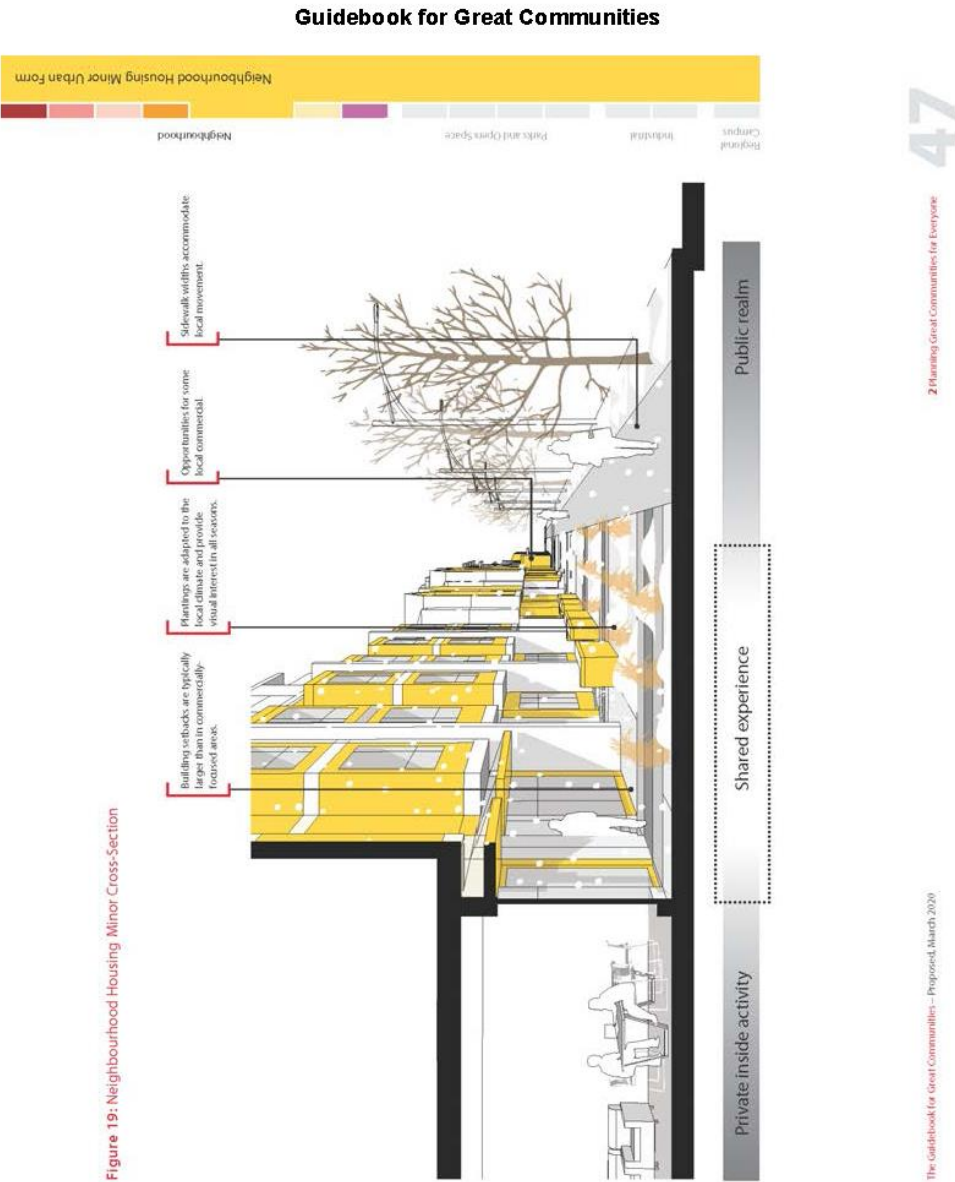
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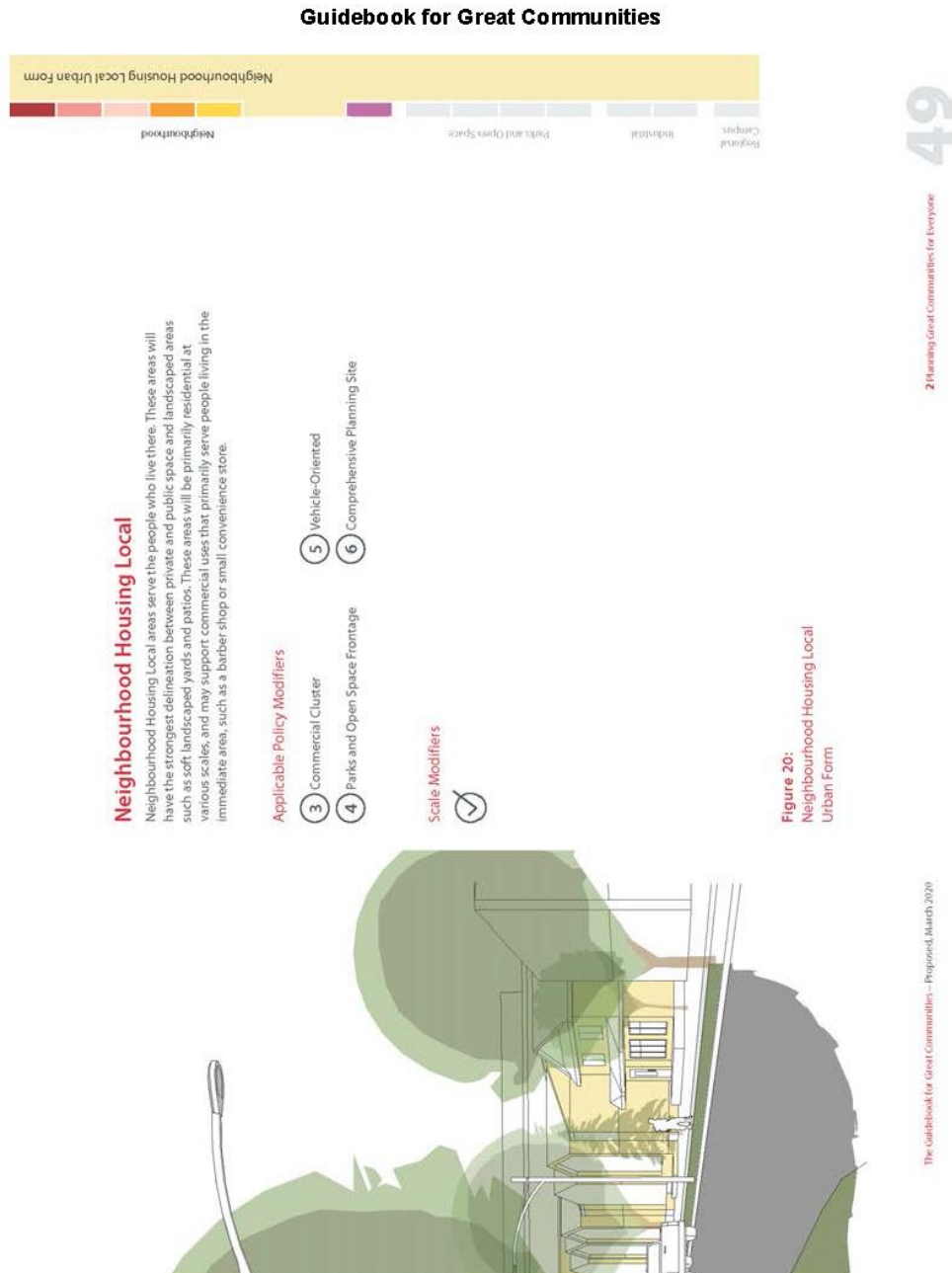


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2.7 Neighbourhood Housing Local Policies

- a. In a local area plan, Neighbourhood Housing Local should identify areas of a community that will have the following characteristics, relative to other Neighbourhood Housing areas of the community:
 - i. lowest volumes of pedestrian activity;
 - ii. primarily local visitation and use; and,
 - iii. pedestrian routes that support a lower volume of movement.
- b. Areas identified as Neighbourhood Housing Local will sometimes have higher residential densities, but have the least opportunity for commercial uses relative to other Neighbourhood Housing categories.
- c. Development in Neighbourhood Housing Local areas should:
 - i. be of an appropriate scale to support nearby Neighbourhood Commercial areas;
 - ii. support home-based occupations;
 - iii. support limited small-scale commercial opportunities appropriate to service nearby residents, integrated in a mixed-use building or stand-alone; and,
 - iv. have building setbacks with soft landscaping that is located to support pedestrian comfort and provide the strongest delineation between public realm to private.

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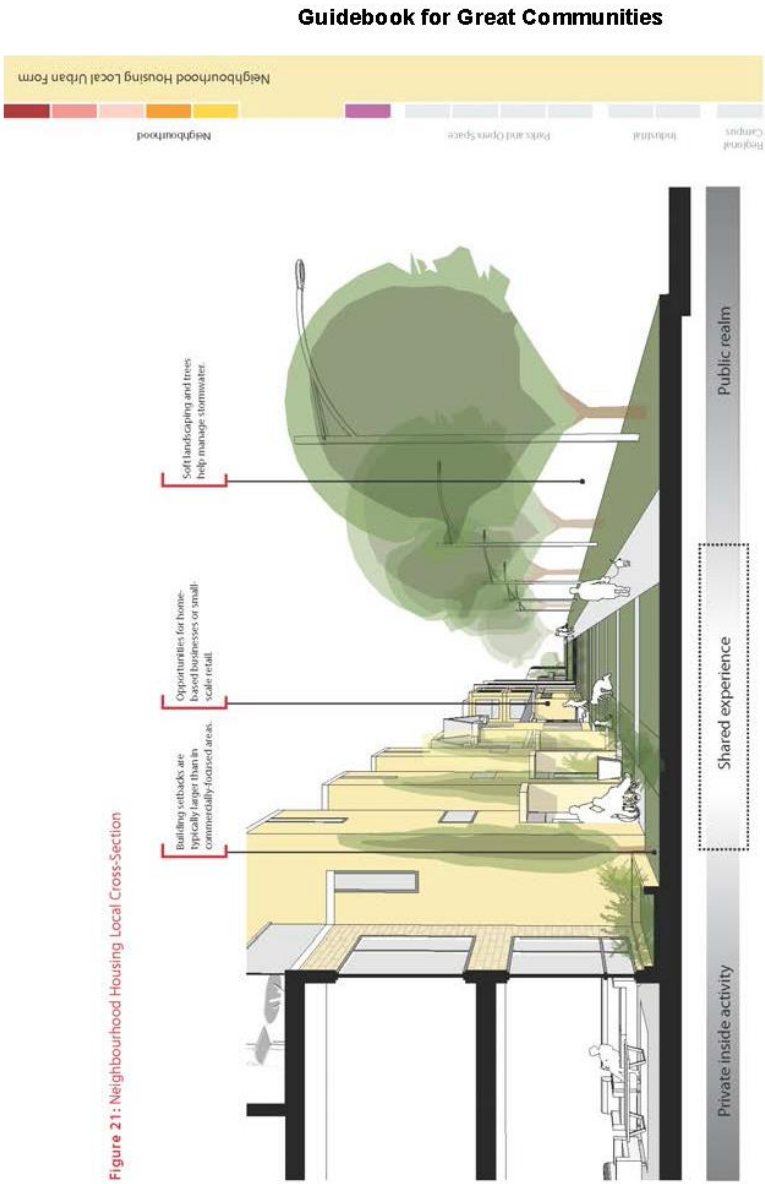
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INDUSTRIAL TRANSITION URBAN FORM CATEGORIES

Neighbourhood Industrial Transition areas provide an opportunity for people to mix living and working spaces, typically located in transition areas between Neighbourhood and Industrial areas. Neighbourhood Industrial Transition areas should balance vehicular access and goods movement with safe and convenient pedestrian, cycling and transit connections.

While it is beneficial to see industrial areas evolve over time to sustain their economic vitality, careful consideration should be given to how, where and when other land uses are introduced into industrial areas. The residential, office and commercial activities allowed in the Neighbourhood Industrial Transition category result in higher land costs. The extent of Neighbourhood Industrial Transition areas should be limited to maintain a land base in Industrial areas that supports and attracts primary industrial activities.

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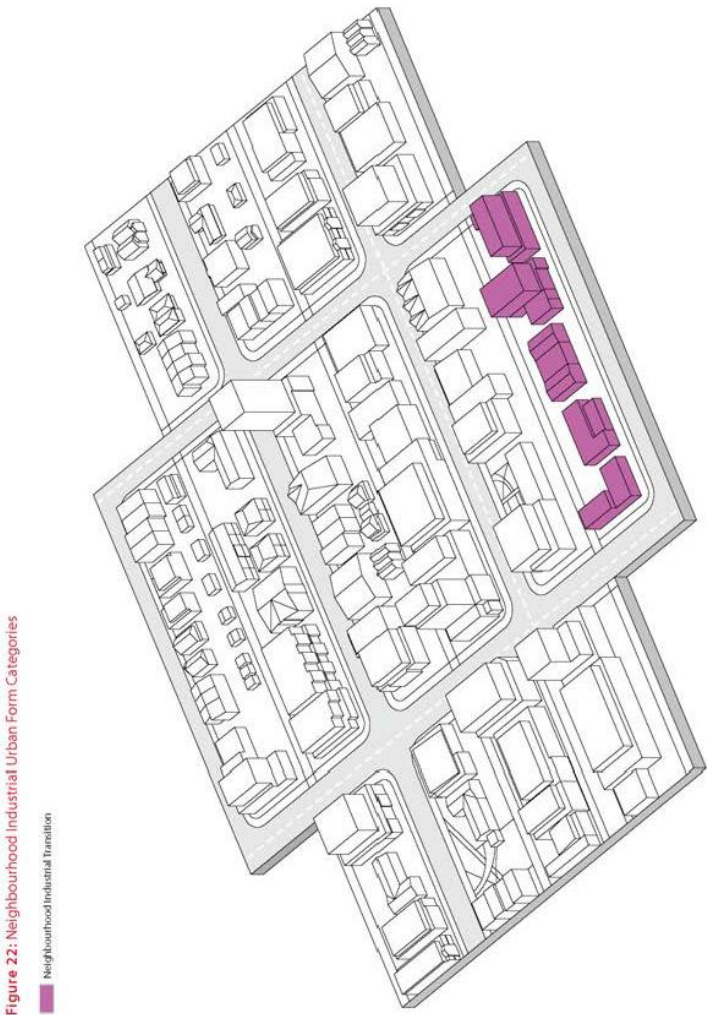
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Neighbourhood Industrial

Neighbourhood Industrial Transition areas in a community combine light industrial working spaces with living spaces in a setting that includes office and small- and medium-format retail. Neighbourhood Industrial Transition provides a strategic transition from Industrial General areas to Neighbourhood Housing or Commercial areas, where light industrial and small-scale manufacturing with minimal off-site impacts are vertically- or horizontally-mixed with housing. These areas may have begun to appear organically, but should be strategically identified through a local area planning process.

Applicable Policy Modifiers

- ④ Parks and Open Space Frontage
- ⑤ Vehicle-Oriented
- ⑥ Comprehensive Planning Site

Scale Modifiers



Figure 23:
Neighbourhood Industrial Transition Urban Form

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- 2.8 Neighbourhood Industrial Transition Policies**
- a. In a local area plan, Neighbourhood Industrial Transition should identify areas of a community that will have the following characteristics, relative to industrial areas:
- i. small parcel sizes;
 - ii. no off-site impacts;
 - iii. high-quality pedestrian, cycling and transit connections to adjacent Neighbourhood Housing and Commercial areas; and,
 - iv. integrated industrial and residential spaces.
- b. Neighbourhood Industrial Transition should be located between Industrial General areas and Neighbourhood Housing or Commercial areas to provide a transition.
- c. Neighbourhood Industrial Transition should be limited to strategic locations to minimize loss of the land base in Industrial areas.
- d. Neighbourhood Industrial Transition areas should provide strong pedestrian and cycling routes and frequent and convenient transit service, while also providing connections to local and regional goods movement corridors.
- e. Development in Neighbourhood Industrial Transition should:
- i. combine industrial working spaces with housing;
 - ii. fully enclose activities in a building with very limited outside storage of material or products;
 - iii. produce minimal heat, odour, dust, vibration, light or waste impacts that are disruptive to adjacent uses; and,
 - iv. provide high-quality landscaping.
- f. These areas should accommodate office and small- to medium-format retail.
- g. Development in Neighbourhood Industrial Transition is encouraged to:
- i. incorporate loading areas that are flexible and can accommodate delivery using passenger-scale vehicles or bicycles and do not negatively impact pedestrian movement; and,
 - ii. enable live-work and work-live units.

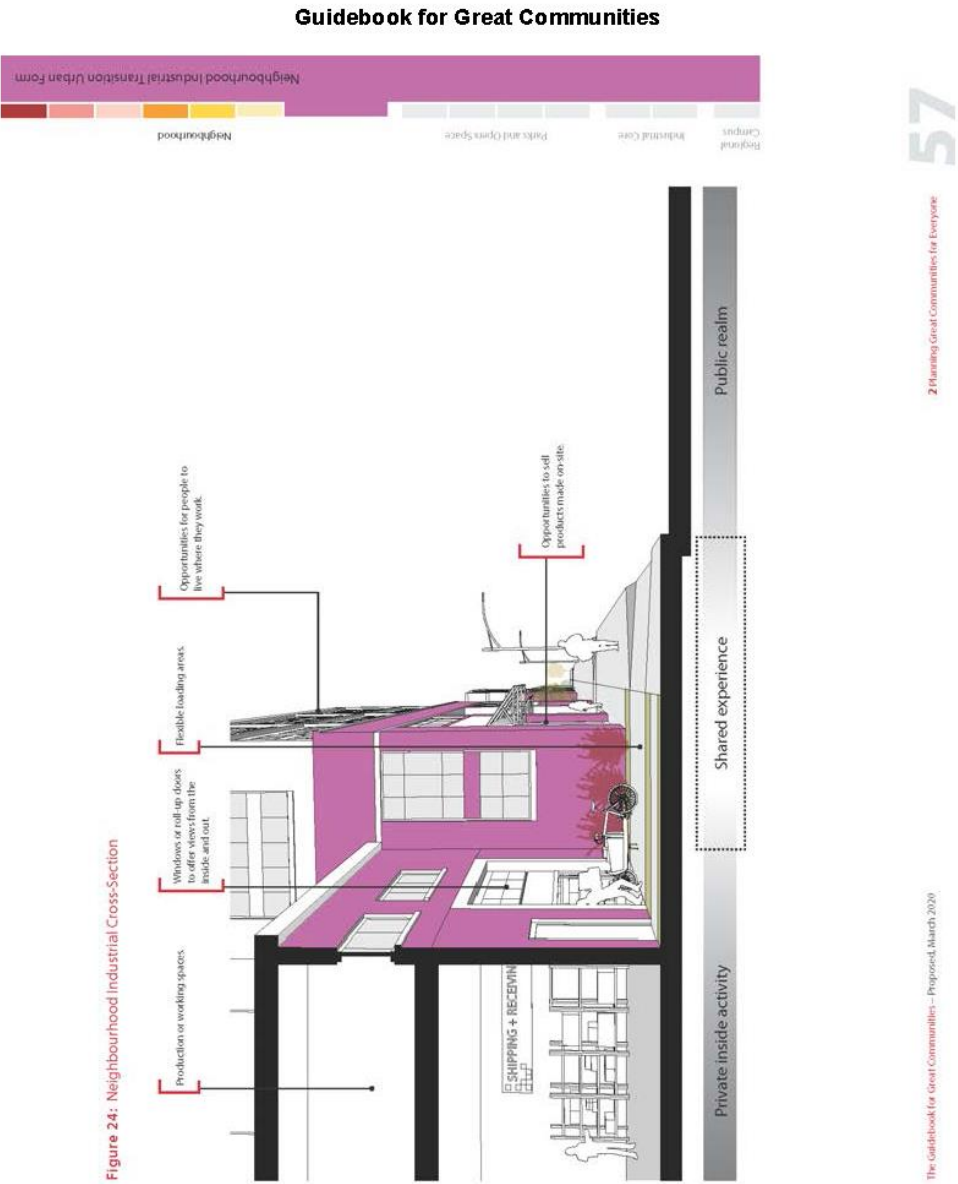
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Parks and Open Space Purpose

Parks and Open Space areas serve important ecological, civic and recreational functions in the city. These areas form the heart of our communities and make our city one of the most livable in the world.

Planning for parks and recreation facilities supports a high quality of life in Calgary's communities by promoting active lifestyles, supporting social connection and mental health, protecting important ecological systems and building healthy communities. Parks and Open Space areas provide a range of opportunities for people to play, relax, recreate and connect with nature. These areas also support Calgary's resiliency by helping to mitigate climate change and adapt to its effects.

The Parks and Open Space urban form categories will help identify hubs for civic and recreation activity or ecological function within communities and sites that may be candidates for future investment. They are essential parts of a community and including them in the conversation about community structure helps to define complementary urban form categories nearby.

Parks and Open Space categories should be applied in conjunction with policies 2.32, 3.14 and 3.15.

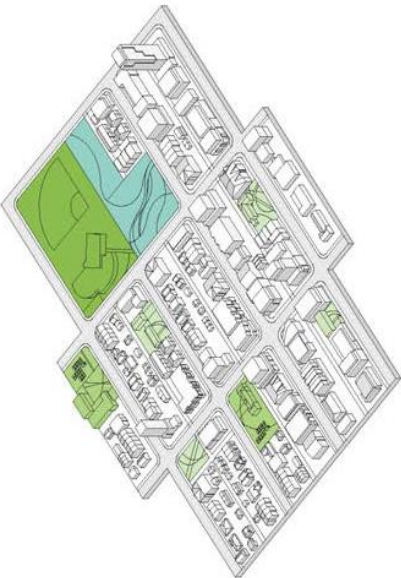


Figure 25: Parks and Open Space Purpose Urban Form Categories

- Civic and Recreation General Function
- Civic and Recreation Major
- Civic and Recreation Minor
- Civic and Recreation Local
- Natural Areas General Function
- Parks Natural Areas

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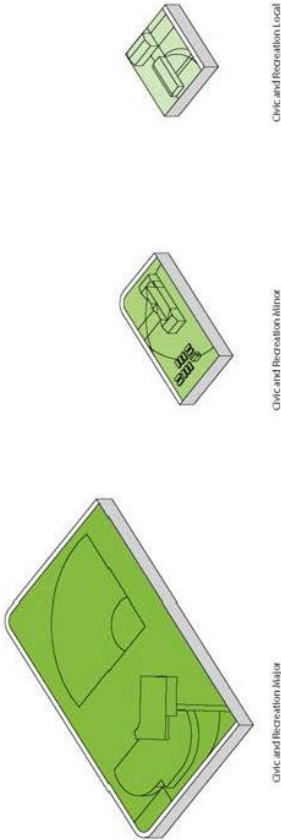
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CIVIC AND RECREATION URBAN FORM CATEGORIES

The three Civic and Recreation categories identify parks and open space that provide, or are intended to provide, facilities and programming for recreational, community or civic uses. These are parks or open space sites that often accommodate active facilities and opportunities for passive enjoyment. Recreation includes all of those activities in which an individual chooses to participate in their leisure time and is not confined solely to sports and physical recreation programs but includes artistic, creative, cultural, social and intellectual activities. Civic uses may include learning, worship, political engagement and maintenance facilities and operations. Recreational, community, cultural or civic uses that are contained indoors and are integrated entirely into an urban environment, such as indoor recreation centres or urban performance spaces, need not be identified as a Civic and Recreation category, and may be located within Neighbourhood areas.

Figure 26: Parks Civic and Recreation Urban Form Categories



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Parks Civic and Recreation Major

Parks, Civic and Recreation Major areas are, or will become, city-wide destinations. Parks and open spaces identified as this category tend to be larger in area and include amenities that support higher volumes of users. These are sites that may be of cultural importance or unique character, and would generally include programmed recreation or significant amenities such as large schools, major civic plaza, art facilities, sport facilities, regional facilities or similar. Because of the high activity associated with this urban form category, opportunities for complementary intensification adjacent to these areas should be identified and explored during local area planning.

2.9 Parks Civic and Recreation Major Policies

- i. in a **local area plan**, the **Parks Civic and Recreation** Major urban form should identify parks and open spaces that have the following characteristics, relative to other Parks Civic and Recreation areas of the community:
 - i. the most activity or potential for activity;
 - ii. the largest facilities and amenities;
 - iii. the most significant historical, cultural, archaeological or indigenous sites;
 - iv. the most opportunity to incorporate commercial services that complement the general function of the area;
 - v. proximity to the most transit service or infrastructure; and,
 - vi. city-wide use and visitation.
 - b. Parks Civic and Recreation Major identifies parks and open space that are located to be accessible from all areas of the city.
 - c. Some parks and open space in this category may be appropriate in, or adjacent to, industrial areas if primary programming includes, or is intended to include, large community festivals, sporting events, cultural activities and special events that may generate higher volumes of traffic and off-site impacts.
 - d. Parks Civic and Recreation Major areas should:
 - i. support a broad range of recreation, civic and cultural opportunities to meet the needs of an increasingly diverse city;
- ii. provide recreational and civic opportunities for all people in all seasons;
 - iii. accommodate various types of physical, creative, social and cultural skill development;
 - iv. be connected to the community and the rest of the city by active transportation options;
 - v. foster community cohesion and cultural vitality;
 - vi. support mental health and physical well-being;
 - vii. provide adaptable spaces and amenities that support a variety of activities;
 - viii. enable the integration of multiple uses that support the primary function of the site;
 - ix. use climate resilient plantings including native and locally adaptive species; and,
 - x. be connected to other parks and open space areas by **pedestrian**, cyclist and transit routes.
- e. Parks Civic and Recreation Major areas should consider accommodating:
 - i. larger community festivals, multi-cultural activities and special events by providing adequate servicing, access, space and facilities; and,
 - ii. commercial services that complement the primary function of the site.



Photo: Examples of Parks Civic and Recreation Major Urban Form

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Parks Civic and Recreation Minor

Parks Civic and Recreation Minor identifies parks or open spaces that generally include programmed facilities or amenities such as smaller schools, community buildings, gathering spaces, soccer fields, playgrounds, dog parks and similar. Parks and open spaces identified as this category are generally smaller in area than Parks Civic and Recreation. Major areas, and will include amenities that serve higher volumes of local users, but generate less overall activity. Because of the moderate activity associated with this urban form, opportunities for complementary intensification adjacent to these areas should be identified and explored during local area planning.

2.10 Parks Civic and Recreation Minor Policies

- a. In a local area plan, Parks Civic and Recreation Minor should identify parks and open spaces that will have the following characteristics, relative to other Parks Civic and Recreation areas of the community:
 - i. moderate activity and use;
 - ii. moderate opportunity to incorporate commercial services that complement the general function of the area
 - iii. access to moderate transit service or infrastructure; and,
 - iv. community-wide and local use.
- b. Parks should be located to maximize proximity for residents and visitors.
- c. Parks Civic and Recreation Minor areas should:
 - i. support a range of recreation, civic and cultural opportunities to meet the needs of an increasingly diverse city;
 - ii. provide recreational and civic opportunities for all people in all seasons;
- d. Parks Civic and Recreation Minor areas should consider accommodating:
 - i. smaller community festivals, multi-cultural activities and special events; and,
 - ii. commercial services that complement the primary function of the site.
- iii. provide amenities and opportunities that meet the needs of local residents in surrounding communities;
- iv. be connected to the community and the rest of the city by active transportation options;
- v. accommodate various types of physical, creative, social and cultural skill development;
- vi. foster community cohesion and cultural vitality;
- vii. provide adaptable spaces and amenities that support a variety of activities;
- viii. use climate resilient plantings, including native and locally adaptive species; and,
- ix. be connected to other parks and open space areas by pedestrian, cyclist and transit routes.

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Parks Civic and Recreation Local

Parks Civic and Recreation Local identifies parks or open spaces that serve a local or limited population. These are generally passive park spaces that are small in area with amenities to serve a smaller number of users. These areas may include small pocket parks, small playgrounds, unprogrammed open space or similar.

2.11 Parks Civic and Recreation Local Policies

- a. In a **local area plan**, **Parks Civic and Recreation** local identifies parks and open spaces that will have the following characteristics, relative to other **Parks Civic and Recreation** areas of the community with:
 - i. low activity and use;
 - ii. limited facilities and amenities;
 - iii. limited opportunities to incorporate commercial services; and,
 - iv. primarily local visitation and use.
- b. **Parks Civic and Recreation** local should be located in proximity to the local users whom they are intended to serve.
 - c. **Parks Civic and Recreation** local areas should:
 - i. provide local recreational and civic opportunities for all people in all seasons;
 - ii. provide amenities and opportunities that meet the needs of the local area;
 - iii. be accessible to the local area by **pedestrian**, **bicyclist** and transit routes;
 - iv. foster community cohesion and cultural vitality;
 - v. accommodate small, local community gatherings, activities and special events;
 - vi. encourage adaptable spaces and amenities that support a variety of activities; and,
 - vii. use climate resilient plantings, including native and locally adaptive species.

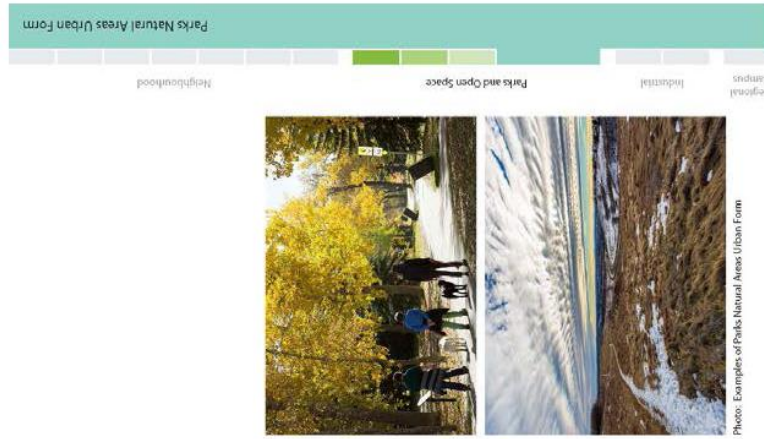


Photo: Examples of Parks Civic and Recreation Local Urban Form

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NATURAL AREAS URBAN FORM CATEGORY

Natural areas in the city provide many benefits, including improving air quality, mitigating and adapting to climate change, managing and filtering water, supporting biodiversity and enhancing resilience. These are areas of environmental significance that may include amenities to support passive enjoyment and ecological functions in a community.

Parks Natural Areas

Parks Natural Areas identifies open spaces for the protection, preservation and rehabilitation of natural features and ecological functions to help foster resilient and biologically diverse open spaces and neighborhoods. Parks Natural Areas may also include facilities related to the natural and ecological features being protected, typically including trails, pathways, river access points, washrooms, picnic tables and benches.

2.12 Parks Natural Areas Policies

- a. In a local area plan, Parks Natural Areas identifies places that will have the following characteristics, relative to other Parks and Open Space:
 - i. the most natural features and highest ecological functions;
 - ii. limited facilities and amenities;
 - iii. the least opportunity to incorporate commercial services; and,
 - iv. the most opportunity for people to access and connect with nature.
- b. Parks Natural Areas identifies areas of environmental significance to the city.
- c. Parks Natural Areas should:
 - i. support the protection, preservation and rehabilitation of natural features and ecological functions;
 - ii. provide wildlife habitat;
 - iii. be accessible by pedestrian, cyclist and transit routes; and,
 - iv. foster recognition and understanding of ecological functions and local wildlife.

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Industrial Purpose

Industrial areas contribute to the vitality of the city by providing diverse economic opportunities for industrial activities at a variety of scales.

To sustain and grow the prosperity of the city, Calgary needs a strong economic base. Industry can be a primary driver of economic activity that sustains this economic base. Calgary's current industrial development and land supply, located in proximity to regional, national and international transportation networks, positions the city well to capture shifts in the industrial economy. Maintaining integrated industrial areas close to Neighbourhood areas promotes entrepreneurial opportunities that benefit the city as a whole.

Industrial activity ranges in scale and impact, from large-scale uses with higher off-site impacts to smaller-scale uses with less off-site impacts. Reflecting this range, the industrial purpose is divided into two general functions: General and Heavy. Unlike the Neighbourhood purpose, the industrial purpose is based on the primary use of an area and the off-site impacts or integration concerns the use may have on neighbouring parcels. These areas prioritize goods movement, but should still consider safe pedestrian, cyclist and transit mobility for employees.



**Figure 27: Industrial Purpose
Urban Form Categories**

Industrial General Function
Industrial General
Industrial Heavy

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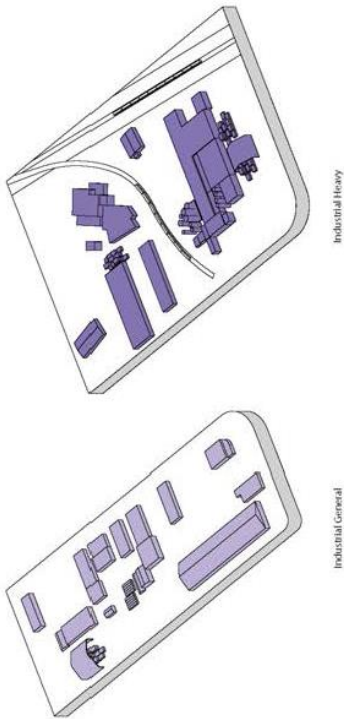
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INDUSTRIAL URBAN FORM CATEGORIES

The Industrial purpose is divided into two general functions, General and Heavy, that support the full range of employee-focused industrial activities, such as manufacturing, servicing, research, logistics and contracting. These activities are essential to the economic activity and resilience of the city. Industrial activities often have more off-site impacts, including noise, odour, dust and vibration, which may be a nuisance or hazard to retail businesses or people living too close to these areas. These activities also tend to have larger land requirements and rely on land costs that are lower relative to areas of the city that support housing and retail activities. Encroachment of housing or retail activities into Industrial areas may compromise operational requirements that are critical to the success of these areas.

Figure 28: Industrial Urban Form Categories



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Industrial Core General Urban Form

Neighbourhood

Parks and Open Space

Industrial

Regional Campuses

Industrial General

2.13 Industrial General Policies

Industrial General accommodates the widest variety of light and medium industrial uses and represents the primary industrial land supply for the city. Because of the diversity of uses, these areas accommodate a range of building sizes and types and may incorporate outdoor activities and storage. Building heights will generally be lower in these areas since the typical range of activities benefits from easy access to the ground. Streets will prioritize large vehicle and goods movement, but will also enable safe and convenient pedestrian, cycling and transit options.

2.13 Industrial General Policies

a. In a local area plan, Industrial General should identify areas of a community that will have the following characteristics, relative to other Industrial areas:

- the widest variety of light and medium industrial uses, relative to other Industrial areas;
- varied parcel sizes, larger than typical parcels in Neighbourhood areas;
- some off-site impacts that can be adequately mitigated; and,
- limited commercial uses.

b. Industrial General areas should be located in Industrial areas as identified on the Urban Structure Map of the Municipal Development Plan.

c. Industrial General is appropriate next to Neighbourhood Industrial Transition areas and may be appropriate next to Neighbourhood Commercial or Housing areas with adequate mitigation of off-site impacts.

d. Pedestrian, cycling and transit mobility options should be available in these areas.

e. Development in Industrial General should:

- generally be industrial in nature;
- strategically locate and provide a small number of commercial uses that support employees and users of the area;

Applicable Policy Modifiers

4

Parks and Open Space Frontage

6

Comprehensive Planning Site

iii. mitigate off-site impacts;

iv. consider opportunities for on-site renewable energy generation and waste heat recovery and re-use;

v. accommodate incidental sales and office functions that support industrial activities;

vi. provide for a range of building heights, building sizes, floor plate areas and ceiling height dependent on the needs of the uses;

vii. restrict new large-format, free-standing commercial uses such as retail and car dealerships;

viii. provide pedestrian connections to transit stops and stations;

ix. encourage landscaping and publicly-accessible amenities to provide respite for workers and visitors to the area; and,

x. support the retention of industrial land for industrial activities.

f. Industrial General areas may accommodate a range of automotive activities including repairing, servicing, painting, storing and washing.

g. Large-scale food production and urban agriculture activities are encouraged.

h. Eco-industrial parks are encouraged in Industrial General areas.

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Photos: Examples of Industrial General Urban Form

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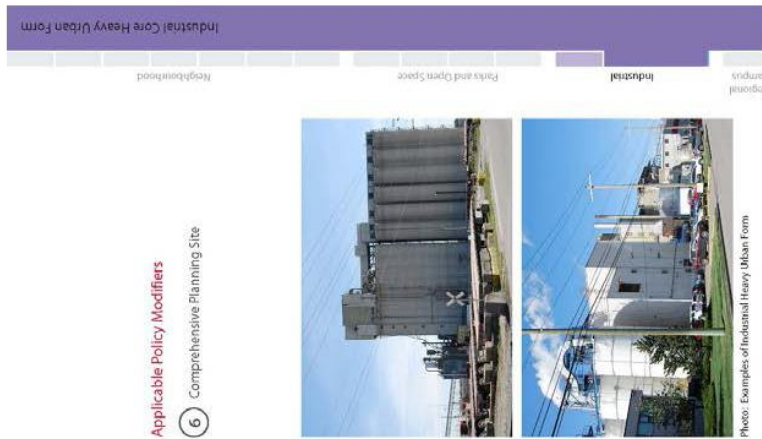
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Industrial Heavy

Industrial Heavy is characterized by heavy industrial uses that typically have significant off-site impacts due to their operations. A significant portion of industrial activities occur outdoors and generate external nuisance such as noise, dust, vibration and odour, which are key parts of their operations. These activities generally require larger sites with buildings that may incorporate equipment.

2.14 Industrial Heavy Policies

- In a local area plan, Industrial Heavy should identify areas of a community that will have the following characteristics, relative to other industrial areas:
 - streets and uses focused on goods and large vehicle and equipment movement;
 - buildings and structures that are generally purpose-built for industrial activities;
 - the most off-site impacts;
 - large parcel sizes; and,
 - the most heavy industrial activity, including external machinery such as conveyor belts, cranes, piping or silos.
- Industrial Heavy areas should be located in industrial areas as identified on the Urban Structure Map of the Municipal Development Plan.
- Industrial Heavy areas should be located next to Industrial General areas or in isolated locations where the off-site impacts of the industrial activities are compatible with adjacent activities.
- Without substantial mitigations, this category must not be located next to Neighbourhood areas.

- Large vehicle and equipment access and circulation should be prioritized for these areas.
- Pedestrian, cycling and transit mobility options are encouraged for these areas.
- Development in Industrial Heavy should:
 - be industrial in nature;
 - not have residential or commercial uses encroaching into the area;
 - be located in areas with strong connections to goods movement routes;
 - be located in areas close to, or adjacent to, hazardous goods routes, railway lines, or other means of access suitable for the transportation of raw materials and goods;
 - consider pedestrian connections to transit stops and stations;
 - appropriately mitigate off-site impacts; and,
 - consider incorporating landscaping where appropriate.



Photo: Examples of Industrial Heavy Urban Form

Applicable Policy Modifiers

- Comprehensive Planning Site

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Regional Campus Urban Form

Neighborhood Mixed Use

Parks and Open Space

Industrial

Regional Campus

Regional Campus Purpose

REGIONAL CAMPUS URBAN FORM CATEGORY

The Regional Campus function includes large sites that are for regional institutional or regional transportation functions regulated by the provincial or federal government. These areas are characterized by comprehensive, high intensity uses that serve a regional civic, institutional or transportation purpose, such as airports, rail yards, regional hospitals and university or college campuses. The sites are typically serviced by internal mobility networks and comprise multiple buildings. Regional Campus areas are often significant city-wide activity generators, so considering how these sites integrate with adjacent development and the local mobility network will benefit the wider community and the city.

2.15 Regional Campus Policies

a. Communities should integrate with Regional Campus areas by:

- i. aligning surrounding functions to provide complementary urban form categories nearby; and,
- ii. providing mobility choices to support and enhance the function and integration of these sites with the city-wide and regional network.

Photo: Examples of Regional Campus Urban Form

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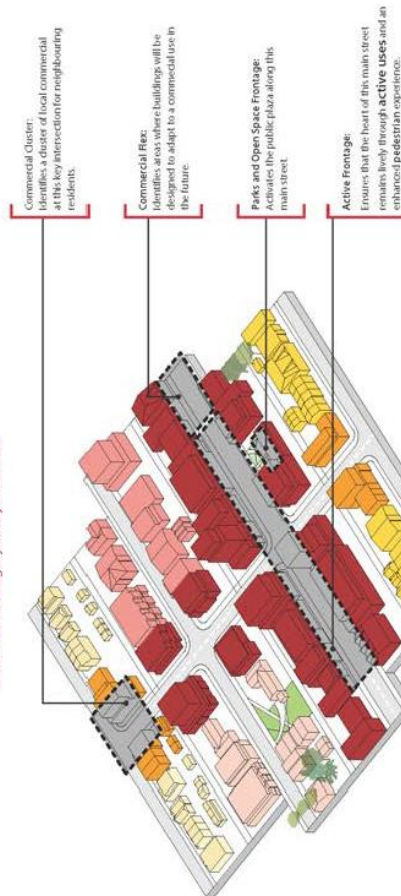
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Urban Form Category Modifiers

Urban form categories can be modified through a **local area planning** process to respond to the local context in two ways: policy modifiers and scale modifiers.

This section outlines the policy and scale modifier categories, provides direction for when they should modify an urban form category, and provides policies for development in areas where they have been applied through a **local area plan**.

Figure 29: Example Application of Urban Form Category Policy Modifiers



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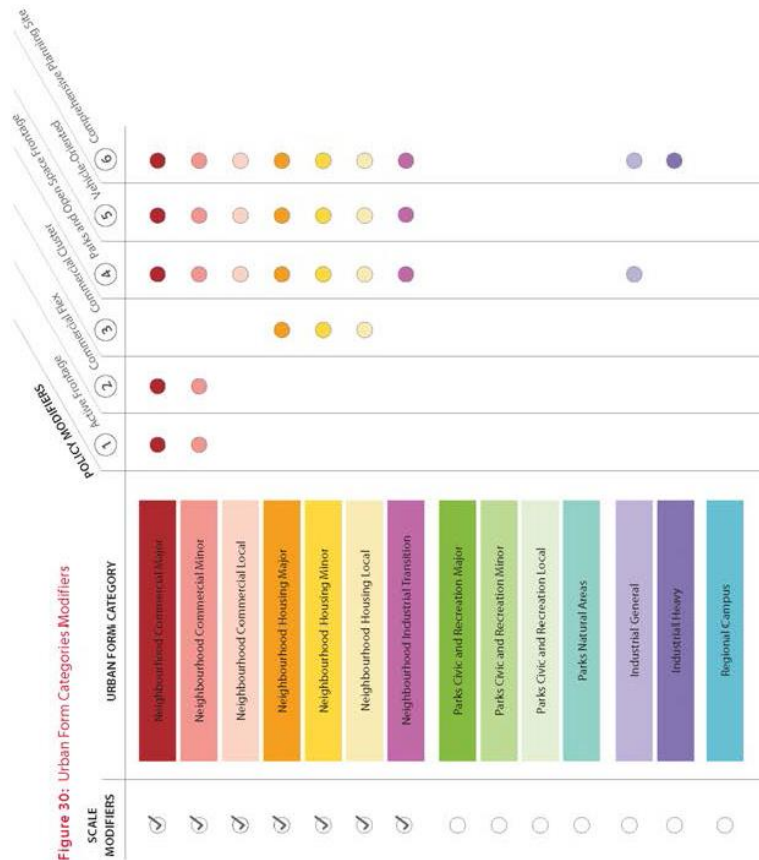
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POLICY MODIFIERS

Policy modifiers are optional policy components that are used to tailor an urban form category to provide additional policy for specific locations in communities.

- | | | |
|--|---|--|
| 1 Active Frontage
The Active Frontage policy modifier identifies commercial locations that have the highest activity, and require active uses that promote lots of pedestrian traffic in and out of buildings and along the street. | 2 Commercial Flex
The Commercial Flex policy modifier identifies areas that have potential for higher street-level activity, but where active uses are not supported by the market in the short-term. | 3 Commercial Cluster
The Commercial Cluster policy modifier identifies places within housing focused areas for clusters of commercial activities that serve the local population. |
| 4 Parks and Open Space Frontage
The Parks and Open Space Frontage policy modifier identifies locations where the activities on a site should be integrated across the edge of an abutting public open space or park. | 5 Vehicle-Oriented
The Vehicle-Oriented policy modifier identifies locations where vehicle-focused functions may be located, such as gas bars, drive-through, vehicle repair and maintenance and car washes. This modifier can also identify commercial uses focused on consumer sales of large items that benefit from vehicle-focused access. | 6 Comprehensive Planning Site
The Comprehensive Planning Site policy modifier identifies sites that warrant comprehensive planning at a later stage. These are sites where private infrastructure serves a public or semi-public purpose, or where redevelopment on the site will need to be integrated into the neighbourhood. |

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<p>1 Active Frontage</p> <p>Pedestrian-friendly places rely on vibrant streets with active uses at street level. The Active Frontage policy modifier can be applied to the Neighbourhood Commercial Major and Minor urban form categories to identify areas intended to have the highest volume of pedestrian activity. Active Frontage areas require active uses at grade and have higher development standards to enhance the pedestrian experience. These areas may have uses that are not traditionally considered active, so long as they also contribute to a high volume of pedestrian activity through exceptional building and site design. Given the importance of ensuring there is market demand and population to serve Active Frontage areas, this policy modifier should be applied sparingly in strategic locations.</p>	<p>Applicable Urban Form Categories</p> <p>Neighbourhood Commercial Major</p> <p>Neighbourhood Commercial Minor</p>
<p>2.16 Active Frontage Policies</p> <p>a. In a local area plan, Active Frontage should modify Neighbourhood Commercial Major and Minor urban form categories in areas of a community that:</p> <p>i. are located within Main Streets, Activity Centres, core zones in transit-oriented development areas, transit station areas and other areas of high activity; or</p> <p>ii. are anticipated to generate the highest amount of pedestrian activity in a commercially-focused area.</p> <p>b. The length and location of Active Frontage areas should be strategically located based on commercial market demand within a community.</p> <p>c. Development in Active Frontage areas should provide:</p> <p>i. active uses at grade along the street to provide for an enhanced pedestrian environment and support the highest level of street activity; and,</p> <p>ii. a high standard of building design including, but not limited to, the following elements:</p> <p>A. at-grade units with floor-to-ceiling heights that can accommodate a range of commercial uses;</p> <p>B. windows, doors and openings on ground floors that increase interaction and transparency;</p> <p>C. canopies, or other forms of shelter for pedestrians from the elements, that support year-round enjoyment;</p> <p>D. distinct, barrier-free, primary entrances for at-grade units facing the street; and,</p> <p>E. landscaping, sitting areas, plazas and patios that activate the street.</p>	 <p>Photo: Active Frontages relieve the street and provide spill-out space for interaction and dining.</p>  <p>Photo: Active Frontages offer abundant destinations and a frequent rhythm of entrances and windows at a pedestrian scale.</p>

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Applicable Urban Form Categories

Neighbourhood Commercial Map

Neighbourhood Commercial Minor



Photo: Commercial Flex building with barrier-free entrances, lots of windows and openings that result in indistinguishable residential and commercial units at grade.



Photo: Commercial Flex building with commercial floor-to-ceiling heights and flexible ground floor.

2 Commercial Flex

Certain areas have future potential for uses that generate higher street-level activity, but in the short-term the market may not support development with active uses at-grade. The Commercial Flex policy modifier requires at-grade units that can accommodate future commercial activities to provide opportunities for uses to grow and adapt to changing markets in the medium to long term. At the time of construction, at-grade units within a Commercial Flex area should be built to a commercial standard. Short-term uses in Commercial Flex areas would include residential, small-scale manufacturing, work-live units, artists' studios and a range of commercial activities.

Units in a Commercial Flex area enable innovative and entrepreneurial businesses that have higher needs than a common home-based business, and may transition to fully commercial uses over time. The Commercial Flex policy modifier can be used in Neighbourhood Commercial areas for locations adjacent to Active Frontage areas to provide a transition to surrounding development. Commercial Flex areas should be strategically located to support adjacent commercial development and the evolution of Neighbourhood Commercial areas over time.

2.17 Commercial Flex Policies

a. In a local area plan Commercial Flex should modify Neighbourhood Commercial urban form categories that in the future should support active uses at grade.

i. within Main Streets, Activity Centres, core or transition zones in transit-oriented development areas, transit station areas and other areas of high activity, or

ii. adjacent to Active Frontage areas.

c. Development in Commercial Flex areas must provide:

i. at-grade units with adaptable space that allows for uses to respond to market conditions without significantly altering the shell construction of buildings;

ii. a minimum floor-to-ceiling height for at-grade units that enables adaptation to an active use in the future; and,

iii. buildings that support higher street-level activity than a building with solely residential units through design elements such as:

A. windows, doors and openings on ground floors that increase interaction and transparency;

B. canopies or other forms of shelter for pedestrians; and,

C. distinct, barrier-free, primary entrances for at-grade units along the higher-activity street.

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3 Commercial Cluster

The Commercial Cluster policy modifier identifies locations within Neighbourhood Housing areas with clusters of commercial uses that serve the local population. They are walkable locations that provide the colour that brings communities to life. They are where you find your favorite neighbourhood sandwich or go to drop off your dry-cleaning. Commercial Cluster areas are typically located at key intersections but can be identified in other parts of a community. In some cases, Commercial Cluster areas may be identified where more commercial development is desired in the future within Neighbourhood Housing areas. Individual, one-off commercial uses in residential areas do not need to be identified as a Commercial Cluster.

2.18 Commercial Cluster Policies

- In a local area plan, Commercial Cluster should identify portions of Neighbourhood Housing areas that are most likely to support grouped commercial activities.
- Commercial Cluster may be located at significant intersections or in a linear pattern fronting a higher-activity street within a Neighbourhood Housing area.
- Relative to Neighbourhood Commercial areas, development in Commercial Cluster areas should be designed to integrate into Neighbourhood Housing areas by:
 - providing a **built form** and scale that is responsive to the surrounding residential context;
 - servicing a more local clientele; and;
 - limiting disturbances associated with use activities, including, but not limited to, vehicular circulation, parking, site servicing and noise.

Applicable Urban Form Categories

Neighbourhood Housing Major
Neighbourhood Housing Minor
Neighbourhood Housing Local



Photo: Commercial Cluster area that offers services to nearby residents in a Neighbourhood Housing area.




Photo: Commercial Clusters support activity and vibrancy in housing focused areas of the city.

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Applicable Urban Form Categories

Neighbourhood Commercial Major
Neighbourhood Commercial Minor
Neighbourhood Commercial Local
Neighbourhood Housing Major
Neighbourhood Housing Minor
Neighbourhood Housing Local
Neighbourhood Industrial Transition



Photo: Vehicle-Oriented areas located in strategic locations provide important services.

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5 Vehicle-Oriented

The Vehicle-Oriented policy modifier identifies locations within Neighbourhood areas where vehicle-focused functions may be located, such as gas bars, drive-through, vehicle repair and maintenance and car washes. This modifier can also identify commercial uses focused on consumer sales of large items, such as vehicles, hot-tubs, boats and furniture, that benefit from vehicle-focused access.

Vehicle-focused services are important features to meet peoples' needs within their community; however, the design of these types of developments tends to disrupt and conflict with the pedestrian-scaled experience since the site design required to meet the access, stacking and parking needs of vehicle-focused uses is at a different scale than that required for people. In addition, the sites where vehicles cross sidewalks are points of potential conflict with pedestrians and other street users, such as cyclists. A concentration of Vehicle-Oriented development in an area will diminish the design quality and safety for pedestrians and result in an incompatible street design for high activity Neighbourhood areas.

Vehicle-Oriented policy modifiers should be located outside of areas with high levels of retail activity along streets that carry lower volumes of pedestrian and cycling traffic and higher volumes of vehicle traffic. The Vehicle-Oriented policy modifier may identify smaller sites in walkable neighbourhoods where local vehicle services may be offered. The Vehicle-Oriented policy modifier may be appropriate on the perimeter of Industrial General or Heavy areas as a transition between Neighbourhood areas.

2.20 Vehicle-Oriented Policies

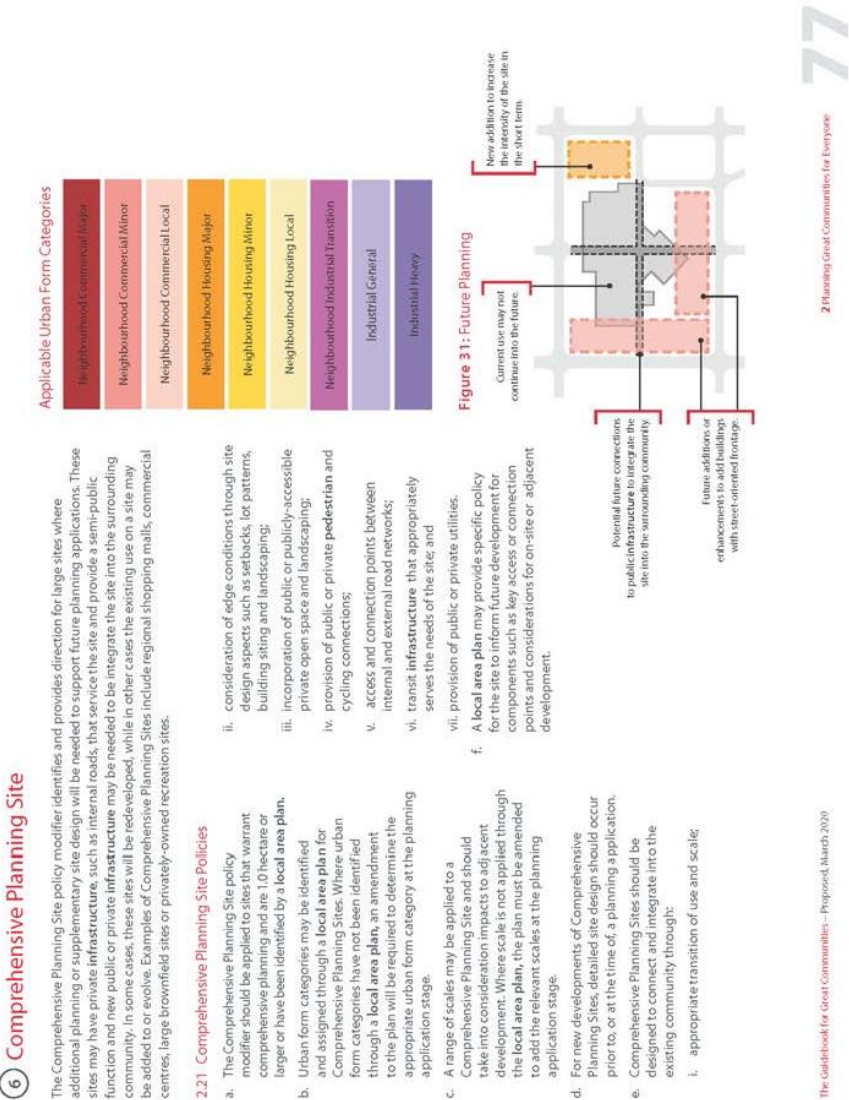
- a. In a local area plan Vehicle-Oriented should identify locations in Neighbourhood areas that are appropriate for and will accommodate vehicle-focused services.
- b. Vehicle-Oriented should be located in areas of lower activity where volumes of pedestrian movement will be lower and vehicle traffic rates will be higher.
- c. In order to minimize conflict with pedestrians and other street users, development in Vehicle-Oriented areas should:
 - i. minimize the number of locations where vehicles cross the sidewalk; and,
 - ii. minimize driveway width, as feasible.
- d. Vehicle-Oriented development should be designed to integrate into Neighbourhood areas.
- e. Development in areas identified with a Vehicle-Oriented policy modifier should:
 - i. incorporate landscaped areas;
 - ii. mitigate off-site impacts;
 - iii. provide pedestrian connections to transit stops and stations; and,
 - iv. accommodate vehicular movement and loading in a manner that does not negatively impact pedestrian safety or circulation.
- f. Development in Neighbourhood Commercial areas identified with a Vehicle-Oriented policy modifier may:
 - i. provide areas for large or bulky goods and vehicles to be sold, leased or rented; and,
 - ii. accommodate activities outside of a building for storage or display.

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SCALE MODIFIERS

Scale refers to the combination of height and massing of a structure. Scale modifiers are applied to urban form categories to indicate the general scale and anticipated human experience at the street level. The scales are grouped by compatible built forms with similar design standards to manage the experience of height and massing for people at the street level.

There are five scale modifiers that apply to the Neighbourhood and Industrial Transition areas. When applying scale, the anticipated activity level of an area should be considered to ensure that the scale will support enough intensity to make the anticipated activity level viable. In general, many people are needed to support a retail area so larger-scale buildings near high-activity areas will help to support their success, while an overly restricted building scale will reduce their viability. A variety of scales applied across communities provides opportunity and choice and contributes to the diversity of a community.

The Land Use Bylaw will supplement building scale modifiers by more specifically regulating height, floor area ratios and transition. Scale modifiers may be adjusted through a local area plan to specify a maximum number of storeys that is less than that identified in the scale modifier, where warranted based on site constraints and the local context, and where the impact on the activity level of the assigned urban form category has been considered. Street wall height is addressed generally in policies 3.1 of this Guidebook, but may be specified for certain locations through a local area plan in accordance with policies 2.31.

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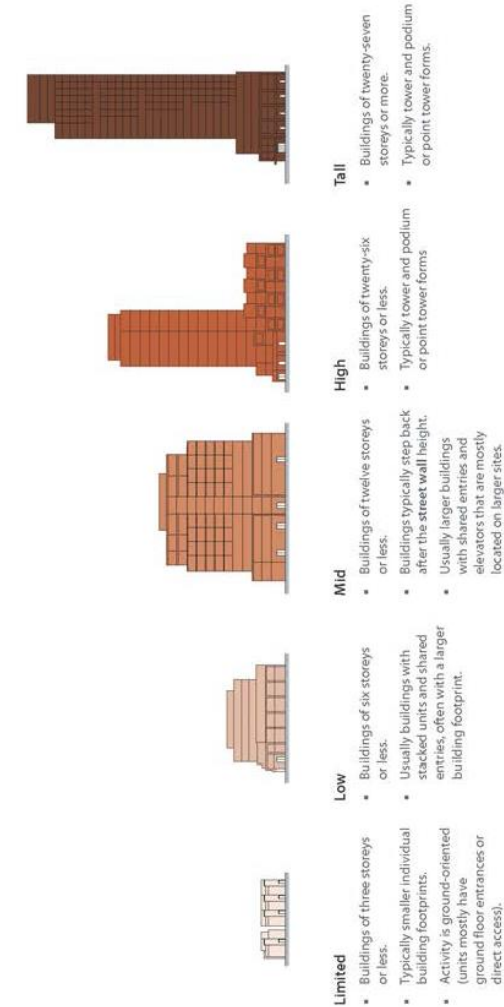
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Figure 32: Scale Modifiers



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Limited Scale

Buildings in the Limited scale modifier are three stories or less in height with smaller building footprints than typical of other scale modifiers. This category includes a broad range of ground-oriented building forms, including single-detached, semi-detached, rowhouses, townhomes, stacked townhomes, mixed-use buildings, commercial and some industrial buildings. Housing-focused areas at this scale should have more amenity space at grade, such as yards or patios.

2.22 Limited Scale Policies

- a. Buildings:
 - i. should be a maximum of three stories in height;
 - ii. should have well-articulated facades that face the public realm;
 - iii. should provide, direct, individual access to grade for all units; and,
 - iv. are encouraged to have smaller individual building footprints than in other scales.
- b. Limited scale housing-focused development should, relative to other scales:
 - i. provide the most at-grade landscaped area; and,
 - ii. have a reduced building mass above the second story.

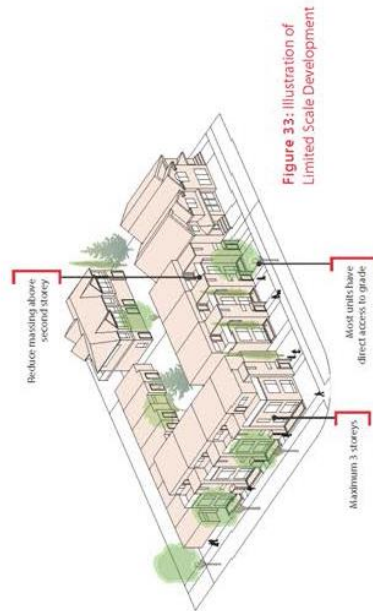


Figure 33: Illustration of Limited Scale Development

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Low Scale

The Low scale modifier accommodates buildings of six storeys or less. Where the local area plan identifies a street wall height that is lower than the overall building height the facade of upper storeys should be differentiated from the facade of the base of the building. In some circumstances the building height may be the same as the street wall height.

Typical buildings in the Low scale modifier would include ground-oriented units at grade with stacked units above that are accessed either through shared entries or individual at-grade entries. Building footprints are typically larger than those of a Limited scale, and would include forms such as apartments, stacked townhouses, vertical mixed-use, office and larger industrial buildings.

2.23 Low Scale Policies

- a. Buildings should:
 - i. be six storeys or less in height;
 - ii. provide ground floor units direct access to grade;
 - iii. provide a street wall that proportionately frames the street and creates a people-focused public realm; and;
 - iv. step back or differentiate the primary building facade for storeys above the street wall.

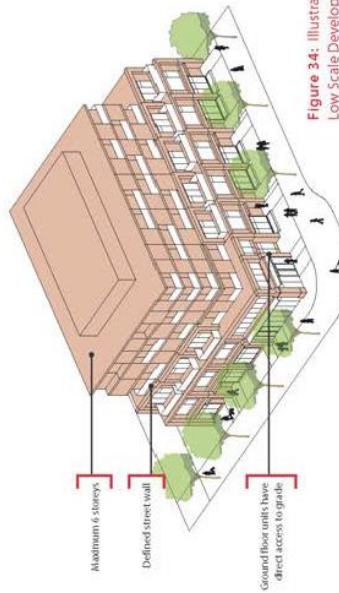


Figure 34: Illustration of Low Scale Development

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Mid Scale

The Mid scale modifier accommodates buildings up to twelve storeys in height. Building volume above the sixth storey should be reduced to diminish the visible massing of the building and provide separation from neighbouring buildings, streets and lanes to allow for light and fresh air to penetrate between buildings.

Typical buildings in the Mid scale modifier would include apartment and mixed-use buildings.

2.24 Mid Scale Policies

- a. Buildings should:
 - i. be twelve storeys or less in height;
 - ii. provide ground floor units direct access to grade;
 - iii. avoid long, uninterrupted rooflines and facades;
 - iv. provide a street wall that proportionately frames the street and creates a people-focused public realm; and,
 - v. have a reduced building volume above the sixth storey.

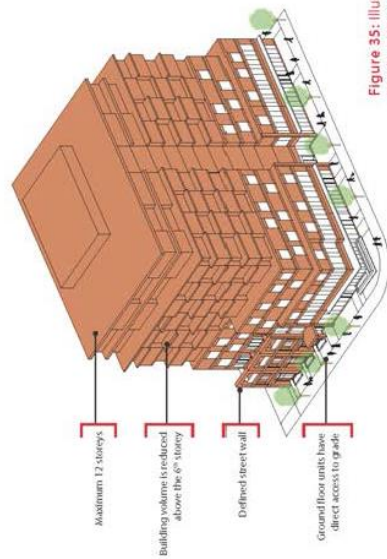


Figure 35: Illustration of Mid Scale Development

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High Scale

The High scale modifier accommodates buildings up to 26 storeys. The façades of the building should be reduced above the sixth storey and portions of a building above twelve storeys must be expressed in a narrow tower form with limited façade widths and floor plate dimensions. This stepped tower and podium building form is intended to continue the street wall, reduce the visible mass of the building, reduce shadowing, and provide separation between neighbouring buildings and across streets and lanes to allow for light and fresh air penetration. Point towers may be acceptable.

Typical buildings in the High scale modifier would include tower and podium or point tower form office, apartment and mixed-use buildings.

2.25 High Scale Policies

- a. Buildings should:
 - i. be 26 storeys or less in height;
 - ii. provide a street wall that proportionately frames the street and creates a people-focused public realm;
 - iii. have a reduced building volume above the sixth storey;
 - iv. have limited floor plate sizes for portions of the building over twelve storeys in height; and,
 - v. have separation distances between towers.
- b. Point towers may be acceptable where they provide high-quality, human-scaled experiences at the street level with publicly-accessible amenity spaces.

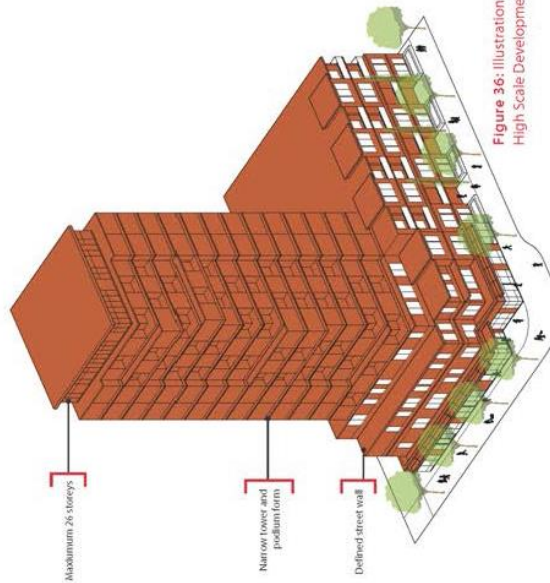


Figure 36: Illustration of High Scale Development

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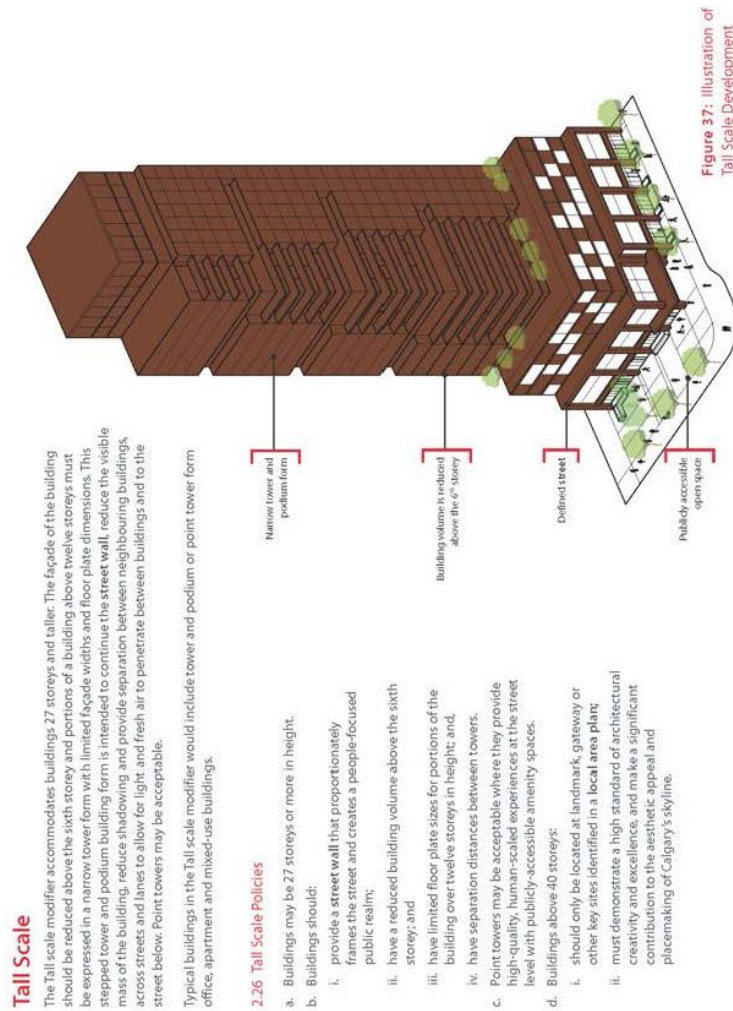
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Street Wall

A street wall is the street-facing facade at the base of a building. When multiple buildings have street wall heights that are scaled to the width of the street and the anticipated activity level, it creates a sense of enclosure and continuity at the street level that contributes to pedestrian comfort and the character of the street. Street wall height requirements may vary depending on the desired built form, anticipated activity level and community context.

The building scale modifier policies and building design policies in Chapter 3 provide general direction for street wall height and building mass. In high-activity areas or in locations with concentrations of heritage resources, more specific direction regarding the height of a street wall may be needed. In these locations, a local area plan may define the minimum and/or maximum street wall height to achieve an appropriate rhythm and sense of enclosure based on the urban form and activity level of the area.

2.28 Street Wall Policies

- a. A local area plan may specify the minimum and/or maximum height of a street wall for specific locations in the plan area.

Varying Building Scale

The guiding objective of development should be to enable great communities for everyone that represent and achieve the principles and goals of the Guidebook. Built form contributes to these outcomes; however, sometimes achieving the outcome goals means development does not comply with specific scale policy but meets the scale policy intent overall. Developers may need additional volume or height due to site constraints, such as slope, or because an innovative design pushes the envelope. When this occurs, flexibility should be available to enable the best outcome, although these cases should be the exception not the rule.

2.27 Varying Building Scale Policies

- a. The Development Authority may approve a building that exceeds the number of storeys that is specified in the building scale modifier where:
 - i. there are demonstrated site constraints that render compliant design infeasible; or
 - ii. the proposed development helps achieve the principles and goals of the Guidebook;
 - iii. the proposed development meets a high standard of design excellence;
 - iv. the design of the building results in a building mass with off-site impacts that are generally equivalent to the specified building scale; and
 - v. the impacts of the additional massing on sunlight access are mitigated for abutting parcels and streets.

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Local Area Plans

Local area plans implement the Municipal Development Plan and the Guidebook by addressing specific areas in more detail and refining city-wide policies and strategies for the community scale.

How strategies and policies may be applied to a community is determined through the considerations outlined in this chapter. This section provides direction for what should be included in the four chapters of a local area plan and guidance for amendments. Additional details regarding the anticipated content and relationship between local area plan chapters and this Guidebook can be found in Appendix 2.

2.29 Local Area Plan Content Policies

Chapter 1: Visualizing Growth

This chapter in a local area plan will provide the vision and set the foundation for Chapters 2 and 3 by identifying existing conditions, amenities, opportunities and considerations.

- a. Local area plans should be informed by the identification of community characteristics and attributes, including, but not limited to:
 - i. community demographics and trends;
 - ii. geographic location in the city;
 - iii. ecological assets;
 - iv. heritage and cultural assets, including indigenous and archaeological sites and places;
 - v. topography and development constraints;
 - vi. parks, open spaces and public trees;
 - vii. recreation and community facilities;
 - viii. special view corridors;
 - ix. transit station areas; and,
 - x. mobility infrastructure.

- b. To enhance the livability and health of communities as they grow and evolve, within the constraints of the plan area, a local area plan should support:
 - i. a mix of employment, residential, institutional, retail and services to support the people who live in the community;
 - ii. an urban environment and streets that support active mobility and connectivity by enabling stores, services and public facilities within walking distance for most residents;
 - iii. development that increases the supply of housing available in a range of types and affordability to meet the needs of current and future populations, both in the community and city wide;
 - iv. protection and enhancement of natural areas and ecological function;
 - v. recreation, civic, arts and cultural opportunities and,

- vi. architectural, urban and natural features that contribute to a feeling of local identity and sense of place.
- c. A local area plan shall contain a vision for the future of a community that aligns with the Municipal Development Plan and the principles and goals of the Guidebook.

Chapter 2: Enabling Growth

This chapter in a local area plan will include the future growth concept and community-specific policies to supplement the policies in the Guidebook.

- d. A local area plan shall contain applicable urban form categories, scales and any policy modifiers identified through a map or series of maps.
- e. A local area plan shall contain strategies for achieving the vision of the plan, including, but not limited to, community-specific policies for urban form categories, mobility, or amenities that supplement those contained within the Guidebook as necessary.

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<p>f. Existing or new landmark sites or gateway sites and key view corridors should be identified, if applicable, and community-specific policy should be included to guide future development in these areas.</p> <p>g. A local area plan may include density bonusing policies for landmark sites or core zones.</p> <p>h. Where necessitated by site constraints and local context, the maximum height permitted by scale modifiers may be reduced by specifying a number of stories in a local area plan when the impact on the activity level of the assigned urban form category has been considered and the rationale is noted in the plan.</p> <p>i. Identify transit station areas and support them with appropriate urban form categories and scale modifiers.</p> <p>j. Local area plans should identify opportunities for:</p> <ul style="list-style-type: none">i. integrated civic facilities and sites;ii. renewable and low-carbon energy technologies in the plan area; and,iii. experimentation and innovation to better implement the principles and goals of the Guidebook and the vision and objectives of the Municipal Development Plan. <p>k. Local area plans are encouraged to conduct water and sanitary analyses to understand the impact of projected growth on the utility network.</p>	<p>Chapter 3: Supporting Growth This chapter in a local area plan will include policies regarding current and future amenities and infrastructure and related investment strategies.</p> <p>i. Local area plans should:</p> <ul style="list-style-type: none">i. identify potential investments to support the future growth concept and provide guidance to The City for future service plan and budget considerations and recommendations;ii. acknowledge that the timing of investment may be guided by external factors including service and activity levels, priorities identified in the plan, and the state of existing assets;iii. identify the roles for different city builders in supporting implementation (The City, developers, residents and businesses);iv. identify planning and funding tools that could support implementation, where appropriate; and,v. be reviewed at a regular frequency as investment and actions are made towards plan goals. <p>Chapter 4: Implementation and Interpretation This chapter in a local area plan will include policies regarding legal interpretation, status and limitations of the plan.</p>	<p>2.30 Local Area Plan Amendment Policies</p> <p>a. Amendments to a local area plan based on the Guidebook should only be considered for the following reasons:</p> <ul style="list-style-type: none">i. regular updates to the plan to ensure current planning principles are applied and to affirm or amend the vision, principals and policy;ii. when higher-level policy is created or amended which introduces conflicting goals or policies that make the goals of the local area plan unachievable;iii. when significant infrastructure investments are made within a community that support a different built form and experience than previously considered or outlined in the current plan; or,iv. when a planning application that conflicts with the current plan is able to better fulfill the vision of the plan and the principles and goals of the Guidebook than what was previously considered or outlined. <p>b. For any planning applications that may result in amendments to a local area plan, applicants are strongly encouraged to conduct community outreach.</p>
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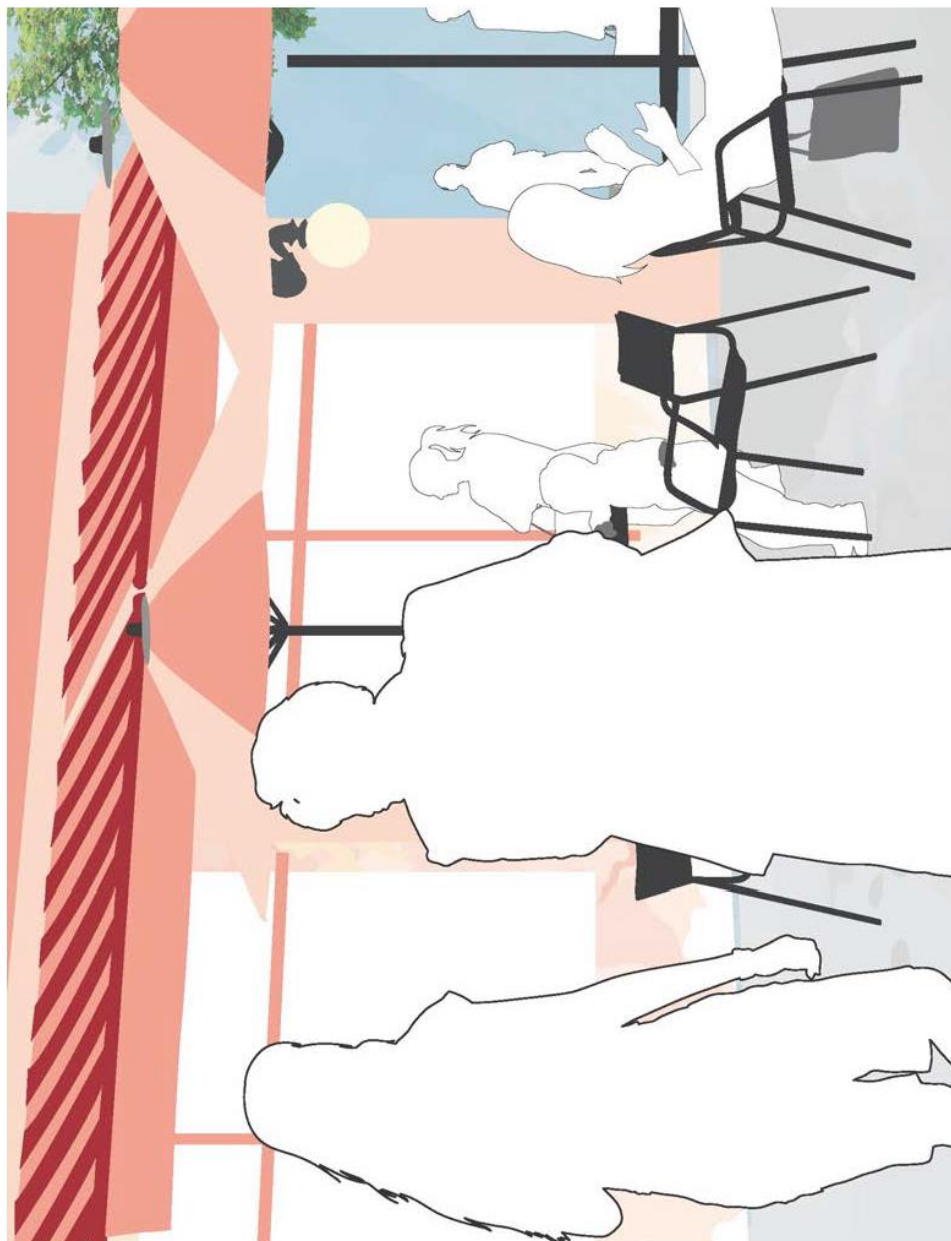
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Building Great Communities for Everyone

What is this chapter about?

- Providing policies to help development realize the principles and goals for great communities.
- Providing policies to guide expected development outcomes and built form.
- Providing general policies for City infrastructure and community amenities

When do you use this chapter?

- When preparing a planning application in a community with a local area plan based on the Guidebook.
- During the circulation or review of planning applications.
- City departments when building infrastructure.
- When creating a local area plan.

Who uses this chapter?

- Applicants and developers submitting planning applications.
- People reviewing or commenting on a planning application in a community with a local area plan based on the Guidebook.
- City staff.
- Local area plan teams and communities going through a local area plan process.

How will you use this chapter?

- To assess if development will help achieve the principles and goals of the Guidebook and meet desired built form outcomes.
- To ensure City infrastructure and community amenities contribute to achieving the principles and goals of the Guidebook.

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Building a Great Community

The built environment of a community should support the lives and lifestyles of the people who live there or may live there in the future. There should be diverse destinations close by: shops and services that meet peoples' daily needs; housing options suitable to peoples' needs and means; opportunities to gather and interact; natural areas; places to play; and options to make a living.

Recall how the built environment of Maria and David's community supports their weekend journey, allowing them to easily and conveniently move from their home, to their leisure activities, to the nearby shops and services. When the built environment is well-designed at a human-scale, it helps to attract people to, and keep people in, an area that increases social interaction and economic activity. Successful communities that welcome a variety of people and activity are more resilient, attract a diversity of development and offer choices to the people who live there now and in the future.

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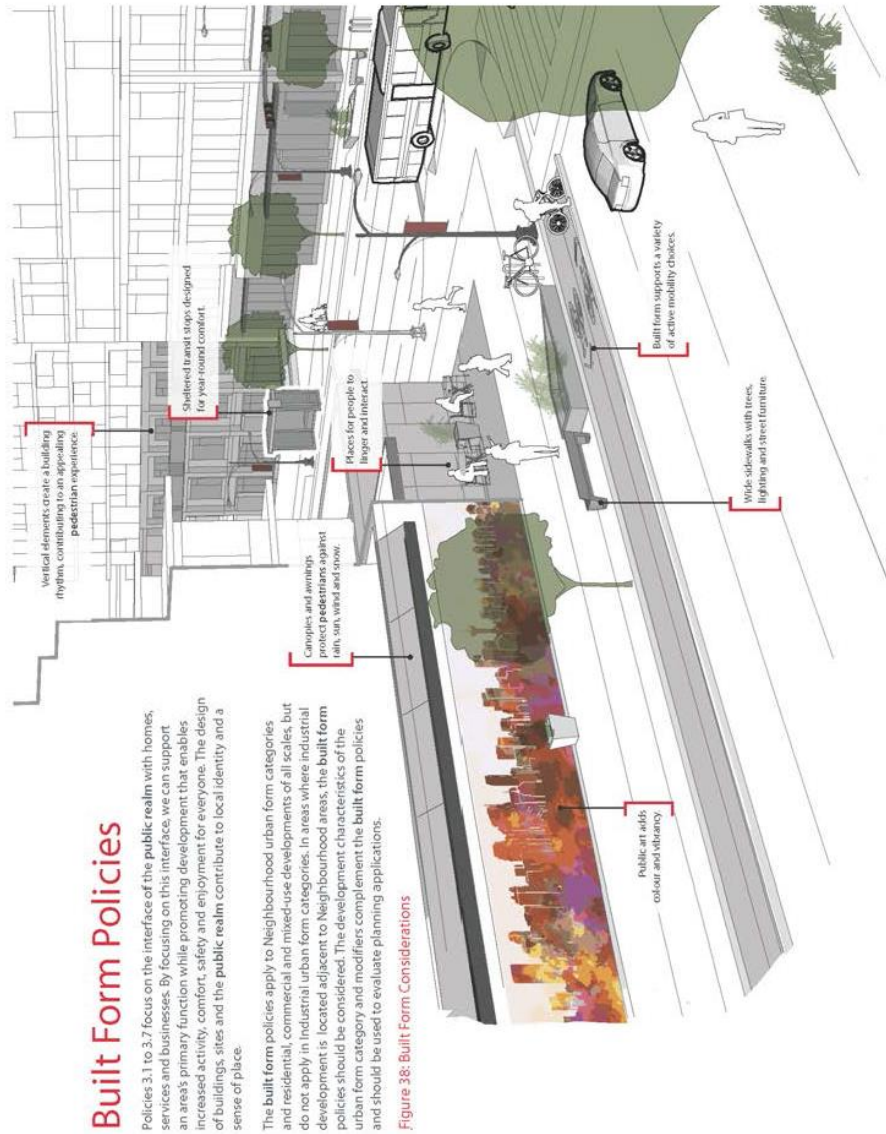
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BUILDING DESIGN

Well-designed buildings help shape the built environment in a manner that contributes to a sense of place and a positive, human-scaled experience. Many elements that make up the design of a building affect how we experience it. The mass of a building, which refers to how the shapes that make up the building are put together, affects how we perceive the size, height and volume of a building. A consistent street wall rhythm and height creates a sense of enclosure and continuity that contributes to pedestrian comfort. The use of varied and durable materials, colour and architectural elements help to give a building character and visual interest. Finally, the location and frequency of windows and doors at the ground level helps distinguish spaces where public interaction is welcome from more private spaces, affecting how people interact with the building and the uses within.

2.1 Building Design Policies

- a. Buildings should be designed to:
 - i. strongly define and articulate the base of the building in a manner that strengthens pedestrian interest and comfort;
 - ii. integrate mechanical equipment as part of the overall design of the building;
 - iii. provide facades that result in a street wall of a height proportionate to the width of the street and appropriate for the activity level and scale of the area to create enclosure for the street;
 - iv. differentiate the street wall from upper portions of a building where the street wall is lower than the overall height of the street-facing facade;
 - v. provide a horizontal edge along the street with a rhythm of enclosure based on the function and anticipated activity level of the street experience;
 - vi. consider sunlight access for adjacent properties, parks and open space and the public realm;
 - vii. reduce overall perceived mass; and,
 - viii. articulate facades that directly abut streets, parks and the public realm.
- b. Various architectural styles are encouraged.
- c. Exterior building materials are encouraged to be durable, sustainable and contribute positively to the public realm.
- d. Buildings adjacent to parks and public plazas are encouraged to frame and enhance the public realm at ground level.
- e. Larger and longer facades should be differentiated to contribute to a visually interesting human-scaled street experience by using multiple proportionate and distinct building volumes.
- f. Alternative architectural approaches that create a positive human-scaled experience may be considered.



Photo: A building with a well-articulated facade that helps reduce its overall perceived mass.



Photo: A building with a clearly defined base and distinct upper portions that reinforce the street wall.

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BUILDING FRONTAGE

Building frontages that face the **public realm** should encourage activity and exchange by providing things of interest at a rhythm that is stimulating to someone moving at a walking pace.

The function of the building frontage facing the **public realm** is different for commercial or residential uses. Commercial uses that face the street should provide easy transition from the inside activity, through the shared experience area, to the **public realm**. The space outside commercial uses should provide an engaging and transitional space for people. Residential frontages should offer room to transition from the **public realm** to the private home, usually through a landscaped space.

Laneways provide for back-of-house type activities, such as loading and parking. They also provide opportunities to enliven the laneway with activities that may not fit on more active fronting streets, such as live-work or work-live units or light industrial activities.

2.2 Building Frontage Policies

General

- a. All street-facing frontages should:
 - i. be human-scaled;
 - ii. emphasize primary building entrances with architectural and/or landscape features;
 - iii. consider safe pedestrian movement and;
 - iv. consider pedestrian experience in winter with design elements such as vibrant colour, lighting and canopies.
- b. Buildings on corner parcels should provide a transition between each facade, through strategies such as:
 - i. continuing public or publicly-accessible amenity space around the corner;
 - ii. continuing architectural features and materials; and,
 - iii. locating the primary entrance on the primary street, at building corners or articulating both street-facing facades with entrances for commercial buildings or buildings with more than one dwelling unit.

Retail

- c. Retail frontages located on the ground floor facing a street should:
 - i. have frequent entrances and windows to enhance permeability and transparency;
 - ii. have barrier-free entrances accessed by hard surfaced walkways; and,
 - iii. limit the width of lobbies that abut the street.
- d. Retail frontages located on the ground floor facing a street are encouraged to provide amenities including, but not limited to:
 - i. patios to sit and eat outside;
 - ii. awnings and other elements that provide weather protection; and,
 - iii. interactive elements, such as displays or public seating.



Photo: A commercial building with frequent entrances and windows to enhance its permeability and transparency.



Photo: A residential building frontage that offers a transition from the public street to the private homes using landscaping and accessible patios.

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3.2 Building Frontage Policies Continued

Residential

- e. Residential frontages should provide:
 - i. separate, individual entries for ground floor units that abut the street that are well marked with direct access to the sidewalk;
 - ii. windows on the ground floor to provide views to the street. Lower proportions of glazing than commercial and privacy screening, such as blinds, is acceptable; and,
 - iii. a transition from the public realm to a private house using transitional amenity or landscaped space.
- f. The width of a lobby for buildings with shared entries should be limited where abutting the street.
- g. On residential frontages, consider opportunities to provide at least one convenient barrier-free entrance for each unit.

Institutional and Stand-Alone Office Building

- h. Institutional and stand-alone office building frontages located on the ground floor facing a street should have:
 - i. windows to enhance permeability and transparency. Where necessary for security or privacy, screening is acceptable; and,
 - ii. barrier-free entrances accessed by hard surfaced walkways.

- i. Institutional and stand-alone office building frontages are encouraged to provide amenities for employees and clients including, but not limited to:
 - i. places to sit and eat outside;
 - ii. awnings and other elements that provide weather protection; and,
 - iii. publicly-accessible plazas.

Industrial Transition

- j. Industrial transition frontages should include elements that enliven the street including, but not limited to:
 - i. roll-up doors;
 - ii. transparent glazing;
 - iii. patios to sit and eat outside;
 - iv. interactive elements, such as displays or public seating; or,
 - v. distinct primary entrances facing the street.

Laneway

- k. On laneway frontages, consider opportunities for activities that are complementary to the primary activities on the fronting street, including production spaces, studios, live-work, **work-live** units and housing.
- l. Where activating uses, such as those in policy 3.2.k, exist in the laneway, laneway frontages should enhance **pedestrian** safety and comfort.



Photo: An industrial transition frontage that includes roll-up doors, transparent glazing and a patio.



Photo: A laneway frontage that supports activity and safe mobility by offering multiple entrances, windows and landscaping.

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SCALE TRANSITION

When adjacent parcels have different scale modifiers, special transition considerations should apply to support and foster the creation of well-designed buildings that respect their neighbourhood context. There are many architectural tools that can be used to support a sensitive transition between different building scales. Alternative methods may be explored and should be considered on their individual merits with consideration for site-specific characteristics. Transition should consider the vision for the community, interface, scale, intensity, heritage and sense of place.

2.3 Scale Transition Policies

- a. New development should transition building height, scale and mass between higher and lower scale development in accordance with the identified scales in the **local area plan**.
- b. To transition building height, scale and mass, combinations of the following strategies may be used:
 - i. building step-backs and stepping down heights within individual buildings;
 - ii. angular planes to step building height between higher and lower building scales;
 - iii. reducing the street wall height to transition the visible mass of a taller building to match the cornice line for a shorter building;
 - iv. decrease scales incrementally through a block;
 - v. setbacks and landscaping to buffer higher-intensity development from lower-intensity development; and,
 - vi. design buildings to have complementary massing on both sides of the street.



Photo: A building that steps down in height to provide a transition between scales.



Photo: A building with increased setbacks and landscaping to buffer from adjacent lower intensity development.

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FUNCTION AND ACTIVITY TRANSITION

When developments have frontages onto multiple streets that have different functions or activity levels, consider how the building responds to the experience of each street and contributes to the public realm. Transition should consider the interface, scale, intensity, **heritage resources** and the vision for the area.

2.4 Function and Activity Transition Policies

- a. Where the corner represents a transition between function and/or activity level (e.g. commercial focus to housing focus, or minor to local), a transition should be provided through tools such as:
 - i. reduced building heights along the less-active street;
 - ii. lowered street wall along the less-active street;
 - iii. increased setbacks or quasi-private spaces (e.g. entry courtyards) along the housing-focused street; and,
 - iv. increased soft landscaping along the less-active street.
- b. Development adjacent to parks and open space should activate the park and be designed to minimize daytime spring and fall shadow impacts on the parks or open space. A shadow study may be required at the planning application stage.



Photo: A building with a lowered street wall along the less-active street.



Photo: A building with increased setbacks and landscaping and lowered height along the less-active street.

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SITE DESIGN

Sites should be thoughtfully designed to consider the principles and goals of this Guidebook.

2.5 Site Design Policies

- a. Developments should:
 - i. orient the primary facades of buildings to frame the edges of streets, parks and open spaces;
 - ii. consider sun exposure to the public realm and amenity spaces;
 - iii. consider how building orientation can optimize seasonal solar aspects;
 - iv. consider opportunities to retain existing healthy trees;
 - v. consider snow storage and removal;
 - vi. consider opportunities to provide permeable surfaces to improve retention and infiltration of stormwater;
 - vii. minimize the area of a site that is dedicated to vehicular movement by using shared access, efficient building placement and site layout;
 - viii. design and locate infrastructure in a manner that minimizes disturbances to existing public trees;
 - ix. respect view corridors identified in local area plans;
 - x. consider slope-adaptive design solutions on sloped sites;
 - xi. provide safe, convenient and attractive pedestrian connectivity within the site;
 - xii. provide direct and convenient pedestrian connections to the public realm and nearby transit stops; and,
- xiii. provide vehicular access from the lane. Where there is no rear lane, or the site is inaccessible from the rear lane, access and egress should be located on the least active street frontage and impacts on the public realm should be minimized.
- b. New driveways should not be located on streets with existing access from a lane. New driveways may be considered when the proposed driveway minimizes impact to pedestrian or cycling routes, or where they improve mid-block accessibility to pedestrian routes.
- c. Pedestrian access and internal circulation for all new developments with multiple buildings should be designed for universal accessibility. Where challenging topography or other site constraints prevent achieving accessibility standards, alternative design solutions may be considered.
- d. Developments are encouraged to include secure bicycle parking and other bicycle-supportive facilities to promote cycling as a viable, safe and convenient mode of transportation.
- e. Secure and convenient bicycle facilities should be provided in all new commercial, mixed-use and multi-residential developments.
- f. Development in proximity to a transit station area should encourage and support transit ridership by:
 - i. providing direct and convenient access to pedestrian and cycling routes that connect to transit stations; and,
 - ii. supporting shared-mobility options, where appropriate.



Photos: Site design considers amenity spaces, access, mobility and pedestrian experience.

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AMENITY SPACE

Amenity spaces provide opportunities for people to gather, interact, play and relax and can help to integrate new developments with the adjacent public realm, including sidewalks, pathways, parks, open spaces and comprehensive retail and recreation sites. There are three classes of amenity spaces: public and publicly-accessible spaces provide opportunities for the general public to enjoy the amenity (e.g. plaza, parklet); shared private amenity spaces provide a place for the people who live or work in a development to gather and interact (e.g. condominium games room, rooftop patio); and, private outdoor amenity spaces provide people with private places to recreate and relax (e.g. balcony, back yard).

2.6 Amenity Space Policies

- a. Developments that occupy large areas of land should provide publicly-accessible landscaped areas to integrate the new development with the public realm or adjacent publicly-accessible areas and, where appropriate, provide through-block pedestrian connections.
- b. Publicly-accessible amenity spaces should be located and designed to provide direct visual and physical connections to the public realm.
- c. Shared private amenity spaces should be located and designed to be visible and accessible to occupants of the development.
- d. Façades at the base of buildings next to publicly-accessible and shared private amenity spaces should be proportional to the size of the space and provide windows that offer views into and from the building.
- e. Public, publicly-accessible and shared private amenity spaces should maximize safety, comfort and enjoyment by designing the spaces to:
 - i. be adequately sized to accommodate the intensity of the development;
 - ii. be flexible and adaptable to a variety of activities and programming;
- f. Publicly-accessible and shared private amenity spaces are encouraged to consider opportunities for communal gardens.
- g. Private amenity spaces should maximize safety, comfort and enjoyment by designing the spaces to:
 - i. be adequately sized to accommodate human-scaled furniture and be adaptable to a variety of activities;
 - ii. consider both sunlight and shade access; and,
 - iii. provide four-season enjoyment, with weather protection.
- h. Provide human-scaled architecture, lighting and furniture;
- i. consider sunlight and shade access;
- j. provide four-season enjoyment, with weather protection; and,
- k. be universally accessible.



Photo: A visible publicly-accessible amenity space with seating and public art.



Photo: A shared private amenity space in a courtyard that offers building residents a place to gather, recreate and relax.

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LANDSCAPE DESIGN

Landscape has many community benefits, from improved stormwater management and quality to positive impact on mental and physical health. Landscaping should be used as more than a buffer between properties and should contribute to the built form outcomes directed by this Guidebook.

2.7 Landscape Design Policies

- a. When selecting planting material for landscaped areas, consider strategies such as:
 - i. integrating existing plants and trees in new landscape designs;
 - ii. placing plants in locations that are suitable to their specific growing needs;
 - iii. using plants that are adapted to local climate conditions;
 - iv. avoiding planting invasive or aggressive-growing plants;
 - v. incorporating a mix of different plants to provide habitat for different species and promote biodiversity;
 - vi. using plants that provide food;
 - vii. employing a mix of plant species to contribute to the tree canopy while also allowing for sunlight penetration;
 - viii. selecting a planting palette that provides four-season visual interest; and,
 - ix. designing low-maintenance landscapes.
- b. Landscaped areas should ensure sufficient soil volumes, appropriate material and adequate spacing to support the selected plants.
- c. Landscaped plantings should be arranged to:
 - i. enhance and complement the interface between the building and the public realm;
 - ii. provide shade in areas of high sun exposure; and,
 - iii. demarcate site entrances and gateways with distinctive landscape design features.
- d. The use of plants and multi-purpose landscape features to delineate boundaries between public and private spaces is encouraged in lieu of fencing.
- e. The use of onsite water conservation strategies are encouraged including, but not limited to:
 - i. employing xeriscape design;
 - ii. designing with drought tolerant and low water use plants;
 - iii. grouping plants into mulched planting beds;
 - iv. incorporating features that collect, retain or infiltrate rainwater;
 - v. using high-efficiency irrigation systems; and,
 - vi. limiting the use of impervious surfaces.



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Development Policies

Policies 3.8 to 3.13 provide direction for all types of development.

INNOVATION AND CREATIVITY

Calgary is an innovative city that supports creative efforts by residents, communities, businesses and developers. Innovative approaches to development are encouraged where they better achieve the goals of the Guidebook than what is standard or required.

2.8 Innovation and Creativity Policies:

- a. The use of discretion to allow relaxations to Land Use Bylaw regulations or alternative solutions to City standards should be encouraged where the proposed solution better implements outcomes consistent with the goals of the Guidebook and the vision and objectives of the Municipal Development Plan.
- b. Regulatory changes that reduce or eliminate barriers to innovative and alternative uses of space should be encouraged.



Photo: Partial retrofit of a strip-mall style development to allow for incremental improvement that resulted in a new patio along a Main Street and improved pedestrian safety.

INCREMENTAL IMPROVEMENTS

The built-out areas present challenges where existing developments no longer conform to current standards, objectives or desired design outcomes. To implement the principles and goals of the Guidebook on these sites, strategies are needed that permit incremental improvements within the constraints of the existing development.

2.9 Incremental Improvements Policies

- a. Where limited or incremental redevelopment is proposed, changes to existing developments should improve conditions to better contribute to outcomes that achieve the principles and goals of the Guidebook.
- b. The use of discretion to allow relaxations to Land Use Bylaw regulations or alternative solutions to City standards should be considered to support incremental improvements per policy 3.9(a).

LIMITED-TERM DEVELOPMENT

Limited-term development may be an appropriate form of development in areas anticipated to have higher-activity levels in the future, such as transit station areas or Main Streets, but where there is not short-term market demand to support the ultimate development outcomes. Applications for a limited-term development must demonstrate compliance with the limited-term development policies.

2.10 Limited-term Development Policies

- a. Limited-term development should:
 - i. contribute to the overall vision for the area and anticipated activity levels, without compromising the future viability of the site or broader area for ultimate development;
 - ii. provide a high-quality interface that enhances the public realm; and,
 - iii. be designed to support redevelopment or adaptation in the future.

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Photo: A group of heritage resources that retain a distinctive scale and setback.



Photo: The historic National Hotel following rehabilitation.

HERITAGE RESOURCES

Heritage resources are defining characteristics of communities and should be retained or protected while balancing the need for redevelopment. New development within the context of heritage resources should consider opportunities to balance both new and historic forms of development. The City of Calgary recognizes that there are heritage resources other than buildings that include archaeological and culturally significant areas.

2.11 Heritage Resources Policies

- a. Encourage the adaptive re-use of heritage resources in order to retain and conserve them, and, where appropriate, support development applications and Land Use Bylaw relaxations that enable their retention, including, but not limited to, relaxations of parcel coverage and setbacks.
- b. Encourage property owners to designate Inventory properties as Municipal Historic Resources by enabling additional development potential on sites containing a designated Municipal Historic Resource.
- c. If a property on the Inventory is to be demolished or redeveloped, photo documentation of the historic property shall be obtained and provided to The City by the applicant and interpretative or commemorative features should be incorporated into new development.
- d. When densities are increased on sites with heritage resources or land use changes reduce the viability of retaining a heritage resource, explore opportunities to mitigate or offset negative outcomes for heritage conservation, such as:
 - i. retention and incorporation of the heritage resource into the new development; or,
 - ii. protection of another heritage resource within the surrounding area.
- e. Encourage the design of new development to be compatible with adjoining sites on the Inventory through architectural design, the use of setbacks, massing, street wall height and landscaping.
- f. Encourage contemporary interpretations of traditional design, detail and materials in new development adjacent to heritage resources.
- g. Discourage new development from creating a false sense of heritage character by directly copying or mimicking the design of heritage buildings in the area.
- h. Encourage the conservation of heritage resources, including their incorporation into new developments, in accordance with the Standards and Guidelines for the Conservation of Historic Places in Canada (2010).

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PARKING

Parking policy that incentivizes development designed to serve human-scaled outcomes supports building communities that provide a range of mobility, housing and retail choices. Managing parking at a district scale, rather than site-by-site, results in more efficient use of land through shared use of both public and private parking spaces. Desired **built form** outcomes should guide parking requirements, rather than being guided by them. Parking policies and regulations need to be responsive to today's needs while enabling communities to be more resilient and adapt to future trends.

2.12 Parking Policies

- a. Parking requirements should be related to geographic location throughout the city, rather than individual use types. Requirements should be reduced or relaxed where development is in:
 - i. **Activity Centres, Main Streets** or other areas of high activity; and,
 - ii. **Transit-station areas.**
- b. Requirements may be reduced or relaxed where development is in shared mobility operating areas.
- c. Parking regulations and user pricing should support **pedestrian, cyclist, transit** and other modes of movement as viable and attractive mobility options.
- d. Provision of parking **infrastructure** should not inhibit desired **built form** outcomes or the principles and goals of the Guidebook.
- e. Where needed to support development that aligns with the Guidebook, relaxations to parking requirements in the **Land Use Bylaw** are encouraged.
- f. To support the achievement of desired **built form** outcomes, **Travel Demand Management** measures including, but not limited to, combinations of the following may be provided:
 - i. bike stalls beyond required minimums;
 - ii. bike maintenance facilities;
 - iii. specific parking for shared-mobility vehicles;

- iv. showers or similar facilities for employees;
- v. facilitation of transit passes, carpooling, or car-share memberships for building residents or employees.
- g. Parking requirements may be reduced or relaxed in a development outside of the areas identified in policy 3.1.2(a), where **Travel Demand Management** measures are incorporated or utilized.
- h. Regardless of location, for the following types of development, parking requirements should be relaxed or removed:
 - i. development that retains historic buildings on the **Inventory of Evaluated Historic Resources**;
 - ii. development of affordable housing as defined and accepted by the City;
 - iii. development of care facilities; and,
 - iv. development that incorporates significant sustainable building measures in accordance with policy 3.1.3.
- i. Shared parking facilities between developments is encouraged to maximize the use of existing parking facilities in the **built-out areas**.
- j. Surface parking is discouraged, but where unavoidable, it should be located behind or at the side of a development.

- k. Surface parking should be landscaped and designed to minimize the visual and environmental impact and reduce stormwater runoff.
- l. Above-grade parking structures should:
 - i. be integrated into developments by using similar quality of architectural treatments as the rest of the building facade, through design elements that hide the parking structure;
 - ii. identify opportunities to incorporate at-grade **pedestrian-oriented activity**, such as **retail**, office or housing; and,
 - iii. consider designs to support future adaptive re-use, through strategies such as high ceilings and flat decks.



Photo: Parking infrastructure that is incorporated into the built form to minimize impacts on the public realm.

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SUSTAINABLE DEVELOPMENT

Minimizing the environmental impacts of development is a critical part of sustainability. Actions at both the building and community scale will assist in meeting Calgary's greenhouse gas reduction objectives, contribute to economic development and reduce energy and water usage.

2.13 Sustainable Development Policies

- a. All developments are encouraged to incorporate building features and technologies that:
 - i. capture solar energy;
 - ii. reduce energy consumption; and
 - iii. reduce greenhouse gas emissions.
- b. Developments are encouraged to include solar energy equipment on new buildings or major additions.
- c. Developments are encouraged to reduce water consumption and exceed existing stormwater management standards by incorporating:
 - i. green stormwater infrastructure; and
 - ii. water collection, filtering and reuse technologies.
- d. Adaptive re-use of existing buildings and infrastructure is encouraged.
- e. Developments are encouraged to consider opportunities to integrate fire protection measures to reduce fire flow needs.
- f. A renewable and low carbon energy feasibility screening assessment may be required to support planning applications for proposed developments on sites greater than 1.0 hectare or with building(s) with a cumulative floor area greater than 30,000 square metre.
- g. Where a renewable and low carbon energy feasibility screening assessment submitted as part of a planning application demonstrates feasibility, the applicable technologies should be incorporated into the development.



Photo: Solar panels to capture solar energy.

Photo: This neighbourhood housing development incorporates stormwater quantity management and water collection and filtration infrastructure.

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General Policies

Policies 3.14 to 3.19 guide The City or community partners when completing projects or building infrastructure. These policies also guide the review of planning applications for developments that contribute publicly-accessible amenities, infrastructure or facilities. The general policies help create a great built environment that connects destinations and supports daily journeys to achieve great communities for everyone.

People of all ages, genders, incomes and abilities must be able to safely and conveniently move around the city. A well-connected network that includes walking, cycling and transit options provides people with mobility choices to meet a variety of needs and preferences. This network is critical to achieving healthy and resilient communities. Policies 3.16 to 3.19 provide direction for the network of sidewalks, paths, streets and transit routes that connects people to places within their community and beyond.

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Photo: An urban park that offers opportunities for play and interaction.

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NATURAL AREAS, PARKS AND RECREATION

Our urban forest, public plazas, school yards, public parks, natural areas, pathways and trail system promote community health and are a key component of great communities. Considering how new development connects to and interacts with parks and open space is important for ensuring these valued amenities continue to serve communities into the future. Considering how development impacts our natural areas and their many functions is equally important to ensuring the health of our city and environment into the future.

2.14 Natural Areas, Parks and Recreation Policies

- a. Parks and Recreation areas should be designed to be accessible, safe and to reinforce the character of the community. Factors that should be considered in the design of parks and open space and include:
 - i. access to both sunlight and shade;
 - ii. visibility within and around the site, including lighting;
 - iii. accessible, barrier-free connections within the site and to the surrounding area;
 - iv. connections to other parks, open space, recreation or civic facilities;
 - v. integration with adjacent development;
 - vi. a variety of programming and activity options for all people;
 - vii. opportunities to participate in arts and culture;
 - viii. restoration and protection of natural areas and cultural landscapes;
 - ix. the use of plants that are adapted to local climate conditions and support biodiversity;
 - x. support for all-season use; and,
 - xi. winter-specific design and programming.
- b. Landscaping should delineate park and open space boundaries, where appropriate, in favour of fencing and other non-permeable barriers.
- c. Pathways adjacent to natural areas should be designed to minimize disturbance and to create a buffer between the natural areas and adjacent development.
- d. The regional pathway network is a component of the open space network and should serve both a recreational function as well as a mobility function for pedestrians and cyclists.
- e. Recreation facilities should be designed to be multi-purpose and accommodate a range of uses that respond to diverse needs in the community.
- f. Explore opportunities to restore natural ecosystem structures, networks, functions and dynamics
- g. Explore opportunities to expand the network of parks, open space and natural areas to improve climate resilience, water quality and management, biodiversity and well-being.
- h. At the time of redevelopment, Natural Areas, Parks and Recreation areas should:
 - i. Identify opportunities to provide additional services, programming or facilities;
 - ii. protect or rehabilitate natural areas;
 - iii. improve accessibility;
 - iv. add additional servicing, such as water or sanitary sewer, to allow for future facilities and capacity to support festival activities; and,
 - v. provide public art or cultural spaces.

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COMMUNITY FACILITIES, SPACES AND SERVICES

Community facilities and spaces provide a wide range of services for Calgarians that include care, culture, education, health and protection for the community. The private sector, public sector, non-profit agencies, charities and partnerships can all play a role in the ownership, operation and development of community facilities and services. Community facilities, spaces and services should be located in areas close to transit, open spaces and pedestrian and cycling routes.

2.15 Community Facilities, Spaces and Services Policies

- a. Community facilities and sites should be multi-purpose and integrate or co-locate complementary functions, such as care, culture, faith, arts, education, wellness and, where appropriate, housing opportunities.
- b. Encourage incorporation of space for local food production, processing, sales and programming on-site or within community facilities.
- c. Consider opportunities for community associations to incorporate revenue-generating activities that are complementary to the community purpose of the site.
- d. All types of care facilities and affordable housing are encouraged to locate where there is convenient access to community services, amenities, transit, recreation, parks and pedestrian or cycling routes that complement the needs of people who access the care facilities or reside in affordable housing.
- e. Consider opportunities for publicly-accessible drinking fountains, washrooms and sanitary facilities.



Photo: A multi-purpose community space that supports local food production and community gathering.



Photo: A community facility that supports civic functions, while providing community gathering spaces and recreation services and opportunities.

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PEDESTRIAN

Pedestrian routes are a critical element of a well-connected mobility network. Pedestrians include all sidewalk users, however they move. Both public and private pedestrian routes should be convenient, safe, comfortable and accessible and provide connections within developments, communities and to the city-wide network. The design of pedestrian routes must accommodate people of all abilities in the volumes that are anticipated based on the function and activity level of the area.

2.16 Pedestrian Policies

- a. Pedestrian routes should be universally accessible.
- b. All pedestrian routes should:
 - i. be wide enough for the anticipated volume of pedestrians based on the street function and context, at minimum allowing pedestrians to pass one another;
 - ii. maintain a path for movement that is clear of horizontal and vertical obstructions providing a continuous path of travel;
 - iii. be well lit; and,
 - iv. be designed to accommodate year-round use and maintenance.
- c. Pedestrian routes in Neighbourhood, Parks, Civic and Recreation, Natural Areas and Industrial Transition areas should:
 - i. provide light sources at a human-scaled height; and,
 - ii. provide places to linger along the street providing street furniture like benches and plazas.
- d. Pedestrian routes are encouraged to provide a buffer between the sidewalk and the road to enhance the comfort of all users, through strategies such as:
 - i. boulevard landscaping;
 - ii. bicycle lanes; and,
 - iii. on-street parking.
- e. Explore opportunities to provide pedestrian routes that are adequately sized, including, but not limited to:
 - i. requiring increased building setbacks from a property line shared with a street, where portions of a building below grade or in upper storeys may project into the additional building setback area; or,
 - ii. increasing the width of the pedestrian realm within the road right-of-way.
- f. New pedestrian crossings should be designed in a manner that is convenient and safe for pedestrians.



Photo: Wide, barrier-free and distinct pedestrian crossings that are convenient and safe.

Photo: Pedestrian routes that support year-round use and maintenance.

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CYCLING

Cycling routes are a critical element of a well-connected mobility network. Cycling routes should be convenient, safe, comfortable, accessible and provide connections both to and within developments, communities and to the city-wide network. The design of cycling routes must accommodate people of all abilities in the volumes that are anticipated based on the function and activity level of the area.

2.17 Cycling Policies

- a. Cycling routes should:

i. include bidirectional movement;

ii. be wide enough for the anticipated volume of cyclists based on the street function and context;

iii. maintain a path for movement that is clear of horizontal and vertical obstructions providing a continuous path of travel;

iv. be well lit with light sources at a human-scaled height;

v. be designed to accommodate year-round use; and,

vi. provide occasional places to repair, maintain and securely store bicycles.
- b. Explore opportunities to improve the safety and convenience of cycling routes, such as:

i. separated, raised or protected bike lanes;

ii. bicycle boxes at intersections;

iii. protected intersections; and,

iv. bicycle-specific traffic signals.
- c. Secure bicycle storage is encouraged in transit station areas.

i. Incorporated into development and public infrastructure and covered to support year-round and all-weather cycling; and,

ii. conveniently-located, well-lit and prominent.
- d. Public bicycle parking facilities should be:

i. Incorporated into development and public infrastructure and covered to support year-round and all-weather cycling; and,

ii. conveniently-located, well-lit and prominent.
- e. Extensions to the regional pathway network should connect to the broader cycling network, where possible.



Photo: A safe, convenient and accessible cycling route.



Photo: A separated cycling route that supports bidirectional movement.

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TRANSIT

Transit routes are a critical element of a well-connected mobility network. Transit service complements great neighbourhoods; it provides an important mobility option and connects people to places within their community and the city. Transit service is also complemented by great communities, where the proximity and mix of destinations help make transit a convenient and attractive alternative to automobiles. New developments within a community can support higher use of transit while also improving connections to transit for the surrounding community.

2.18 Transit Policies

- Direct and convenient transit connections should be provided to complement existing and planned activity levels and associated urban form categories.
- Transit stops and infrastructure should be integrated with pedestrian and cyclist routes in a safe and convenient manner.
- High-quality transit infrastructure should be provided at transit stops to improve comfort, safety and efficiency.
- New transit stations should consider opportunities to incorporate integrated civic facilities and plazas.



Photo: Transit stops and infrastructure should be integrated with the sidewalk safely and conveniently.



Photo: Transit service complements great neighbourhoods; it provides an important mobility option and connects people to places within their community and the city.

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STREET NETWORK

The street network provides connections throughout the city and must be functional, safe, and efficient however people choose to move. It is also an important part of the public realm and supports interaction and culture within communities. All streets should be designed to ensure they are safe, comfortable and convenient for the variety of users they support.

2.19 Street Network Policies

- a. Streets in Neighbourhood areas should be designed, enhanced and operated to enable safe access and use for the people and modes that use them by incorporating:
 - i. pedestrian routes, and,
 - ii. cycling routes or infrastructure and traffic-calming measures, where identified by a local area plan or other relevant City policy or strategy.
- c. Streets within industrial areas should be designed to facilitate efficient goods movement and connections to the skeletal and regional goods movement corridors.
- d. In areas of higher pedestrian activity, street furniture and places to gather should be incorporated into the design and redesign of streets.



Photo: The street supports safe pedestrian, cycling and vehicular movement, with incorporated street trees.



Photo: A street that provides safe connections for all users.

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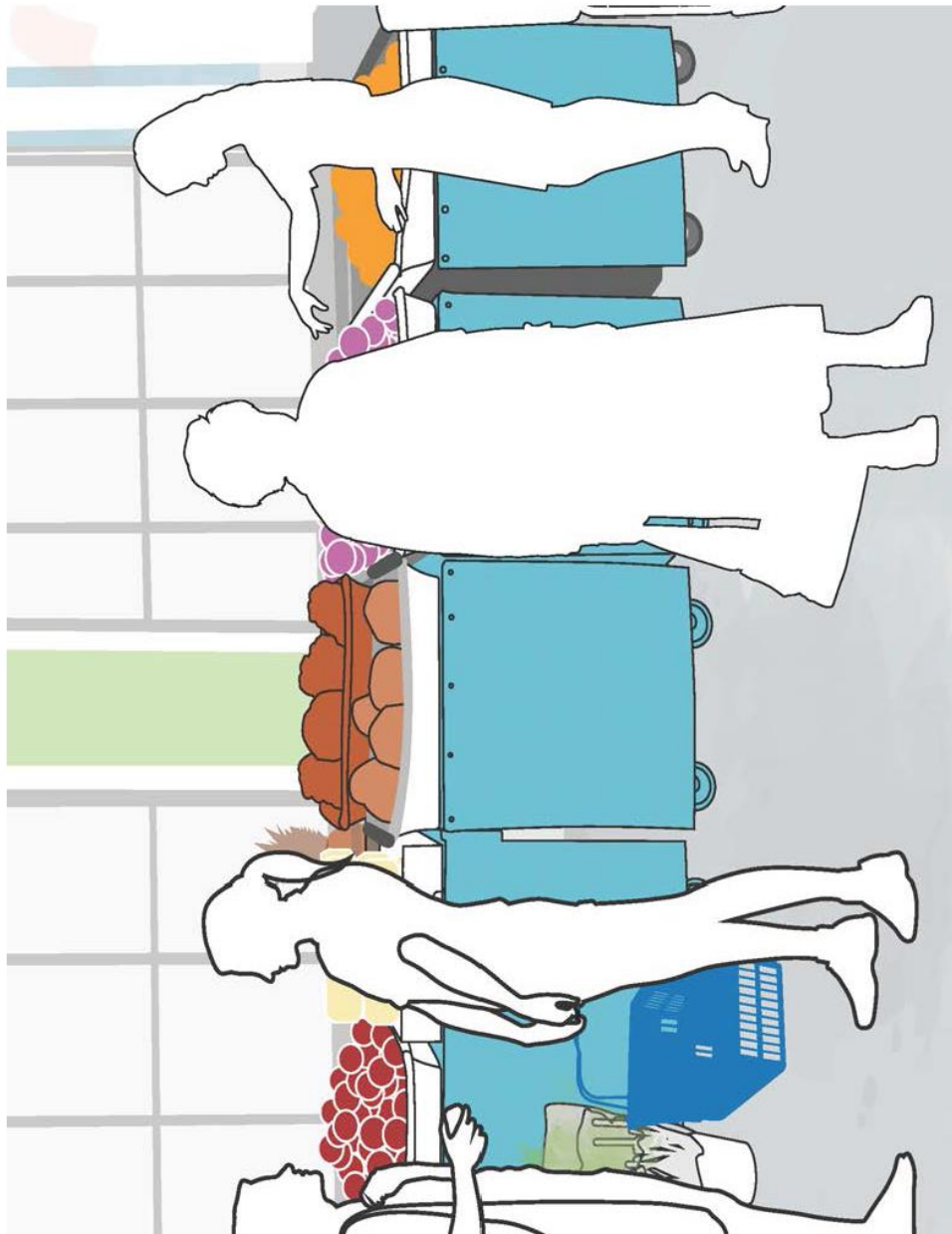
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Tools for Great Communities for Everyone

What is this chapter about?

- Providing optional policy tools for local area plans and the legal framework of the Guidebook.

When do you use this chapter?

- During the creation of a local area plan.
- When considering optional policy tools in local area plans.
- During the planning application process.

Who uses this chapter?

- Local area plan teams.
- Communities going through a local area plan process.
- Applicants and developers when preparing a planning application that utilizes one of the implementation tools.

How will you use this chapter?

- To work through the specific implementation tools being used in a local area plan or for a planning application.
- To understand the legal framework of this Guidebook.

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Funding Tools and Investment Strategies for Communities

There are many potential tools and mechanisms for funding community amenities and infrastructure, such as heritage density transfer bonus, development levies and community funds.

One potential funding tool is a density bonus. Not every local area plan should, or can, use tools such as density bonusing because they require moderate to high development pressure and viable market conditions to function effectively. Bonusing tools are most appropriate in Main Street, transit-oriented development, or Mid to Tall scale development areas as a means to leverage community amenity and benefit in exchange for development over- and above the appropriate base density. Density bonusing is an optional tool and should be mutually beneficial to the community and the developer.

The City is reviewing funding tools and investment strategies that will support evolution and change in our communities with the objective of creating a long-term sustainable funding policy, which may result in amendments to this section. At such time, those funding tools and investment strategies applicable to local area plans will be incorporated into this Guidebook.

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CONSIDERATIONS FOR COMMUNITY FUNDING TOOLS AND

INVESTMENT STRATEGIES

- Before additional funding tools and investment strategies can be implemented or considered, a local area plan needs to permit a built form intensity that is viable for development and aligns with the principles and goals of the Municipal Development Plan and The Guidebook.
- A local area plan should identify potential investments to support the future growth concept such as:
 - mobility infrastructure;
 - utility infrastructure;
 - streetscape improvements (e.g. lighting, benches, re-paving);
 - public trees;
 - new or enhanced public open space;
 - affordable housing;
 - community gathering spaces;
 - community gardens and urban agriculture;
 - care facilities;
 - recreation facilities;
 - cultural facilities;
 - public art; and,
 - heritage resources.
- The needs of each community are different, and may span social, environmental, economic or recreational elements. Through a local area plan, priorities should be set to determine the investments that will make the most difference to the most members of the community. Priorities for growth-related funding should match the needed and envisioned population, intensity and built form that is created and applied through the urban form categories.
- A local area plan is but one of several inputs that guide future City service plan and budget considerations and recommendations.

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Heritage Area Tools for Communities

A heritage area tool is a planning tool used to provide place-based policy to conserve and enhance historic neighbourhoods, while allowing for contextually appropriate growth and change. Heritage areas contribute to a sense of identity and place for communities, provide a living record of historic development in the city, and help to achieve resilience and sustainability goals.

The City is reviewing policy and regulation tools for heritage areas, with the objective of creating a systematic, city-wide strategy for the conservation of concentrations of related heritage assets. The resulting tools may result in changes to this section; at such time, heritage area tools will be incorporated into this Guidebook, applicable local area plans, and other policy or regulation documents as appropriate.

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Transit Station Areas and
Transit-Oriented Development

Transit-oriented developments are compact, mixed-use areas of a community within walking distance of a transit station, that combine residential, retail, office, open space and public uses in a way that makes it convenient to travel on foot or by public transportation. Most transit station areas should be planned in a manner that supports transit-oriented development and considers the different design and development goals for the core zone and the transition zone.

CORE ZONE

The core zone is the area within a 200 – 300-metre walk shed of a transit station that is the focus of a transit-oriented development area.

4.1 Core Zone Policies

- a. The core zone should:
 - i. feature a mix of neighbourhood urban form categories that support the most activity and highest relative building scale around the transit station;
 - ii. incorporate mobility enhancements, like mid-block crossings and scramble crosswalks, wherever block lengths exceed 120 meters;
 - iii. provide public spaces that enhance opportunities for social interaction; and,
 - iv. provide safe and convenient walking and cycling connections to the transit station.
- b. The extent of the core zone depends on the Municipal Development Plan typology, the physical conditions surrounding the transit station and the envisioned scale and activity level. Where the typology supports higher intensity (e.g. Major Activity Centre rather than Neighbourhood Activity Centre), has a higher scale and activity level and there are limited physical barriers to mobility, a larger walk shed (closer to 300 meters) should be considered; where typology intensity is lower or more physical barriers exist then a reduced walk shed may be appropriate.

TRANSITION ZONE

The transition zone extends from the outer edge of the core zone up to an additional 300-metre walk shed and that provides a transition of form and activities between the core zone and the surrounding community.

4.2 Transition Zone Policies

- a. The transition zone should:
 - i. feature a mix of neighbourhood urban form categories that transition from the higher activity level and building scale planned for the core zone to those in the surrounding community; and
 - ii. incorporate mobility enhancements, like mid-block crossings and scramble crosswalks, wherever block lengths exceed 170 meters.

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TRANSIT STATION AREAS

- 4.3 Transit Station Area Policies
- a. Affordable housing is strongly supported in transit station areas.
 - b. Industrial areas within 600 meters of a transit station should:
 - i. Incorporate pedestrian and cycling infrastructure to connect the station to employment areas;
 - ii. Incorporate enhanced landscape features;
 - iii. Consider opportunities for Neighbourhood Industrial
 - iv. Consider opportunities to locate regional recreation or event facilities or appropriate institutional facilities close to the station.
 - c. The vehicle-oriented policy modifier should not be used within a 600-meter walk shed of a transit station.
 - d. In areas identified as Neighbourhood Commercial, block-faces directly fronting or flanking the transit station should be identified as Active Frontage.
 - e. Should sites require supplementary design guidance outside of the local area plan process, a Comprehensive Planning Site policy modifier may be applied.

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Authority, Application and Interpretation

This Guidebook is a statutory policy document, adopted by City Council in accordance with Section 635.1 of the Municipal Government Act, as amended from time to time. This Guidebook and local area plans, as complementary statutory documents, guide redevelopment for built-out communities. This Guidebook is aligned with the policy direction of the Government of Alberta's South Saskatchewan Regional Plan, the Interim Growth Plan for the Calgary Regional Partnership and The City of Calgary's Municipal Development Plan.

4.4 Authority, Application and Interpretation Policies

- A local area plan may identify specific implementation actions that need to be undertaken to achieve the policies provided within this Guidebook.

Application of the Guidebook

- The Guidebook applies, as amended from time to time, to areas that have local area plans completed using the Guidebook.

Non-Statutory Components of the Guidebook

- The Appendices attached to this Guidebook are to be used as supporting information only and do not form part of the statutory document.

Illustration and Photo Interpretation

- All illustrations and photos are intended to illustrate concepts of what might occur when applying the Guidebook's policies and guidelines, and are not an exact representation of any actual intended development.

Monitoring, Review and Amendments

- New concepts and ideas may arise that are constrained by or contradictory to certain policies within the Guidebook. Where such new concepts and ideas respond to and meet the intent of the principles and goals of the Guidebook, or offer a creative solution to a particular problem, amendments may be supported.
- The policies within this Guidebook shall be monitored over time in relation to development to ensure they remain current and relevant.
- Where determined necessary by Administration, these policies shall be updated through the Guidebook amendment process either generally or in response to a specific issue in accordance with the Municipal Government Act.
- Where an amendment to the Guidebook is requested, the applicant shall submit the supporting information necessary to evaluate and justify the potential amendment and ensure its consistency with the Municipal Government Act and other relevant policy documents.

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Policy Interpretation

- i. This Guidebook uses language that is both general and specific.
- j. Where text is bolded in black, the word is defined in the glossary or refers to a statutory policy document.
- k. Where general direction is given, flexibility should be used in the interpretation of the policy. Where specific language is used, it is meant to give clear and unambiguous direction to both The City and the applicant.
- l. Where paragraph statements or objectives precede a policy, it is provided as information to illustrate the intent and enhance the understanding of the policy. If an inconsistency arises between the intent statement and a policy, the policy will take precedence.
- m. Policies that use the word "should" are to be applied in all situations, unless it can be clearly demonstrated to the satisfaction of The City that the policy is not reasonable, practical or feasible in a given situation. Proposed alternatives must be to the satisfaction of The City with regards to design and performance standards and should support the policy intent.
- n. Policies that use the words "shall", "will", "must" or "require" apply to all situations without exception, usually in relation to a statement of action, legislative direction or situations where a desired result is required.

Guidebook Limitations

- o. Policies and guidelines in this Guidebook are not to be interpreted as an approval for a use on a specific site. No representation is made herein that any particular site is suitable for a particular purpose. The Guidebook is intended to guide the development of local area plans, which will provide more specific guidance for local sites. Detailed site conditions or constraints must be assessed on a case-by-case basis as part of a planning application.

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<p>Glossary</p> <p>Active Uses – types of commercial uses on the main or ground floor of buildings adjacent to the sidewalk or street, which generate frequent activity in and out of a building or business entrance.</p> <p>Activity Centre – an urban typology as described in Section 2.2.1 of the Municipal Development Plan.</p> <p>Affordable Housing – housing that includes some form of assistance to cover housing costs for people who need it because of financial or other circumstances. Affordable housing may take a number of forms on the housing spectrum, from non-market rental units to attainable homeownership.</p> <p>Built-Out Areas – all communities that have gone through at least their first stage of development and are no longer actively developing as defined by the City's Suburban Residential Growth report.</p> <p>Built Form – the engineered surroundings that provide the setting for human activity and includes buildings, streets and structures (including Infrastructure).</p> <p>Core Zone – the area within a 200 – 300-metre walk shed of a transit station that is the focus of a transit-oriented development area.</p> <p>Gateway Sites – sites strategically located at key entrances to a community, such as major intersections and transit stations.</p> <p>Heritage Area – A concentrated grouping of related heritage assets.</p> <p>Heritage Asset – Privately owned structure, typically constructed before 1945, that significantly retains the original form, scale, massing, window/door pattern and architectural details or materials. Individual heritage assets may not warrant inclusion on the Inventory or consideration as a heritage resource.</p> <p>Heritage Resource – includes historic buildings, bridges, engineering works and other structures, cultural landscapes such as historic parks, gardens or streetscapes, culturally significant areas, indigenous traditional use areas and sites with archaeological or palaeological resources. These can be managed by municipal, provincial or federal authorities.</p> <p>Infrastructure – the technical structures that support a society, including roads, transit, water supply, sewers, power grid, telecommunications, etc.</p>	<p>Inventory of Evaluated Historic Resources (Inventory) – a growing (non-exhaustive) list of sites that have been assessed by the Heritage Calgary according to the Council-approved Historic Resource Evaluation System.</p> <p>Land Use Bylaw – legislative document that regulates development and land use in Calgary and informs decisions regarding planning applications.</p> <p>Landmark Sites – prominent sites of high visual impact, where buildings are, or would be, prominent and contribute to wayfinding and placemaking for the community. Landmark sites are rare within a community, and may include hill-tops and terminating vistas.</p> <p>Limited-Term Development – a form of development that is temporary in nature and is approved through a development permit that specifies an end date for both the structure and uses within the structure, that may be renewed.</p> <p>Local Area Plan – plans that align with the Municipal Government Act regulations and are usually prepared at a community level. Examples include Area Redevelopment Plans and Area Structure Plans.</p> <p>Main Street – an urban typology as described in Section 2.2.1 of the Municipal Development Plan.</p> <p>Municipal Historic Resource – sites that are legally protected in compliance with the Alberta Historical Resources Act, which includes a designation Bylaw passed by City Council.</p> <p>Municipal Development Plan – the City of Calgary's vision for how the city grows and develops over the next 30 to 60 years.</p> <p>Pedestrians – the term often used for people walking on the street, but should be read inclusively for people with mobility challenges.</p> <p>Public Realm – the space between and within buildings that are publicly accessible, including streets, squares, parks and open spaces. These areas and settings support or facilitate public life and social interaction.</p> <p>Retail – commercial uses that include a range of businesses that depend on public traffic, such as shops, personal services, eating and drinking establishments, or other uses that generate frequent activity in and out of a building or business entrance.</p>
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Shared Mobility Operating Area – the geographic area that an approved shared mobility service designates where customers are allowed to start or end a trip. Shared mobility services can include, but are not limited to, shared electric scooters, shared bikes and electric bikes, or shared car services.

Street Wall – the portion of a building façade at the base of a building facing a street.

Transit-Oriented Development – a compact, mixed-use area of a community within walking distance of a transit station, that mixes residential, retail, office, open space and public uses in a way that makes it convenient to travel on foot or by public transportation instead of by car. **Transit-oriented developments** are often identified through the **Municipal Development Plan** as part of an **Activity Centre** or **Main Street**.

Transit Station Area – the area surrounding a transit station along a primary transit line, such as a Light Rail Transit or Bus Rapid Transit route, that includes enhanced amenities.

Transition Zone – the area that extends from the outer edge of the core zone up to an additional 300-meter **walk shed** and that provides a transition of form and activities between the core zone and the surrounding community.

Travel Demand Management (TDM) – programs, services and products to encourage a shift in travel behaviour from single-occupant automobiles to more sustainable modes of travel, including walking, cycling, transit, car sharing and carpooling. Examples of TDM include changing the time of day people travel, providing transit passes, parking spaces allocated for carpooling or car sharing and enhanced bicycle stalls and facilities.

View Corridors – defined and discrete views from one point to another point. These may include, for example, views of the Calgary Tower from Centre Street S. or views of the Rocky Mountains from Nose Hill.

Walk Shed – a prescribed distance that can be travelled by a pedestrian using constructed routes.

Work-Live Units – units designed to be used as a dwelling unit or commercial space concurrently or separately, offering flexibility and a more direct relationship to the public realm (e.g. sidewalks) than traditional dwelling units. These spaces are designed to be highly flexible and adaptable in design, and allow for a variety of professional and commercial uses such as markets, artists' studios, instructional facilities, consulting firms, or artisanal production spaces.

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Appendix 1: Applying the Urban Form Categories

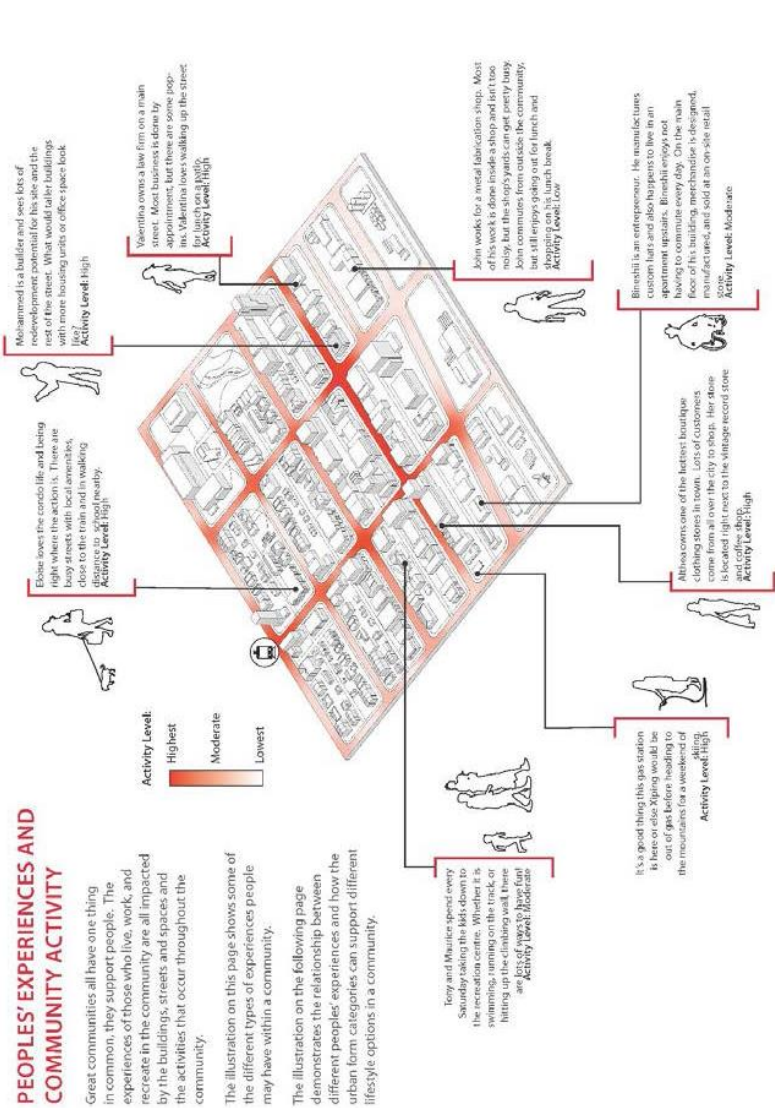
Appendix 1 is a supplement to Chapter 2 of the Guidebook. It provides a theoretical example of how to apply the urban form categories through a **local area plan**. This appendix illustrates how urban form categories can be mapped through insights from the community conversations identified in the Guidebook and **local area plan** Template (Appendix 2). It also includes a few photos of built-out examples for each urban form category in a variety of community contexts.

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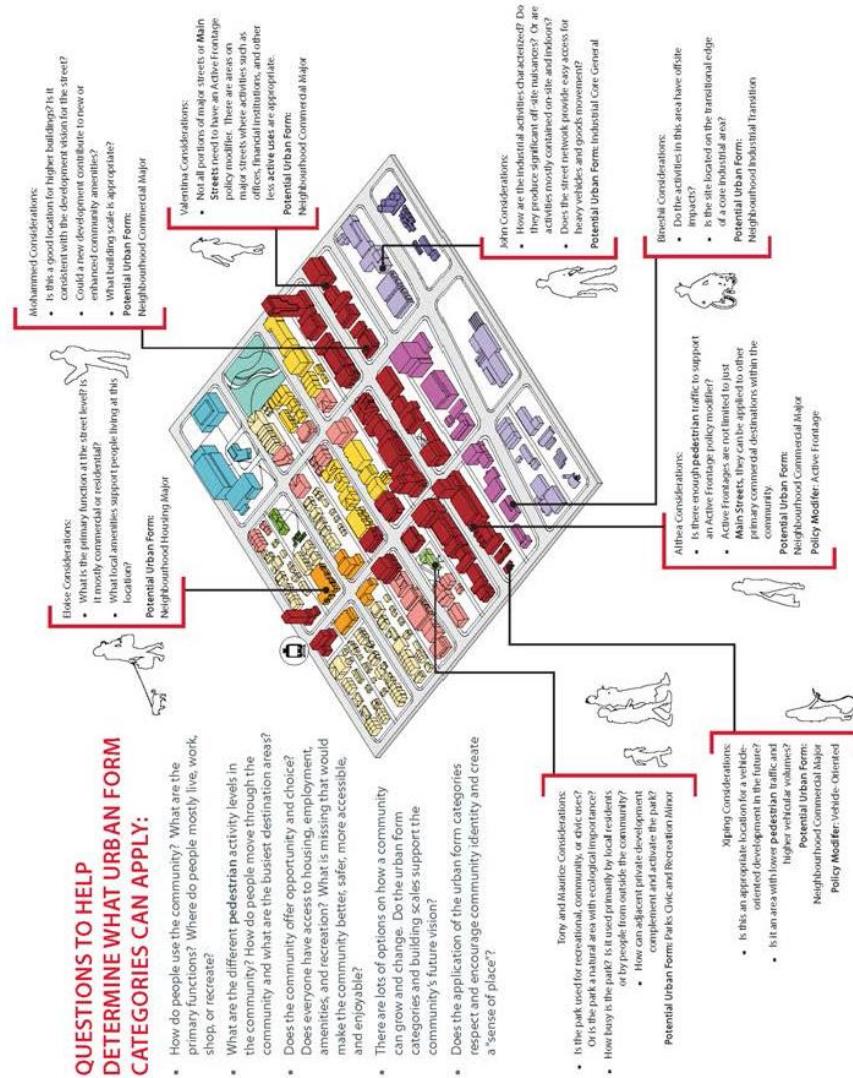
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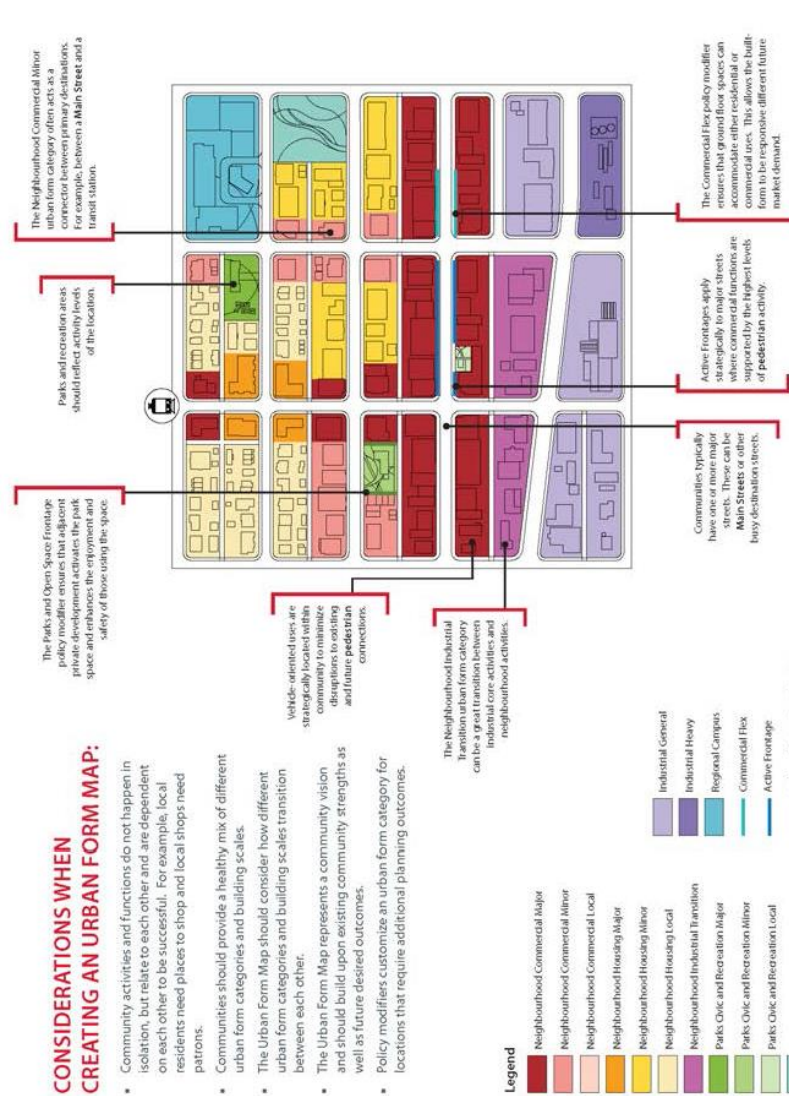
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COMMUNITY BUILDOUT SCENARIOS: URBAN FORM CATEGORIES AND BUILDING SCALE

When it comes to choosing which urban form category to apply to each part of the community, there is no single right answer. Each community has unique characteristics and different contexts to consider. How a community chooses to respond to that context is based on present day community needs as well as aspirations for how the community can grow and evolve.

When applying an urban form category, consider the role of the community in the City, the location of the community in the City, and the different community contexts.

There are lots of different factors that contribute to community context. Some examples are:

- Popular destinations such as recreation centres, dog parks, performing arts and cultural centres, libraries, exhibition grounds, and sports facilities
- Topography and natural areas
- City growth and development policies. Including the **Municipal Development Plan** Urban Structure Typologies, (Activity Centres, Main Streets, and Employment Areas), and Transit Oriented Development policies.
- Transportation and road network.
- Types of transit service and location of transit routes in a community.
- Areas that contribute to the economic success of the City. Such as, business parks, shopping destinations, industrial areas, major shipping and distribution centres.

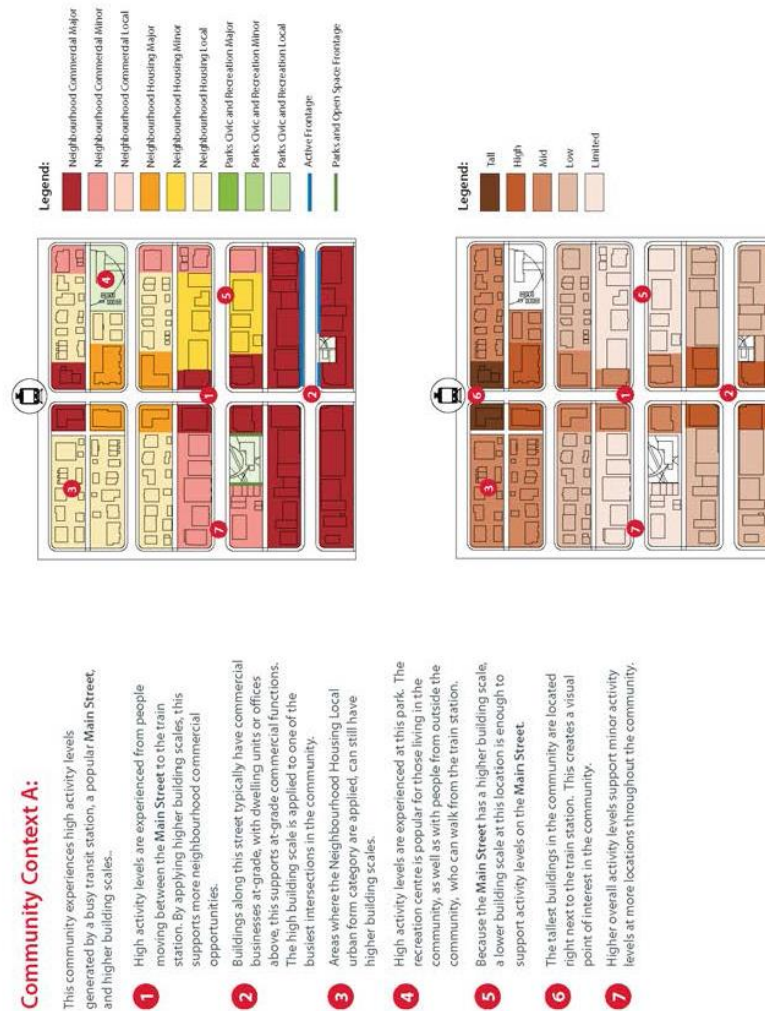
The next two pages are examples demonstrating different ways that the urban form categories and building scales can change based on a community's context and future vision.

When comparing Community Context A to Community Context B, consider how the activity levels, general functions, and thus urban form categories change. Notice how the building scale changes to respond to the different community context.

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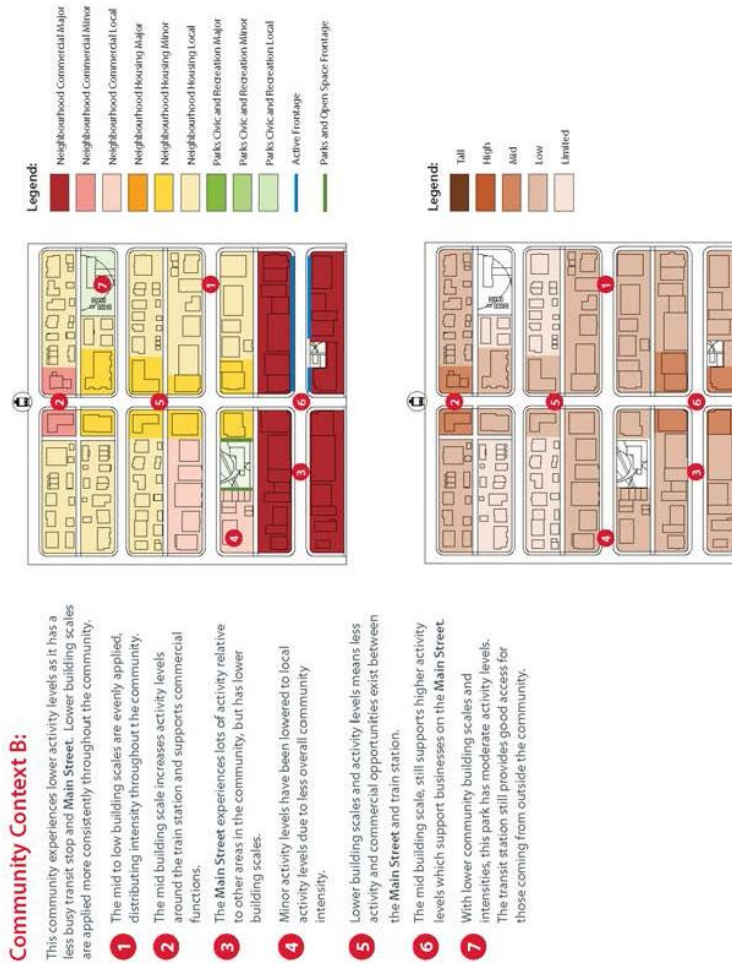
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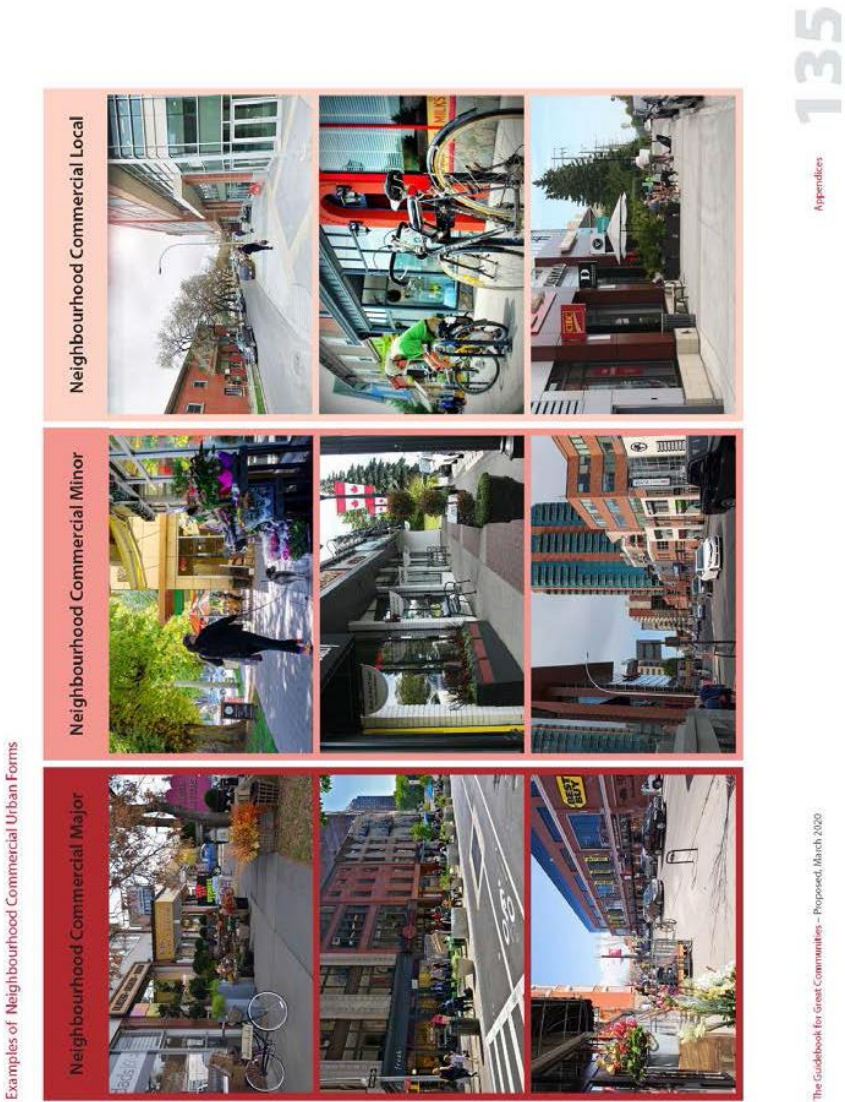


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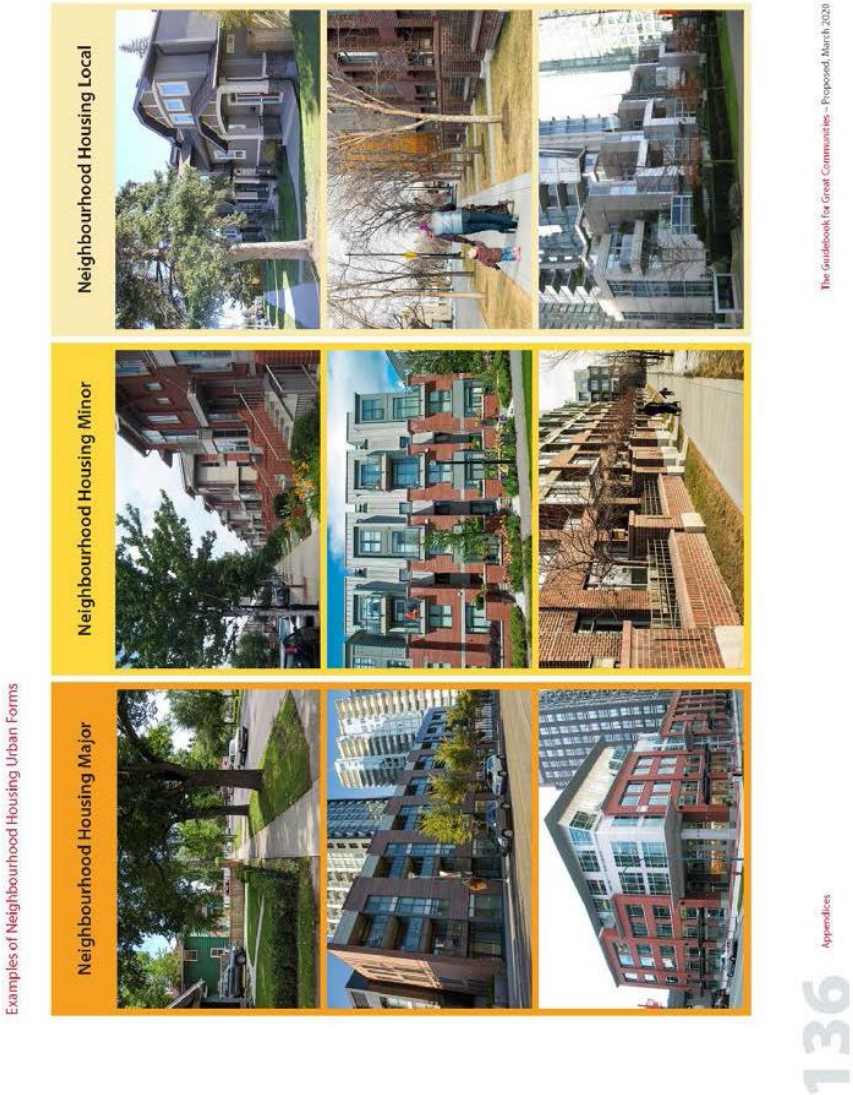
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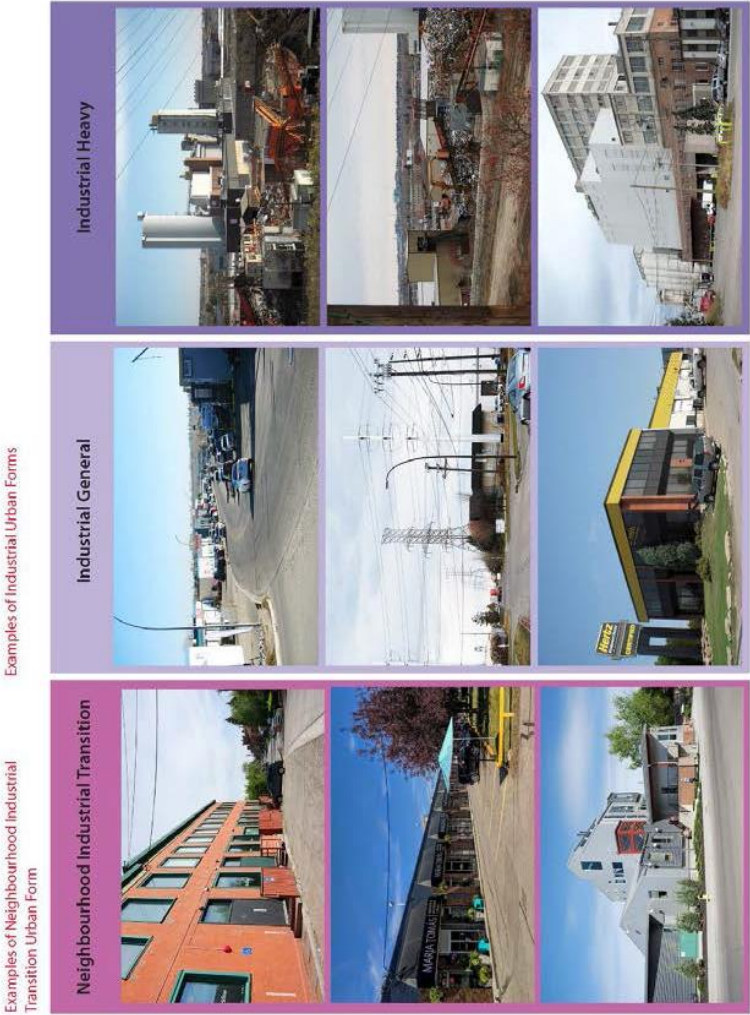
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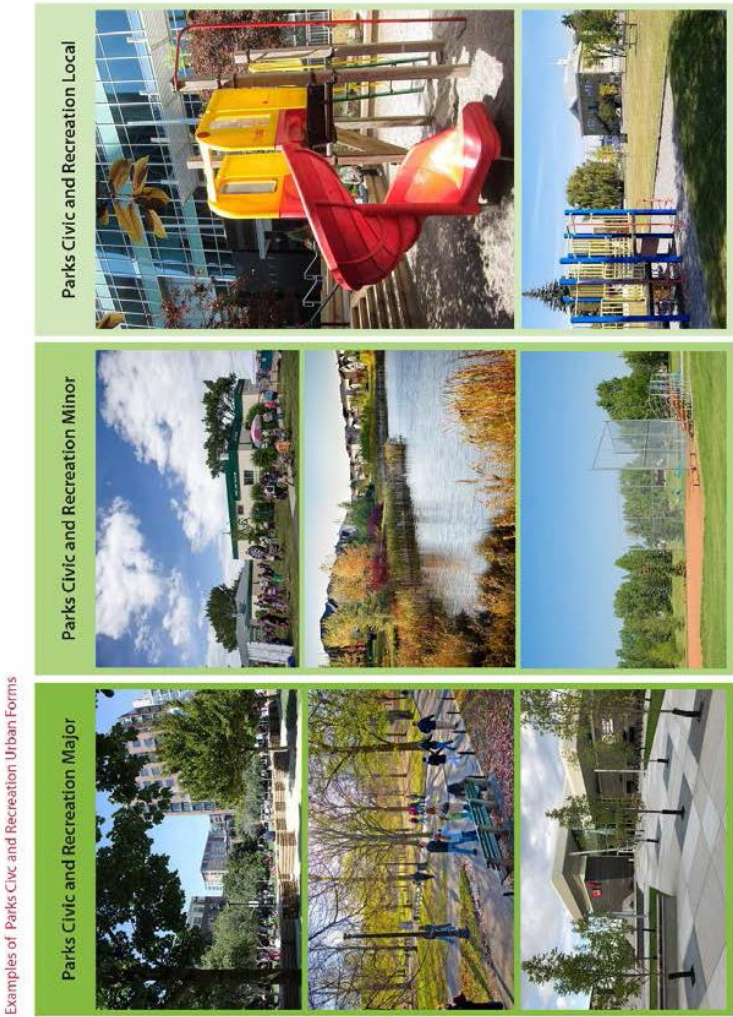
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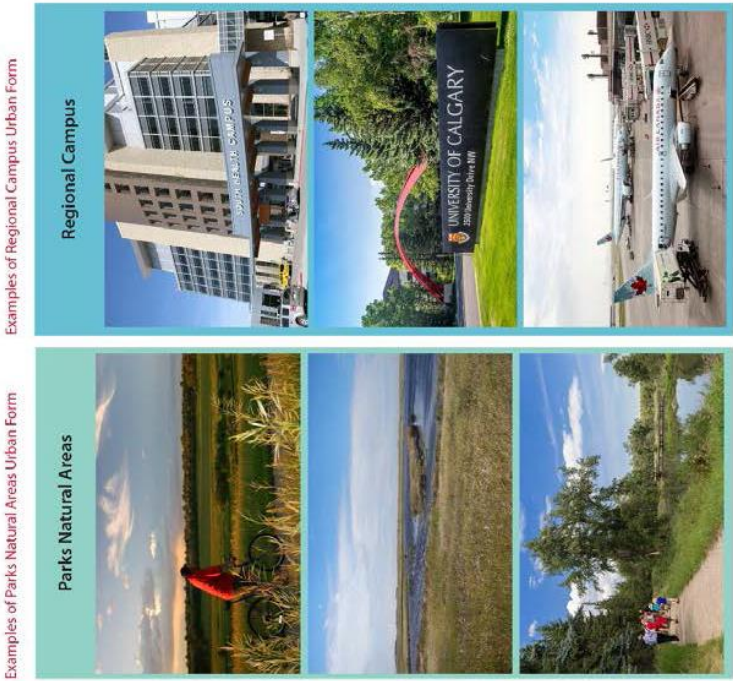
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Appendix 2: Local Area Plans and The Guidebook for Great Communities

The purpose of this appendix is intended to outline how the different sections of the Guidebook relate to the different chapters in a local area plan.

Local area plans bring together residents, businesses, developers, and City staff to work together to plan for the growth and evolution of a community using the principles and goals in the Guidebook. These principles and goals are central to creating and maintaining great communities for everyone and should not be modified through a local area plan unless there are alternative measures being proposed that equally achieve their success.

All local area plans should use the following chapters:

1. Visualizing Growth
2. Enabling Growth
3. Supporting Growth
4. Implementation and Interpretation

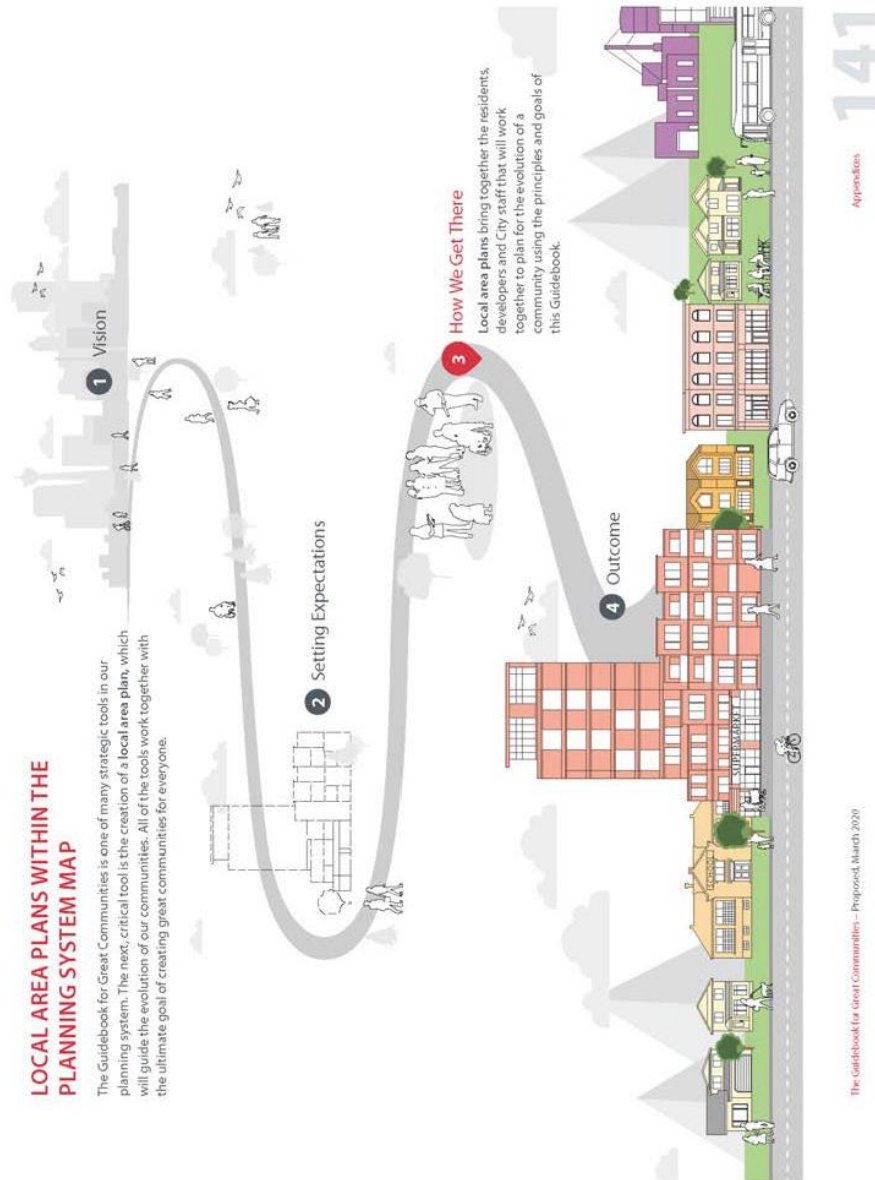
The following information may be in a local area plan or a supplement (such as an appendix or online community dashboard):

- historic and projected demographics;
- community profiles and information about lifecycles of communities (such as the growth, stability or decline of a community, urban structure and land use patterns);
- other maps as reference material; and,
- the history of communities, particularly when that history helps to identify landmark or gateway sites.

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LOCAL AREA PLAN CHAPTER 1: VISUALIZING GROWTH

This chapter provides the vision for growth and evolution for all communities identified within a local area plan. This vision should build on the following principles and goals from Chapter 1 of the Guidebook:

Principles for Great Communities

Opportunity and Choice

Everyone has access to places to shop, learn, work, eat and play, and there are diverse housing and mobility options for many different people and household types.

Health and Wellness

Everyone has access to care, recreational opportunities and healthy food, and there are options to incorporate activity into how you get around.

Social Interaction

There are a variety of places to gather, celebrate and interact with all kinds of people.

The Natural Environment

Natural areas are protected, restored and valued and are accessible to everyone.

Economic Vitality

Everyone has access to diverse employment options and an environment conducive to starting, operating and sustaining a business.

Identity and Place

Well-designed neighbourhoods create a sense of place that fosters identity and creates pride in the community.

Goals for Great Communities

1. Promote varied, inclusive and equitable housing options.
2. Provide opportunities to access goods, services and amenities close by.
3. Offer opportunities to gather and participate in civic, arts, cultural and entertainment activities, in both public and private spaces.
4. Provide varied and inclusive spaces and facilities for recreation, play and outdoor activities close by.
5. Ensure spaces are designed for everyone, foster a sense of place and are connected together—however a person moves.
6. Ensure natural areas, biodiversity and ecological function are protected, restored, created and enjoyed.
7. Enable and support prosperity through diverse economic opportunities at a variety of scales.
8. Support the use of existing streets, services and buildings to reduce the need for new infrastructure.

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LOCAL AREA PLAN CHAPTER 2: ENABLING GROWTH

This chapter should include development policies to enable the vision described in Chapter 1 of the local area plan. These policies may supplement the policies of Chapter 3 of the Guidebook where necessary, but should not duplicate them or be used to create exclusionary policy. This section should be specific to local context and need, and reflect the unique aspects of the community.

This chapter in the local area plan should:

- Provide the future growth concept for the community.
- Provide community-specific policy.

Mapping

Maps should form the foundation of this chapter. Maps may be for the entire local plan area and/or a specific area. These maps are based on Chapter 2 of the Guidebook and should reflect the following information:

- Urban Form – created by using the Urban Form Classification System (including policy modifiers).
- Scale – created by applying the scale modifiers to the various categories of the Urban Form Map.

Ways a local area plan can be modified for local context:

- To foster and celebrate local identity and enhance a sense of place.
- To provide specific direction for key sites or geographic areas within a community.
- Scale categories may be adjusted to specify a number of storeys in a local area plan due to site constraints, local context and where the impact on the activity level of the assigned urban form category has been considered and the rationale is noted in the plan.
- For additional policy direction for landmark or gateway sites or other geographic nuances.
- The future growth potential based on infrastructure capacity and investment in the community.

Ways a local area plan cannot be modified for local context:

- To exclude built forms or uses that achieve the goals and principles of the Guidebook.
- To exclude individual or specific demographics of Calgary's current and future population.

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Guidebook for Great Communities

LOCAL AREA PLAN CHAPTER 3: SUPPORTING GROWTH

This chapter in a local area plan will include policies regarding current and future amenities and infrastructure. These policies should guide implementation to realize the vision outlined in Chapter 1: Visualizing Growth. Policies and direction from the Guidebook, particularly in Chapters 2 and 4, will direct the policies for Chapter 3 of the local area plan.

The Established Area Growth and Change Strategy is helping define an approach to supporting built-out area communities through growth and change. The results of this and related work may result in revisions to this chapter of a local area plan, and Chapter 4 of the Guidebook.

Local area plans should:

- Identify potential investments to support the future growth concept and provide guidance to the City for future service plan and budget considerations and recommendations.
- Acknowledge that the timing of investment may be guided by external factors, including service and activity levels, priorities identified in the plan, and the state of existing assets.
- Identify the roles for different city builders in supporting implementation (The City, developers, residents and businesses).
- Identify planning and financial tools that could support implementation, where appropriate.

The local area plan should identify potential investment opportunities for funding through various tools, such as:

- mobility infrastructure;
- utility infrastructure;
- streetscape improvements (e.g. lighting, benches, re-paving);
- public trees;
- new or enhanced public open space;
- **affordable housing**;
- community gathering spaces;
- community gardens and urban agriculture;
- care facilities;
- recreation facilities;
- cultural facilities;
- public art; and,
- heritage resources.

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Guidebook for Great Communities

LOCAL AREA PLAN CHAPTER 4: IMPLEMENTATION AND INTERPRETATION

This chapter in a local area plan will include policies regarding legal interpretation, status and limitations of the plan.

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Renewed Land Use Bylaw Implementation – Revised Timing

This attachment responds to the recommendation of PUD2019-1200 where Council directed administration to return with an updated implementation schedule for the renewal of the Land Use Bylaw, at the same time as bringing back the *Guidebook for Great Communities*. Administration is proposing to advance the work of the renewed Land Use Bylaw through the following four phases of work. Note that only timing for the scoping of the renewal has been provided given that future work is dependent upon the decisions and input from Council regarding this approach.

Phase 1a: Scope, Objective and Approach

Timing: April 2020 – Q3 2020

This phase will continue the education and awareness campaign regarding housing choice, and what it could mean to implement the *Guidebook*, as well as scoping the approach for the Land Use Bylaw renewal.

Deliverables

- Scope and Approach
 - Establish deliverables and timeline
 - Establish project team composition and need for consultants
 - Identify stakeholders, advisory groups, engagement and outreach

Phase 1b: Neighbourhood Housing Limited scale Local District

Timing: TBD through Phase 1a

This phase will begin reviewing the options for new low density districts that would implement the *Guidebook*. Work would focus on stakeholder engagement, information gathering, education and awareness. This phase will also begin work on what parking and use reform could look like.

Deliverables

- Update on engagement process to date regarding the Neighbourhood Housing Limited scale Local district or district(s);
- Updates on parking reform and use reform – responding to what have we learned and how could it impact the district.
- Prioritized goals and objectives of the Neighbourhood Housing Limited scale Local category and options for how those goals could be formulated into districts (based on engagement with all stakeholders);
- Options for how those objectives could be represented through districts;
- Options for supplementary material such as “how-to” guides;

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Phase 2: District Creation Focus

Timing: TBD

Deliverables

- New district(s) for Neighbourhood Housing Limited scale Local, pursue further direction or potential for presentation of new district(s);
- Demonstrate how goals and objectives of the Neighbourhood Housing Limited scale Local urban form category have been accommodated in the district(s);
- Structure of renewed land use bylaw (to be populated in Phase 3)
- Update on engagement process to date regarding the Neighbourhood Housing Limited scale Local district or district(s);
- Drafts of supplementary material for review and comment;
- Parking reform and use reform – how they're being incorporated into the Bylaw and the new district(s);
- Consideration for Council direction regarding when/how to apply new district; and,
- Update on next steps and future work.

Phase 3a: Next Steps – Housing Districts

Timing: TBD

This phase will include working on the remaining needed districts.

Details

- Work on remaining Neighbourhood Housing districts. Potential to look at ways to build from the Limited scale Neighbourhood Housing district through the use of modifiers and customizations.
 - Output: new district(s)/modified district(s) to be implemented through the local areas plans.
- Parking reform (structure to apply to new districts)
- Use reform (structure to apply to new districts)
- Reform of administrative sections for new volume of the Land Use Bylaw (i.e. what requires a permit, types of permits etc)

Phase 3b: Next Steps – Remaining Districts

Timing: TBD

Details

- Begin work on Neighbourhood Commercial districts. Potential to look at ways to build off the Limited scale Neighbourhood Housing district through the use of modifiers and customizations.
 - Output: new district(s)/modified district(s) to be implemented through the local areas plans.
- Begin work on Industrial districts and Parks Civic & Recreation districts. Potential to look at ways to build off the Limited scale Neighbourhood Housing district through the use of modifiers and customizations.
 - Output: new district(s)/modified district(s) to be implemented through the local areas plans.
- Begin work on Regional Campus district.

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Long Term System Change – Finalization of a renewed Land Use Bylaw

Phase 4: Planning System Change

Timing: TBD

Details

- Consideration for new permit processes.
- Consideration for redesignations in built-out areas.
- Consideration for how to combine all other Guidebooks (Developed Areas, Centre City and New Communities) into one.
- Consideration for ongoing sustainment as well as education and awareness.

Ongoing Sustainment and Monitoring

- Implementation and transition phase
- Education and awareness
- Sustainment
- Monitoring

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Additional Previous Council Direction

At the 2019 November 06 meeting of the Standing Policy Committee on Planning and Urban Development, it was moved by Councillor Farkas, that with respect to Report PUD2019-1015, the following be approved, as amended:

That the Standing Policy Committee on Planning and Urban Development:

Direct Administration to execute Option 2, as contained on page 7 of Guidebook for Great Communities Stakeholder Panel Presentation (Distrib-Presentation-PUD2019-1015), with the following refinements:

- a. Build awareness among Calgarians about the changes being proposed and to allow Calgarians to participate in the community conversation on long-term planning and supporting growth with infrastructure and amenities;
- b. Communicate the vision & intent of the document within Calgary communities, in partnership with stakeholder groups, before the document becomes statutory. This communication should include examples from pilot communities;**
- c. Prepare a clear engagement process for statutory planning work going forward, making expectations clear to all stakeholders about when to engage, what type of engagement is required, and what the outcomes of the work will be;
- d. Provide further clarity on the relationship between this work and the City's shift to larger local area plans; and
- e. Forward this report to the 2019 November 18 Combined meeting of Council.**

At the 2019 November 06 meeting of the Standing Policy Committee on Planning and Urban Development, it was moved by Councillor Woolley, that with respect to Report PUD2019-1200, Implementing Great Communities for Everyone, the following be approved:

That the Standing Policy Committee on Planning and Urban Development forward this report to the 2019 November 18 Combined Meeting of Council in order for it to be on the same agenda and heard in conjunction with (following) PUD2019-1015 Great Communities for Everyone.

At the 2019 October 2 meeting of the Standing Policy Committee on Planning and Urban Development, it was moved by Councillor Sutherland, that:

That with respect to Reports PUD2019-1015 and PUD2019-1200, the following be approved:

That the Standing Policy Committee on Planning and Urban Development:

1. Postpone the Great Communities for Everyone report PUD2019-1015 (Guidebook) and the Implementing Great Communities for Everyone report PUD2019-1200 back to Administration to:

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- a. Direct Administration to create a panel comprised of up to 6 stakeholder representatives who collaborated on the Guidebook and its considerations for implementation; and
 - b. Return to the 2019 November 06 SPC on Planning & Urban Development committee meeting.
2. Request a discussion between the above noted panel and Committee members at the 2019 November 06 SPC on Planning & Urban Development committee meeting, in an effort to:
- a. Confirm expectations of Guidebook,
 - b. Discuss any outstanding areas of disagreement in the Guidebook, and
 - c. Propose possible testing methods of the Guidebook's practices and policies, including but not limited to leveraging the North Hill Communities Local Growth Planning pilot project to evaluate practicality of the Guidebook to meet the goal of evolving communities in a manner that responds to the needs of current and future residents.

At the 2019 July 29 Combined Meeting of Council, moved by Councillor Farrell and Seconded by Councillor Carra, that with respect to Report CPC2019-0759, the following Motion Arising be adopted:

That Council direct Administration, as part of ongoing review of the lowdensity land use districts and existing work on the Developed Areas Guidebook, to bring forward land use amendments that better facilitate mid-block rowhouse implementation, with particular consideration to:

1. Allowing courtyard-style development with rules that require building separation distances that allow for reasonable sunlight penetration, sufficient private amenity/gathering space, and that minimize sideyard massing challenges
2. Any additional rules required to enable successful internal private amenity/gathering space, including minimum dimensions and green landscaping requirements
3. Height limits, chamfers, setbacks, and/or stepbacks that reduce side/rear massing impacts and support appropriate transitions to adjacent parcels of varying intensities or scales of development, returning to Council through the Standing Policy Committee on Planning and Urban Development no later than Q4 2020.

At the 2019 July 3 meeting of the Standing Policy Committee on Planning and Urban Development, it was moved by Councillor Carra, that the Developed Areas Guidebook Update and Implementation Report (PUD2019-0253) due in 2019 Q3 to be moved to 2019 October 2, PUD2019-0866.

At the 2019 June 17 Combined Meeting of Council, moved by Councillor Carra and seconded by Councillor Gondek, with respect to Report PUD2019-0402 (Enabling Successful Infill Development – Options for Changes), the following was adopted:

- "That Council hold a Public Hearing for the proposed amending bylaw 46P2019; and
1. Give three readings to the Proposed Land Use Bylaw Amendment 46P2019 in Attachment 1; and

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2. Direct Administration to return, through the Developed Areas Guidebook report, with an outline for what new developed area districts could look like and how the 12 issues will be addressed (option 3)."

At the 2019 March 18 Combined Meeting of Council, through PUD2019-0253, Council decided to:

"**ADOPT**, by omnibus motion, Moved by Councillor Colley-Urquhart, Seconded by Councillor Gondek, that the Special Policy Committee on Planning and Urban Development Recommendations in Report PUD2019-0253 be adopted as follows:

That Council:

1. Direct Administration to prioritize its resources to deliver the initiatives on the proposed City Planning and Policy Service Line Workplan 2019 as provided in Attachment 1; and
2. Adjust the reporting timelines for:
 - a. Report PUD2018-1022, Developed Areas Guidebook Update and Implementation, to return to Council, through the SPC on Planning and Urban Development no later than Q3 2019;
 - b. Report PUD2018-0549, Transit Oriented Development Implementation Strategy, to return to Council, through the SPC on Planning and Urban Development no later than Q4 2019;
 - c. Report C2018-1337, Landfill – Subdivision and Development Regulation Setbacks, to return to Council, through the SPC on Planning and Urban Development no later than Q4 2020; and
 - d. Report PUD2018-0826, Hillhurst/Sunnyside Area Redevelopment Plan Amendment, to return to Council, through the SPC on Planning and Urban Development no later than Q4 2020.

At the 2018 December 10 Regular Public Hearing Meeting of Council, through PUD2018-1022, Council decided to:

"**ADOPT**", Moved by Councillor Carra, Seconded by Councillor Gondek, that the Special Policy Committee on Planning and Urban Development Recommendations in Report PUD2018-1022, be adopted as follows:

That Council:

1. **ADOPT**, by bylaw the proposed amendments to the Municipal Development Plan, Bylaw, 24P2009, (Attachment 1);
2. Give three readings to the proposed 82P2018 Bylaw; and
3. Direct Administration to return to the Standing Policy Committee on Planning and Urban Development no later than Q2 2019 with amendments to the Municipal Development Plan, Volume 2, Part 3, Developed Areas Guidebook that completes the work done to-date, and provides further implementation tools for local area planning to guide development in the Developed Areas."

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At the 2017 April 10 Combined Meeting of Council, through CPC2017-129, Council decided to:

"**ADOPT**, Moved by Councillor Chabot, Seconded by Councillor Keating, that the Calgary Planning Commission Recommendations contained in Report CPC2017-129, be adopted, as follows:

That Council:

1. **ADOPT** the proposed amendments to the Municipal Development Plan (Developed Areas Guidebook) in accordance with Administration's recommendation, as amended; and
2. Give three readings to the proposed Bylaw 19P2017.
3. **DIRECT** Administration to return to Calgary Planning Commission, no later than Q3, 2018 with a report regarding the implementation of the Guidebook, with amendments as identified through consultations with stakeholders, Calgary Planning Commission and pilot communities."

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Summary of Education and Awareness Campaign

Knowing that Council's direction was not to provide further engagement, but to focus on outreach, and ensuring Calgarians understood the vision and intent of the document, Administration tried to achieve this through a range of outreach options. It is important to recognize that administration felt that it was important to not just do outreach on a document or deliverable itself but to first provide opportunities to explain why this work was undertaken and the context with which The City creates policy starting with the notion of evolution and change in communities and what that means to each individual. A range of outreach opportunities were targeted towards different audiences ranging from those with little to no previous understanding of planning or the *Guidebook*, to those who have been involved with the creation of the *Guidebook* for the past year. Below is more detailed information of all external engagement undertaken since November 2019 until anticipated Council consideration.

Administration's current endeavour to reach Calgarians has mainly focused on English-speaking audiences; however, Administration is contemplating various options for reaching more Calgarians such as translating some of the *Guidebook* materials into other languages and exploring methods of reaching various cultural groups in person. This work is ongoing and will continue on through the next phases of work.

Installation at the Central Library

Knowing that many Calgarians are not familiar with planning documents, Administration wanted to create a space for the average citizen to learn about the intent of the *Guidebook* versus getting into the details of the document itself. This is a place that all people can easily access, and where information regarding community planning and the *Guidebook* is provided in a way that resonates to the average Calgarian. The installation at the Central Library was up from 2020 January 6 to 2020 February 29, and included an interactive display where people could learn, participate, and begin to think about what change looks like for communities. A big part of creating great communities for everyone is about creating empathy for the needs of others, part of which was captured through this display, allowing Calgarians to contribute and share their story with The City and with others. Administration was available at the library over most weekends, to ensure questions or comments could be addressed. Administration also provided guided tours of the installation to a variety of groups providing the opportunity for more-in depth conversations about the installation and how it relates to the *Guidebook* as well as other Next Generation Planning System projects. This include classes from City Hall School, students from University of Calgary (School of Architecture, Planning and Landscape program), Age Friendly Steering Committee, members of Calgary Planning Commission, members of Council (or their office) as well as members of media.

Mobile Installation

Building on the library installation, Administration created a smaller version of the library installation mentioned above, leveraging the opportunity to have meaningful conversations in the places where people go. The team hosted an information booth that included two interactive activities at the Reno Show in January and the Home and Garden Show in February and will be attending the Women's show in April. Administration is looking into future opportunities to take the smaller installation to other venues across the city such as schools, other libraries or recreation centres. The installation will also be leveraged as part of upcoming engagement opportunities for the renewal of the Land Use Bylaw work.

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Guidebook Specific In-person information sessions

Administration held a number of information sessions that centered on building the shared understanding of the vision for Calgary, and how the *Guidebook* helps to implement that vision. Dubbed *Guidebook* 101, the presentation talked about why it is important to think about Calgary's future, what some of the current issues are that impact how Calgary grows, what our outcomes are, and what that means in relation to the *Guidebook*. Building on direction received in 2019, administration also incorporated opportunities for the audience to explore implementation using examples from the North Hill Communities Local Area Plan. The presentation was modified for different audiences (community representatives, general public, and industry representatives) based on feedback received from key stakeholders in terms of what would best meet the educational needs of each audience.

In order to increase access to these sessions, Administration live-streamed one of the sessions (through Zoom Media) in order to reach interested individuals who couldn't physically attend the session in-person. This endeavor was a success, with many individuals tuning in and asking questions on-line in real time. This session was recorded and Administration is making every effort to make it available online allowing for ongoing education and outreach.

Presentations were provided on the following days to the following audiences:

Date	Session	Audience
January 11, 2020	Partners in Planning session	Community representatives, open to public
January 15, 2020	Internal 101 session	Administration including planning department and other business units such as
January 18, 2020	Federation of Calgary Communities 101 session	Community representatives, open to public
January 22, 2020	Federation of Calgary Communities 101 session	Community representatives, open to public, livestreamed for remote participation using Zoom
January 22, 2020	Industry 101 session	Industry representatives including members of BILD and NAOIP
February 6, 2020	Industry testing - building on 101 session; meeting 1	Industry representatives including members of BILD and NAOIP
February 8, 2020	Partners in Planning session	Community representatives, open to public
February 29, 2020	Community Planning Exchange session – Next Generation Planning System, including <i>Guidebook</i>	Community representatives, open to public
February 26, 2020	Industry testing - building on 101 session; meeting 2	Industry representatives including members of BILD and NAOIP

Local Area Plan sessions

Members of Administration within Community Planning and Calgary Growth Strategies have been working closely together to test the *Guidebook* policies through the North Hill Communities Local Area Plan. This has included participation in North Hill Communities specific engagement sessions including opportunities to test both plans with the North Hill Communities Working Group as well as with Calgary Planning Commission.

Administration has also been collaborating on the Heritage Communities Local Area Plan as well as the Westbrook Communities Local Area Plan. Being part of these plans from the beginning has allowed Administration to build on the findings from the North Hill Communities

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Local Area Plan and process, modify some of the engagement sessions and begin to have a different conversation with communities about how to achieve *Guidebook* outcomes. Administration is also initiating initial engagement with the communities ahead of official project kick-off for Area 2/3 and Area 4 Plans.

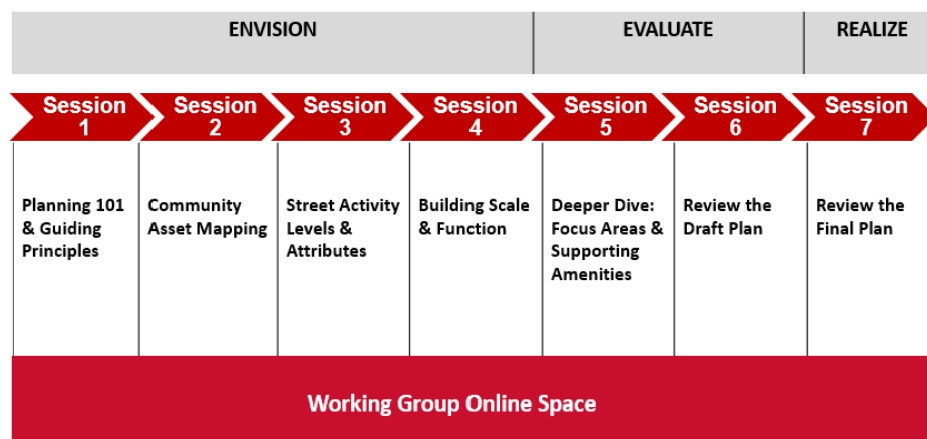
Since November 2019, Administration has participated or is scheduled to participate in the following multi-community specific sessions:

Date	Sessions
November 6, 2019	Heritage Communities – Working Group Session #1 (Planning 101 & Guiding Principles)
November 20, 2019	Westbrook Communities – Working Group Session #1 (Planning 101 & Guiding Principles)
November 28, 2019	North Hill Communities – Draft Plan Review Public Open House #1
November 30, 2019	North Hill Communities – Draft Plan Review Public Open House #2
December 5, 2019	North Hill Communities – Draft Plan Review Workshop – Development Industry
December 10, 2019	Westbrook Communities – Working Group Session #2 (Community Asset Mapping)
December 11, 2019	Heritage Communities – Working Group Session #3 (Street Activity Levels & Attributes)
January 9, 2020	North Hill Communities - Calgary Planning Commission
January 15, 2020	North Hill Communities – Working Group Session #7 (Review the Final Plan)
January 16, 2020	Westbrook Communities – Working Group Session #3 (Street Activity Levels & Attributes)
January 21, 2020	Heritage Communities – Working Group Session #4 (Building Scale & Function)
February 8, 2020	Westbrook Communities – Working Group Session #4 (Building Scale & Function)
February 10, 2020	Area 2/3 Multi-Community Plan Communities – CA Intro Session #1
February 13, 2020	Area 2/3 Multi-Community Plan Communities – CA Intro Session #2
February 18, 2020	North Hill Communities – Working Group Session #8 (Final Plan)
February 24, 2020	Area 4 Multi-Community Plan – CA Intro Sessions
March 19, 2020	Heritage Communities – Working Group Session #5 (Deeper Dive: Focus Areas & Supporting Amenities)
April 16, 2020	Westbrook Communities – Working Group Session #5 (Deeper Dive: Focus Areas & Supporting Amenities)
April 2020 TBD	Area 2/3 – Working Group Session #1 (Planning 101 and Guiding Principles)
May 2020 TBD	Area 4 – Working Group Session #1 (Planning 101 and Guiding Principles)

The following diagram illustrates the different sessions that each local area plan working group would undertake when embarking on a new local area plan. These sessions are broken out into different phases – Envision, Evaluate, Realize - that help bring the community through the process using the *Guidebook* in the creation of their local area plan.

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Community Newsletters

Administration provided content regarding the intent and vision of the *Guidebook* to 84 community newsletters which will be published in March 2020, reaching 391,222 households. The focus of the content was to bring attention to the importance of planning communities so they can offer more housing, shops, and service choices for the people who live, work and visit them. Ultimately, the *Guidebook* enables the planning of a great community so it can accommodate everyone and people can live in their neighbourhood regardless of age, income or stage in life. If citizens want more information, we included the web page address (Calgary.ca/guidebook), where they can read the *Guidebook* and review the frequently asked questions (FAQs) and goals.

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Summary of *Guidebook* Revisions

Since 2019 November, a number of changes to the *Guidebook* have been made as a direct result to the testing that has been done through the North Hill Communities Local Area Plan, as well as findings from the Heritage and Westbrook Communities Local Area Plans currently underway and through testing applications.

Below is a summary of the changes made to the *Guidebook for Great Communities*:

Chapter 1

- Moved “How to Use the *Guidebook*” page right upfront after “About the *Guidebook*” cover sheet
- Minor changes to wording of principles and goals
- Provided additional wording regarding housing affordability

Chapter 2

- Added new language regarding mitigating and adapting to climate change to the Urban Form Categories where possible and to the figure in the community growth policy section

Urban Form Classification System

- New Neighbourhood Urban Form Category: Neighbourhood Industrial Transition, which results from moving the former Industrial Transition Housing category to be within the Neighbourhood Purpose
- The other Industrial Transition categories: Retail and Office, have been removed. Aspects of the policies included in these categories have been added to the Vehicle-Oriented policy modifier and an Institutional and Office Frontage has been added to section 3.2 Building Frontage. Based on feedback and testing in North Hill, these retail and office uses were deemed to better fit under Neighbourhood Commercial rather than Industrial, potentially with use of the Vehicle-Oriented policy modifier
- Added new policies and wording within the Neighbourhood Commercial category descriptors to provide more clarity regarding mixed-use development
- Provided more details in the Neighbourhood Housing category descriptors regarding appropriate commercial uses and new policies added to Urban Form Categories themselves to better distinguish between what intensity of commercial uses are allowed within each of the Housing category
- New policy added to Commercial Cluster to better clarify how it differs from Neighbourhood Commercial categories
- Additional policy added to Vehicle-oriented modifier to more explicitly state what it does support
- Comprehensive Development Site and Future Planning Area have been combined into one policy modifier: Comprehensive Planning Site
- Adjustments to the colours for all the Urban Form Categories and scale modifiers in response to the feedback received through the draft maps to improve accessibility and legibility

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Direction for Local Area Plans, Section 2.32

- Updated direction for the different chapters of local area plans in response to learnings through North Hill
- Updated direction for local area plans regarding Transit Oriented Development (TOD) development based on North Hill testing and lessons, demarcation of TOD sites is no longer required
- Clarified direction to local area plans to identify opportunities for renewable and low-carbon energy technologies within the plan areas, requirement for a feasibility assessment no longer included in policy
- Updated specific direction regarding Chapter 3 in local area plans in response to learnings through North Hill, clarified and simplified language and reference identifying potential investments versus creating an Asset Map and List
- Added reference to Chapter 4, Implementation and Interpretation for local area plans based on North Hill experience

Chapter 3

- In general, adjusted the wording of policies to improve clarity in response to feedback throughout Chapter 3

Built Form Policies

- Clarified wording in building design policies
- Added a new definition for retail
- Added institutional and stand-alone office frontage to section 3.2 Building Frontages and changed commercial frontage to retail frontage to provide more clarity around built-form expectations
- Added policies regarding permeable surface to improve retention and infiltration of storm water to Section 3.5 Site Design

Development Policies

- Adjusted wording in intro to parking section (3.12) to be more explicit
- Amended wording to provide stronger support for relaxations in Activity Centres, Main Streets, TOD and transit stations, and other areas of high activity
- Added housing to policy 3.12.1.ii
- Sustainable Development Policies 3.13:
 - Clarified intent of section 3.13.d and e., direction for local area plans to identify opportunities in contained in Section 2.32.i.ii versus within this section and reduced scope (no longer *shall complete* a feasibility assessment where opportunities have been identified in a local area plans, now an assessment *may be required*),
 - Provide parameters for when an assessment may be requested: sites <1.0 hectare or cumulative building size greater than 30,000 square meters, also no longer refer to a City of Calgary Terms of Reference
 - Adjusted the size of buildings from 3,000 square metres to 30,000 square metres
 - Removed reference to district energy, now just renewable or low carbon technologies
 - 3.13.a now focuses on energy, and 3.13.c focuses on water

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- Added a new policy, 3.13.d, about encouraging adaptive re-use.
- Overall direction is looser and lighter than it was before in recognition of implementation challenges, but leaves the door open for assessments to be a requirement within the parameters provided (size <1.0 hectare or cumulative building size greater than 30,000 square meters)

General Policies

- Wording added to General Policies introduction regarding the need to be more explicit about focus on pedestrians and the need to better communicate the importance of the mobility network
- Minor adjustments to section 3.15 Community facilities, spaces and services:
 - Added reference to wellness versus health in response to comments from AHS
 - Added affordable housing to 3.15.d
- 3.16 Pedestrian: added more explicit language mirroring wording in introduction to General Policies, and removed requirement for sidewalks on both sides of the street
- Adjusted wording in introductions for 3.17 Cycling and 3.18 Transit to be consistent with new wording in General Policies introduction, and added plazas to 3.18.d
- Section 3.19 Street Network:
 - Changes to introduction wording similar to previous sections
 - Emphasis on users versus everyone
 - 3.19.a clarified applicability is for streets in neighbourhood areas not all areas
 - Added 3.19.d to better recognize street as part of the public realm within neighbourhood areas, not just about supporting a variety of modes but also about the gathering space function that streets can perform through the requirement of things like street furniture

Chapter 4

- Changed wording to Community Funding Tools & Investment Strategies
- Added cultural facilities and affordable housing to list of possible investments in response to feedback and what was included in North Hill Communities local area plan
- Created a new section for Heritage Area Tools, to provide a placeholder for future heritage tools
- Adjusted wording in TOD policies to reflect learnings through the North Hill Communities local area plan process, including broadening the applicability of the policy to include all transit station areas and tweaks to the specific wording of sections 4.1-4.3
- Updated policy in section 4.4 to reflect that Chapter 3 will no longer apply to all built-out areas and instead will only apply to areas that have a local area plan based on the *Guidebook*
- Adjusted wording of 4.4.b to “The *Guidebook* applies, as amended from time to time...”
- Added new definitions for the following:
 - Affordable housing
 - Updated core and transition zone
 - Heritage Area
 - Heritage Asset
 - Retail

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Appendices

- Adjustments made to graphics and images in Appendix 1 in accordance to changes made to Urban Form Category system in Chapter 2
- Updated wording in Appendix 2 to align with changes in Section 2.32 and page 116-117

Below is a summary of potential changes for consideration in future amendments to the *Guidebook for Great Communities*, through the ongoing sustainment process (see Attachment 9 for more details on the sustainment process):

Future consideration/Sustainment

- Consider a new scale category between limited and low
- If all 6 Neighbourhood Commercial and Housing categories are needed, possibly remove Neighbourhood Commercial Local and/or Neighbourhood Housing Major, but would like to monitor what comes out of the next few LAP processes (specifically Heritage and Beltline)
- Implementation of Chapter 3 policies resulting in changes
- Future parking considerations based on consultant and discussions with internal business units
- General concerns regarding the City's approach the streets and transportation infrastructure

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Sustainment Process for *Guidebook*

The *Guidebook for Great Communities (Guidebook)* is a policy document that works with Local Area Plans (LAPs) and sets the foundation for a renewed Land Use Bylaw (LUB), to help achieve the goals of the Municipal Development Plan (MDP) in Calgary's built-out communities.

- **For citizens who live in Calgary and move to Calgary**, the *Guidebook* is a framework to plan complete communities that provide more housing options, access to a variety of goods and services close by, and areas to recreate and gather. It plans communities where people can live in their neighbourhood regardless of age, income or stage of life.
- **For Planners who are planning communities and the citizens engaged in the planning of their communities**, the *Guidebook* provides a planning policy system that focuses on how people experience their community. It's a foundation to develop a plan for how a community can grow, develop and remain vibrant and resilient for people living there now and in the future.
- **For developers and industry**, the *Guidebook* provides the consistent policies and community design elements (built form) that direct them to develop sites with the community's long-term best interests in mind. It facilitates the development of a great community, while respecting and complementing its unique qualities.

The *Guidebook* is a new, robust and long-term planning policy document that will continue to be refined in the future. Administration recognizes that in order to sustain this document, there needs to be a thoughtful process regarding the sustainment of both the *Guidebook* and the approach to local area planning that it provides.

Ongoing Education and Outreach

Moving forward, we will continue to pursue further awareness opportunities leading up to and after approval of the document. These include:

- Continued involvement in future Local Area Plans;
- Increasing awareness to multi-cultural communities;
- Continued media exposure;
- Continued social media campaigns;
- Further refinement of information on Calgary.ca;
- Further events with industry and community partners;
- Looking for opportunities within different wards (e.g., open houses/town halls);
- Additional informational displays in public places;
- Mobile installations at libraries and recreation centres;
- Expanded poster campaigns;
- *Guidebook* 101 sessions and online videos;
- Speaker series; and,
- In-person support to Community Associations when they are reviewing development applications.

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Internal Training for Consistency

Administration is committed to doing in-house training to help with successful, consistent implementation and ongoing sustainment of the *Guidebook*. The *Guidebook* represents one of the first shifts in a new planning system that will take time to both implement and build trust around. Ensuring change management help is available, making time available for involvement in applications and ongoing local area plan work, and offering a direct connection to the team who wrote the *Guidebook* and who is working on the next phases for the Bylaw renewal, are just a few of the elements to which the team is committed.

Ongoing amendments to *Guidebook*

Part of the sustainment process is acknowledging that the *Guidebook* is meant to be a living document that will be further refined to ensure it is effectively achieving its objectives. Attachment 8 identifies several outstanding issues that Administration is currently considering for future updates. Additionally, as Administration works collaboratively on the next round of local area plans (Heritage and Westbrook communities are already underway) there may be more proposed revisions after further testing through those projects. The Heritage Preservation tools report, Transit Oriented Development Implementation Strategy and the Established Area Growth and Change Phase 1 and eventually Phase 2 reporting are examples of other Next Generation Planning System projects that may result in changes to the *Guidebook* and Local Area Plans. Further, as Administration embarks on the Land Use Bylaw renewal there may also be revisions necessary to the *Guidebook* to ensure goals and objectives are being met through linked policy and regulation.

Sustainment Committee

In discussions with the panel members (panel was formed 2019 October in response to Committee's decision to postpone Great Communities for Everyone PUD2019-1015), it was determined that there needs to be representatives from all perspectives, willing to vet, test and be available when issues arise. This group should have representation from Administration, industry, community associations, other community representatives, business owners, and citizens at large.

In order to ensure that the intent of the *Guidebook* is implementable, this committee will need to understand the *Guidebook* and Council's direction. This will provide Administration with a sounding board to develop resolutions to issues (whether with local area plans or applications) and ensure that the solutions are disseminated to others, as well as retained within Administration in case similar issues are raised in the future. This group will also track outstanding concerns and proposed changes, as well as discuss suggestions for other education and awareness opportunities or further work that may be related or have a potential impact resulting in amendments. This will help to ensure consistency in both the interpretation and application of *Guidebook* policies. Further, this will allow for more stakeholders to have the information and understanding behind decisions moving forward.

Once the *Guidebook* is approved, Administration will set out a terms-of-reference and call for representatives to be on the committee. The committee will meet as needed, but also prioritize conversations regarding issues as they arise. Not every committee member will be required to discuss every issue, but rather Administration will rely on those members who are interested in the issue and who have experience in the particular field. After two years and the anticipated

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completion of the pilot local area plans, the need for the committee will be reviewed. Other projects under the Next Generation Planning System may also use this committee to deal with related issues or overlaps.

Details & Anticipated Timing

Q2 2020

- *Guidebook* approval.
- Develop and implement internal training for staff ahead of local area plan approvals.
- Draft Sustainment Committee Terms of Reference (TOR)
- Send out call for members for committee including draft TOR

Q3 2020

- North Hill Communities Local Area Plan approval (required to go to Calgary Municipal Region Board)
- Implementation of the plan and *Guidebook* in North Hill communities (all applications will need to consider both documents)
- Ongoing training for internal staff and external communities as needed
- Kick-off Sustainment Committee
- Confirm TOR with Sustainment Committee

Q4 2020

- Regular Sustainment Committee meetings
- Ongoing education and awareness campaign

Q1 2022

- Assessment of need to continue sustainment committee.

On-going

- Monitoring of the effectiveness of the *Guidebook's* policies and making amendments as required.
- Potential amendments to the *Guidebook* to incorporate Heritage Planning Policy tools (as approved by Council), anything required to implement the Established Areas Growth and Change Strategy and any outstanding changes from the sustainment process.
- Approval of Westbrook and Heritage communities Local Area Plans and implementation of the *Guidebook* in these communities.
- Involvement in the multi-community Local Area Plans.
- Involvement with other Next Generation Planning System initiatives.
- Continued training for communities as needed.
- Ongoing education and awareness campaign.
- As needed Sustainment Committee meetings.

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Baseline Engagement and Communication Project Summary

The Baseline Engagement and Communications Project was a project led by Administration in collaboration with communities, development industry and City Council from January 2018 through September 2019. This project established a predictable engagement and communications approach for planning and development projects across the planning continuum (from policy to land use amendments).

Through this project we learned from all stakeholders that there was a desire for:

- Creating a level of predictability for community outreach, without making things “cookie cutter” and ensuring we are customizing and tailoring our approach to address the unique needs and local context of communities and stakeholders.
- Defining roles and responsibilities connected to community outreach for all stakeholders involved in the process (The City, community and applicants).
- Creating a planning-specific outreach process and toolkit to guide best-practice outreach.

This project concluded in September 2019 with the launch of the [Community Outreach on Planning & Development toolkit](#). This toolkit provides resources for all involved in outreach processes connected to planning within the City of Calgary. This toolkit also outlines roles and responsibilities for all involved.

What are the roles and responsibilities connected to Community Outreach?

Clarifying community outreach roles and responsibilities connected planning and development projects helps clarify who does what. Each role, shown below, includes a description and associated responsibilities.

Role	Description	Responsibilities
Lead	<ul style="list-style-type: none"> • The lead is the initiator or proponent of the project and is the primary decision maker for the project leading up to a formal decision of approval/refusal by the designated City decision-making body. • The lead determines if/when community outreach will take place connected to their project and, if so, decides about what, with who, where, how, etc. • The lead pays for community outreach costs associated with their project. 	<ul style="list-style-type: none"> • Notify people of the project and any opportunities to learn more or provide input. • Determine the negotiables and non-negotiables for the project and what is/isn't open for public input. • Communicate the constraints. • Clarify the scope of the conversation. • Provide clear, concise, transparent and accurate information. • Hold a respectful conversation. • Report back if/when collecting input. • Keep people in the loop and close the loop when decisions are made. • Provide City decision makers with a summary of the community outreach approach that was taken.

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Support	<ul style="list-style-type: none"> The support assists in the outreach process by providing the lead, the connector and participants with information, tools and resources to improve understanding and aid in the overall success of the outreach process. 	<ul style="list-style-type: none"> Share information about City goals and policies. Explain The City's review and decision-making processes. Clarify community outreach roles and responsibilities. Create tools and resources for participants, connectors and leads to help them be successful in their outreach roles.
Connector	<ul style="list-style-type: none"> The connector shares information and insights about a specific community or area to help increase understanding of the local context and to help inform community outreach plans for local planning and development projects. 	<ul style="list-style-type: none"> Where possible, share local information and insights to help build understanding and inform outreach plans. Where possible, help raise awareness of opportunities for people to get involved in local planning projects.
Participant	<ul style="list-style-type: none"> The participant participates in the outreach process. 	<ul style="list-style-type: none"> Seek out information and be informed. Listen and participate respectfully. Respect the scope of conversation and project constraints. Provide appropriate feedback and remain open to different ideas.
Decision maker	<ul style="list-style-type: none"> The decision maker is responsible for making the final decision to approve/refuse the local area plan or development application. 	<ul style="list-style-type: none"> Review and consider proposed local area plan or development application. Review and consider the outreach strategy/rational/approach and any feedback that may have been collected. Approve/refuse the local area plan or development application.

What are the roles connected to outreach on the creation of new City policy plans?

The people connected to a role might change depending on the project type. Different roles can apply to different people depending on the type of project (e.g. City initiated versus landowner/applicant initiated).

Policy Plans	
City Administration	Lead
Community Groups or Member-based Organizations	Connector & Participant
Community	Participant
Development Industry	Participant
City Council	Decision maker

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What are the minimum requirements for Community Outreach connected to Planning and Development?


The Municipal Government Act (MGA) is the law under which all Alberta municipalities are empowered to shape their communities. The MGA helps ensure citizens are provided with the opportunity to be involved in municipal decision-making processes, including minimum requirements public notification and opportunities for comment on planning matters.

Public participation mechanisms regulated under the MGA include:

- **Open Meetings:** Municipalities are required to hold all their council and committee meetings open to the public, with some exceptions.
- **Notices and the Right to Be Heard:** A citizen's right to receive notice of certain matters to be considered by a municipal council (e.g. statutory plan amendments, road closures, etc.).
- **Access to Information:** The public can request any information from their municipality.
- **Petitions:** Citizens can petition council to allow for a vote on an advertised bylaw or resolution, to create a new bylaw, or to amend or repeal an existing bylaw or resolution.

The City fulfills the minimum requirements through advertising, circulation and holding public hearings.

When it comes to outreach led by The City there is no one-size fits all approach outreach. Outreach can take shape in many forms and includes communications and/or engagement tactics. The City generally undertakes communications campaigns utilizing a variety of tactics to inform citizens of our work. The engagement approach and tactics utilized would be determined by; the project scope, timelines, stakeholder level of involvement, budget, decisions open for influence and the local context of a community. The [City Engage Policy](#) defines engagement as "Purposeful dialogue between The City and stakeholders to gather information to influence decision making." Engagement should only be undertaken when there are decisions open for input and the level of engagement can vary across stakeholder groups.

The  [Outreach Assessment tool](#), created as part of the Community Outreach toolkit, provides project guidance on high-level outreach considerations and is used by the City when scoping outreach needs for policy projects. City Engagement and Communications professionals would develop a strategy based on this assessment and the project scope and stakeholder involvement.

What community outreach approach is undertaken connected to Local Area Plans?

The City developed a consistent and predictable engagement and communications framework that is being applied to the creation of all new multi-community local area plans. This framework, as shown in the graphic below, includes three phases of engagement and communications, where the tactics are customized to the local context of the communities involved. The following graphic illustrates the community outreach approach.

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Graphic 1: Area Communities Local Growth Planning Project



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Letters of Support



Letter of Support: City of Calgary's Guidebook for Great Communities

To Whom It May Concern

This letter is in support of the proposed new draft Guidebook for Great Communities, as shared in excerpts culminating in February 2020. As the City of Calgary's designated arts development authority, Calgary Arts Development has appreciated the opportunity to support City planning staff by reviewing drafts of this document and offering feedback from the perspective of ensuring the future arts and culture space needs of Calgarians are met.

The integrated references to arts and culture space throughout the document align with our Strategic Framework priority "Arts-led city-building" through a vibrant downtown, everyday creativity, and the creative economy. The current draft of the Guidebook for Great Communities is also a strong fit with the recommendations, outcomes and tactics from our 2017 arts and culture infrastructure report *Building on our Momentum*.

We believe that artists, arts organizations, and arts collectives can contribute a great deal to animating our downtown and neighbourhoods, contributing to quality of life for residents, and attracting talent and visitors to our city.

Please contact me if I can answer further questions about how important documents like this one support a resilient, sustainable arts sector contributing to a strong, vibrant, connected city.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Patti Ron'.

Patti Ron
President & CEO

501, 237 – 8th Avenue SE, Calgary, AB T2G 5C3
calgaryartsdevelopment.com | 403.264.5330

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February 24, 2020

Planning and Urban Development Committee

Re: The Guidebook for Great Communities

The Federation of Calgary Communities (the Federation) is the support organization for over 230 community based non-profit organizations, including 152 community associations. Since the November 4, 2019 Standing Policy Committee on Planning and Urban Development (PUD), the Federation in partnership with the City, has organized four Guidebook for Great Communities (Guidebook) 101 sessions (one session was streamed online) and one Planning Exchange. Over 100 people from approximately 56 community associations attended the 101 sessions. In addition, we appreciate that city staff have attended many meetings with communities to present information and answer questions. This phase of “information and awareness” has been useful.

As a reflective voice of community, most of the feedback we have received involve questions about “what the low density district will look like” and “how the Guidebook will enable the next round of policy work, like the land use bylaw and multi-community plans”. Specifically, there are questions about potential land-use rezoning and redesignation, heritage, community character, lot-coverage, trees and funding, and the role of community associations in the planning process going forward. At this time, these questions are not adequately addressed through the Guidebook, as they are not ready for inclusion (i.e. heritage and funding) or will be covered in other statutory documents or policies (i.e. Land Use Bylaw and Municipal Development Plan).

We support the intent of the Guidebook. That said, while the Guidebook is a step forward, there needs to be a thoughtful process in order to continue to improve the Guidebook and to address concerns, like heritage, trees/green spaces, and funding, of which we will speak to at PUD on March 4. To this end, as per administration’s recommendation, we support the creation of a Guidebook Sustainment Team, made up of a variety of stakeholders.

Bottom-line, residents and community leaders are local experts on where they live. They close the loop on good planning. They need to be engaged for input and provided with timely plain language information to share with their residents. Their feedback needs to be heard; not only in policy work, but as growth happens. We would ask that you ensure that, as per November 4 PUD motion, that an engagement plan be created for all future planning policy work. All statutory plans should include broad stakeholder input.

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Finally, we would strongly discourage council members from making motions from the floor to address perceived gaps in this version of the Guidebook. City planning staff have done extensive work on the Guidebook, understanding the intention and interconnectedness of the planning policies they are recommending. Motions made by individual councillors may be counter productive to “getting it right” and may erode the good planning principals that are being proposed. This might result in unintended consequences.

We would strongly support that any changes or recommendations be referred to staff, and appropriate input from stakeholders be sought, potentially through a sustainment team. If there are extensive recommendations arising on the floor, we would further encourage a delay in passing the Guidebook for Great Communities - redirecting proposed changes to administration for further consultation with stakeholders.

Thank you for your consideration.

Sincerely,

Leslie Evans, BSc., M.M.
Executive Director

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24 February 2020
Planning and Urban Development Committee
Re: Guidebook for Great Communities, 4 March 2020, PUD2020-0207

Based on Attachment 8 (Summary of *Guidebook* Revisions), below are my initial comments on the revisions to the Guidebook for Great Communities. By the time the committee meets, the revised Guidebook will be available, and I will have reviewed the revisions. Administration has been receptive to feedback from Calgarians who have been working closest with Local Area Plans that are being developed based on the Guidebook. I am optimistic the revisions will produce a better Guidebook.

The revisions to the Urban Form Classification System appear to be improvements. As I told the committee in November, a single category for Neighbourhood Industrial Transition is appropriate.

I hope the added policies about storm water retention and infiltration are an improvement and will be in line with other City policies.

The future consideration and sustainment process seem appropriate. I will be very interested to see what scale category will be proposed between limited and low.

I am glad the Guidebook and heritage tools are both scheduled to go to Council on April 27th.

In November, I said the Guidebook's Urban Form Classification System seems to be modelled on Japan's planning system. Recently *The Economist*, noting that "in rich countries, and especially in the English-speaking world, housing is too expensive, damaging the economy and poisoning politics," described the effects of Japan's planning system:

"In Japan a series of reforms in the early-to-mid-2000s loosened the planning system, allowing applications to be processed more quickly and giving residents more discretion over how to use their land. Tokyo's rate of housing construction has risen by 30% since their reform; in 2013-2017 Tokyo put up as many houses as the whole of England. Tokyo is a more jumbled city than most rich ones, but current zoning laws ensure that it is not quite as higgledy-piggledy as, say, Houston. In inflation-adjusted terms, house prices in the Japanese capital are 9% lower than they were in 2000, while in London they are 144% higher."¹

I hope the Guidebook has similar effects in Calgary, allows families and neighbourhoods to adapt to changing circumstances, and helps stabilize Calgary's private-to-public investment ratio.

Thank you,
Nathan Hawryluk

¹ Callum Williams, "Special Report: Housing: Shaking the Foundations," *The Economist*, January 18, 2020, 1, 12.

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Attached is my original letter to this committee. I still enthusiastically support the low-density district.

31 October 2019
Planning and Urban Development Committee
Re: Guidebook for Great Communities, 6 November 2019

As the Renfrew Community Association's Director of Planning and representative on the North Hill Local Growth Plan's working group, my experience with the Guidebook for Great Communities through the North Hill Local Growth Plan is relevant to this committee's discussion.

North Hill Local Growth Plan

In fall 2018 and winter 2019, the North Hill Local Growth Plan working group met to understand the planning system and to use online input to create a vision for the growth plan. In April, we had an activity looking at where we expected people would be and what activities they'd do. Essentially, it was an area map showing body heat — where many people would be moving around by many means and where few people would be. In May, we took the area map magnified so the scale worked with Lego blocks and talked about the height of buildings. In June, we reviewed specific sections of the area to go over details about activity and scale. It wasn't until our session in September when we were introduced to the Guidebook that I realized that we weren't just piloting local area plans that included more than one community, we were piloting the new Guidebook.

Those sessions from April and May make me trust the Guidebook, but I doubt I or other working group members have fully digested the Guidebook's contents. I expected the new Guidebook would add a few new forms (ideally including urban townhouses and rowhouses so we can have abundant, dense, family-sized homes) and we'd just slide some streets up the scale in the last Developed Areas Guidebook by a certain number of increments. That method might work but wouldn't produce homes for all the people who want to live in Calgary in the next generation or two. The Guidebook's method does that more effectively and allows more flexible designs than my idea or our current system.

What I don't like about the Guidebook right now

1. It's long. Could an external technical writer or editor go over it? A high school graduate with an hour or two should be able to understand the land use bylaw and have a hope of developing something. Developers shouldn't just be people who can hire consultants to work through the code and lawyers to fight through the application and appeal process. A shorter, simpler Guidebook should make it easier for many people to be small scale developers. A compact code is more likely to produce a compact city.

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2. There has been talk of removing heritage policies from the Guidebook, which is concerning.
3. Our built form policy and our stormwater management policy don't seem to align with each other. I'm sure industry has pointed out other technical details where City policies disagree with each other.
4. There's a sense that there hasn't been enough engagement or acceptance of the Guidebook. Having time for more engagement and discussion so the Guidebook and North Hill go to Council together, or two weeks apart so North Hill can be updated if needed, seems to be a remedy.

What I like about the Guidebook

1. **Life happens at street level.** The Guidebook's focus on what happens on the ground should help us better consider trade-offs between buildings' street level design and height. I hope the Guidebook's approach allows for more lovable and durable buildings, so we see replacing aging buildings as an upward trade.
 2. The parking section of chapter 3 is an improvement. Notably, **the direction that parking requirements should be based on geographic location, not the type of use, should produce better local buildings and encourage adaptive reuse.** A few months ago, an applicant wanted to put a restaurant with a residence above in a century-old brick building on Edmonton Trail. The current work-live parking requirement of five stalls makes parking consume as much land as the building. This is an unproductive use of valuable land. **It would be better to remove red tape and let businesses decide how much parking they need.** Until then, the Guidebook is an improvement because it doesn't require a building on Edmonton Trail to have as much parking as a building in isolated places.
 3. Finally, the Guidebook's provision for a single low-density district will be essential in how Calgary grows while **retaining abundant, attainable family-sized homes.** I hope it allows for **widespread incremental growth that allows families to adapt as their circumstances change.** Done right, it should help us have children in neighbourhoods with schools, help our local businesses be profitable and stay open, and perhaps produce a range of unit sizes so three generations of a family can live within walking distance of each other.
- The low-density district is an example of deregulation.** Our current planning system doesn't prevent local redevelopment; it only ensures that existing detached homes will be replaced by larger detached homes with one door, instead of those with two or more. **Allowing market-rate, attainable housing throughout the city would give us a competitive advantage over other cities like Vancouver and Toronto that, instead of a free market, believe that a detached home should only be replaced with a larger home for residents who are as rich or richer than current residents.**

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Our neighbourhoods may change as a result. However, those changes may be better than the alternatives. As Alex Bozikovic, a Toronto-based architecture critic, describes, "The 'character,' in the way we often think about it, will change. There will be more front doors. But the alternative is a city that shuts out new arrivals, or shunts them into illegal rooming houses, and grey-market basements, and condos on old industrial sites. If that is the city we end up building, it will say a lot about our character."²

We may begin to see 'stability' as many small changes on every block rather than neighbourhoods that are emptier than they were a few years or a generation ago and schools that are kept open by bussing children across the city. Parts of Renfrew show what a low-density district could look like in Calgary with multi-unit or clustered housing types that are compatible in scale with detached homes.

Today, some neighbourhoods contribute more to MDP growth goal than others because zoning prevents growth. If that continues, residents of the neighbourhoods that grow will likely want more and larger amenities, adding more public infrastructure that we won't be able to afford to maintain.

Cities are complex, adaptive systems consisting of people and land. If we're like other North American cities, we're functionally insolvent. Fortunately, Calgarians can decide what to do with our land in response to this predicament. I don't know how much private investment we're going to need or how much public infrastructure we'll have to stop repairing to balance our private-to-public investment ratio. Maybe I shouldn't be enthusiastic about what that means for my neighbourhood. However, I'd much rather have all of Calgary's neighbourhoods allowing many different types of small changes, than have Renfrew punch above our weight to get Calgary's finances in order while other parts of the city get a pass because they claim 'heritage' or 'character.' It took us decades to get here. Like post-flood clean up, it's going to take many people to get us out of this mess.

Thank you for considering my perspective,
Nathan Hawryluk

² Alex Bozikovic, "The term 'neighbourhood character' is a euphemism for something ugly," The Globe and Mail, June 7, 2019 (updated June 14, 2019), <https://www.theglobeandmail.com/opinion/article-the-term-neighbourhood-character-is-a-euphemism-for-something-ugly/>

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Attachment 10
Letter 1

From: [Keith Browning](#)
To: [Public Submissions](#)
Subject: [EXT] Submission for March 4, 2020 PUD Meeting
Date: Wednesday, February 26, 2020 9:52:52 AM

I would like to submit this letter for consideration in the March 4, 2020 Planning & Urban Development meeting at 9:30 AM.

I am Opposed to the Proposal ELIMINATING ALL R-1 AND R-C1 RESIDENTIAL DESIGNATIONS, as allowed in the "Guidebook for Great Communities" (aimed at increasing the population density in the developed area neighborhoods.)

Issues:

- The issue of the most concern, that will have the most impact on our neighbourhoods, is the elimination of all areas that are currently devoted to single family homes by allowing multi unit buildings in all areas.
- Implementation: The City's limited consultation, aggressive timing, and lack of consistency, clarity, certainty, and understanding regarding the new process.
- Major issues with this include uncertainty by residents (sales and purchases of homes, quality of life), loss of green space, trees and sunlight as well as increased parking, traffic and safety issues, and of course property value erosion.

Negative Impacts:

- There will be NO Districts with only single- detached homes (R-1).
- NO areas preserved for single-family homes.
- Loss of greenspace and trees, sunlight and privacy resulting from taller, bigger buildings.
- Increased on-street parking issues and Increased traffic resulting in congestion and crime and safety issues.
- Three story multi-unit buildings will be allowed anywhere, anytime. There will be continuing uncertainty regarding when your neighbour's house will be torn down and replaced with a multi-unit building.
- **Huge property value erosion.**

There is no need to allow multi-unit redevelopment everywhere. I believe that entire neighbourhoods of single-family homes add to the quality of life in Calgary and should be maintained and preserved. My family paid a premium of an estimated \$200,000 to live in an R-1 neighbourhood (Meadowlark Park) when we moved from an R-2 neighbourhood (Windsor Park). It is absolutely unfair to now change the rules on us. Why can't the growth goals be met without destroying single family neighbourhoods? And without the huge financial hit to families? This is Unacceptable.

Thank you,
Keith Browning
Meadowlark Park
(some of the wording taken from the Elboya Heights-Britannia "Changes to the City Planning & Development Process and Rules" memo)

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Letter 2

Brentwood Community Association

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Tel. (403) 284-3477 Fax. (403) 284-3951 office@brentwoodcommunity.com
www.brentwoodcommunity.com

February 25, 2020

Members of SPC on Planning and Urban Development
City Clerk's Office, Legislative Service Division
#8007 The City of Calgary
P.O. Box 2100, Station "M"
Calgary, Alberta T2P 2M5

Dear Committee Members,

Re: The Guidebook for Great Communities

The Brentwood Community Association Board members as well as the Development and Transportation Committee (DTC) submit the following comments regarding the "Guidebook for Great Communities" (the Guidebook).

Since the Guidebook will be the statutory policy which guides future redevelopment of all established communities, we have discussed this at multiple meetings, attended the North Hill District open house, talked with City Planners and worked with planners at the FCC to understand the document. A meeting was also held with a City Planner and all of the Community Associations in Area 14, our future multi-community district.

We understand the value of a planning document that will guide the Local Area Plans, and we think it is beneficial for our communities to work together towards a shared vision. The Guidebook is a complex document and we appreciate the work and time it has taken to get to this point.

While we understand that future Local Area Plans will allow us to provide greater input into redevelopment benefits and challenges within Brentwood and the surrounding communities, we would ask that consideration be given to the following items.

Scale Modifiers (Page 78 – 79)

Concerns:

The scale modifiers refer to the height and massing of a structure. The modifiers will be applied to the urban form categories to indicate the general scale. (See Appendix A)

Our concern is that there are some major differences between the proposed categories, especially in terms of height. (We note that all references are for "storeys", rather than a specific height. A commercial or retail storey is often substantially higher than a residential storey, i.e. 15' ceiling heights compared to 8 – 9 feet for residential.)

Recommendation:

Two new Modifier categories should be considered:

1. A Limited Residential, single unit homes with a maximum height of 2 storeys; and
2. A Transition Scale between the current Limited and Low. (See Appendix B)

Recommendations:

1. A new "Limited Residential" category

In many established communities, including Brentwood, the majority of housing forms are still single-storey bungalows. By contrast, a new 3-storey building adjacent to bungalows would be entirely out of context, appearing massive relative to neighbouring structures and entirely overpowering the street.

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PUD2020-0207
Attachment 10
Letter 2

Brentwood Community Association

Mailing Address 5107 – 33rd St. NW, Calgary, Alberta T2L 1V3
Tel. (403) 284-3477 Fax. (403) 284-3951 office@brentwoodcommunity.com
www.brentwoodcommunity.com

This issue is made even more significant by the trend towards higher ceilings.

Under a new Limited Residential category, construction would be limited to singled detached dwellings with a maximum height of 2 storeys.

Bungalow buildings (such as those predominant in Brentwood) have an additional benefit in terms of residents being able to “age in place”, an important consideration based on both demographic shifts and inclusivity of the Guidebook. Accommodations that result in aging in place provide a better quality of life for aged persons and lower tax-funded costs for coping with an aging population.

Our suggestion is a change from “access to grade” to be “access at grade” universally in the document. With an aging population access at grade could be seen as similar to the changes, such as reduced curb heights at intersections that provide handicapped individuals with the means to cross the street.

A key goal of this suggested modifier is to ensure contextual redevelopment that retains community character. Houses in this category would remain as “single-family housing”, albeit with possible secondary suites. While secondary suites do not “count” as a second dwelling unit, it should be noted that Brentwood has increased densification through the large number of secondary suite applications: since 2017, there have been 60 secondary suites either approved or under review (although there are only 28 currently on the Secondary Suites Registry).

2. A new “Transition Scale between current Limited and Low” category

The current “Low” level allows for up to a 6-storey building. This would be the likely build form along corridors in the community. The problem is that these buildings would in many cases be directly across a back alley from single family bungalows.

The transition from a single storey bungalow to a 6-storey building is too great. There should be another modifier that lies between the two.

Recommendation: the Limited / Low Transition Scale would allow for a building up to 4 storeys high, with retail or commercial on the main level.

3. Focus Lowest Density forms in the right places

The current proposal allows for single-family housing, duplex or attached homes and up to townhouses on the same street, regardless of contextual considerations. (See Appendix C)

This does not appear to be a strategic or well-planned community, but rather a haphazard way of allowing many build forms without consideration of how they impact each other. This appears to allow for inconsistent development that is not planned or logical.

Citizens who purchase a home in any community, either established or greenfield, seek certainty about what they can reasonably expect may or may not be built next to them. (In the case of a rezoning application, they have the opportunity to comment on the DP or LOC.)

In newer communities, developers provide maps to prospective residents information about the building types that are planned for each street and each lot on that street. (See Appendix D)

There is a focus on the most density where it makes the most sense, usually along transportation corridors. In other areas, single house units are grouped together on some streets.

Within a community, to be determined at the Local Area Plan stage, there should be pockets of homes within various categories, rather than all forms on all streets.

This requires the addition of new categories as per Recommendation #1 and #2. This allows a community to focus its redevelopment in an orderly fashion which also provides a further benefit, Recommendation #4.

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4. Focused Development within a community makes it easier to manage investment in amenities.

When redevelopment occurs systematically within a smaller area, rather than spread out throughout the community, it is easier to concentrate tax dollars and infrastructure upgrades within that area.

For example, scattering townhouses throughout the community makes it difficult to provide an amenity or benefit from the densification. If this housing form was concentrated along a main road, it would be easier to provide enhancements to the community; maybe lighting or sidewalk improvements, or even sewer upgrades.

As per Appendix D, new greenfield development recognizes that focused development makes sense. The same standard should apply to established communities.

5. Further timeframes to properly learn about the Guidebook and ensure that our residents can participate at the early stages of this document.

As a Community Association, we place a high value on making sure our residents are aware and informed about decisions that will affect them. We also place a high value on listening to our residents; to getting their input and feedback as stakeholders in any planning process.

Our concern is that although we have written about the Guidebook, posted it on our website and discussed it at our meetings, most residents still do not have a very good understanding of the document.

- Most residents are not planners, and this document is complex with a lot of planning jargon.
- As Community Association representatives, we worry about how we can explain the implications to residents, and how they might react after the approval, when a redevelopment affects them personally.

Even more concerning, it is our understanding that there have been numerous revisions made to the document that are not yet made public as of today, February 25, 2020, only about one week before the PUD meeting. Our Development and Planning Committee has not yet been able to read or learn about the changes, so we know that our residents have not!

It will not be possible to comment informatively on the revisions to the Guidebook before the PUD meeting. The short time frame for a lengthy document does not leave us time to identify the actual changes and comment on them. There is no clear mechanism for informed and constructive commenting, and no indication that additional comments would be either considered or incorporated.

We look forward to clear engagement that involves our residents and looks for their input. At the District Model stage, their input will be considered, but only after the Guidebook has already become a statutory document.

As a Community Association, we cannot comment on a document that is still undergoing substantial revisions and changes. We do note that we are somewhat encouraged by the revisions because it does mean that input from Community Associations, builders, developers, BILD, CREB and other groups are being considered and acted upon.

We respectfully request that our residents, citizens who wish to take an active role, can similarly be further involved in the Guidebook in its early stages before approval. We look forward to a suitable period and mechanism for Community comment on the revised Guidebook following its revision.

Thank you for the opportunity to comment and for your consideration of our suggestions.

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Sincerely,

Melanie Swailes
Peter Johnson,
BCA Development and Transportation Committee

Bonita McCurry,
BCA President

Kirk Osadetz,
BCA Vice President

alderweb@calgary.ca -- City's document circulation controller
office@brentwoodcommunity.com -- Brentwood Community Association
ward04@calgary.ca – Ward 4 Councillor Sean Chu

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Appendix A

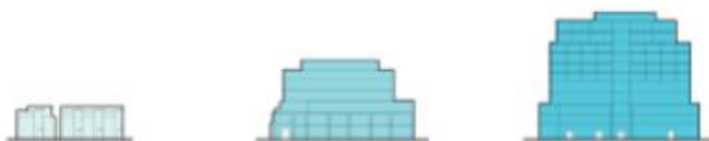
From Pages 78 – 79 of the Guidebook for Great Communities
Below are the illustrations of the 3 lowest scale modifiers, page 79.
(There are 5 in total, but our focus here is on the lowest 3 forms.)

SCALE MODIFIERS

Scale refers to the combination of height and massing of a structure. Scale modifiers are applied to urban form categories to indicate the general scale and anticipated human experience at the street level. The scales are grouped by compatible built forms with similar design standards to manage the experience of height and massing for people at the street level.

There are five scale modifiers that apply to the Neighbourhood and Industrial Transition areas. When applying scale, the anticipated activity level of an area should be considered to ensure that the scale will support enough intensity to make the anticipated activity level viable. In general, many people are needed to support a retail area so larger-scale buildings near high-activity areas will help to support their success, while an overly restricted building scale will reduce their viability. A variety of scales applied across communities provides opportunity and choice and contributes to the diversity of a community.

The Land Use Bylaw will supplement building scale modifiers by more specifically regulating height, floor area ratios and transition. Scale modifiers may be adjusted through a local area plan to specify a maximum number of storeys that is less than that identified in the scale modifier, where warranted based on site constraints and the local context, and where the impact on the activity level of the assigned urban form category has been considered. Street wall height is addressed generally in policies 3.1 of this Guidebook, but may be specified for certain locations through a local area plan in accordance with policies 2.31.



Limited

- Buildings of three storeys or less.
- Typically smaller individual building footprints.
- Activity is ground-oriented (units mostly have ground floor entrances or direct access).

Low

- Buildings of six storeys or less.
- Usually buildings with stacked units and shared entries, often with a larger building footprint.

Mid

- Buildings of twelve storeys or less.
- Buildings typically step back after the street wall height.
- Usually larger buildings with shared entries and elevators that are mostly located on larger sites.

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Appendix B, Pages 80 and 81 of the Guidebook

Examples of the Limited Scale Modifier and the Low Scale Modifier

There is a substantial difference between the proposed Limited Scale and the next level: the “Low Scale” allows for up to 6 storeys, which will not appear to be “low” when adjacent or across an alley from single-family homes.

Limited Scale

Buildings in the Limited scale modifier are three storeys or less in height with smaller building footprints than typical of other scale modifiers. This category includes a broad range of ground-oriented building forms, including single-detached, semi-detached, rowhouses, townhomes, stacked townhomes, mixed-use buildings, commercial and some industrial buildings. Housing-focused areas at this scale should have more amenity space at grade, such as yards or patios.

2.25 Limited Scale Policies

- a. Buildings:
 - I. should be a maximum of three storeys in height;
 - II. should provide distinct, direct, individual access to grade for all units; and,
 - III. are encouraged to have smaller individual building footprints than in other scales.
- b. Limited scale housing-focused development should, relative to other scales:
 - I. have a well-articulated primary façade with distinct unit entrances;
 - II. provide at-grade amenity space; and,
 - III. have a reduced building mass above the second storey.

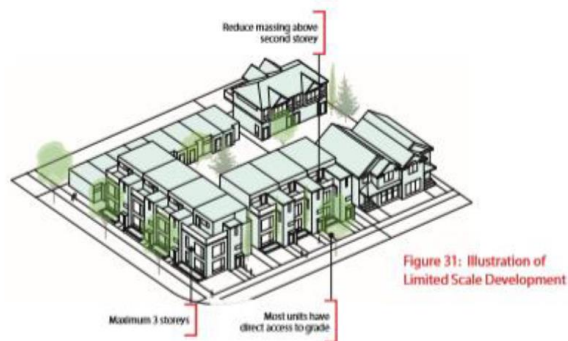


Figure 31: Illustration of Limited Scale Development

Low Scale

The Low scale modifier accommodates buildings of six storeys or less. Where the local area plan identifies a street wall height that is lower than the overall building height the façade of upper storeys should be differentiated from the façade of the base of the building. In some circumstances the building height may be the same as the street wall height.

Typical buildings in the Low scale modifier would include ground-oriented units at grade with stacked units above that are accessed either through shared entries or individual at-grade entries. Building footprints are typically larger than those of a Limited scale, and would include forms such as apartments, stacked townhomes, vertical mixed-use, office and larger industrial buildings.

2.26 Low Scale Policies

- a. Buildings should:
 - I. be six storeys or less in height;
 - II. provide ground floor units direct access to grade;
 - III. provide a street wall that proportionately frames the street and creates a people-focused public realm; and,
 - IV. step back or differentiate the primary building façade for storeys above the street wall.



Figure 32: Illustration of Low Scale Development

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Appendix C

<https://www.calgary.ca/PDA/pd/Pages/Current-studies-and-ongoing-activities/Toward-a-Renewed-Land-Use-Bylaw.aspx>

This drawing shows how the current proposal “enables the development of rowhouses next to other low-density homes, including single detached homes”.

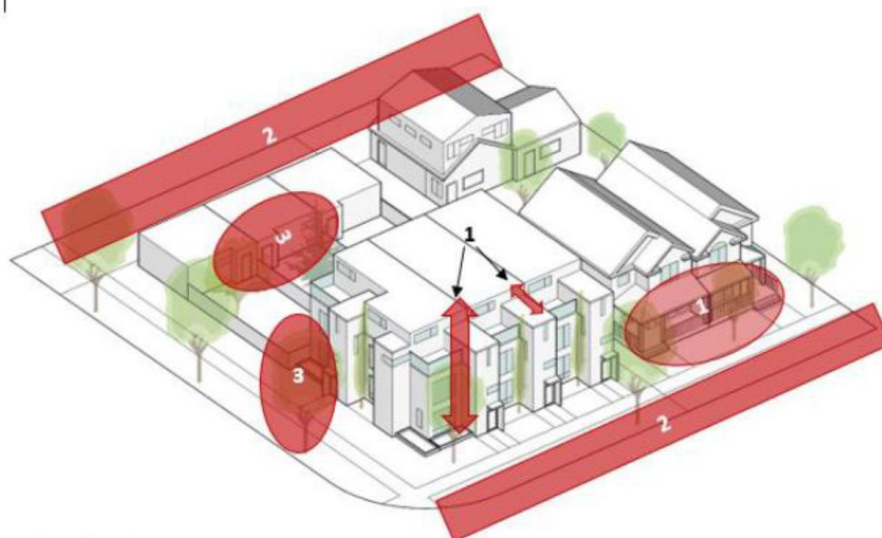


Illustration 2

- 1** Areas labeled “1” provide a sense of the appropriate scale of a proposed low-density district. This enables the development of rowhouses next to other low-density homes, including single-detached homes. The concept is to have two storeys be the building frontage that can come up to a street and with a possible third storey stepped back, to minimize impact on the people-focused experience at street-level. Building frontages would require some connection towards the public area creating a transition from the private to public areas. The regulations for these elements address massing, front porches, setbacks and height.
- 2** Areas labeled “2” provide a continuous area for pedestrian or other low-speed modes of transportation, on a sidewalk by encouraging driveways from lanes, if applicable. By moving parking to the rear of a parcel, where possible, there will be more on-street parking and less sidewalk crossing, thus enabling reduced parking on-site and enhanced mobility. In this case, fewer curb cuts would also enable more soft landscaping in the front benefiting stormwater management and visual appeal. These elements address vehicle loading and storage, parking, drainage, green landscaping and hard landscaping.
- 3** Areas labeled “3” are elements that will be carried over from the current Land Use Bylaw, such as the ability to plant trees anywhere on the property and in a boulevard, if feasible. This change is an enhancement to tree retention and green landscaping.

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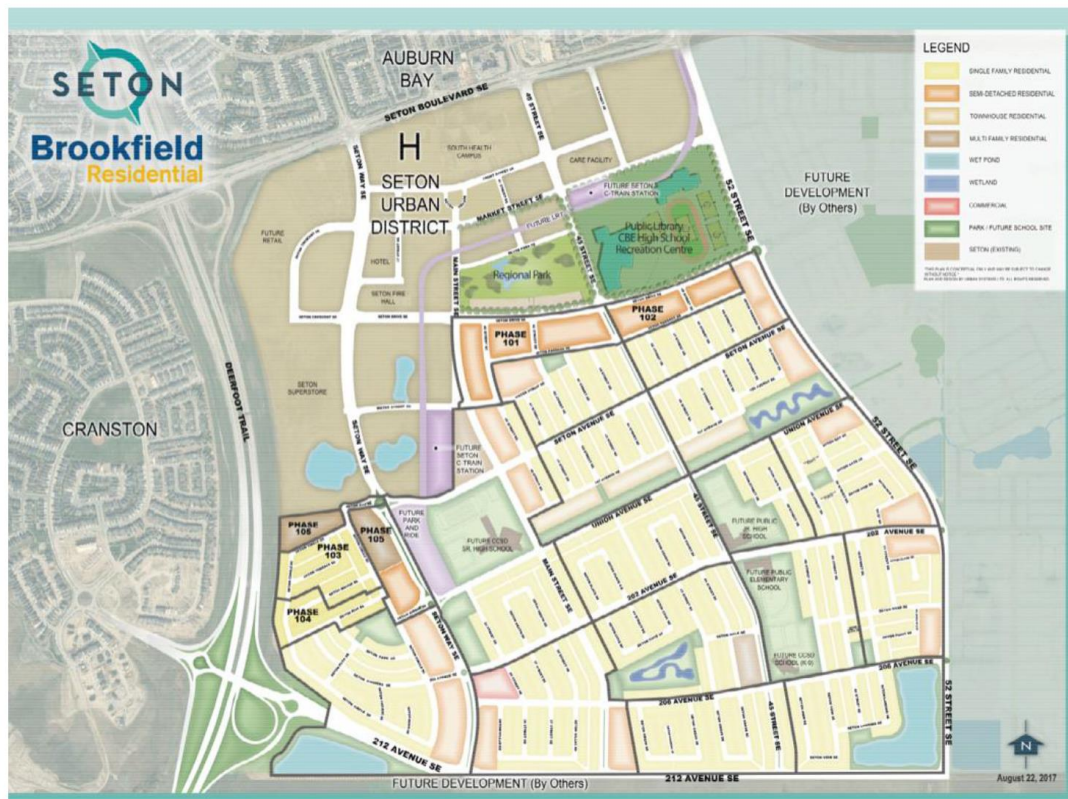
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Appendix D

Examples of new community plans. Note that the Guidebook applies to Established Areas only.

An example from Seton. Properties are differentiated as “Single Family Residential, Semi Detached Residential, Townhouse Residential and Multi-family Residential”.

While they may be on adjacent streets, all forms are not allowed on each individual street.



PUD2020-0207 Guidebook for Great Communities March 2020 Report

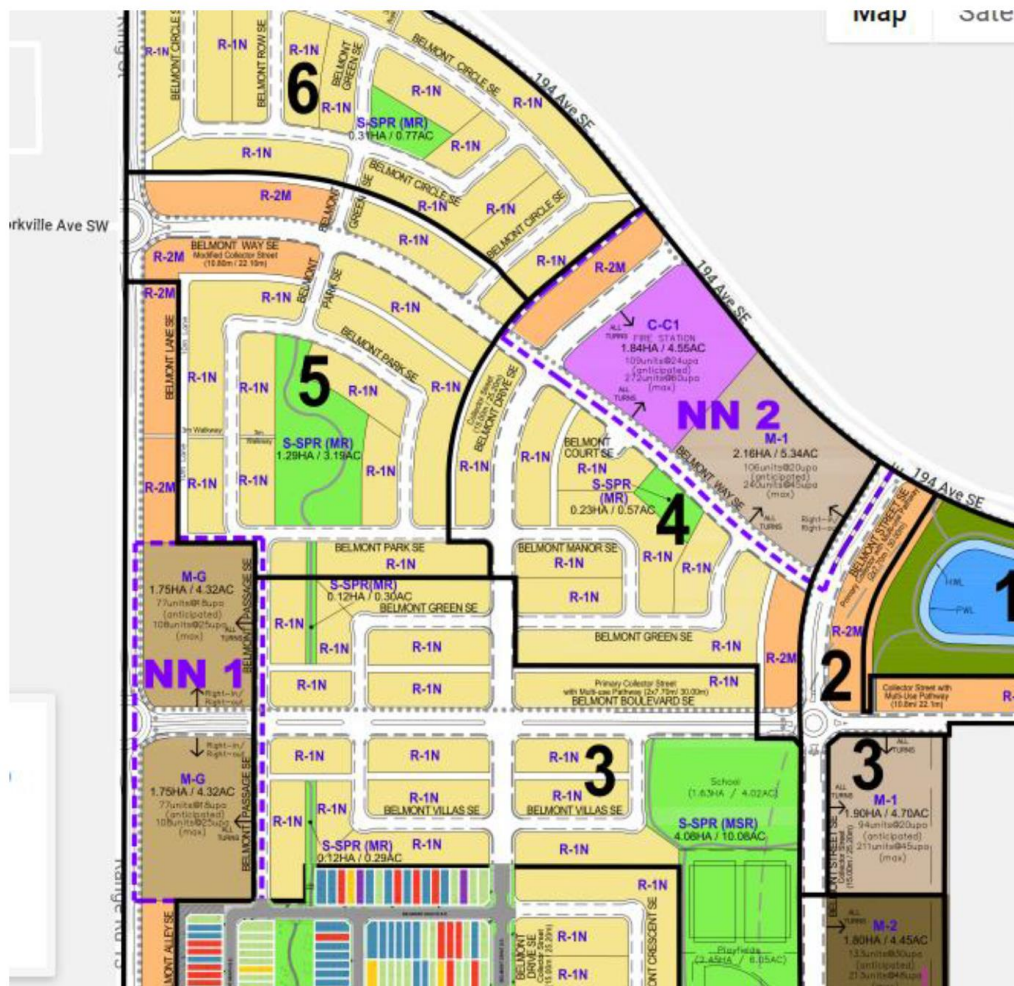


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<http://belmontcalgary.com/the-homes/lot-map/>

Another example of land uses within a new community: R-1N is separate from R-2M, C-C1, etc.



PUD2020-0207 Guidebook for Great Communities March 2020 Report

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Attachment 10
Letter 3



February 24, 2020

Attn: Members of Urban Planning and Development Committee, City of Calgary

Re: Support for the Guidebook for Great Communities

VIA EMAIL

Dear Councillors:

HomeSpace Society (HomeSpace) recommends the adoption of the Guidebook for Great Communities to create more opportunities for affordable housing developments and ultimately, more diverse and inclusive neighbourhoods.

We know the need for affordable housing in our city is great – nearly 3,000 individuals and families are experiencing homelessness and 50,000+ Calgary households are in core housing need. The Community Housing Affordability Collective (CHAC), which HomeSpace is an active member of, has a common vision of 15,000 new units of affordable housing over the next 10 years to meet our needs.

Sourcing suitable locations for new affordable housing developments is a challenge for providers. We support legislation that would amend the land use bylaws and create more inclusionary zoning, which would lead to more opportunities for innovative models of housing throughout Calgary.

The City of Calgary has been generous in relaxing parking minimums on HomeSpace's new developments. This flexibility ensures we can maximize the number of units in a building without impacting the neighbourhood, since we serve low-income tenants who do not own vehicles. We recommend relaxing parking minimums where appropriate to create new units of housing in our city.

We look forward to your continued leadership in making affordable housing a priority and ensuring there is a *Home for Everyone in our Community*.

Sincerely,

A handwritten signature in black ink, appearing to read "Matt Vermunt", with a long horizontal line extending to the right.

Matt Vermunt
Director, Development and Acquisitions
HomeSpace Society

PUD2020-0207 Guidebook for Great Communities March 2020 Report



PUD2020-0207
Attachment 10
Letter 4

February 24, 2020

Planning and Urban Development Committee

Re: The Guidebook for Great Communities

The Federation of Calgary Communities (the Federation) is the support organization for over 230 community based non-profit organizations, including 152 community associations. Since the November 4, 2019 Standing Policy Committee on Planning and Urban Development (PUD), the Federation in partnership with the City, has organized four Guidebook for Great Communities (Guidebook) 101 sessions (one session was streamed online) and one Planning Exchange. Over 100 people from approximately 56 community associations attended the 101 sessions. In addition, we appreciate that city staff have attended many meetings with communities to present information and answer questions. This phase of “information and awareness” has been useful.

As a reflective voice of community, most of the feedback we have received involve questions about “what the low density district will look like” and “how the Guidebook will enable the next round of policy work, like the land use bylaw and multi-community plans”. Specifically, there are questions about potential land-use rezoning and redesignation, heritage, community character, lot-coverage, trees and funding, and the role of community associations in the planning process going forward. At this time, these questions are not adequately addressed through the Guidebook, as they are not ready for inclusion (i.e. heritage and funding) or will be covered in other statutory documents or policies (i.e. Land Use Bylaw and Municipal Development Plan).

We support the intent of the Guidebook. That said, while the Guidebook is a step forward, there needs to be a thoughtful process in order to continue to improve the Guidebook and to address concerns, like heritage, trees/green spaces, and funding, of which we will speak to at PUD on March 4. To this end, as per administration’s recommendation, we support the creation of a Guidebook Sustainment Team, made up of a variety of stakeholders.

Bottom-line, residents and community leaders are local experts on where they live. They close the loop on good planning. They need to be engaged for input and provided with timely plain language information to share with their residents. Their feedback needs to be heard; not only in policy work, but as growth happens. We would ask that you ensure that, as per November 4 PUD motion, that an engagement plan be created for all future planning policy work. All statutory plans should include broad stakeholder input.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

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Attachment 10
Letter 4



Finally, we would strongly discourage council members from making motions from the floor to address perceived gaps in this version of the Guidebook. City planning staff have done extensive work on the Guidebook, understanding the intention and interconnectedness of the planning policies they are recommending. Motions made by individual councillors may be counter productive to “getting it right” and may erode the good planning principals that are being proposed. This might result in unintended consequences.

We would strongly support that any changes or recommendations be referred to staff, and appropriate input from stakeholders be sought, potentially through a sustainment team. If there are extensive recommendations arising on the floor, we would further encourage a delay in passing the Guidebook for Great Communities - redirecting proposed changes to administration for further consultation with stakeholders.

Thank you for your consideration.

Sincerely,

Leslie Evans, BSc., M.M.
Executive Director

PUD2020-0207 Guidebook for Great Communities March 2020 Report



Public Submission

City Clerk's Office

PUD2020-0207
Attachment 10
Letter 5

Please use this form to send your comments relating to matters, or other Council and Committee matters, to the City Clerk's Office. In accordance with sections 43 through 45 of Procedure Bylaw 35M2017, as amended. The information provided may be included in written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to Matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act of Alberta, and/or the Municipal Government Act (MGA) Section 636, for the purpose of receiving public participation in municipal decision-making. Your name, contact information and comments will be made publicly available in the Council Agenda. If you have questions regarding the collection and use of your personal information, please contact City Clerk's Legislative Coordinator at 403-268-5861, or City Clerk's Office, 700 Macleod Trail S.E., P.O Box 2100, Postal Station 'M' 8007, Calgary, Alberta, T2P 2M5.

✓ * I have read and understand that my name, contact information and comments will be made publicly available in the Council Agenda.

* First name	Keith
* Last name	Browning
Email	browning_keith@yahoo.com
Phone	403-860-5751
* Subject	March 4, 2020 PUD Meeting -Opposed to the Proposal ELIMINATING R-1 AND R-C1 RESIDENTIAL DESIGNATIONS

I would like this letter included in the itinerary for the March 4, 2020 City of Calgary PUD meeting at 9:30 AM. I am Opposed to the Proposal ELIMINATING ALL R-1 AND R-C1 RESIDENTIAL DESIGNATIONS, as allowed in the "Guidebook for Great Communities" (aimed at increasing the population density in the developed area neighborhoods.)

Issues:

- The issue of the most concern, that will have the most impact on our neighbourhoods, is the elimination of all areas that are currently devoted to single family homes by allowing multi unit buildings in all areas.
- Implementation: The City's limited consultation, aggressive timing, and lack of consistency, clarity, certainty, and understanding regarding the new process.
- Major issues with this include uncertainty by residents (sales and purchases of homes, quality of life), loss of green space, trees and sunlight as well as increased parking, traffic and safety issues, and of course property value erosion.

Negative Impacts:

- There will be NO Districts with only single- detached homes (R-1).
- NO areas preserved for single-family homes.
- Loss of greenspace and trees, sunlight and privacy resulting from taller, bigger buildings.

* Comments - please refrain from providing personal information in

ISC:

1/2

Unrestricted

Feb 26, 2020

9:52:40 AM

PUD2020-0207 Guidebook for Great Communities March 2020 Report



Public Submission

City Clerk's Office

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Attachment 10
Letter 5

this field (maximum 2500
characters)

- Increased on-street parking issues and Increased traffic resulting in congestion and crime and safety issues.
- Three story multi-unit buildings will be allowed anywhere, anytime. There will be continuing uncertainty regarding when your neighbour's house will be torn down and replaced with a multi-unit building.
- Huge property value erosion.

There is no need to allow multi-unit redevelopment everywhere. I believe that entire neighbourhoods of single-family homes add to the quality of life in Calgary and should be maintained and preserved. My family paid a premium of an estimated \$200,000 to live in an R-1 neighbourhood (Meadowlark Park) when we moved from an R-2 neighbourhood (Windsor Park). It is absolutely unfair to now change the rules on us. Why can't the growth goals be met without destroying single family neighbourhoods? And without the huge financial hit to families? This is Unacceptable.

Thank you,
Keith Browning
Meadowlark Park
(some of the wording taken from the Elboya Heights-Brittania "Changes to the City Planning & Development Process and Rules" memo)

ISC:

2/2

Unrestricted

Feb 26, 2020

9:52:40 AM

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 6

24 February 2020

Planning and Urban Development Committee

Re: Guidebook for Great Communities, 4 March 2020, PUD2020-0207

Based on Attachment 8 (Summary of *Guidebook* Revisions), below are my initial comments on the revisions to the Guidebook for Great Communities. By the time the committee meets, the revised Guidebook will be available, and I will have reviewed the revisions. Administration has been receptive to feedback from Calgarians who have been working closest with Local Area Plans that are being developed based on the Guidebook. I am optimistic the revisions will produce a better Guidebook.

The revisions to the Urban Form Classification System appear to be improvements. As I told the committee in November, a single category for Neighbourhood Industrial Transition is appropriate.

I hope the added policies about storm water retention and infiltration are an improvement and will be in line with other City policies.

The future consideration and sustainment process seem appropriate. I will be very interested to see what scale category will be proposed between limited and low.

I am glad the Guidebook and heritage tools are both scheduled to go to Council on April 27th.

In November, I said the Guidebook's Urban Form Classification System seems to be modelled on Japan's planning system. Recently *The Economist*, noting that "in rich countries, and especially in the English-speaking world, housing is too expensive, damaging the economy and poisoning politics," described the effects of Japan's planning system:

"In Japan a series of reforms in the early-to-mid-2000s loosened the planning system, allowing applications to be processed more quickly and giving residents more discretion over how to use their land. Tokyo's rate of housing construction has risen by 30% since their reform; in 2013-2017 Tokyo put up as many houses as the whole of England. Tokyo is a more jumbled city than most rich ones, but current zoning laws ensure that it is not quite as higgledy-piggledy as, say, Houston. In inflation-adjusted terms, house prices in the Japanese capital are 9% lower than they were in 2000, while in London they are 144% higher."¹

I hope the Guidebook has similar effects in Calgary, allows families and neighbourhoods to adapt to changing circumstances, and helps stabilize Calgary's private-to-public investment ratio.

Thank you,
Nathan Hawryluk

¹ Callum Williams, "Special Report: Housing: Shaking the Foundations," *The Economist*, January 18, 2020, 1, 12.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 6

Attached is my original letter to this committee. I still enthusiastically support the low-density district.

31 October 2019
Planning and Urban Development Committee
Re: Guidebook for Great Communities, 6 November 2019

As the Renfrew Community Association's Director of Planning and representative on the North Hill Local Growth Plan's working group, my experience with the Guidebook for Great Communities through the North Hill Local Growth Plan is relevant to this committee's discussion.

North Hill Local Growth Plan

In fall 2018 and winter 2019, the North Hill Local Growth Plan working group met to understand the planning system and to use online input to create a vision for the growth plan. In April, we had an activity looking at where we expected people would be and what activities they'd do. Essentially, it was an area map showing body heat — where many people would be moving around by many means and where few people would be. In May, we took the area map magnified so the scale worked with Lego blocks and talked about the height of buildings. In June, we reviewed specific sections of the area to go over details about activity and scale. It wasn't until our session in September when we were introduced to the Guidebook that I realized that we weren't just piloting local area plans that included more than one community, we were piloting the new Guidebook.

Those **sessions from April and May make me trust the Guidebook**, but I doubt I or other working group members have fully digested the Guidebook's contents. I expected the new Guidebook would add a few new forms (ideally including urban townhouses and rowhouses so we can have abundant, dense, family-sized homes) and we'd just slide some streets up the scale in the last Developed Areas Guidebook by a certain number of increments. That method might work but wouldn't produce homes for all the people who want to live in Calgary in the next generation or two. The Guidebook's method does that more effectively and allows more flexible designs than my idea or our current system.

What I don't like about the Guidebook right now

1. It's long. Could an external technical writer or editor go over it? A high school graduate with an hour or two should be able to understand the land use bylaw and have a hope of developing something. **Developers shouldn't just be people who can hire consultants to work through the code and lawyers to fight through the application and appeal process.** A shorter, simpler Guidebook should make it easier for many people to be small scale developers. A compact code is more likely to produce a compact city.

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2. There has been talk of removing heritage policies from the Guidebook, which is concerning.
3. Our built form policy and our stormwater management policy don't seem to align with each other. I'm sure industry has pointed out other technical details where City policies disagree with each other.
4. There's a sense that there hasn't been enough engagement or acceptance of the Guidebook. Having time for more engagement and discussion so the Guidebook and North Hill go to Council together, or two weeks apart so North Hill can be updated if needed, seems to be a remedy.

What I like about the Guidebook

1. **Life happens at street level.** The Guidebook's focus on what happens on the ground should help us better **consider trade-offs between buildings' street level design and height.** I hope the Guidebook's approach allows for **more lovable and durable buildings, so we see replacing aging buildings as an upward trade.**
 2. The parking section of chapter 3 is an improvement. Notably, **the direction that parking requirements should be based on geographic location, not the type of use, should produce better local buildings and encourage adaptive reuse.** A few months ago, an applicant wanted to put a restaurant with a residence above in a century-old brick building on Edmonton Trail. The current work-live parking requirement of five stalls makes parking consume as much land as the building. This is an unproductive use of valuable land. **It would be better to remove red tape and let businesses decide how much parking they need.** Until then, the Guidebook is an improvement because it doesn't require a building on Edmonton Trail to have as much parking as a building in isolated places.
 3. Finally, the Guidebook's provision for a single low-density district will be essential in how Calgary grows while **retaining abundant, attainable family-sized homes.** I hope it allows **for widespread incremental growth that allows families to adapt as their circumstances change.** Done right, it should help us have children in neighbourhoods with schools, help our local businesses be profitable and stay open, and perhaps produce a range of unit sizes so three generations of a family can live within walking distance of each other.
- The low-density district is an example of deregulation.** Our current planning system doesn't prevent local redevelopment; it only ensures that existing detached homes will be replaced by larger detached homes with one door, instead of those with two or more. **Allowing market-rate, attainable housing throughout the city would give us a competitive advantage over other cities** like Vancouver and Toronto that, instead of a free market, believe that a detached home should only be replaced with a larger home for residents who are as rich or richer than current residents.

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Our neighbourhoods may change as a result. However, those changes may be better than the alternatives. As Alex Bozikovic, a Toronto-based architecture critic, describes, "The 'character,' in the way we often think about it, will change. There will be more front doors. But the alternative is a city that shuts out new arrivals, or shunts them into illegal rooming houses, and grey-market basements, and condos on old industrial sites. If that is the city we end up building, it will say a lot about our character."²

We may begin to see 'stability' as many small changes on every block rather than neighbourhoods that are emptier than they were a few years or a generation ago and schools that are kept open by bussing children across the city. Parts of Renfrew show what a low-density district could look like in Calgary with multi-unit or clustered housing types that are compatible in scale with detached homes.

Today, some neighbourhoods contribute more to MDP growth goal than others because zoning prevents growth. If that continues, residents of the neighbourhoods that grow will likely want more and larger amenities, adding more public infrastructure that we won't be able to afford to maintain.

Cities are complex, adaptive systems consisting of people and land. **If we're like other North American cities, we're functionally insolvent.** Fortunately, Calgarians can decide what to do with our land in response to this predicament. **I don't know how much private investment we're going to need or how much public infrastructure we'll have to stop repairing to balance our private-to-public investment ratio.** Maybe I shouldn't be enthusiastic about what that means for my neighbourhood. However, I'd much rather have all of Calgary's neighbourhoods allowing many different types of small changes, than have Renfrew punch above our weight to get Calgary's finances in order while other parts of the city get a pass because they claim 'heritage' or 'character.' **It took us decades to get here. Like post-flood clean up, it's going to take many people to get us out of this mess.**

Thank you for considering my perspective,
Nathan Hawryluk

² Alex Bozikovic, "The term 'neighbourhood character' is a euphemism for something ugly," The Globe and Mail, June 7, 2019 (updated June 14, 2019), <https://www.theglobeandmail.com/opinion/article-the-term-neighbourhood-character-is-a-euphemism-for-something-ugly/>

PUD2020-0207 Guidebook for Great Communities March 2020 Report



Public Submission

City Clerk's Office

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Please use this form to send your comments relating to matters, or other Council and Committee matters, to the City Clerk's Office. In accordance with sections 43 through 45 of Procedure Bylaw 35M2017, as amended. The information provided may be included in written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to Matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act of Alberta, and/or the Municipal Government Act (MGA) Section 636, for the purpose of receiving public participation in municipal decision-making. Your name, contact information and comments will be made publicly available in the Council Agenda. If you have questions regarding the collection and use of your personal information, please contact City Clerk's Legislative Coordinator at 403-268-5861, or City Clerk's Office, 700 Macleod Trail S.E., P.O Box 2100, Postal Station 'M' 8007, Calgary, Alberta, T2P 2M5.

✓ * I have read and understand that my name, contact information and comments will be made publicly available in the Council Agenda.

* First name	Michael
* Last name	Read
Email	development@elboyabritannia.com
Phone	
* Subject	PUD Meeting, March 4,2020. Review of "The Guidebook for Great Communities"
* Comments - please refrain from providing personal information in this field (maximum 2500 characters)	Please include the attached letter from the Elboya Heights Britannia Community Association as a public submission at the PUD Meeting, March 4,2020. Agenda Item #? Review of "The Guidebook for Great Communities" Thank you

ISC:

1/1

Unrestricted

Feb 26, 2020

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 7a



February 25, 2020

TO: Mayor and Council, City Clerk

RE: The Guidebook for Great Communities

SPC on Planning and Urban Development, March 4, 2020 meeting

Dear Mayor and Council:

We request that the consideration of the Guidebook be postponed until we have had time to review and discuss the, as yet unseen, February 28 revision.

Based on the September 2019 version we have seen, we offer the following.

The Guidebook, in general, achieves its purpose. However, it should be revised to properly address the concerns of many Calgarians, especially those with children, over the treatment of neighbourhoods characterized by contiguous areas of houses.

Summary

1. Opportunity and Choice

Over 840,000 Calgarians (65% of the population) have chosen to live in houses and mostly in contiguous areas of houses. They should be allowed to continue to have that choice.

2. Identity and Place

Most residential communities' identity, sense of place, and community pride is defined by its core of contiguous areas of houses. These areas should be respected and enhanced.

3. Contribution of Greenspace

Contiguous areas of houses significantly contribute to Calgary's greenspace. These areas should be protected to avoid the loss of greenspace.

4. The Calgary Advantage: Economic Vitality

The availability of affordable houses in contiguous areas of houses close to a vibrant downtown will be a key factor in attracting high-tech business and talented people. These areas should be protected and enhanced.

5. Cumulative Effects

The loss of choice, identity and sense of place, and greenspace is irreversible and cumulative. The destruction of areas of contiguous houses should be avoided to provide future generations the options that we currently have.

Recommendation: Revise the Guidebook to include a new Urban Form Category and new Scale Modifier that will protect the neighbourhood cores of contiguous areas of houses.

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Note 1: Quotes from the Guidebook and other City documents are in italics.

1. Opportunity and Choice

The Guidebook includes "*Opportunity and Choice*" as one of the 6 Principles "*that are central to creating and maintaining great communities for everyone.*"

Opportunity and Choice

Everyone has access to places to shop, learn, work, eat and play, and there are diverse housing and mobility options for many different people and household types."

Over 840,000 Calgarians (65% of the population) have chosen to live in a "*Single Family Structure. A Structure originally designed and built to contain a single dwelling unit*". 2019 Calgary Civic Census.

We believe that these Calgarians that have chosen to live in houses most often live in contiguous areas of houses.

Over 500,000 Calgarians (40% of the population) are members of families with children. *City Guidebook 101* course handout.

We believe that most families with children, given the opportunity, want to live in a house in contiguous areas of houses.

The Guidebook seems to ignore these choice options.

The Guidebook should be revised to preserve this choice option that is important to the majority of Calgarians who have already chosen to live in contiguous areas of houses.

2. Identity and Place

The Guidebook includes "*Identity and Place*" as one of the 6 Principles.

Identity and Place

Well-developed neighbourhoods create a sense of place that fosters identity and creates pride in community"

Our community, and we believe most Calgarians, strongly support this key Principle and want to see it implemented.

We suggest that the Municipal Development Plan Policy 2.3.2 *Respecting and enhancing neighbourhood character* is a clearer and more detailed articulation of the Principle *Identity and Place* than the brief description in the Guidebook and should be added to the description of *Identity and Place*.

Low Density Residential Neighbourhoods, contiguous areas of houses

We believe the unique identity of Calgary's neighbourhoods is defined by the core of contiguous areas of houses, not by the higher density structures along the busier streets or around the local activity centres.

It is the core that creates a sense of place that fosters identity and that creates pride in community.

We believe that virtually all residential neighbourhoods follow the same general design; a core of contiguous areas of houses transitioning into higher density forms along busier streets and activity centres. Virtually all the new subdivisions are also designed along this same model.

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Over the years some of the neighbourhoods closer to downtown or major transportation corridors have evolved to include higher density forms inside their cores. But the majority of the neighbourhoods, including ours, retain this same general model, a core of contiguous areas of houses.

It is the trees, yards, gardens and sunlight associated with the core of contiguous areas of houses that define the character and sense of place of a neighbourhood. The front yards, in conjunction with the trees and greenspace on the City boulevards, create linear parks that Calgarians can enjoy as they stroll by, walk their dogs, or ride their bikes down the streets.

The contiguous areas of houses create a child-friendly environment where Calgarians with children can let their kids (or grandkids) run around outside and play in their yards and their friends yards, or the parks and playgrounds and school yards, or the ice rinks and facilities at the neighbourhood community centres.

The guidebook should protect the unique and sought-after identity and sense of place created by neighbourhoods with a core of contiguous areas of houses.

3. Contribution of Greenspace

We believe, and most Calgarians would agree, that greenspace should be retained and enhanced. The Guidebook Policy *Landscape Design* does an excellent job articulating the benefits of greenspace:

"Landscaping has many community benefits, from improved stormwater management and quality to positive impact on mental and physical health. Landscaping should be used as more than a buffer between properties and should contribute to the built form outcomes directed by this Guidebook."

The contiguous areas of houses contribute significantly to the overall greenspace in Calgary for the benefit of all Calgarians.

Impact of Redevelopment



This is a picture of a new six-plex building in the central area of Altadore in southwest Calgary near Marda Loop. Altadore and Marda Loop are rapidly evolving neighbourhoods near the Crowchild Trail and 14th street transportation corridors. They are being redeveloped to provide a multitude of housing choices such as this one. This building is entirely appropriate in those neighbourhoods and contributes to the *identity and sense of place* that is evolving there.

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However:

The backyard is paved and covered; there is no greenspace. The other side of the building you cannot see abuts the paved lane, there is no greenspace. The only greenspace is the strip of grass in the front and one side, which is mostly City boulevard.

There is no question that the City will lose greenspace when a yard and trees are demolished to make way for a new building of this Form.

The Guidebook should protect the existing greenspace provided by contiguous areas of houses.

4. The Calgary Advantage: *Economic Vitality*

Calgary wants to attract new high-tech businesses, and skilled and talented people to enhance the economic vitality of the city. The availability of attractive, affordable housing is a major consideration when relocating to Calgary or anywhere.

We believe that many of these newcomers, especially those with children, will want to live in a house in a stable neighbourhood with contiguous areas of houses and near to schools. We believe many of them will also want to walk or bike to work if they could.

There are very few cities in North America that can offer skilled and talented newcomers this complete choice of housing. To our knowledge there are no neighbourhoods in Vancouver, Toronto, San Francisco or Seattle that can offer the complete package they want: a house in a quiet neighbourhood with schools that is close to downtown and affordable.

Calgary does offer this choice. Calgary is one of the few cities that still has neighbourhoods with a core of contiguous areas of houses that are close to a vibrant city centre and that have strong unique identities, a sense of place, community pride and lots of greenspace.

We believe that this gives Calgary a significant advantage attracting new business and people.

The Guidebook should ensure we don't lose this advantage.

5. Cumulative Effects and Phasing of Redevelopment

For any new redevelopment, an existing house and associated greenspace must be demolished. If the new structure is larger than the existing one, there will be loss of greenspace. If the structure does not respect the context of the neighbourhood, the Identity and sense of place is lost. This is irreversible and cumulative.

With time the unique identity of the neighbourhoods will be eroded.

Calgary's future is uncertain over the next few years, due to the recession in the energy industry. We may not need as much new housing as the long-term forecast suggests.

We understand that the Westbrook Community Association February 24th letter to Council calculates that there is more than enough land already designated for new higher density Forms to meet the forecast demand for many years.

There is no need to reduce greenspace until it is obvious that new land is required to meet continuing demand.

The City should preserve its greenspace for as long as possible.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

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Revision to the Guidebook

The Elboya Heights Britannia Community Association generally supports the Guidebook but recommends the following revisions:

Revise the Guidebook to include a new Urban Form Category and a new Scale Modifier that:

- Will be applied to the neighbourhood cores of contiguous areas of houses.
- Includes elements of *contextually sensitive redevelopment*.
- Preserves greenspace by restricting allowable Urban Forms to those Forms that preserve the existing Greenspace.
- Ensure that the type and placement of Urban Forms, other than houses, is defined in the Local Area Plan and any changes to the Local Area Plan must go through the Public Hearing Process.
- Ensures that the development of Urban Forms, other than houses, will be delayed until it can be demonstrated that there is not enough land to meet the actual demand.

Recommended revisions are attached.

We believe that these revisions will make the Guidebook a much better tool to address the concerns of all Calgarians.

Respectfully,

Elboya Heights Britannia Community Association

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Recommended Revisions to the Guidebook

Page 49, 50

Neighbourhood Housing Limited Residential

Neighbourhood Housing Limited Residential areas serve the people who live there. These areas will have the strongest delineation between private and public space and landscaped areas such as soft landscaped yards and patios. These areas will be residential intended to accommodate existing residential forms and contextually sensitive redevelopment.

2.7 Neighbourhood Housing Limited Residential Policies

a. In a local area plan, Neighbourhood Housing Limited Residential should identify areas of a community that will have the following characteristics, relative to other Neighbourhood Housing areas of the community:

- i. lowest volumes of pedestrian activity,
- ii. primarily local visitation and use; and,
- iii. pedestrian routes that support a lower volume of movement.

b. Development in Neighbourhood Housing Limited Residential areas should:

- i. have building setbacks with soft landscaping that is located to support pedestrian comfort and provide the strongest delineation between public realm to private.

Page 80

Limited Scale Residential

Buildings in the Limited Scale Residential modifier are three storeys or less in height with smaller building footprints than typical of other scale modifiers. This category includes single-detached or semi-detached dwellings. Housing-focused areas at this scale should have more amenity space at grade, such as yards or patios.

2.25 Limited Scale Residential Policies

a. Buildings:

- i. should be a maximum of three storeys in height to a maximum of 10m above grade,
- ii. should be contextually sensitive to existing dwellings; and,

b. Limited Scale Residential housing-focused development should,

- i. have a well-articulated primary façade with distinct unit entrances;
- ii. provide at-grade amenity space; and,
- iii. have a reduced building mass above the second storey.

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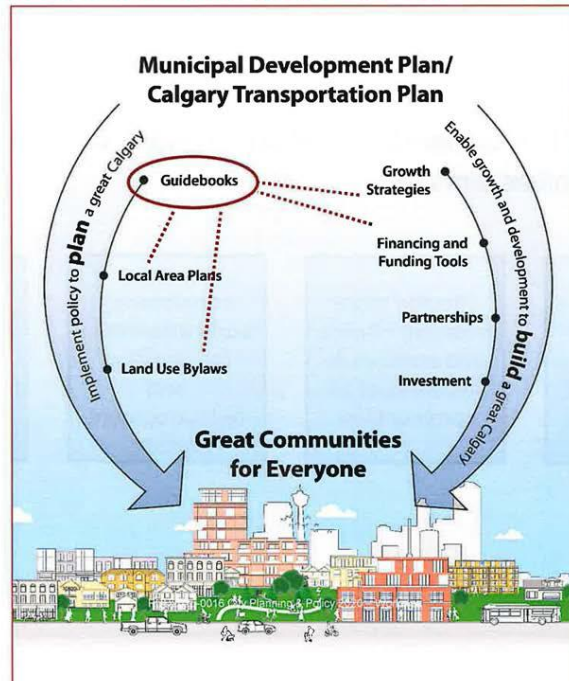
Next Generation Planning System: Guidebook for Great Communities



PUD2020-0207 Guidebook for Great Communities March 2020 Report



Next Generation Planning System: Guidebook for Great Communities



PUD2020-0207 Guidebook for Great Communities March 2020 Report



Next Generation Planning System: Guidebook for Great Communities

As part of the Next Generation Planning System, the Guidebook for Great Communities aims to:

Focus on how
**people
experience**
communities at
the street level.

Provide more
housing choice
and services to
residents of all
communities.

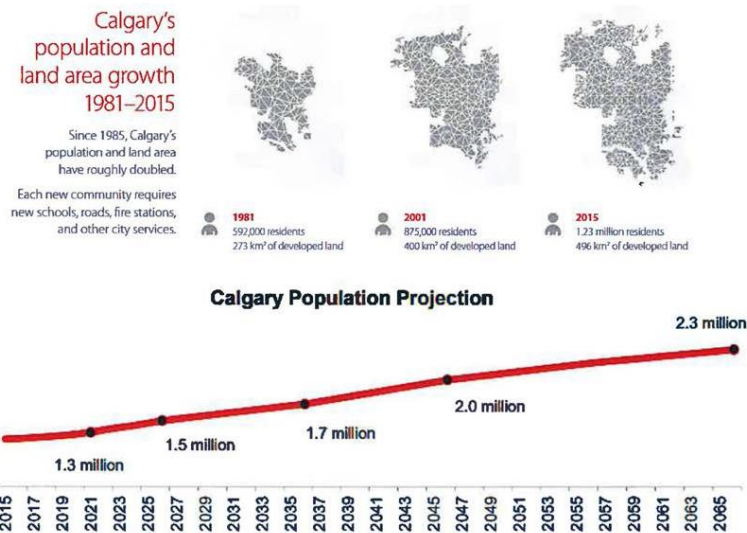
Increase
**consistency
and certainty** in
the planning
and
redevelopment
process.

Implement the
MDP and lay the
foundation for
the **Land Use
Bylaw renewal**.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



Calgary keeps attracting more people.



March 4, 2020 | Guidebook for Great Communities PUD2020-0207

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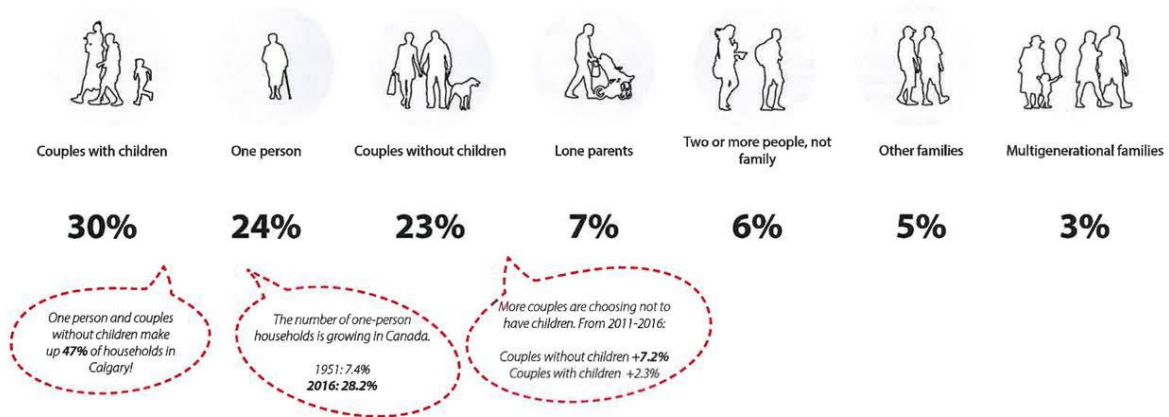
PUD2020-0207 Guidebook for Great Communities March 2020 Report



The Next Generation of Planning | Why Now?

Our city is growing and changing – fast!

> Couples with children only make up a third of all household types in Calgary.
Traditional nuclear families are not as common as they once were.

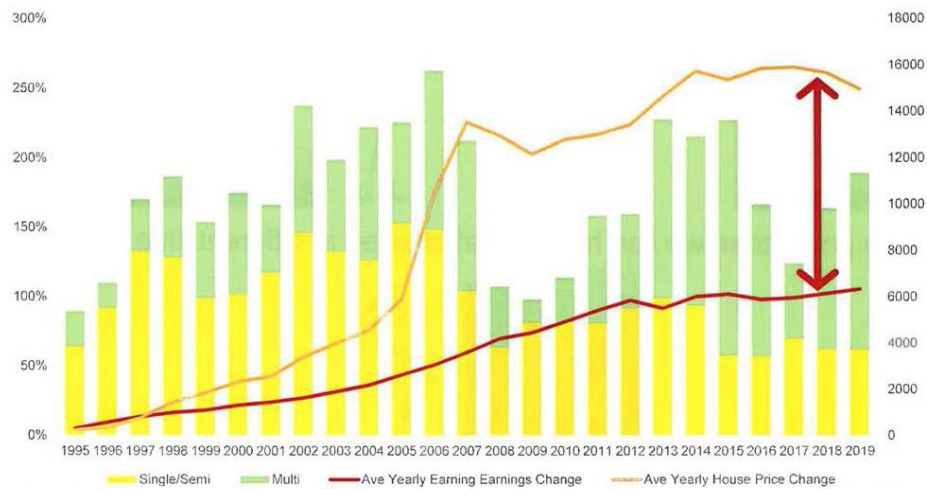


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The Next Generation of Planning | Why Now?

In Calgary, the gap between how much people make and how much homes costs has been widening for 25 years.



March 4, 2020 | Guidebook for Great Communities PUD2020-0207

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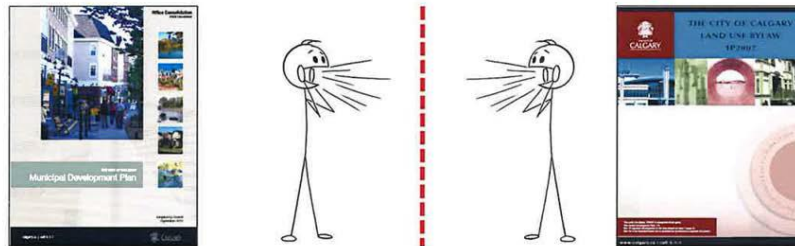
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Our outcomes and tools to get us there need to be aligned

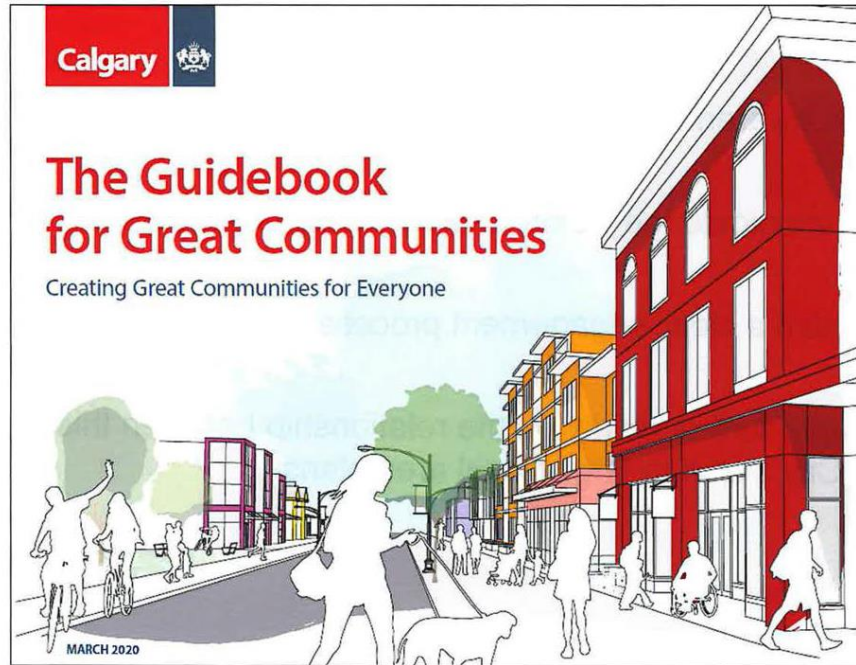
> There is a disconnect between the MDP and the land use bylaw



> We have more policy than we can handle – all created in different time periods



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March 4, 2020 | Guidebook for Great Communities PUD2020-0207

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- Build awareness of the Guidebook
- Communicate the vision & intent of the Guidebook
- Prepare a clear engagement process
- Provide further clarity on the relationship between this work and the City's shift to larger local area plans.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



Top Questions & Misconceptions

Has the Guidebook introduced new ideas to Calgary?

If the Guidebook isn't adopted, will it mean my community won't change?

Once it is approved, is the Guidebook set in stone or can it be changed?

Does the Guidebook change what can be developed on the ground in my community as soon as it is adopted?

Does the Guidebook redesignate my parcel and eliminate R-C1?

PUD2020-0207 Guidebook for Great Communities March 2020 Report



General Public

- Central library installation
- Hosting youth groups and senior's groups
- Attending Calgary Home Renovation, Home and Garden and Woman's shows
- Community newsletters
- Providing information to Ward offices
- Media stories
- Two-phase social media campaign
- Poster and post card campaign
- calgary.ca/guidebook

Key stakeholders

- Guidebook 101 sessions with FCC and industry
- Partners in Planning sessions
- Supporting local area plans
- Industry application testing sessions



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Chapter 1: Introduction

- The Guidebook only applies to communities with an LAP created using the Guidebook
- Minor wording changes for clarification

Chapter 2: Urban form classification system

- New Urban Form Category: Neighbourhood Industrial Transition
- New policies to provide more clarity regarding mixed-use development
- New wording to better clarify the differences between neighbourhood UFCs
- Comprehensive Planning Site
- Adjustments to the colours to improve accessibility and legibility
- Direction for LAPs updated to reflect experience through North Hill

Chapter 3: Built form, development and general policies

- Wording changes for clarification
- Amended and clarified the sustainable development policies

Chapter 4: Tools

- New placeholder for forthcoming heritage area tools

URBAN FORM CATEGORY

Neighbourhood Commercial Major
Neighbourhood Commercial Minor
Neighbourhood Commercial Local
Neighbourhood Housing Major
Neighbourhood Housing Minor
Neighbourhood Housing Local
Neighbourhood Industrial Transition
Parks Civic and Recreation Major
Parks Civic and Recreation Minor
Parks Civic and Recreation Local
Parks Natural Areas
Industrial General
Industrial Heavy
Regional Campus

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Planning Processes

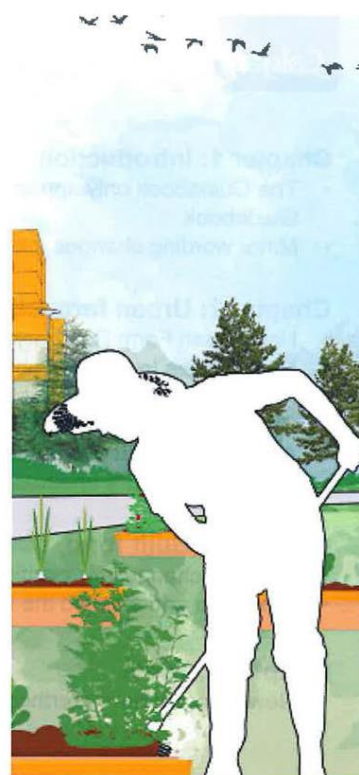
- Continued involvement in future local area plans

Monitoring & Updates

- Sustainment committee creation
- Further events with industry and community partners

Outreach & Awareness

- Increasing awareness to multi-cultural communities
- Continued media exposure
- Continued social media campaigns
- Further refinement of information on Calgary.ca
- Looking for opportunities within different wards
- Additional informational displays in public places
- Mobile installations at libraries and recreation centres
- Expanded poster campaigns
- Guidebook 101 sessions and online videos
- speaker series



PUD2020-0207 Guidebook for Great Communities March 2020 Report



Return with Project Scope and Approach

- Establish deliverables and timeline
- Establish project team composition & need for consultants
- Identify stakeholders, advisory groups, engagement & outreach approach

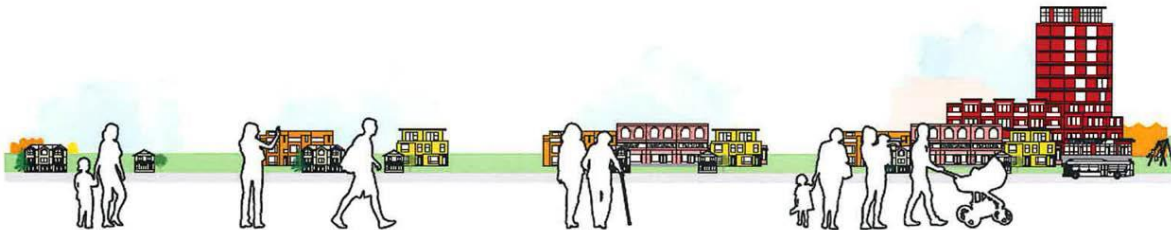


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Why is this important?

- Advances the vision and goals of the Municipal Development Plan
- Is the cornerstone for a more aligned, consistent and efficient planning system
- Flexible framework and tools that are responsive to the individual characteristics of Calgary's communities
- An approach to local area plans that enables citizens to shape how change occurs in their community



PUD2020-0207 Guidebook for Great Communities March 2020 Report



That the Standing Policy Committee on Planning and Urban Development:

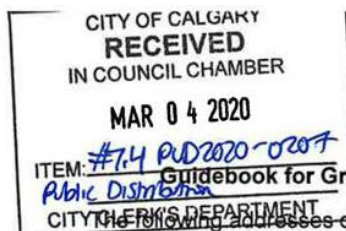
1. Direct Administration to:

- a. Prepare a bylaw for the **Guidebook for Great Communities** as outlined in Attachment 2; and
- b. Forward the proposed Bylaw, to accommodate the required advertising, and this report, directly to the **2020 April 27 Combined Meeting of Council**.

2. Recommend that Council:

- a. Hold a **Public Hearing for the proposed bylaw at the 2020 April 27 Combined Meeting** of Council, and give three readings to the proposed Bylaw;
- b. Direct Administration to **use the policies of chapter 3** of the *Guidebook for Great Communities* throughout the built-out areas as guidelines when reviewing development permits;
- c. Direct Administration to, upon approval of the *Guidebook*, **develop a scope for the Renewal of the Land Use Bylaw**, as contained in Attachment 3, and return to Council prior to the mid-cycle budget deliberations for 2020; and
- d. Direct Administration to undertake the work associated with the motion arising from 2019 July 29 (Report CPC2019-0759), to bring forward land use **bylaw amendments that better facilitate mid-block rowhouse implementation**, and to return in conjunction with **Phase 1b of the renewal of the Land Use Bylaw**

PUD2020-0207 Guidebook for Great Communities March 2020 Report



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Guidebook for Great Communities: Common Questions and Misconceptions

The following addresses questions or misconceptions Administration has heard regarding the Guidebook for Great Communities (the *Guidebook*) since November 2019.

1. Why are you changing the zoning of my parcel and eliminating R-C1?

- The *Guidebook* does not, and will not, change the zoning of any property. Current zoning (e.g. R-C1) will not be changed by approving the *Guidebook*. After approval of the *Guidebook*, any change to a property's zoning would follow the exact same process it does today.

2. Will the Guidebook eliminate single-family detached homes and replace them with tall buildings?

- The *Guidebook* will not eliminate single-family detached homes and force them to be replaced by tall buildings.
- As Calgary continues to grow, some areas of single-detached homes will likely evolve naturally to provide the benefits of the community to more people by offering different housing forms.
- Any form of housing can be for a single family, whether it is detached or not.
- The City's Municipal Development Plan, which Council approved in 2009, already allows for three-story buildings throughout our communities.

3. Will the Land Use Bylaw be changed in the future to eliminate R-C1?

- Council has asked Administration to develop a new Land Use Bylaw. That work will be guided by the policies in the *Guidebook*.
- Our current Land Use Bylaw was approved before our Municipal Development Plan was completed and the two are not fully aligned. The new Land Use Bylaw will better align the development rules with The City's overall vision.
- The Land Use Bylaw may introduce new districts, but a community's zoning still may not change. Council will decide how the changes are made, for example case-by-case or city-wide. There will be more opportunities for discussions with both stakeholders and Council before any decisions regarding existing zoning are made.

4. Will the Guidebook change what can be developed in my community as soon as it is approved by Council?

- The *Guidebook* does not change the zoning or development rules of anyone's property.
- What can be developed is determined by a community's Local Area Plan – not the *Guidebook*. A new Local Area Plan is required to use the *Guidebook's* new policies.

5. Does the Guidebook require all communities to have a certain amount of density?

- No, the *Guidebook* does not require a community to have a certain amount of density.
- Planners, working with the community, develop the Local Area Plan and determine where growth and development can and should go.
- The *Guidebook* provides best practice policies that are used together with a community's Local Area Plan.

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6. Will my community stay the same if the Guidebook isn't approved?

- Every community will change. Calgary has been changing since it was first established.
- Growth and change is already happening in many communities. Communities facing change are looking for modern policy to guide it towards their vision.

7. Has the Guidebook introduced new ideas to Calgary?

- The *Guidebook* collects best-practice policies that are already used in Local Area Plans throughout Calgary and provides them to all users in one document. This increases consistency and certainty while allowing the Local Area Plans to focus on the unique aspects of the community.
- The *Guidebook* builds on the Municipal Development Plan (approved 2009) and provides more specific policies for how to accomplish its goals in a community.
- This *Guidebook* is also an evolution of the Developed Areas Guidebook, which Council approved in 2017 and which already guides development in certain communities.

8. Will the Guidebook be set in stone, not allowing for changes, once approved?

- The *Guidebook* will continue to be refined and improved in the future.
- Administration has committed to a sustainment process to fix any issues or errors as well as further evolution of the document if needed. This will be done in collaboration with communities and the people who build our neighbourhoods.

9. What happens if the Guidebook is not approved?

- If the *Guidebook* is not approved, Local Area Plans will default to using the existing Developed Areas Guidebook.
- The Developed Areas Guidebook provides specific direction as to what current Land Use Bylaw districts are appropriate for all building blocks, including which districts are appropriate for low density areas, whereas the *Guidebook* does not.

10. Why does every community need to accommodate all Calgarians?

- We need to provide Calgarians with choices and opportunities to live and grow in their communities because Calgary's population, economy and communities are changing. The gap between how much homes cost and how much people earn is widening.
- Calgary is competing with other cities. People and businesses are looking for high-quality neighbourhoods and they have a lot of options to go elsewhere. Our communities, main streets and housing choices must remain attractive to existing residents and to draw new generations and businesses to Calgary.

11. How will the Guidebook help to conserve heritage buildings?

- Along with guiding growth, the *Guidebook* will provide policies to help preserve a community's heritage buildings.
- These policies are currently under development and will be added to the *Guidebook* once they have been reviewed and approved by Council in April 2020.
- The anticipated heritage preservation policies will provide a range of options for communities to discuss and apply during the development of their Local Area Plan.

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Calgary Climate Hub Submission Great Communities Guidebook



We are pleased that a start has been made on creating a *Guidebook* that will protect and revitalize great communities. Much more needs to be done.

Four problems with the *Guidebook* in its current form are:

- The *Guidebook* is **almost exclusively discretionary**. Somewhat better than what has been produced in the past, it does not prescribe what needs to be done.
- The *Guidebook* **does not set targets** to ensure success.
- The *Guidebook* **does not meaningfully address the climate crisis** and how community development can contribute to solutions.
- The **high-level "Next Generation" documents** (MDP, CTP, *Established Areas Growth and Change Strategy*) are **under review or not completed**.

We have identified a set of recommendations that will help resolve those problems. Several of the more important ones are:

Goals

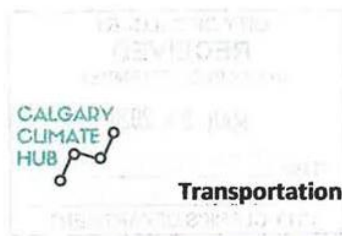
A 9th goal needs to be added:

Enable greenhouse gas emission reduction to a level compatible with a 1.5°C of global average temperature increase.

Natural Infrastructure

- **Set a target for what "natural areas should do" in terms of carbon sequestration and climate resilience.**
- **For all new developments going forward and for City properties, climate resilient landscaping should be a requirement.**

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Development and redevelopment must support climate-friendly and active transportation to ensure that by 2025 the Primary Transit Network, the *Cycling Strategy*, *StepForward*, the *Safer Mobility Plan*, and the 5A Network are completed.

Development

The *Guidebook* does not identify the essential roles the City of Calgary must play in creating great communities – beyond the writing of plans and responding to development applications. For example, on p. 19, point “a” should be change to:

Direct development to Activity Centres, Main Streets, and transit-oriented development areas by pro-active City-led initiatives for land swaps, land consolidation, mutually advantageous developer coordination, financial incentives and other methods that maintain a community’s character while promoting population stability and growth that ensures the services and amenities a community needs.

The *Guidebook* does not include a program that clearly identifies the needs each community has to remain or become the “great communities” envisioned by the *Guidebook*.

The City should commit to initiating and completing by Q2 2021, a “complete community survey” to determine the advantages that need to be protected and the disadvantages that need to be eliminated in each community.

Financial Measures

The *Guidebook* does commit to reviewing funding and financing tools. That review, though, must be comprehensive and effective.

On p. 116, add

This review, to be completed by Q4 2020, will include all potential financial measures including, but not limited to reallocation of current budgets, curb space management, road pricing, pricing for flood protection works, and progressive pricing for resource use such as energy and water. The financial measures deemed

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effective and feasible will be implemented to ensure that all City services are equitably priced and the funds that are secured are used to implement climate, transportation, and community development actions that benefit developed areas whether through local area plans or other means.

Connections to Other Policies

Finalization of the *Guidebook* should wait until revisions to the MDP/CTP are completed and the *Established Areas Growth and Change Strategy* is in place.

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Full List of Recommendations

A 9th goal needs to be added:

Enable greenhouse gas emission reduction to a level compatible with a 1.5°C of global average temperature increase.

Parks Civic and Recreation Local (p. 56)

This category must include policies for wildlife habitat. Parks and recreation sites act as important habitat, stopover points for birds, and wildlife corridors. This is especially important in the downtown.

Natural Areas Urban Form (p. 57)

It is positive that the introduction to this section cites the benefits of natural areas “including improving air quality, mitigating climate change, managing and filtering water, supporting biodiversity and enhancing resilience.” Strengthening the category requires:

- Set a target for what “natural areas should do” in terms of carbon sequestration and climate resilience.
- For all new developments going forward and for City properties, climate resilient landscaping should be a requirement.
- A target should be established for the minimum % of land area devoted to natural areas per community

Section 3.14 Revisions

- Add to “h” as the first point
 - i. prioritize climate mitigation through protection of natural habitat and services
- Add to “h.iv”
 - o iv. add additional ... festival activities where appropriate and where such services and events would not impact natural habitat
- Add to “h.v”
 - v. provide public art or cultural spaces where appropriate and where such spaces would not impact natural habitat

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- The *Guidebook* needs to address wetlands and establish a target for increasing the amount of wetlands in communities. Add a new section "i"
- i. Ensure that the requirements of the Wetland Conservation Plan are met or exceeded

Landscape Design (p. 101)

If the City's tree canopy policy is to have any impact it needs to both

- a) specify what counts as contributing toward a canopy (providing significant shade over sidewalks and streets) including which trees do and which do not count as contributing toward the canopy, and
- b) specify who is responsible for ensuring the creation of the tree canopy.

As it stands, the tree canopy policy is a nice aspirational statement with no teeth.

Active Transportation

p. 109, Pedestrians (Section 3.16)

- The *Guidebook* still relegates pedestrian infrastructure to sidewalks. While wider sidewalks are nice, having direct routes for pedestrians that do not piggyback on roads is important moving forward, especially to promote active transportation (which requires direct routes) in order to mitigate climate change.

p. 110, Cycling (Section 3.17)

- Design guidelines are given for bike signals, cycle track direction, use levels, storage etc., but no mention of reducing private vehicle infrastructure in order to better accommodate cycle traffic and how to do this (installing cul-de-tracs, or de-paving for greenways, for example).

Connections to Other Policies

The *Guidebook* mentions its connection to the MDP, but not the *Climate Resilience Strategy*, *Resilient Calgary Strategy*, *CalgaryEATS*, and the CTP.

The MDP and CTP are being revised and, based on an initial review of the revisions being proposed, the *Guidebook* already appears to be out-of-date. The *Established Areas Growth and Change Strategy* has not been completed.

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Finalization of the *Guidebook* should wait until revisions to the MDP/CTP are completed and the *Established Areas Growth and Change Strategy* is in place.

The *Guidebook* must have policies that are specific and prescriptive in terms of how community development will meet the targets in those documents. For example, how will the *Guidebook* achieve targets for future modal split.

The *Guidebook* should establish or be designed to meet standards for such things as building efficiency, green roofs, passive heating, water consumption, stormwater, tree canopy, albedo effect, road width, and solar panel integration

Sustainable Development Policies

The *Guidebook* needs climate-friendly changes to section 3.13 to

- Tie development to specific goals and timelines

Sections “a” through “c” need to be combined and revised to read:

- a. All developments are encouraged to and, after 2022, will incorporate sustainable building and infrastructure features to:
 - i. capture solar energy, include solar energy equipment on new buildings or major additions, or in other ways reduce total energy use and greenhouse gas emissions to net zero within the Calgary footprint;
 - ii. reduce water consumption by setting water consumption targets so that the City’s water licences will be sufficient to meet peak demand in 2036 and daily demand in 2046;
 - iii. use innovative wastewater technologies, stormwater quantity management, water collection, filtering and reuse, or in other ways avoid further decreases in the water quality of the Bow River, Elbow River, and Nose Creek;
 - iv. support climate-friendly and active transportation to ensure that by 2025 the Primary Transit Network, the *Cycling Strategy*, *StepForward*, the *Safer Mobility Plan*, and the 5A Network are completed,

In section 3.13.d & e, the *Guidebook* has provided the assertive type of climate-friendly policy that will open the door for implementing large scale district energy or district heating projects.

What are now points “d” and “e” should be combined and revised to make sure that opportunities for renewable or low-carbon technologies are fully identified, assessed, and, where beneficial, implemented.

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- b. Each local area plan will identify opportunities for renewable or low-carbon energy technologies within an area.
- i. Opportunities not requiring a feasibility study will be implemented.
- ii. If a feasibility study is required to be completed, the following studies shall be completed in accordance with a scope and terms of reference provided by The City:
 - Renewable and District Energy Feasibility Screening Assessments for sites greater than 1.0 hectare; or,
 - Technology Feasibility Assessments for proposed buildings more than 3,000 square metres.
- iii. Where a feasibility study or assessment of renewable or low-carbon energy technologies exhibits net positive or neutral economic and environmental benefits, the technologies will be incorporated into the development.

Opportunities for large scale redevelopment on brownfield sites are rare (North Hill Shopping Mall, Midfield Trailer Park site) and should require special parameters and stipulations to exploit the amazing opportunity they represent in terms of supporting innovative urban form (see redevelopment of the Western Harbour in Malmo, Sweden; SE False Creek in Vancouver).

Design of Communities

The *Guidebook* has reinforced good practice in the physical design of communities.

The *Guidebook* is missing key elements:

- Identifying the essential roles the City of Calgary must play in creating great communities – beyond the writing of plans and responding to development applications.

This is particularly important in terms of Chapter 4 where the City should be using policy tools to encourage or direct development.

- Committing to a program that clearly identifies the needs each community has to remain or become the “great communities envisioned by the *Guidebook*.”
- Developing a full and equitable toolbox of effective and efficient financial instruments for growth and change. \$30 million to fund public realm improvements is a positive step forward. More needs to be done.

The following changes should be made:

- p. 19: Direct development to Activity Centres, Main Streets, and transit-oriented development areas by pro-active City-led initiatives for land swaps, land consolidation,

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mutually advantageous developer coordination, financial incentives and other methods that maintain a community's character while promoting population stability and growth that ensures the services and amenities a community needs.

Direct development to locations that optimize public infrastructure, facilities and investment and private infrastructure and facilities that complement and support the City's objectives.

- p. 70: For those communities adjacent to regional malls or commercial centres, put top priority on completing Comprehensive Development Sites.
- pp. 3 & 18-19: Commit to initiating and completing by Q2 2021, a "complete community survey" to determine the advantages that need to be protected and the disadvantages that need to be eliminated in each community. This will ensure that the conversations "about the needs and wants of current and future residents, businesses and visitors begin from a solid foundation.

- p. 116: Change 3rd paragraph to

The City is reviewing funding and financing tools that will support evolution and change in our communities with the objective of creating a long-term, sustainable financial policy. This review, to be completed by Q4 2020, will include all potential financial measures including, but not limited to reallocation of current budgets, curb space management, road pricing, pricing for flood protection works, and progressive pricing for resource use such as energy and water and wastewater management. The financial measures deemed effective and feasible will be implemented to ensure that all City services are equitably priced and the funds that are secured are used to implement climate, transportation, and community development actions that benefit developed areas whether through local area plans or other means.

- (p. 75) When determining the feasibility of minimizing driveway width, the City must ensure that
 - The priority for walking is maintained.
 - The parking, road, and laneway configurations are designed to maximize safety and vehicle access to the driveway.
- Traffic control is a top priority for communities. The options range from speed bumps to reduced speed limits to improved signal management to more effective use of traffic circles. The *Guidebook* does not pay enough attention to how those measures can reduce greenhouse gas emissions while alleviating the concerns of communities.

Heritage Resources (p. 103)

Add a second paragraph:

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Heritage buildings can be the most sustainable option even if they are less efficient in terms of internal energy use because of the emissions created during demolition and construction. Heritage buildings and streetscapes were also built with pedestrians and transit in mind and encourage these low-carbon forms of transportation. Heritage resources will be maintained and, where needed, retrofitted or rehabilitated unless a sound and compelling case can be made that doing so is less desirable in terms of greenhouse gas emissions, community character, low-carbon mobility, and streetscape quality.

Revise "3.11.b."

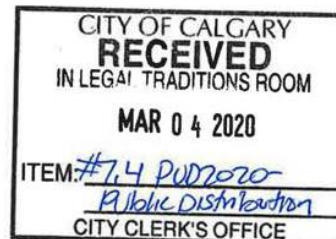
b. Encourage property owners to designate inventory properties as Municipal Historic Resources by providing access to grants and tax benefits to preserve the resource and ensure that any additional development will maintain the context and value of the resource.

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Edits for North Hill LAP

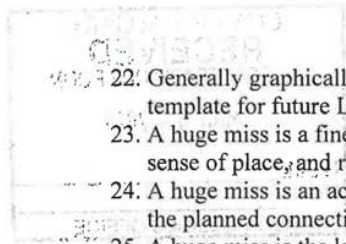
Gian-Carlo Carra

2020 March 4 PUD



1. My initial thought is that there's a lot of stuff in the beginning that fails to coalesce into compelling narrative. Context/History then Process (including an explanation of Sam Hester's visual recording) then vision and ideas, then the plan. The technical stuff should live in the back, not lead.
2. **Page 14; HISTORY:** it's important to note that European Settlement was allowed by the Treaty 7.
3. **Page 14; HISTORY:** revise *residential communities* to just *communities*.
4. **Page 14; HISTORY:** pivot to the future and the community-involved process that lead to this plan.
5. **Page 15; COMMUNITY CHARACTERISTICS AND ATTRIBUTES:** these descriptions should be associated with a map (like the map on page 9 - or, turning the page, like the map on page 11).
6. **Page 11; MAP 2:** Green spaces should extend beyond the North Hill boundaries.
7. **Page 21; MAP 3:** the Parks and Open Space Frontage Policy Modifier needs to be applied far more widely and the colour of the line needs to be distinguishable from Parks Civic and Recreation Major.
8. **Page 21; MAP 3:** Why no Commercial Cluster at 6 ST NE & 8 AV NE?
9. **Page 21; MAP 3:** Why do the Urban Form Category for the SW corner of Renfrew show a lesser intensity than what's actually built today?
10. **Page 21; MAP 3:** Why is Remington RD NE, 16 AV NE, & Renfrew DR NE not showing interface with the Midfield Comprehensive Planning Site?
11. **Page 21; Map 3:** Green spaces should extend beyond the North Hill boundaries
12. **Pages 22-28** Are these necessary?!? What happens when/if the GB4GC gets modified?!?
13. **Page 29; Map 4:** is *No Scale Modifier* not *Scale Modifier TBD*?
14. **Page 29; Map 4:** Green spaces should extend beyond the North Hill boundaries
15. Generally, the graphic standards for Pages 30-43 - particularly the "thumbnail maps" - are not good enough.
16. **Pages 34-36; URBAN MAIN STREETS:** We need on street parking on these streets, at the very least during off peak times. What's the story?
17. **Page 37; NEIGHBOURHOOD MAIN STREETS:** why aren't 20 AVE N, 8 AVE NE, 12 AVE N listed as Neighbourhood Main Streets?
18. **Page 37; NEIGHBOURHOOD MAIN STREETS:** was Edmonton TR north of 16 AV NE considered for a reclassification to a Neighbourhood Main Street?
19. **Pages 38-40; TRANSIT STATION AREAS AND CACs:** were these considered to be compressed into one category?
20. **Page 41; NACs:** are these the only ones? Why no new ones?
21. **Page 44; HERITAGE PLANNING AREAS:** These policies and tools need to be embedded in the document by the public hearing of council and Appendix C needs to be enhanced and join the statutory part of the document.

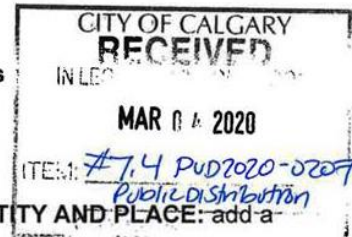
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- 22. Generally graphically weak and not as map-forward as it should/needs to be as the template for future LAPs.
- 23. A huge miss is a finer-grained Neighbourhood Structure to celebrate history, enhance sense of place, and rationalize boundaries and Urban Form Category transitions.
- 24. A huge miss is an active mobility network - where are the pathways and cycle tracks and the planned connectivity.
- 25. A huge miss is the lack of transit ped sheds informing the urban form map.
- 26. A big miss is opportunities for historic urban design interventions. This opportunity will play a much larger role in future LAPs but the 16 AV NE - Remington RD NE - Renfrew DR NE - Midfield intersection is a generational opportunity that we can't miss.

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Guidebook for Great Communities
March 4 PUD
Gian-Carlo Carra



Page 10 - PRINCIPLES FOR GREAT COMMUNITIES; IDENTITY AND PLACE: add a heritage shout out to this sentence.

Page 11 - GOALS FOR GREAT COMMUNITIES: We talked about a goal or a principle surrounding great communities working towards cost recovery, what happened to that?

(Climate focus - ADD: 9 Reduce the need for energy in moving goods and people around through sustainable design practices as directed by the Climate Resilience Plan, by minimizing travel distances and supporting modes of transportation that use less energy.)

Page 13 - GUIDEBOOK PURPOSE; IMPLEMENT THE MDP: We talked about how the GB4GC is a two-way street between the MDP & LAPs. Does the word "bridge" sufficiently describe that relationship?

(Climate focus - ADD: Support the development of a sustainable city by implementing the Climate Resilience Plan

ADD: Provide a means through which the city can grow while minimizing the impacts on our emissions and energy consumption.)

PAGE 17 - PLANNING A GREAT CITY

(Climate focus ADD: "Sustainable" in the last sentence of the last paragraph... "These communities are diverse, vibrant, resilient and sustainable.")

Page 18 - COMMUNITY GROWTH: should we not explicitly state that the project of LAPing is to test the MDP's location of main streets and activity centers in its Urban Structure Map and amend/add through the process?

PAGE 19 - COMMUNITY GROWTH POLICIES

(Climate focus - ADD: to Community Growth Policies either a bullet or the sentence "to help facilitate less reliance on single-use vehicles" to b. or c.

ADD Direct development to locations that optimize public infrastructure, facilities and investment and private infrastructure and facilities that complement and support the City's objectives.)

PAGE 21 - ACTIVITY LEVEL: I will be testing Committee's will on Major, Moderate, Local.

Page 22 - URBAN FORM CLASSIFICATION SYSTEM: I maintain that there is little to no functional distinction between Neighbourhood Commercial and Neighbourhood Housing, especially given the Policy Modifiers tools. We won't be winning any wards

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with this otherwise amazing work until we simplify it. All the great work on the six categories can be easily repackaged as examples of the policy modifiers applied to the simplified three categories.

Page 23 - NEIGHBOURHOOD PURPOSE: we need a sentence that explains that in great communities activity levels generally transition mid-block or around corners and seldom transition across streets - as per the diagram.

PAGE 28 & 32 - NEIGHBOURHOOD COMMERCIAL MAJOR AND MINOR (same comment for both)

(Climate focus Add - Adjust: C iv. (page 28) and C v. (page 32)

Rather than: *Primarily hard-landscaping to ensure an ease of accessibility complemented by high quality soft landscaping located to support pedestrian comfort.*

Instead: *Maximize the use of soft landscaping to support pedestrian comfort, provide opportunities for biodiversity to thrive and enable the sequestering of carbon, wherever possible while ensuring hard-landscaping is available to ensure accessibility
Why? See Green Spaces in Notes from Climate Resilience Plan.)*

Page 31: Some parked cars against the curb would read way better graphically.

PAGE 58 - PARKS AND OPEN SPACE PURPOSE

(Climate focus - ADD in italics: Parks and Open Space serve important ecological, civic and recreation functions in the city. They provide a critical role in mitigating the impacts of climate change. These areas form the heart of our communities and make our city one of the most livable in the world.

*ADD: Remove last sentence in first paragraph, and instead add a Third Paragraph
"These areas support Calgary's resiliency and play a critical role in preparing for and mitigating the effects of climate change. Trees and other green infrastructure help by sequestering carbon dioxide and improving air quality, reducing energy use by shading and lessening heat loss. They also contribute to the restoration of disrupted systems and support important habitats for biodiversity within our city.
Many great points in this section.)*

Page 59 - CIVIC AND RECREATION URBAN FORM CATEGORIES: we've discussed it but I'm increasingly convinced we need an Integrated Civic Facility modifier to indicate which (and roughly where) buildings will be included in these public spaces - maybe a generic form to indicate a place-holder and an actual massing to indicate an existing facility.

Page 60; 61; 62 - PARKS, CIVIC and RECREATION; a: policy should indicate in terms of facilities the possibility of affordable housing being included.

Page 60; 61; 62 - PARKS, CIVIC and RECREATION; a: policy should indicate the potential for lodging and/or commercial housing in conjunction with "commercial

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services that complement the function of the area" as well as the ongoing financial viability of these facilities.

Page 60; 61; 62 - PARKS, CIVIC and RECREATION; d: given the religious functions many community association buildings accommodate, and how essential they are to the financial viability of these facilities, is there a need to clarify that vis-a-vis "supporting a broad range of cultural opportunities to meet the needs of an increasingly diverse city?"

(Climate focus ADD C, viii. "Provide opportunities to increase Calgary's tree canopy and improve air quality.")

Page 68 - REGIONAL CAMPUS POLICIES: some types of regional campuses (universities or community health campuses, for example) are more compatible with Neighbourhood urban form categories and are encouraged to be developed and redeveloped using these principles. Where regional campuses interface with Neighbourhoods, Neighbourhood urban form category policies must be applied to these interfaces.

Page 71 - POLICY MODIFIERS; COMMERCIAL CLUSTER: can this modifier be used to allow for service functions in the industrial categories.

Page 72 - APPLICABLE URBAN FORM CATEGORIES: Why not Neighbourhood Industrial?

Page 72 - ACTIVE FRONTAGE POLICIES: I think it's a mistake not to talk about limiting the length of the frontage of any one retail unit from a policy perspective (understanding that it's in the LUB).

Page 73 - APPLICABLE URBAN FORM CATEGORIES: Why not Neighbourhood Industrial?

(Climate Add - 2. Commercial Flex

Should it/could it encourage the use of energy efficient design elements, identify viable opportunities to introduce renewable energy infrastructure, efficient glass, new technologies, etc.)

Page 74 - APPLICABLE URBAN FORM CATEGORIES: Why not Neighbourhood Industrial?

Page 75 - PARKS AND OPEN SPACE FRONTAGE: I don't feel the wording in the main paragraph successfully speaks to the range of interface options laid out in 2.19 and should be rewritten to 1) require an appropriate level of integration in every instance, and, 2) describe the range of possible levels of integration.

PAGE 77 - 6. COMPREHENSIVE PLANNING SITE

(Climate Add - e. viii. Should include efficiency and emissions reductions provisions.)

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Page 83 - FIGURE 36: walk me through why no "Ground floor units have direct access to grade."?

*(Climate add - a **local area plan** should support:*

ADD - viii. A reduction in the energy needs of an area through minimizing the travel distances needed to access daily needs and services, as well as support low carbon transportation infrastructure.

ADD - will identify opportunities for renewable or low-carbon energy technologies within an area.

- Point ii. Does state the benefits of cycling and pedestrian infrastructure but is not explicit enough.

- Lots of other great points... g., j, ii., 2.30 – a. iii.)

PAGE 84 - TALL SCALE: I'm not as fussed about this nomenclature issue as moderate VS minor, but why is Tall higher than High? Can we say Extra High or Extra Tall instead?

Page 84 - Ground floor units, same beef as with High Scale. If we want old school office plazas without active frontages I'm not sure why but we should at least state that that's a preferred outcome.

Page 85 - VARYING BUILDING SCALE POLICIES: This would be a good place to insert heritage preservation, potentially tied to LAP or Established Areas bonusing schemes, no?

Page 86 - 2.29.b: livability and health? What about Great Communities for everyone? What about financial viability? What about resilience?

Page 86 - 2.29.Chapter 2: ENABLING GROWTH: heritage preservation needs to be meaningfully baked into d-k or added as its own section.

Page 91 - BUILDING A GREAT COMMUNITY: Paragraph 2; Sentence 2: the sentence doesn't work. Possible rewrite:

"When the built environment is well-designed at a human-scale it helps to attract people to, keep people in, and increases social interaction and economic activity."

Also, in the last sentence, maybe offer that Great Communities also generate enough tax base to support the services they enjoy over time.

*(Climate Add - **Building a Great Community***

ADD a sentence "Should provide opportunities to increase the sustainability of our city; by enabling growth without increasing our energy needs or emissions.)

Page 95 - 2.2: I feel like there's a bullet to be added about how vehicle access off the street where alley-access is not available should be handled.

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Page 95 - 2.2.c.i: I feel like we're skirting around the best practice of not allowing too much frontage dedicated to a single CRU. Why?

Page 97 - SCALE TRANSITION: I feel like this section can be enhanced to address scale transitions between different forms within Neighbourhood Housing Local.

Page 98 - FUNCTION AND ACTIVITY FUNCTION: I feel like this section can also be enhanced to address scale transitions between different forms within Neighbourhood Housing Local.

PAGE 99 - SITE DESIGN

(Climate Add 2.5 Site Design Policies

ADD a, iv Consider opportunities to retain existing healthy trees *and maximize the use of soft surfaces.*)

Page 103 - HERITAGE RESOURCES: in the first sentence: "... retained **and** protected ...". What does "or" mean in this context?

In the last sentence: can we include landscapes in the non-building heritage resources we recognize?

Obviously, this section is a placeholder for the much more comprehensive work to come.

Page 104 - 2.12 PARKING POLICIES: a bullet should be included to formalize our practice of reformatting adjacent public ROWs to calm traffic and accommodate expanded parking (as per Red's in Ramsay, the angle-parking of McDougall Rd to protect park space behind the new affordable housing project in Riverside, the angle-parking of 9 Street NE to serve the retail in the new JEMM project in the Bridges).

Page 105 - SUSTAINABLE DEVELOPMENT: in this of all sections, we should probably reference climate change and the City's commitments to mitigation and adaptation.

PAGE 105 - SUSTAINABLE DEVELOPMENT

(Climate focus - ADD f. A renewable low carbon energy feasibility screening assessment may be required to support planning applications for proposed developments on sites greater than 1.0 hectares (Why not smaller sites with big impact? Or all buildings? Too soon? Or just remove this qualifier)

Page 105 - 2.13 SUSTAINABLE DEVELOPMENT POLICIES: a bullet should be added to encourage district energy and co-gen projects, particularly on sites exceeding 1.0 hectare.

PAGE 107 - NATURAL AREAS, PARKS AND RECREATION

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(Climate focus - ADD Sentence "The conservation of natural areas, the restoration of disrupted systems, and natural recreation areas directly impact the city's Climate Mitigation strategy and provide potential of opportunities for carbon sink, and energy needs through shading and lessening heat loss in the winter as well as supporting a rich and biodiverse ecosystem.")

PAGE 109 - PEDESTRIANS

(Climate focus - ADD Pedestrian friendly infrastructure can and should, wherever possible, be implemented beyond just sidewalks, but provide access and connectivity for pedestrians in a well-networked, accessible and most direct route.)

PAGE 110 - CYCLING

(Climate focus - ADD sentence "Providing opportunities for alternative modes of transportation and reducing our reliance on vehicular and emissions-intensive transportation." Including but not limited to, introducing cul-de-sacs, cycle tracks along new and existing LRT lines, etc.)

2. 17 Cycling Policies

(Climate focus - ADD a, viii, should maximize interconnectivity throughout the city and support a comprehensive cycle network.)

PAGE 111 - TRANSIT

(Climate focus - ADD Sentence "Transit routes are a critical element of a well-connected mobility network. They provide excellent investment opportunities for reducing dependence on high-emissions, low-occupancy vehicular transportation and implementing the sustainability policies in the Climate Mitigation Plan.")

PAGE 117 - INVESTMENT STRATEGIES

(Climate focus Add - A Local Area Plan should identify potential investments to support the future growth concept such as:

ADD – energy and water use efficiencies and technologies as well as emissions reductions opportunities)

Page 131:

1. I can't tell the difference between the Active Frontage and the Commercial Flex lines on the map;
2. Why isn't Althea's store in an Active Frontage Policy Modifier area?!?
3. Why no Parks and Open Space Frontage across the alley from the rec centre, and why do the other parks get none at all?!?

Appendix 2: We failed to include the Neighbourhood Structure work that was developed through the New Communities Guidebook and then through the GreenLine ARPs. This is a miss. As we move to multi-community consideration we should also invest in a finer grain that speaks more intimately to where people are, the often forgotten history and heritage of those areas, and the opportunity to better rationalize the deployment and variety of Urban Form Categories.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

March 1, 2020

Community Associations of Developed Calgary

RE: Draft Guidebook for Great Communities ("The Guidebook")

Ref: our letter November 1, 2019



Dear Councillors,

In our November 1, 2019 letter we asked members of the SPC for Planning and Urban Development to delay approval of the Guidebook in order to build awareness among residents of Calgary and to involve residents in effective engagement sessions.

We would like to give feedback on the "awareness" campaign amongst Calgarians and how effectively "the vision and intent of the Guidebook" has been communicated within Calgary communities.

As mentioned in our previous letter, we support the Guidebook in general and its implementation through the Local Area Plans.

However, the policies it proposes for houses and duplexes remain ambiguous and uncertain. The March 2020 Revision of the Guidebook does little to make it clearer.

The following are our three main concerns:

- 1) the lack of effective communication regarding the CHANGES to our policies for urban planning and the impending bylaw for "low density residential";
- 2) the ambiguity of language used in the Guidebook, which has not allowed for effective engagement with and about these policies as Chairs of Planning Committees, Councillors and residents *disagree* on the interpretation of the policies in the Guidebook;
- 3) the design of the Guidebook as a tool for adding density and a diversity of building forms to ALL of Developed Calgary conflicts with the goals of the Municipal Government Act, (section 617), which states: "[the] goals of planning and development provisions" [are] "to maintain and improve the quality of the physical environment...without infringing on the rights of individuals for any public interest except to the extent that is necessary for the overall greater public interest."

We are concerned by our discussions with planners, who constantly refer to the policies in the Guidebook as being adopted throughout North America and they use the phrase 'Best Practice' to justify them. **We have studied the zoning bylaws and zoning maps for 15 cities** including Toronto, Ottawa, Portland, Seattle, Vancouver, Miami, Minneapolis, Hamilton, Halifax and **we can't find any city that has consolidated the low density districts (R-1, R-2, townhousing) as Calgary planners suggest to do.**

PUD2020-0207 Guidebook for Great Communities March 2020 Report

1. Lack of Awareness among Calgarians about Proposed Changes

We are still concerned with the approach that has been used to build awareness. Considering the significant impact that the Guidebook for Great Communities will have on established areas, awareness alone is not a sufficient standard by which the City needs to measure its interaction with residents of affected areas.

The Guidebook for Great Communities will lay the foundation for how established areas of the city will develop for years to come. As such, and above all else, this means we need to get the Guidebook right. Getting it right isn't about a small group of people deciding "what is right" for the residents of established areas. Getting it right means effectively engaging with residents to ensure their needs, expectations and concerns are identified and incorporated into the thinking that goes into the Guidebook. As the City has yet to undertake a meaningful engagement process, this objective has not yet been achieved.

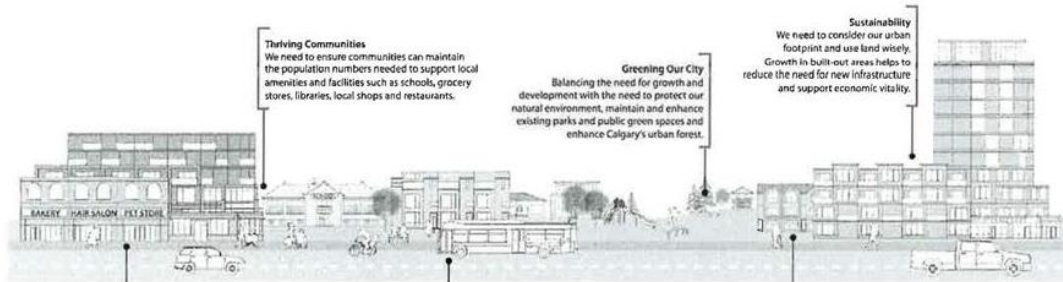
City planners, when participating in sessions facilitated and hosted by the Federation of Calgary Communities, have told us, as members of Community Associations, that we are learning about the "Next Generation Planning System," which will change how Calgary is planned and developed. Other Calgarians, however, going to installations at the Central Public Library, the Home & Garden Shows, or the Home Renovation Shows have not received the same message. **Members of the public have not been told of impending changes to policies or that a new Land Use Bylaw is coming that will affect them.**

The installation at the Central Library was hard to find. Library staff didn't know about it and it wasn't listed on the events calendar at the entrance. People passing through the library had to come up the stairs from the main entrance and turn to the right, to enter a section closed off by posters and temporary walls.

The displays at the Central Public Library contained colourful posters with excerpts from the Guidebook that asked participants to write answers on recipe cards or post-its to questions such as: What is your favourite amenity? How do you imagine your Community in 30 years? Do you bike or drive a car to work? What type of dwelling do you live in? Information was collected from the public. The public, however, learned nothing about the City's purposes or plans. **Nowhere was there a mention of changes to planning policies or impending changes to the Land Use Bylaw.** A copy of the Guidebook for Great Communities was laying on a table. If someone were to stand there and read the Guidebook, they might learn that some sort of change is afoot, but otherwise, there was no text or diagram that suggested Councillors are voting on a tool for "Next Generation Planning" in the City of Calgary.

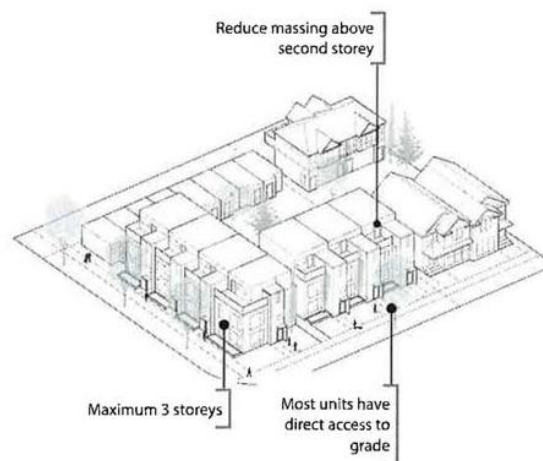
The public engagement sessions of the draft North Hill plans held on November 28th and November 30th are another example of **a missed opportunity for "building awareness among Calgarians about the changes being proposed."** Very few residents came to these public open house sessions. No more than 10 to 20 residents were in the room at one time.

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In the graphic above, which was displayed at the session to view the draft North Hill plan, the suggestion is made that there will be green spaces and parks on a streetscape that has four-storey and ten-storey buildings. The scale of the buildings is skewed because some structures are set back considerably from the street with green space in front, whereas other buildings are brought forward, some with a strip of grass, others directly abutting the sidewalk. Nowhere in Calgary or in planning documents, have we seen buildings with vastly different setbacks. The graphic skews the interpretation of building height (scale), while also suggesting that the Guidebook's implementation could lead to main streets that look like this: a supermarket and an apartment building next to a park, next to a school, with no parked cars, lots of pedestrians and only two cars and a bus passing on what looks to be a main street.

Another poster shown at the information session for the North Hill draft plans shows this illustration for "limited scale" housing:



This graphic shows the lowest scale of housing. Notably, it shows no green space between buildings. Less than the 30% of the buildings have soft landscaping in front; there are no side yards and certainly no parks. It is a residential streetscape that pushes structures up and back to maximize lot coverage.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Conspicuously absent from the communication materials at the Central Public Library and the North Hill sessions was any mention of current districts, the differences between current R-1, R-2, R-CG, and M-CG designations, or the current rules in the Bylaw for lot coverage and maximum height. It is impossible for residents to evaluate policy or bylaw changes if they are given no information about how the rules for development will differ before and after the introduction of Next Generation Planning.

2. Ambiguous Language in The Guidebook

Calgarians who seek to understand the changes to the City of Calgary's planning system can read and reread the Guidebook, only to "discover" in conversations with other citizens, architects, Chairs of Planning Committees and urban planners, that they have either "misunderstood" or "not captured" all the facts. The Guidebook is far too ambiguous to be evaluated, understood or consistently applied.

For example, in Chapter 3, on the policies for the "building forms" to go into a Community's Local Area Plan, there are some surprising revelations of which even Calgarians "informed" of the new policies have limited understanding:

- "Housing Local" – is a building form related to a category that is actually "mixed-use"; it allows for a mix of residential and commercial activity. This is the **most residential** policy in the Guidebook. However, it is "residential at **various scales**," and it "**may support commercial uses**." Residents do not know what type of commercial activities may be allowed in parts of their neighbourhoods. At a Home Show one resident was asked, wouldn't it be great to have a local brewery in your neighbourhood? The resident didn't think so.
- We have learned in re-reading the Guidebook that commercial activity is allowed across ALL categories of building form, both residential and commercial. **The parking required to support local commercial is not even addressed** - parking is essential for small local businesses to survive.
- The "scale modifier" or building height modifier is another policy that has received much discussion. Rereading the Guidebook reveals that the "**Housing Local**" category **could be six, ten or more storeys high**. The scale modifier is applied separately to any building form, making it possible for an established community to have a mix of three-storey, six-storey or ten-storey buildings. Any scale is possible.
- Development Policy 3.9 (confusingly misnumbered 2.9 in the March 2020 version) states: "**The use of discretion to allow relaxations** to Land Use Bylaw regulations or alternative solutions to City standards **should be encouraged** where the proposed solution better implements outcomes consistent with the goals of the Guidebook and the vision and objectives of the MDP."
- Development Policy 3.9 also allows for: "The use of discretion to allow relaxations to support **incremental improvements**." Again, **the file manager is given the discretion to ignore the Bylaw and decide whether or not to approve a development based on their own interpretation of the principles set out in the Guidebook**. Calgarians expect City bylaws to set reliable rules about how property will be used – they will be profoundly unsettled to learn that planners can overrule those rules.

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- Appendix 2 ("Local Area Plan Chapter 2: Enabling Growth") permits local area plans to be **modified for certain local contexts**. "Scale categories may be **adjusted to specify a number of storeys** due to site constraints, local context."
- The ambiguity continues in the drafted policies for the North Hill plan. For example, "Celebrate, care for, and **where appropriate**, protect the heritage of the North Hill Communities." **How does "where appropriate" give communities any sense of assurance for the protection of their heritage?**

The language of the Guidebook is ambiguous and the application of these policies is so "loose" that we wonder what "planning tools" are actually assuring the result of "good planning?" This Guidebook does not further the goals of the Municipal Development Plan, to "[r]einforce the **stability of Calgary's neighbourhoods and ensure housing quality and vitality of its residential areas**" (section 2.2.5).

The Guidebook is a tool for "**blanket densification**" in the City of Calgary. It provides **no limit on the number of units** to be added to a building form. It allows for **a mix of commercial and residential use** on lots formerly restricted to single-family homes. It lays the foundation for a new Bylaw that could allow **substantial increases in lot coverage and volume of built structures**. This Guidebook signals "deregulation," which may harm existing communities and may destabilize the real estate market.

Approval of this document would spell an extraordinary delegation of power and responsibility away from elected Councillors to unelected urban planners, who will make decisions at their discretion.

We believe that if the policies of the Guidebook get approved in the current state and applied in the creation of "area plans," a likely result will be **the emergence of private ordering schemes** (Rosedale, for example, recently voted to adopt "restrictive covenants"). Developers of "new neighbourhoods" already create building schemes that give home buyers some certainty about the future of their neighbourhoods. The current land use bylaw gives home buyers **certainty about what building forms and what uses** will be permitted in their neighbourhoods. **The Guidebook will take away this stability.**

3. Consultation Provisions of the Municipal Government Act & "the Public Interest" of Communities

In conversations about the language in the Guidebook and the method used to communicate these policies to Calgarians, individual citizens and developers have referred to the process as approving policies BY STEALTH and BY EXHAUSTION. Calgarians are not aware of the changes proposed by "Next Generation Planning." By exhaustion, we are referring to **the speed at which changes in planning documents** are released for us to consider. The last section of this letter looks at the Municipal Government Act (MGA) and the evasion of consultation provisions detailed in the MGA.

Just in the last couple of weeks, the City has moved to change the Municipal Development Plan (MDP) to reduce its incompatibility with the Guidebook. On February 20th, changes to the MDP were announced that include **removing the phrase "low density."** Sections 2.1, 2.2, and 2.3 **had wording removed that supported specific density types.** The public was given one month to consider the changes; the last feedback session was scheduled for yesterday, the day

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before the Guidebook is considered for approval at PUD. This timeline makes a farce of consultation: Calgarians cannot plausibly be expected to evaluate changes to the MDP, provide comments on them, and **evaluate a new edition of the Guidebook (released Feb.28th) mere days before the discussion of the Guidebook at PUD.** It is our perception that this timeline is either deliberately designed to defeat efforts to understand or impede it or else Council and its drafters believe no one is paying attention. Or both.

Given the scale of change with "Next Generation Planning" in the City of Calgary, it behooves the City to make an extraordinary effort to get the public's attention and to be absolutely transparent in their communication materials.

The City's own statistics make it clear that blanket densification is not needed to achieve the growth goals of Calgary's Municipal Development Plan. The City's website entitled "Calgary is Growing" indicates that by 2039, 70,500 more housing units will be needed in the "developed areas" of the City in order to reach MDP goals. "Up to 57,200 housing units could be developed without rezoning any land. In addition, if we were to develop the lands that Council has already approved for multi-unit development in the Local Area Plans, we could add 62,700 units, providing us with 120,000 units, when the MDP says we only need 70,500! If we were to add the legalization of secondary suites to this equation, which Council approved in 2018 for all low-density districts, then we can explain why blanket densification is not needed to achieve MDP goals.

If there is no need for blanket densification to achieve the goals of the MDP, then the policies set out in the Guidebook directly conflict with serving the "public interest" of communities. Section 617 of the Municipal Government Act states that the goals of the planning and development provisions are "to maintain and improve the quality of the physical environment ... **without infringing on the rights of individuals for any public interest** except to the extent that is necessary for the overall greater public interest." **Destabilizing communities is not in the public interest.**

Communities need policies and planning tools in the Guidebook that can be used to create contextually sensitive development in their area plans. We should be seeing architectural and landscaping guidelines that allow development to be sensitive to context. We should be seeing an urban form (or category of policy) that allows for residential use only and a scale that is tied to a strictly residential use for neighbourhoods. We don't need or want to make all communities look the same in Calgary.

A final comment on deregulation. IF the City of Calgary approves these policies in their current state, we are providing an environment with such LOOSE constraints that we might get poor quality buildings built. Developers in Vancouver are watching what is going on in Calgary right now. The changes to Calgary's planning system could provide an "opportunity" to build without the constraints they know in their home city. Both residents of Calgary and developers in Calgary are telling urban planners and now our Councillors that **we need more restrictions in these policies and planning tools to assure the stability of our communities and protect their integrity.** Please listen.

In Conclusion:

The Municipal Development Plan, the Guidebook, local area plans and revisions to the Land Use Bylaw will significantly change the rules and processes for adding new developments to

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Calgary. The Guidebook is a key link in the chain. We should take the time and effort to ensure that all Calgarians know about it and have the opportunity to voice their opinions.

We believe that the Guidebook must *NOT* be approved until these ambiguities are clarified and effective outreach has been undertaken.

Signatories include the following Community Associations: ¹ * Wards 3, 4, 7, 8, 9, 11

Brentwood CA	Houndsfield Heights - Briar Hill CA
Cambrian Heights CA	Elboya Heights Britannia CA
Inglewood CA	Scarboro CA
Elbow Park CA	Mayfair Bel-Aire CA
University Heights CA	Hillhurst Sunnyside CA
Banff Trail CA	Meadowlark Park CA
Northern Hills CA	Triwood CA

Rutland Park CA
Scenic Acres CA

Montgomery CA

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Members of SPC on Planning and Urban Development
City Clerk's Office, Legislative Service Division #8007
The City of Calgary
Calgary, Alberta



4 March 2020

Objection to the Guidebook for Great Communities

I am writing to object to the proposed approval of the Guidebook for Great Communities coming forward for your consideration. I urge you to defer approval until serious flaws in the content are corrected.

With respect, this plan is not ready to be put into effect. In its present form, it will damage aspects of Calgary's urban landscape that are critical to the liveability of the city.

For context, I write as a resident of a single-family residential neighbourhood, presently under the R-C1 designation. I have lived in Scarboro with my family for over twenty years and greatly appreciate the opportunity to live in such a neighbourhood, a relatively secure inner-city setting, with an exceptionally functional and civic-minded community. A major focus of community action has for decades been centred on protecting the character and liveability of the neighbourhood. Of course, there are many other such single-family residential communities in Calgary, with residents who appreciate their neighbourhoods and are prepared to work hard to defend aspects they value.

Many Calgarians have engaged responsibly and civilly in City planning processes to protect the character of their residential neighbourhoods. The new initiative sweeps aside that cumulative effort, for no apparent net benefit.

The policies for urban planning that have been proposed in the Guidebook and the proposed Bylaw for "low density residential" are complicated. My points are not to detail the proposals, but to speak to their effect.

There are three serious deficiencies that need to be addressed before the Guidebook and related changes go any further.

1. There must be a single-family residential designation

The "Local Housing" category proposed in the Guidebook, combined with a new Bylaw for "low density residential," will effectively remove the R-C1 category, which currently reserves many neighbourhoods for single-family residential use. The new category will allow for light commercial uses, as well as multi-family residential buildings

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This will affect hundreds of thousands of Calgarians in ways that I fear very few are yet aware. Many Calgarians place a high value on R-C1 neighbourhoods, especially for the relative security and calm of such neighbourhoods for certain phases of life. By suggesting a mixed-use definition of Local Housing, the Guidebook removes an important and valued choice, not only for existing residents, but for people considering Calgary as a new home.

2. There needs to be an integration between planning tools and green spaces, including tree canopy and urban forest.

The proposed planning regime does not consider the need to restore and to build the tree canopy in the City. The canopy has been in decline, with an aging stock and severe weather events taking a heavy toll. An urban forest is known to be a vital to the physical and mental health of individuals and communities, for adaptation to climate change, and for energy efficiency. Trees do not survive in small patches, or where light is obstructed by nearby structures. The lower lot coverage and height of structures in single-family residential areas is important to tree-growth. The Guidebook needs to be amended in keeping with the City of Calgary's stated commitment to the health of trees and greenspace.

3. There needs to be provision for notice to residents of applications for developments that are significantly different from current building forms in a neighbourhood, and opportunities to consult and influence such decisions.

Once the Guidebook for Great Communities is approved and proposed changes to Bylaw and districts are implemented, residents of what are now single-family residential neighbourhoods will have little input on decisions to allow commercial developments or multi-family projects on adjacent properties. In the case of contextual Development Applications, there will be no consultation. Residents will be given no notice, no opportunity to provide input and no influence on the character of new developments in their neighbourhood or across their property line.

The planning regime proposed here will reduce the influence of local residents on the evolution and character of their communities. Citizens will still be called upon to engage in local area planning processes, but there will not be the options for single family residential neighbourhoods that currently exist.

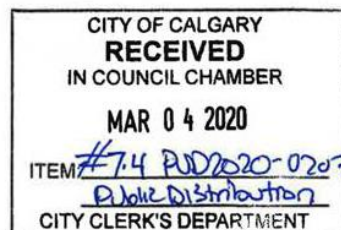
Finally, from a communications point of view, the implications of the new regime for single family neighbourhood needs to be better explained to all Calgarians, and their concerns solicited and addressed before the Guidebook for Great Communities is approved.

Thank you,



Jessie Sloan

PUD2020-0207 Guidebook for Great Communities March 2020 Report



March 4, 2020

City of Calgary, Standing Policy Committee on
Planning & Urban Development
The City of Calgary
PO Box 2100, Station M
Calgary, AB T2P 2M5

**RE: 4 March 2020 Meeting of PUD
Item 7.4 - Guidebook for Great Communities (Guidebook),
PUD2020-0207**

Dear Committee Members,

I may be unable to attend in person today, but I am still hoping to do so. In behalf of NAIOP Calgary, I wanted to share my thoughts on the Great Communities Guidebook.

On NAIOP's behalf, I have been a stakeholder in the Guidebook for over a year now, and I have seen dramatic changes in the Guidebook over that time, with respect to content, communications and proposed policy standing. I think it is quite fair to say there have been challenges with the delivery of the Guidebook before you today, but I would say that much of those challenges are also signs of the City responding to and learning from industry and community input.

I am very grateful to FCC, BILD and others who, with NAIOP, asked PUD to not move forward with the Guidebook last fall, but to give it more time. PUD's leadership in this regard is much appreciated, as the Guidebook version of last fall was absolutely not ready to become policy.

The Guidebook in front of you today will need sustainment efforts and there are still areas within it that fall short of real world guidance, such as the absence of acknowledging the impact of Calgary's rolling and sloped terrain, but NAIOP Calgary believes that today's version of the Guidebook is in a state in which it should move forward.

We will note that there has still been limited testing on tangible examples undertaken with industry and communities, but I have been personally seen two examples now. The most recent was a multi-family project that combined townhouses and

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

apartments, where I had the opportunity to sit down on a one-on-one basis with City Admin, and that meeting last Friday was highly productive and engaged. A number of challenges were mutually identified, solutions were discussed, and it was clear to me at the end of the meeting last week that the Guidebook can provide useful advice and direction if appropriately interpreted and used.

I have heard lots of comments from communities and industry about this edition of the Guidebook, and I would agree with many (but not all) of the areas they identify as outstanding issues. I do not believe the Guidebook should wait for work like Heritage or Growth Strategy to be fully complete for the Guidebook to be useful. I believe that the Guidebook needs to be brought out into the light of day, and that we all begin to work with it so that we can have informed sustainment of the Guidebook and similar policies that are based on real world examples, and it is no longer productive to discuss the Guidebook in the light of "what if".

Working with the Guidebook with the new Multi-Community Plans is the right place for it to continue to grow and evolve and become a better too. I am very pleased that the City has heard from industry and community and has placed the Guidebook in the planning hierarchy below the Multi-Community Plans. It would have been a large mistake to place it in the Municipal Development Plan, or implement it city wide, as it is not ready for that (and neither are communities or industry), and this move alone shows the courage of the City to listen to feedback and implement it.

NAIOP Calgary supports the Guidebook moving forward to become a policy tool provided that it continues to only be implemented within new Multi-Community Plans to provide time for communities, city and industry to gain experience with it, and provided that the City commits to formal sustainment of the Guidebook so that it can quickly learn and evolve as actual experience is gained using it.

Respectfully,



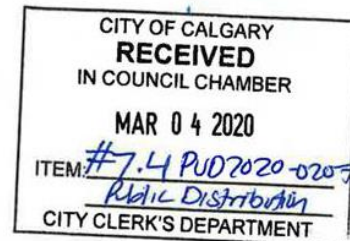
Chris Ollenberger, P. Eng.
NAIOP Calgary
Chair, Government Affairs Committee

PUD2020-0207 Guidebook for Great Communities March 2020 Report



March 4th, 2020

Planning and Urban Development Committee



Re: The Guidebook for Great Communities

The Federation of Calgary Communities (the Federation) is the support organization for over 230 community based non-profit organizations, including 152 community associations. We assist community volunteers in navigating Calgary's planning process and advocate for a community perspective throughout our work. As such, we thank the Guidebook team for the work they have done in moving our City closer to having an implementation plan for the Municipal Development Plan (MDP).

Since the November 4 PUD meeting, the Federation in partnership with the City, have organized four Guidebook 101 sessions (one session was streamed online) and one Planning Exchange. Almost 200 people from approximately 65 Community associations attended the sessions.

The Guidebook is visionary; focused on what the planning will look like for many decades to come, and it will implement some of the vision and goals outlined in the Municipal Development Plan (MDP). We like that the Guidebook will potentially create diverse housing options and move us to more complete communities. We are encouraged by the people-centered approach and look forward to a renewed relationship with community associations and residents as key contributors to the City's growth and change. Further, there are some good urban design policies such as active frontages and human scale development which encourage a more walkable city.

While the Guidebook is a step-forward, there are still some missing tools and policies that we believe should be in the Guidebook since it will be a statutory document and the foundation of the new multi-community local area plans.

Heritage Resources

There are currently no tools in the Guidebook that will protect heritage sites and areas. Many of our communities have heritage sites, areas and cultural landscapes that should be protected. We understand the "Heritage Conservations Tools and Incentives" will be coming to PUD in April, and administration will be looking for Council's direction after the report. Given there is no current timeframe for the tools and incentives, what happens to heritage resources in the interim, especially heritage assets and areas that may not be designated and are not on the inventory list? One of the results of going through the multi-community plan process will be increased flexibility for development across the City. On the other hand, one of the ways to preserve heritage assets are incentives such as density bonusing and transfer, increased flexibility on site etc. Will densifying neighbourhoods reduce the potential use of density bonusing and transfers as a tool for the preservation of heritage?

Once the heritage tools, incentives and policies are completed, how will the policies be included in the Guidebook and will there be potential impacts for those districts that will have already completed their new Local Area Plans? Heritage is very important to a lot of our communities and we need to ensure that adequate policies to protect them are included in the Guidebook.

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Funding Growth and Amenities

The Guidebook encourages amenities such as mobility infrastructure, streetscape improvements, community gathering spaces, heritage resources etc. for communities. Goal #4 of the Guidebook says, “promote varied and inclusive spaces and facilities for recreation, play and outdoor activities close by”. Like the future integration of the Heritage work, we understand that the Established Areas Growth and Change Strategy (EAGCS) project team will be presenting Phase 1 of the report to the Priorities and Finance Committee in May and the policies and tools will be incorporated in the Guidebook.

If communities are asked to identify an “Asset Map and List” and priorities for funding as they go through the multi-community process, then there needs to be funding and investment related to the density. Communities that are accepting more intensity need clarity on what triggers investment and once they get to that point, communities need certainty that their amenities and public realm improvements will be funded to support and match the population growth proposed.

Trees and Landscaping

Trees, plants and green landscaping are an important part of our physical and built environment. They play a crucial role in environmental quality and contribute to livability and community character. This is not limited to solely vegetation on public land but includes private land. With redevelopment, there will be a loss of mature trees and vegetation as we accommodate more units on lots.

According to the Next20 State of the City report, “the increase in trees through City programs and private provision is not enough to meet the 14 to 20 per cent tree canopy goal....Achieving this goal will require investment and policy to support urban forestry and other environmental policies”. As the implementation tool of the MDP, the Guidebook should have stronger policies for tree retention and policies to protect mature trees in established communities for us to reach the targets set in the updated MDP.

We also recommend that tree retention and green landscaping incentives outlined with the “Enabling Successful Infill Development” be incorporated into the Guidebook. This would reduce the hard landscaping that could come with increased density or increased redevelopment flexibility. Reducing hard landscaping would also work toward the MDP Core Indicator of Watershed health, measured by the percentage of city area covered by impervious surfaces.

Policy Interpretation

One of the purposes of the Guidebook is to “provide a consistent system that supports local area planning”. In order to provide this consistent system, the interpretation of policy needs to be consistent as well. The Guidebook allows for flexibility, as every multi-community area is different, how do we ensure the various stakeholders (community, developers, City planners) review and interpret the policies the same way so we can have consistency across the different communities in the City? Administration is recommending that chapter 3 of the Guidebook will be a statutory document only when a local area plan has been created using the Guidebook but on the other hand administration,

PUD2020-0207 Guidebook for Great Communities March 2020 Report



through recommendation 2b, also wants direction “to use the policies of chapter 3 of the Guidebook for Great Communities throughout the built-out areas as guidelines when reviewing development permits”. This is confusing to our communities. One of the changes that was made since November, was that the Guidebook will only apply to new multi-community plans.

Other Concerns

Our communities are concerned with the new Low-Density District work that will be commencing soon. Will RC-1 and RC-2 communities continue to exist amongst RC-G? Will they have a place in the future? We know that this is not Guidebook specific, but this is the biggest concern voiced to us by our members and individual residents.

Engagement and Future Plans

There are several planning projects that are currently under way or will be commencing soon like the Multi-Community Plans, Municipal Development Plan review, Established Areas Growth and Change Strategy, and the new Land Use Bylaw to name a few. We are asking for robust engagement, including input sessions, as we undertake some of these planning projects that will ultimately change the way our City grows and change. We also ask for a suitable and time-sensitive delivery of plain-language communications toolkits that will help community associations further engage with residents. We will also encourage administration to continue with training and support for community volunteers to help with interpretation and implementation of the Guidebook.

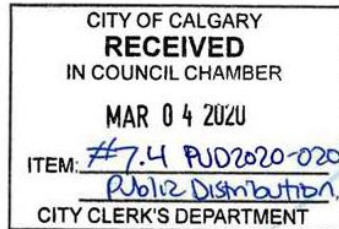
We understand that you will hear many perspectives today, some of which might give rise to you to make recommendations. At this stage, if minor changes to the Guidebook are required then we suggest recommendations be referred to staff and the sustainment team. If there are extensive changes arising on the floor, then perhaps more time is needed for further review before approval.

Thank you for your consideration.

Toun Osuntogun
Urban Planner

Edward Spink
Urban Planner

PUD2020-0207 Guidebook for Great Communities March 2020 Report



March 3, 2020

City of Calgary, Standing Policy Committee on Planning & Urban Development
And All Members of Calgary City Council
The City of Calgary
PO Box 2100, Station M
Calgary, AB T2P 2M5

Re: PUD2020-0207, Guidebook for Great Communities

Dear Members of SPC - Planning & Urban Development:

Acknowledgements to Council and Administration:

BILD Calgary Region (BILD) would like to express our appreciation to Council and, in particular, the Chair and members of SPC on Planning & Urban Development for acknowledging and responding to the comments and concerns of a cross-section of Stakeholders with respect to the Guidebook for Great Communities (the "Guidebook"). By virtue of Committee's direction, BILD suggests we are in a better position today to move forward, given the greater understanding, additional engagement and changes that have transpired in the interim.

BILD would similarly like to thank the members of Administration, a dedicated team, for their efforts to deliver on Committee's direction to build awareness, communicate the vision and intent of the Guidebook, identify appropriate engagement and provide greater clarity on the relationship between the Guidebook and the multi-community plans (local area plans), in particular the North Hill Community Plan.

Hierarchy / "Statutory with Limitations" outside a Local Area Plan

Support: Since November, there has been an adjustment to the approval approach/status for the Guidebook. We understand that the Guidebook, as approved, will be a 'statutory document with limitations' – meaning it is enabled, through the City Charter (not part of the Municipal Development Plan, as was the previous Developed Areas Guidebook). Its policy will have 'statutory' status when the Guidebook is referenced within a Local Area Plan (eg. North Hill multi-community plan).

Support: With this approach, the Guidebook would not require Calgary Municipal Region Board review and approval.

Support: The approach is also more flexible for subsequent amendments and revisions should the future local area planning implementation and sustainment monitoring so warrant.

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Chapter 3

Support: In parallel, the above noted change of status ('statutory with limitations') will also allow the design policy within Chapter 3 to be applied as a *guideline* for applications with a measure of reasonable discretion and flexibility.

Consideration: BILD members have expressed some concern around how Chapter 3 policies may be applied to smaller scale infill applications, suggesting the scope could be onerous for modest projects, which typically benefit from simplified policy and timely approvals.

Consideration: It has been noted that there are approximately 150 'should' references within the chapter, potentially leading to challenges around what policy has and has not been appropriately applied in projects, possibly increasing the number of potential appeals to the Subdivision Appeal Board.

Neighbourhood Housing Limited scale Local District / Heritage Policy / Public Realm

Consideration: Greater clarity on the final profile of the district for Neighbourhood Housing Limited scale would have benefited all stakeholders in their understanding of the New Gen Planning Tools – BILD appreciates this is a result of limited time and resources and looks forward to working with Administration and stakeholders to advance this work in due course.

Consideration: Likewise, heritage policy (in progress) is highly anticipated yet may require further engagement and impact assessment review prior to Guidebook implementation, particularly if the future proposed heritage policy might have the effect of limiting the Permitted Uses in the Low Density Neighbourhood district.

Support: BILD appreciates Council's direction to create a sustainable funding source for public realm improvements to support growth (dovetailing with the multi community Local Area Plans)

Climate & Resilience Policy:

Support: BILD appreciates adjustments have been made by Administration to Guidebook policy.

Consideration: There are concerns with respect to policy implementation – clarifying expectations, identifying timely processes, a reasonable approach to assessing cost and benefit, and evaluating outcomes, eg. low-carbon feasibility studies.

Sustainment Advisory Committee/Working Group

Support: BILD is highly supportive of Administration's proposal for a framework for an internal and external multi-stakeholder group to monitor, review and assess issues and concerns related to the Guidebook, and other aspects of the Next Gen Planning system, as may be needed for the approach to achieve its highest success.

Respectfully,
BILD Calgary Region



Beverly Jarvis, Director of Policy, Projects & Government Relations

c.c. City of Calgary – Matthias Tita, Joachim Mueller, Lisa Kahn, Carlie Ferguson, Robyn Jamieson

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Cliff Bungalow – Mission Community Association

Mailing Address 1811 – 4 Street SW, Suite 462, Calgary, AB T2S 1W2



March 1, 2020

To Members of City Council



Re: Guidebook for Great Communities

The Guidebook for Great Communities is going to be considered at SPC on Planning and Urban Development on March 4. As all members of Council can attend this important meeting, we are sharing this letter with all of City Council.

This document is going to have a significant impact on our community as well as all other communities in Calgary. So we need to make sure this document is the best it can be. This letter will outline some of our concerns.

In many ways, the community of Cliff Bungalow – Mission is already a great community:

- We are the third densest community in Calgary.
- Our current land use districts will allow even more density.
- Unfortunately this has led to a significant loss of heritage buildings in our community.
- We are very high on the walkability scale.
- We have a wide variety of places to gather, celebrate and interact with all kinds of people.
- We have a wide variety of housing types.
- Our Main Street (4th Street SW) serves not only our community but also all of our adjacent communities.
- We have a great sense of community through our many community events.
- We celebrate our heritage through many forms including our award winning history book, community heritage plaques, special street signs and community entrance signs.
- Overall we believe that we are an example of a complete community.

While some of the Guidebook is good, we do have some concerns:

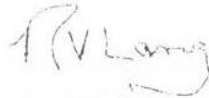
- There is a lack of heritage policies – this is very important to our community being a heritage community.
- There should be policies for Heritage Streets, Heritage Communities, and Heritage Districts.
- A Heritage Overlay policy should be included – our community has supported this for some time.

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- Incorporating these kind of heritage policies into this document can provide more weight in planning and development matters than if those policies are in a separate document.
- It is not clear to us on how we can retain the unique character of our community.
- There is uncertainty in how this document will be interpreted.
- There is no clarity on how this document will translate into a new Land Use Bylaw and how that will impact our community. This becomes a question of trust.
- Tall buildings create shadows so there should be policies on minimizing shadowing impacts.
- There is a concern that this document will be an excuse for major changes in scale and loss of heritage.
- There should be a definition on density limits in older communities and how that will be determined.
- How will flood issues and policies be incorporated?
- How will the public realm and infrastructure be financed?
- Has the testing of this document been sufficient?

We understand the importance of this document and why it has been created. We hope our concerns will be considered.

Yours truly



R. V. (Bob) Lang, President
Cliff Bungalow – Mission Community Association

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Consent to
Deliver/Shake
Publicly
car



ATTN: Standing Policy Committee on Planning and Urban Development (PUD) Members

RE: March 4 2020 Meeting of PUD
Item 7.4 Guidebook for Great Communities – PUD2020-0207
Item 7.5 North Hill Communities Local Area Plan - PUD2020-0164

BACKGROUND

Bridgeland-Riverside has been working on local area planning since 2016. Concepts in the original "Developed Areas Guidebook" were piloted in our neighbourhood, and we did much leg work that has resulted in DAG policies finding their way into the proposed Guidebook for Great Communities.

We have been active participants in all stakeholder processes offered during this period, and our very-engaged planning committee feels as well informed as it is reasonably possible to be about what is going on. Despite that, though, we are—in fact—very confused about many issues today. We have been asking critical questions for months with the intent of better policy and better outcomes being achieved for the benefit of all. It is in this vein that again today we participate in this ongoing work.

Although I will shift gears here in a moment, my remarks would not be entirely honest if I did not emphasize the outcome of our particular effort to achieve local area planning. After two years and hundreds of volunteer hours being committed, our Community Advisory Committee resigned the process *en masse*. That was not done angrily but it was done purposefully, and nevertheless we found ourselves needing to emphasize our resignation in strong terms before it was ultimately taken seriously by the City of Calgary Planning Department.

The point being that our community—long the champion of the goal of updating its Area Redevelopment Plan—found it impossible to proceed with the City's rushed compulsion to have us join a late stage multi-community North Hill Plan in November 2019. That wasn't because of the consolidation of communities; we understand that point. It was because the process was rushed and confused, and we could see no real evidence that prior engagement was being taken into account. Further we felt there were far too many dots that needed connecting and too many missing pieces to move ahead. We elected to get off the bus because there was no route map, and so we had no sense at all of the destination.

PROPOSED SOLUTIONS:

But instead of spending my time today lamenting what has been wrong with this process to date we are going to take a "solutions forward" tone. We are here to outline what we think needs to be done to get both the Guidebook and the Local Area Plans to a place we can support. We

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are going to ask critical questions Council should consider before the Guidebook should proceed.

SUGGESTION 1: FIX THE ORDER OF OPERATIONS

So today we start here...page 147 of the Guidebook for Great Communities (Attachment 1). Houston -I mean, Calgary - we have a problem. How will implementation occur where the MGA section 635 subsection (ii) requires a land use bylaw that identifies permitted and discretionary uses? In practice the Guidebook can say whatever it wants about uses – but the rubber hits the road with what will get built with land use zones. Why pass a Guidebook when it is divorced from the bylaw building blocks? The guidebook recommends policy that isn't yet embodied in bylaw – how does that work? If you think the SDAB is busy now, just wait for North Hill LAP to pass and function while still using the existing bylaw.

At present this is all out of sequence – implementation of the guidebook rushing ahead without knowledge or consultation about what will actually be implemented at the level of land use and the rules guiding the development of private property i.e. Bylaw. It appears essential to us to write the Guidebook and the new LUB together – then pass them concurrently so there is a clear legal framework for implementation in place.

SUGGESTION 2: ENSURE ALL TOOLS ARE IN PLACE PRIOR TO APPROVAL

Further the Low Density Residential Category is still to be determined and rules written. Councillor Carra recently shared an article on Twitter called, "Best practices for ending single family zoning". (And I know there's a line-up of communities here to find out if this is in fact the goal of this Council.) However, in Bridgeland, this illustration from that interesting article (Attachment 2) shows something we have been advocating for in our community for a long time. It shows how a structure shaped and massed like a single-family home could keep that shape and mass but just have more people living in it. This is exactly the sort of solution we have been asking for in Bridgeland. A 2.5 storey form, respectful of neighbouring heritage built forms, setbacks and existing lot pattern and still increases population density in a sensitive way! However this cannot exist in Calgary today because ...guess what...it needs a new LUB! The article also recommends several low density districts dividing up 2.5 storey forms and 3 storey forms and placing 3 storey developments only in certain geographic locations...but I digress...

According to the Municipal Development Plan, density is a population concept. It's not necessarily about building more cubic feet of living space above ground, but about considering the efficient use of space overall. But here is what we see in Bridgeland in the areas that would likely become Low Density Residential within the Guidebook structure, under the current LUB. We do **not** generally see applications for creative and more efficient uses of space. Instead we see often rental homes that currently provide affordable housing, often containing a combination of legal and illegal suites, and worth perhaps \$500,000 to \$600,000, being torn down to create a so-called "missing middle": two side-by-side duplexes that will sell for \$900,000 to \$1,000,000 each. This is not a hypothetical. We saw exactly this story this past week.

A Guidebook implemented without creative and supportive LUB solutions is a recipe for gentrification in our neighbourhood, not a recipe for creative densification.

The City has identified what it calls a "perceived risk" from some stakeholders that

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the Guidebook changes land use districts on the ground. The City further admits "While the Guidebook itself does not change any existing land use on the ground, it does set up the framework for the delivery of potential new districts".

Listen: we can accept this straight out of gate -that the Guidebook does **not** literally do what some who are frustrated say it does, and it will **not** result in the City-initiated rezoning of R1 and R2 – but the facts are: the areas identified by the Guidebook as Low Density Residential—the areas where single family homes, duplexes, and rowhouses (indeed, everything below three stories) is considered the same—will be blanketed with an assumption that, whenever an applicant is ready, they will indeed be easily rezoned in our experience....Bridgeland didn't even get nearly this far – even before the ink had dried on **one version** of a **draft** ARP plan (that wasn't even published publicly), that draft was used at Council by a developer/applicant and a successful rezoning occurred in the Bridges to allow a site to go from 8 stories to 15 stories – so please don't pretend this isn't how this works. In our experience when you paint colors on a map it usually equals a rubber stamp.

Further the City report states, "There are several risks if the plan is not approved including direct impacts to other Next Generation Planning System projects and deliverables. This included implementation of the Guidebook in other areas of the city as well as the EAGCS and Heritage conservation tools and incentives." WHY?

Administration writes that if this Guidebook isn't approved, "there could be impacts to the overall program including delays as well as reputational risk and loss of stakeholder trust in the Next Generation Planning System" – newsflash – we're already there folks!

You need to show your tax paying residents you have your ducks in a row on this...heritage tools in place, low density residential rules written, and financial tools in place to deliver and encourage intelligent and efficient density with amenity.

Let's just take stock of the present situation as well... Chapter 3 of the Guidebook is now being recommended as a guideline and only for implementation when specified adopted by multi-community LAPS -yet to be determined. And all of this on top of what exists already. We already have the old Developed Areas Guidebook applying on some main streets – as in Bridgeland. The result is not just a patchwork quilt. In many cases, as a practical matter, it will be indecipherable, at least for the typical owner of private property.

SUGGESTION 3: FIX DISTRICT LAPS

Crescent Heights wrote an excellent letter dated Jan. 30, 2020. We agree wholeheartedly about the missing details of the LAPs which you can read in PUD2020-0164 Attachment 6 Letter 1 -section 2 local area plan contents. The sentiments expressed there are similar to those expressed by our team who quit the North Hill initiative. And **please** note: at present Administration and Council are facing a lot of communities who have found themselves within North Hill and who are now opposing it. And, of course, Bridgeland-Riverside, who exited the plan...this should be a major red flag.

There are not enough tools available at present for this to proceed except at the significant risk of change sacrificing character and community feel - how can you proceed without this in place? The Municipal Development Plan is very clear that such goals must be pursued in balance, and not one at the expense of the other.

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SUGGESTION 4: TELL PEOPLE THE TRUTH

This is all being sold today in a manner that we feel is intellectually or politically dishonest.

"Great communities for all" is a slogan, and sloganeering in favour of a "great communities" future and it isn't transparently telling people they now might have a rowhouse or small apartment next door, mid-block, and without creative built-form options available to ameliorate the outcome. It isn't telling people that blanket neighbourhood recharacterizations will likely lead to blanket rezoning, and, in our experience, from there it will lead to a "building up and out" (more **density of cubic feet, and gentrification**) with no real delivered **efficient and affordable new density of dwelling units**.

Asking people if they'd like to be able to walk to a grocery store is very nice if but not very honest if you fail to be specific about how density of population is theoretically going to be delivered. And I say "theoretically" on purpose. We do not have confidence in the current approach, except as a means to see more of what we have seen already. We have not seen more dwelling units efficiently and affordably being delivered, despite endless and flexible "spot rezoning" under all existing LUB categories and even under "direct control" districts. The LUB can't do the job that is needed to be done today.

Given Council's emphasis on public engagement and if the tables were flipped - Imagine if a developer came to a public hearing and said this..."We haven't (done public engagement) because we want to do this differently, because that type of engagement hasn't been working in the past to actually get us to the outcomes we want." This would not bode well for this presumptive developer. This is a direct quote from the City's Coordinator for the legislation and the land use bylaw team, with Calgary growth strategies quoted in The Sprawl news.

Bridgeland CA recently held a Townhall meeting to inform its constituents about the Guidebook and its impacts - there was standing room only and a lot of questions. It is fair to summarize by saying that the vast majority of those attended were apprehensive to the pathway being talked about today. People are looking for what the Municipal Development Plan promises, which is an informed understanding of the path ahead. Bridgeland-Riverside got off the bus. Where is the route map?

The MGA establishes clear direction on engagement of directly affected persons and their ability to participate effectively in statutory planning changes. A suggestion moving forward is to adopt a strategy from Minneapolis 2040 which drills down to a lot by lot map of "How your block could change". (Attachment 3/4) The February display at the Central Library and breadcrumbs ads in community newsletters has not nearly the reach of individual letters to property owners, as was done with the secondary suite legalization initiative.

CONCLUSION - WHAT'S THE HURRY?

The biggest question today perhaps is: what is the rush? Constantly those who want to ask questions now are accused of delay, of being the enemies of progress. But asking somebody who is rushing needless to slow down is not asking for delay. It is asking for a thoughtful and respectful process, or possibly it's asking somebody who is out of control to please get a grip. The MDP was passed over a decade ago. We have to crap ourselves to get this done now? Except for the fact that this council is facing re-election in 14 months - what's the rush? Filling in the blanks with these missing pieces will go a long way toward building and rebuilding trust in the competence of the City to manage these growth objectives within the established areas.

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The current approach of "just get on board and trust us it will all work out" is not going to fly right now.

Getting this right first, not piecemeal, will prevent a TON of calls to your offices, lengthy council hearings, and an otherwise inevitable continuation or increase in SDAB appeals.

Finally, to tell you the truth, if new concepts of Low Density Residential with modified building typologies were proposed across the board – throughout the City – Minneapolis style, and with tools in place – I think we, Bridgeland-Riverside, would be the first ones to say yes. I know that's a controversial idea and I don't say it because I intend to express any hostility to R1 neighbourhoods, or anything like that. I say it because it would be a clear and fair approach, and it would remove development pressures on certain communities only – It would be a clear announcement - here's the new era. The market could then adjust to the new planning system, and I think most R1 communities would be just fine. I realize that idea is not on the table right now (although we have advocated for it) but I want to finish on that theme. The theme is: be clear first, be fair. Don't implement in a backhanded way. Don't ask some communities to go first in order to 'test'. It isn't 'testing' to impact local character first the wrong way, when impacted local character can't be restored.

So our suggestion, then is, please hold off – write the bylaw changes, tweak the guidebook, pass the heritage policy, write the low density districts – have district plans with texture that is capable of addressing the outstanding "local" and "character" issues that communities need addressed in order to get on board, get legal alignment – TELL people how it will directly impact them and do it citywide.

If it's the right thing to do, tell the story, and do it right.

Ali McMillan
Planning Director

PER: BRIDGELAND RIVERSIDE COMMUNITY ASSOCIATION BOARD OF DIRECTORS

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ATTACHMENT 1

ISC: Unrestricted

LOCAL AREA PLAN CHAPTER 4: IMPLEMENTATION AND INTERPRETATION

This chapter in a local area plan will include policies regarding legal interpretation, status and functions of the plan.

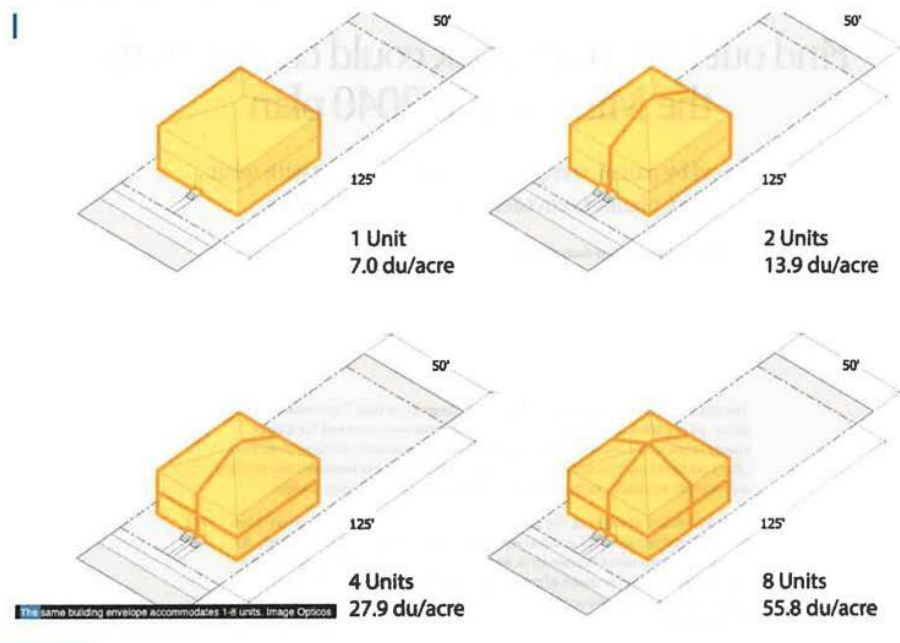
Guidebook for Great Communities

PUD2020-0207
ATTACHMENT 2

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ATTACHMENT 2: <https://www.cnu.org/publicsquare/2020/02/25/best-practices-ending-exclusive-single-family-zoning>



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ATTACHMENT 3: <http://www.startribune.com/find-out-how-your-block-could-change-in-minneapolis-2040-plan/489889431/>

Find out how your block could change with the Minneapolis 2040 plan

Parcel by parcel, compare the current zoning with what
city planners envision over the next 20 years.

By Alan Palazzolo and Andy Mannix • Star Tribune | LAST UPDATED DECEMBER 7, 2018



The plan approved by the Minneapolis City Council on Dec. 7 upzones the city to allow for triplexes in all neighborhoods, even those now reserved for single-family homes, and 3-to-6 story buildings along some transit corridors. The plan offers guidance on how to keep Minneapolis affordable, environmentally friendly and racially equitable as the population grows over the next two decades.

Since its release this spring, the plan has sparked a vigorous debate on whether the proposed changes will adequately accomplish this ambitious vision for the future, or if such rapid change all at once will invite developers to destroy the city's characters in the name of profitable multi-unit housing. The City Council made numerous changes to the proposal, which will now be submitted to the Metropolitan Council.

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ATTACHMENT 4: <http://www.startribune.com/find-out-how-your-block-could-change-in-minneapolis-2040-plan/489889431/>

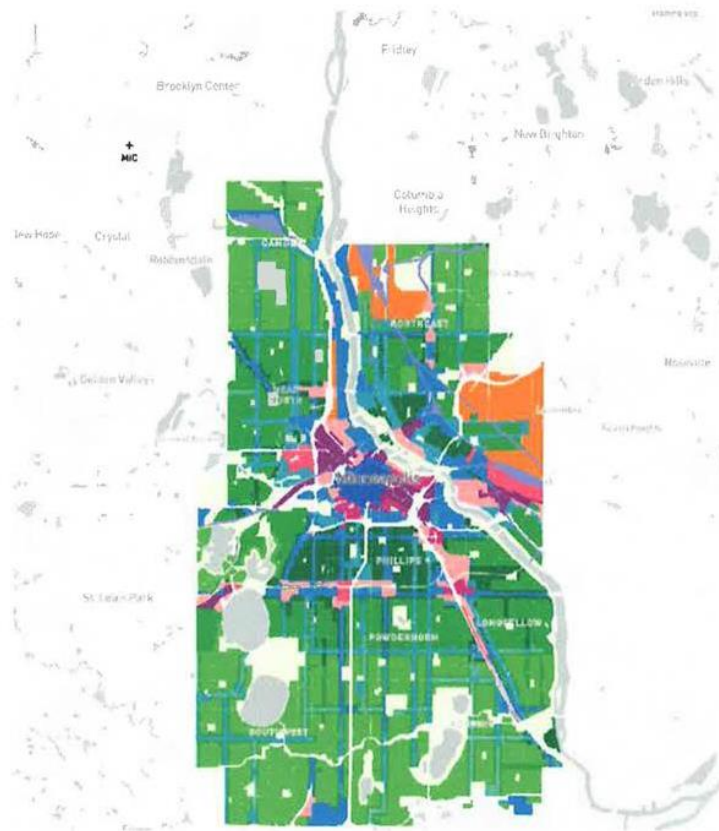
Metropolitan Council.

The searchable map below allows you to discover what the approved plan allows in your neighborhood.

Search an address or place in Minneapolis

Search

Core 50 Corridor 6 Interior 3 Transit 10 Transit 30
Corridor 3 Interior 1 Parks Transit 15 Transportation
Corridor 4 Interior 2 Production Transit 20



Additional Previous Council Direction

At the 2019 November 18 Combined Meeting of Council, it was moved by Councillor Gondek and seconded by Councillor Carra, that with respect to Report PUD2019-1015, the following be adopted:

That Council direct Administration to execute Option 2, as contained on page 7 of Attachment 13, with the following refinements:

- a. Build awareness among Calgarians about the changes being proposed and to allow Calgarians to participate in the community conversation on long-term planning and supporting growth with infrastructure and amenities;
- b. Communicate the vision & intent of the document within Calgary communities, in partnership with stakeholder groups, before the document becomes statutory. This communication should include examples from pilot communities;
- c. Prepare a clear engagement process for statutory planning work going forward, making expectations clear to all stakeholders about when to engage, what type of engagement is required, and what the outcomes of the work will be; and
- d. Provide further clarity on the relationship between this work and the City's shift to larger local area plans.

At the 2019 November 18 Combined Meeting of Council, it was moved by Councillor Gondek and seconded by Councillor Carra, that with respect to Report PUD2019-1200, the following be adopted:

That Council direct Administration to:

1. Proceed with Phase 1 of the implementation scheduled for the renewal of the Land Use Bylaw as proposed in Attachment 1;
2. That Council direct Administration to return with an updated implementation schedule for the renewal of the Land Use Bylaw at the same time as bringing back the Guidebook for Great Communities; and
3. Report back through the Standing Policy Committee on Planning and Urban Development no later than Q1 2021.

At the 2019 November 06 meeting of the Standing Policy Committee on Planning and Urban Development, it was moved by Councillor Woolley, that with respect to Report PUD2019-1200, Implementing Great Communities for Everyone, the following be approved:

That the Standing Policy Committee on Planning and Urban Development forward this report to the 2019 November 18 Combined Meeting of Council in order for it to be on the same agenda and heard in conjunction with (following) PUD2019-1015 Great Communities for Everyone.

At the 2019 October 2 meeting of the Standing Policy Committee on Planning and Urban Development, it was moved by Councillor Sutherland, that:

That with respect to Reports PUD2019-1015 and PUD2019-1200, the following be approved:

That the Standing Policy Committee on Planning and Urban Development:

1. Postpone the Great Communities for Everyone report PUD2019-1015 (Guidebook) and the Implementing Great Communities for Everyone report PUD2019-1200 back to Administration to:
 - a. Direct Administration to create a panel comprised of up to 6 stakeholder representatives who collaborated on the Guidebook and its considerations for implementation; and
 - b. Return to the 2019 November 06 SPC on Planning & Urban Development committee meeting.
2. Request a discussion between the above noted panel and Committee members at the 2019 November 06 SPC on Planning & Urban Development committee meeting, in an effort to:
 - a. Confirm expectations of Guidebook,
 - b. Discuss any outstanding areas of disagreement in the Guidebook, and
 - c. Propose possible testing methods of the Guidebook's practices and policies, including but not limited to leveraging the North Hill Communities Local Growth Planning pilot project to evaluate practicality of the Guidebook to meet the goal of evolving communities in a manner that responds to the needs of current and future residents.

At the 2019 July 29 Combined Meeting of Council, moved by Councillor Farrell and Seconded by Councillor Carra, that with respect to Report CPC2019-0759, the following Motion Arising be adopted:

That Council direct Administration, as part of ongoing review of the lowdensity land use districts and existing work on the Developed Areas Guidebook, to bring forward land use amendments that better facilitate mid-block rowhouse implementation, with particular consideration to:

1. Allowing courtyard-style development with rules that require building separation distances that allow for reasonable sunlight penetration, sufficient private amenity/gathering space, and that minimize sideyard massing challenges
2. Any additional rules required to enable successful internal private amenity/gathering space, including minimum dimensions and green landscaping requirements
3. Height limits, chamfers, setbacks, and/or stepbacks that reduce side/rear massing impacts and support appropriate transitions to adjacent parcels of varying intensities or scales of development, returning to Council through the Standing Policy Committee on Planning and Urban Development no later than Q4 2020.

At the 2019 July 3 meeting of the Standing Policy Committee on Planning and Urban Development, it was moved by Councillor Carra, that the Developed Areas Guidebook Update and Implementation Report (PUD2019-0253) due in 2019 Q3 to be moved to 2019 October 2, PUD2019-0866.

At the 2019 June 17 Combined Meeting of Council, moved by Councillor Carra and seconded by Councillor Gondek, with respect to Report PUD2019-0402 (Enabling Successful Infill Development – Options for Changes), the following was adopted:

- “That Council hold a Public Hearing for the proposed amending bylaw 46P2019; and
1. Give three readings to the Proposed Land Use Bylaw Amendment 46P2019 in Attachment 1; and

2. Direct Administration to return, through the Developed Areas Guidebook report, with an outline for what new developed area districts could look like and how the 12 issues will be addressed (option 3)."

At the 2019 March 18 Combined Meeting of Council, through PUD2019-0253, Council decided to:

"ADOPT, by omnibus motion, Moved by Councillor Colley-Urquhart, Seconded by Councillor Gondek, that the Special Policy Committee on Planning and Urban Development Recommendations in Report PUD2019-0253 be adopted as follows:

That Council:

1. Direct Administration to prioritize its resources to deliver the initiatives on the proposed City Planning and Policy Service Line Workplan 2019 as provided in Attachment 1; and
2. Adjust the reporting timelines for:
 - a. Report PUD2018-1022, Developed Areas Guidebook Update and Implementation, to return to Council, through the SPC on Planning and Urban Development no later than Q3 2019;
 - b. Report PUD2018-0549, Transit Oriented Development Implementation Strategy, to return to Council, through the SPC on Planning and Urban Development no later than Q4 2019;
 - c. Report C2018-1337, Landfill – Subdivision and Development Regulation Setbacks, to return to Council, through the SPC on Planning and Urban Development no later than Q4 2020; and
 - d. Report PUD2018-0826, Hillhurst/Sunnyside Area Redevelopment Plan Amendment, to return to Council, through the SPC on Planning and Urban Development no later than Q4 2020.

At the 2018 December 10 Regular Public Hearing Meeting of Council, through PUD2018-1022, Council decided to:

"ADOPT", Moved by Councillor Carra, Seconded by Councillor Gondek, that the Special Policy Committee on Planning and Urban Development Recommendations in Report PUD2018-1022, be adopted as follows:

That Council:

1. **ADOPT**, by bylaw the proposed amendments to the Municipal Development Plan, Bylaw, 24P2009, (Attachment 1);
2. Give three readings to the proposed 82P2018 Bylaw; and
3. Direct Administration to return to the Standing Policy Committee on Planning and Urban Development no later than Q2 2019 with amendments to the Municipal Development Plan, Volume 2, Part 3, Developed Areas Guidebook that completes the work done to-date, and provides further implementation tools for local area planning to guide development in the Developed Areas."

At the 2017 April 10 Combined Meeting of Council, through CPC2017-129, Council decided to:

“ADOPT, Moved by Councillor Chabot, Seconded by Councillor Keating, that the Calgary Planning Commission Recommendations contained in Report CPC2017-129, be adopted, as follows:

That Council:

1. **ADOPT** the proposed amendments to the Municipal Development Plan (Developed Areas Guidebook) in accordance with Administration’s recommendation, as amended; and
2. Give three readings to the proposed Bylaw 19P2017.
3. **DIRECT** Administration to return to Calgary Planning Commission, no later than Q3, 2018 with a report regarding the implementation of the Guidebook, with amendments as identified through consultations with stakeholders, Calgary Planning Commission and pilot communities.”

Summary of Feedback Received and Future Considerations

The following table outlines themes and a summary of what we heard, how we propose to address the comments, timing to address the comment and if further outreach is necessary.

Additionally, refinements and further improvements to the Guidebook will continue through the proposed sustainment framework which will begin after approval. The intent is for the Guidebook to continue to evolve as it is used and insights are gained through future local area plans and the renewal of the Land Use Bylaw.

No.	Theme	What we heard	Who did we hear this from	How we propose to address the issue in the Guidebook
Simple changes requiring no engagement, anticipated completion by Q4 2020				
1.	Heritage, community character shown in maps	<ul style="list-style-type: none"> Desire for maps and policy in local area plans to better celebrate heritage and community character. Desire for heritage and community character to inform the design of future public realm enhancements. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD 24 North Hill items 	<ul style="list-style-type: none"> Additional language and direction in Section 2.29 and Appendix 2 to incorporate the importance of history and neighbourhood structure in informing the local area plan process.
2.	Parks and Open Space Frontage (Urban Form Classification System)	<ul style="list-style-type: none"> Desire for additional areas to be identified with the Parks and Open Space Frontage in the North Hill LAP. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD 24 North Hill items 	<ul style="list-style-type: none"> Additional language in Section 2.19 to clarify that the intent of the frontage is to identify locations with the greatest potential and benefit from higher levels of integration across the public/private edge. Additional language added to Section 2.19 to clarify that some level of integration is expected for all development adjacent to a park or open space. Additional language and policy organization to clarify expectations for all development adjacent to parks and open space in Chapter 3 to sections 3.1 and 3.4. Wording changes to be incorporated into the evolution of the urban form classification system described below.
3.	MDP typology (related to Urban Form Classification System)	<ul style="list-style-type: none"> Desire for additional main streets to be identified in local area plans. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD 24 North Hill items 	<ul style="list-style-type: none"> Additional wording added to page 18 to better explain how the urban form classification system relates to MDP typologies.
4.	On-street parking	<ul style="list-style-type: none"> Desire for potential areas for on-street parking in key locations to be identified in local area plans. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD 24 North Hill items 	<ul style="list-style-type: none"> Add enabling policy to section 2.29 for local area plans to identify on-street parking in key locations such as main streets and active frontage areas.

5.	Urban tree canopy	<ul style="list-style-type: none"> • Desire for stronger direction for new development to retain existing trees. 	<ul style="list-style-type: none"> • Some members of Council at March 4 PUD • 24 North Hill items 	<ul style="list-style-type: none"> • Add a callout to Figure 38: Built Form Considerations regarding trees • Strengthen the policy wording in section 3.5.a.iv.
6.	Heritage	<ul style="list-style-type: none"> • Heritage is a key component of community character. • Desire for more effective tools to enable and incentivize the protection of heritage assets. • Concern with the Guidebook being approved prior to incorporation of heritage tools. 	<ul style="list-style-type: none"> • Some members of Council at March 4 PUD • Some members of the public that spoke at March 4 PUD • Guidebook stakeholders • Heritage stakeholders 	<ul style="list-style-type: none"> • Direction from Council on the proposed heritage tools and incentives is needed before they can be incorporated into the Guidebook. • Update and adjust existing wording on page 118, Heritage Area Tools for Communities based on the outcome of PUD2020-0758, Heritage Conservation Tools and Incentives Update Report.
7.	Climate Change	<ul style="list-style-type: none"> • Desire for more discrete and stronger policy regarding climate change within the Guidebook. • The connection between the Guidebook and City policy and strategies regarding climate change should be strengthened. 	<ul style="list-style-type: none"> • Some members of Council at March 4 PUD • Some members of the public that spoke at March 4 PUD • Direction in Council-approved Climate Resilience Strategy 	<ul style="list-style-type: none"> • Add enabling policy to section 2.29 in collaboration with Environment and Safety Management for local area plans to incorporate climate change policy in alignment with Calgary's Climate Resilience Strategy • This is a short term enhancement until community-scale climate tools have been created and finalized (that longer term work is noted below to address these concerns – see No. 14).
8.	Low density residential areas	<ul style="list-style-type: none"> • Concerns regarding loss of character in low density residential areas. • Desire for more specific policy to preserve single detached housing and recognition of these areas • Lack of clarity on what degree of change is being directed for these areas. • Uncertainty around future LUB work. 	<ul style="list-style-type: none"> • Some members of Council at March 4 PUD • Some members of the public that spoke at March 4 PUD 	<ul style="list-style-type: none"> • Include enabling policy within section 2.29 for local area plans to provide additional policy guidance for housing forms in specific areas. • Include additional policy in section 2.22 Limited Scale policies regarding the transition to low density residential building forms.
9.	Scale	<ul style="list-style-type: none"> • Desire for an additional scale category between Low and Limited. • The jump from 3 – 6 storeys is not necessarily contextual appropriate. 	<ul style="list-style-type: none"> • Members of CPC through LAP workshops. • Insights through participation in pilot LAP processes. 	<ul style="list-style-type: none"> • Continue to use 2.29h to enable a local area plan to modify the maximum number of storeys allowed for in an assigned scale category where there is sufficient rationale to do so. • Monitor its effectiveness through the remaining pilot plans and consider refinements through future sustainment program.

Bigger changes requiring testing and outreach, anticipated completion by Q4 2020/Q1 2021				
10.	Urban Form Classification System	<ul style="list-style-type: none"> The system is too complicated. Lack of clarity on the differentiation between different categories. Too many permutations when applying policy modifiers to urban form categories. Desire for an alternative classification system that does not distinguish between residential and commercial. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD Members of CPC through LAP workshops Insights through participation in pilot LAP processes 	<ul style="list-style-type: none"> Simplify the urban form classification system and make it more user-friendly. Show activity along a spectrum, related to the urban form categories, but not embedded within them, used more as a visioning tool to better understand how people experience their communities today and identifying opportunities for growth. Focus the urban form categories (UFC) on the experience people have along the street through clearer direction for urban form outcomes. Reorganize existing direction for urban form outcomes so it is all in one place (UFCs, UFC cross-sections, building frontage policies).
11.	Commercial clusters (Urban Form Classification System)	<ul style="list-style-type: none"> Desire for additional commercial clusters to be identified in the North Hill LAP. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD 24 North Hill items 	<ul style="list-style-type: none"> Better differentiation between the commercial urban form categories and reducing the number of commercial categories and policy modifiers to be addressed in the evolution of the urban form classification system described above.
12.	Terminology (related to Urban Form Classification System)	<ul style="list-style-type: none"> Desire for different wording for the three activity levels (minor to moderate). Desire for different wording for some of the scale categories (tall to highest). 	<ul style="list-style-type: none"> Direction from March 4 PUD 	<ul style="list-style-type: none"> Incorporate terminology changes into the evolution of the urban form classification system described above.
Changes to be explored through future Guidebook sustainment in the medium - longer term (post approval)				
13.	Heritage tools	<ul style="list-style-type: none"> Same as above. 	<ul style="list-style-type: none"> Same as above. 	<ul style="list-style-type: none"> Implementation of heritage tools to be conducted as a related, but separate scope of work from changes to the Guidebook outlined in this document. Future revisions beyond what is address through work identified above (see item No. 6). Based on the implementation of the tools, necessary changes and additions to the Guidebook on page 118 to support the continued implementation of the tools through local area plans will be brought forward through Guidebook sustainment.
14.	Climate Change	<ul style="list-style-type: none"> Same as above. 	<ul style="list-style-type: none"> Same as above. 	<ul style="list-style-type: none"> Beyond changes identified above (see item No. 7) Work with Environment and Safety Management to explore the possibility of incorporating community-scale climate change tools and policy into the Guidebook and to provide direction to local area plans.

Scope of Work and Engagement Plan: Updates to Urban Form Classification System

Administration received feedback around the proposed 'Urban Form Classification' system, outlined on page 70, in the Guidebook for Great Communities. It was intended that revisions to the Urban Form Classification system could be addressed through the proposed future sustainment program; however, there is value in exploring a natural evolution of the proposed system ahead of approving local area plans using the Guidebook to ensure the foundation system is consistent for all plans moving forward.

The anticipated changes to the Urban Form Classification system are significant enough that testing and stakeholder outreach will be required to ensure they address concerns received to date such as:

- The system is too complicated
- Lack of clarity on the differentiation between different categories
- Level of detail is too vague and subjective, leading to uncertainty around implementation
- Linkage to the Land Use Bylaw is unclear
- Too many permutations when applying policy modifiers to urban form categories

Administration is proposing the work plan below to determine how best to address these concerns through amendments to the Guidebook.

Scope of work

- a) Simplify and consolidate the urban form classification system and make it more user-friendly.
- b) Reduce the number of urban form categories and policy modifiers.
- c) Focus the urban form categories on the experience people have along the street through clearer direction on how to achieve desired built form and by using policy modifiers to provide clarity around these different experiences.
- d) Reorganize and restructure the document so that it is all in one place (Urban Form Categories, Urban Form Category cross-sections, and building frontage policies) without the need for readers to flip between sections.
- e) This work will identify and define how to evolve the system to better address feedback received by using the urban form categories and policy modifiers in a more intuitive manner for the user.

Out of Scope

The intent of this report is to ensure Administration has clear direction and can deliver revisions to the Guidebook in coordination with amendments to the North Hill Communities local area plan. Any outcomes or issues not listed above will not be considered as part of this scope of work.

Stakeholder Outreach

In order to be responsive to the feedback and engagement already received and completed, Administration proposes a stakeholder outreach approach that would both allow for testing and comments on the next evolution of the Guidebook's urban form categories, while being

cognizant of the need to limit impacts to timelines and other work program initiatives. The above scope of work will result in a delay in the existing local area plans planned. Communication and outreach plans will be adjusted accordingly. Administration is proposing the following work plan to ensure there is stakeholder feedback and appropriate testing along with broader community-wide outreach and education. Additionally, any feedback received on topics beyond the Urban Form Classification system will be captured as part of the sustainment program to be considered as part of potential future revisions.

1. Targeted Stakeholder Outreach on Urban Form Classification System

- Administration will work with the existing stakeholder group that has been involved in the Guidebook for Great Communities over the last 18 months with targeted sessions on refinements
 - One working session in October 2020 followed by circulations of draft revisions.
 - Administration may consider additional information and testing sessions as required.
- Administration will do internal testing with local area planners and development planners.
- Administration will do additional testing with a small group of industry partners and community representatives familiar with the existing Guidebook and North Hill local areas plan to be solicited in July/August.

2. Testing with North Hill Communities Local Area Plan and other in-flight local area plans

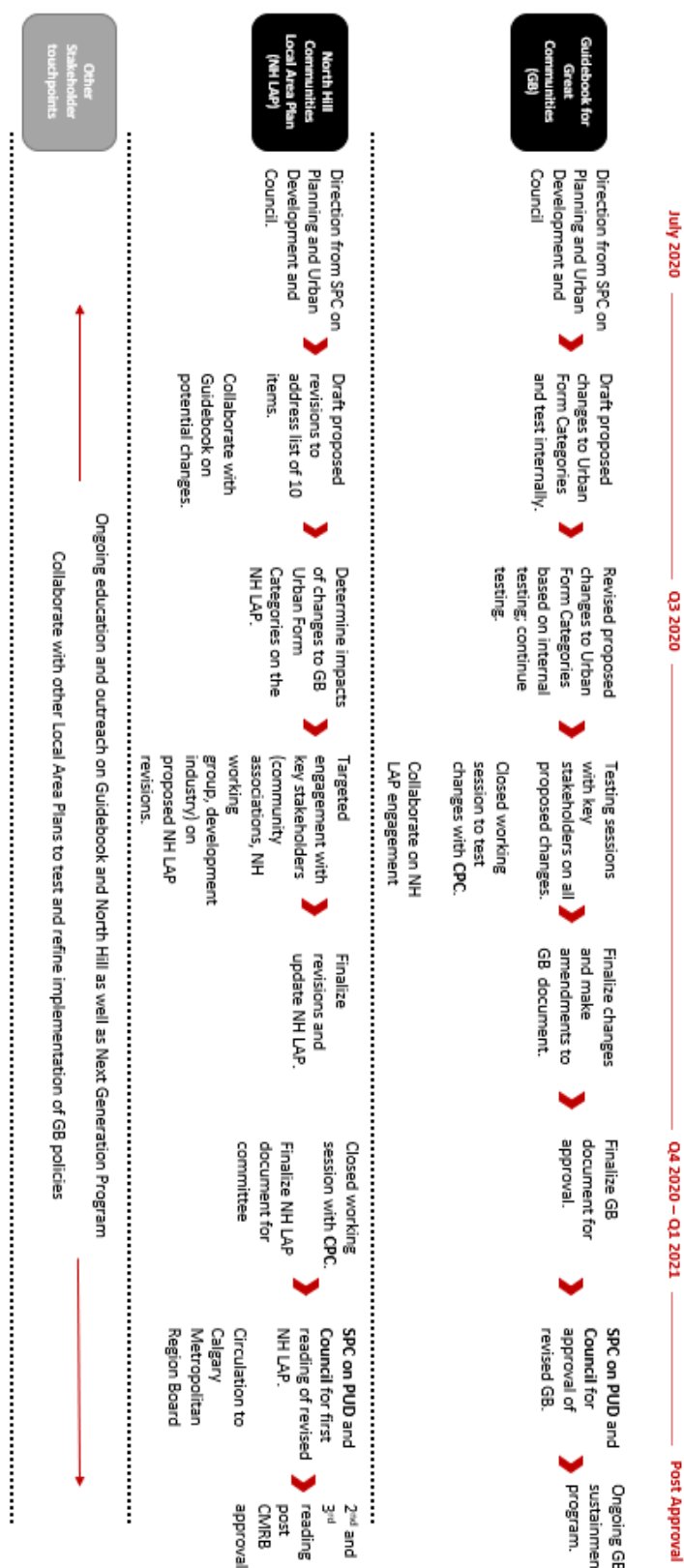
- Changes to the Urban Form Classification system need to be tested through the current local area planning work. This would include collaboration with North Hill, Westbrook, and Heritage Communities local area plans. As the Urban Form Categories are ultimately implemented through the Guidebook, it is important to test what changes would mean to the local area plans in terms of content and the policy maps. This will not include specific Guidebook sessions with the working groups.

3. General outreach and education

- Given the technical nature of these amendments Administration will not engagement broadly on the Urban Form Classification system with Calgarians who may not be aware of the Guidebook or be familiar with what implementation through a local area plan might look like. The Guidebook team will continue to provide education and outreach Calgarians to raise awareness of the Guidebook and provide support ahead of future policy work.

Proposed Timeline based on Scope of Work and Outreach Plan*

*based on the scope of work and engagement plan discussed in Attachment 3 and 4 as well as PUD2020-0739



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EXECUTIVE SUMMARY

At the 2020 March 4 Standing Policy Committee (SPC) on Planning and Urban Development (PUD) meeting, Administration presented a report on the North Hill Communities Local Area Plan (Plan) (Attachment 1). Committee recommended that the report go to the 2020 April 27 Public Hearing of Council; however, due to the COVID-19 pandemic, it was deferred to a later Public Hearing sometime before the end of Q4, 2020.

At the 2020 March 4 PUD meeting, and in the months following that meeting, Administration received feedback from Councillors and community stakeholders regarding desired changes to the Plan as well as the proposed Guidebook for Great Communities (Guidebook). In addition, at the 2020 June 16 Combined Meeting of Council, Council approved recommendations for a revised Green Line LRT alignment that includes a new station planned at Centre Street N and 9 Avenue N. While the proposed Plan supports transit-oriented development along Centre Street N, it does not specifically identify this new station. Given that both the Plan and the Guidebook had already received Committee's recommendation, Administration was unable to make changes to either document. To enable Administration to address the comments and changes, on 2020 June 15, Council referred PUD2020-0164 back to Administration for further work to consider the feedback received, as well as the approved Green Line LRT alignment.

This report summarizes the feedback received and outlines potential refinements that could be made to the Plan to address these comments. This includes a proposed coordinated scope of work, timelines, and engagement plan for both the Guidebook (summarized in Report PUD2020-0721) and the Plan.

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Planning and Urban Development recommend that Council direct Administration to revise the proposed North Hill Communities Local Area Plan as outlined in Attachment 2 and Attachment 3, and to return to the SPC on Planning and Urban Development no later than 2021 January, in conjunction with the Guidebook for Great Communities.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2020 June 15 Combined Meeting of Council, it was moved by Councillor Gondek, and seconded by Councillor Carra, that Council refer the Guidebook for Great Communities (PUD2020-0207) and New Policy: North Hill Communities Local Area Plan Wards 4, 7 and 9 (PUD2020-0164) back to Administration for further work, to return to the 2020 July 15 Standing Policy Committee on Planning and Urban Development for further direction.

At the 2020 March 16 Combined Meeting of Council, it was moved by Councillor Demong, and seconded by Mayor Nenshi, that with respect to Verbal Report C2020-0390, Covid-19: Corporate Response Update (Verbal), that the following be adopted: That Council:

1. Approve the COVID-19 City of Calgary Governance Structure; and

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2. Authorize Administration, through the City Manager and appropriate General Manager, to defer any Council and Committee reports due in Q1 or Q2 2020 to Q4 or a later date without further Council approval, except where Council direction or approval is required by legislated timelines.

At the 2020 March 4 SPC on Planning and Urban Development moved by Councillor Farrell that with respect to Report PUD2020-0164, the following be approved: That the Standing Policy Committee on Planning and Urban Development recommend that Council:

1. Hold a Public Hearing at the 2020 April 27 Combined Meeting of Council:
 - a. Give FIRST READING to the proposed bylaw, the proposed North Hill Communities Local Area Plan (Attachment 2); and
 - b. WITHHOLD second and third readings of the proposed bylaw until North Hill Communities Local Area Plan has been approved by the Calgary Metropolitan Region Board.
2. Following third reading of the proposed bylaw, the proposed North Hill Communities Local Area Plan:
 - a. RESCIND, by resolution, the Centre Street North Special Study, the Highland Village Green Design Guidelines, and the North Bow Special Study; and
 - b. REPEAL, by bylaw, the North Hill Area Redevelopment Plan, Crescent Heights Area Redevelopment Plan, Winston Heights-Mountview Area Redevelopment Plan, and 16 Avenue North Urban Corridor Area Redevelopment Plan.

Previous Council direction relating to the North Hill Communities Local Growth Planning project can be found in Report PUD2020-0164 (Attachment 1).

BACKGROUND

The Guidebook and the Plan are part of a group of interconnected planning initiatives, which lay the foundation for the next generation of planning in Calgary. Working with, and building on existing policies, the Next Generation Planning System realizes thriving communities that are loved by everyone, by enabling development and investment through clear, accessible plans, strategies and tools that strategically guide and support growth. This program of initiatives provides a coordinated and clear planning system for the whole city, removes outdated and redundant policy and creates a more robust toolbox to enable development and investment in Calgary. See Report PUD2020-0164 (Attachment 1) for a summary of the Next Generation Planning System.

The North Hill Communities Local Growth Planning project launched in 2018 September and over the following year and a half, Administration worked with stakeholders to develop a comprehensive planning vision and policies for the area's nine residential communities and one industrial area. This process was characterized by close collaboration between the Guidebook and the North Hill Communities project teams and an integrated engagement process that informed both plans. On 2020 March 4, Administration presented both the Plan and the

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Guidebook to the SPC on Planning and Urban Development which ultimately recommended that Council hold public hearings on both documents.

Since the 2020 March 4 SPC on Planning and Urban Development, Administration has been considering feedback received, and working on potential refinements to the Plan and the Guidebook. Yet, due to the direction from the SPC on Planning and Urban Development to proceed to Council for a public hearing, Administration was limited in what changes could be made, advertised, and brought to public hearing. In addition, due to the COVID-19 pandemic, and the significance of these planning policies, Administration had delayed the timing of the public hearings so that Calgarians could focus on their families and businesses.

Since the onset of the COVID-19 pandemic, Administration has been considering impacts to the City Planning & Policy work plan initiatives and strategizing around an appropriate way forward that continues to allow for meaningful public participation. To help inform Administration's approach, a panel discussion was held at the 2020 May 6 meeting of the SPC on Planning and Urban Development to discuss the COVID-19 pandemic situation and associated challenges and opportunities with respect to ongoing planning work and public engagement. The panel consisted of nine stakeholder representatives, including members from Administration, Calgary Chapter of the Commercial Real Estate Development Association (NAIOP), the Federation of Calgary Communities, the University of Calgary, the development industry, and community associations. The panel discussion covered various aspects for consideration with respect to public engagement during and after the COVID-19 pandemic. This feedback, along with other important inputs and considerations, will help to inform Administration's approach for a way forward with ongoing planning work during the pandemic. This feedback was then received by committee on 2020 June 3.

On 2020 June 15, Council approved a motion to refer the Plan and the Guidebook back to the 2020 July 15 SPC on Planning and Urban Development meeting rather than proceed to a public hearing. This request was made so that Administration could present an overview of the input and feedback received to date and for Committee to consider specific direction in response to that feedback, which may result in further refinements.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The following provides an outline of items that could be addressed through revisions to the Plan. The items are detailed in Attachment 2 and are based on feedback received from Councillors at the 2020 March 4 committee meeting, including the list of 24 items that was introduced but was not approved/accepted at that meeting, community associations, the development industry, and business improvement areas. Specific items for consideration and action for the Guidebook are included in PUD2020-0721 which will also be presented at the 2020 July 15 SPC on Planning and Urban Development meeting.

While many of the changes can be accommodated through revisions to the Plan and a Listen and Learn level of engagement, more substantial changes to the Guidebook including revisions to the Urban Form Categories may require additional engagement with North Hill Communities stakeholders.

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Items for Consideration

The following is an overview of 10 thematic areas for potential revisions to the proposed Plan:

1. Alignment with the Guidebook

Feedback from the 2020 March 4 SPC on PUD meeting as well as stakeholder feedback identified that the Plan and the Guidebook should be more closely aligned in terms of content and visual identity. To address this concern, this report recommends that the Plan be revised to remove duplicate descriptions and sections for urban form categories, policy and scale modifiers, and adding content to promote quality streetscape outcomes. Administration will also more closely align the visual elements of the Plan including document layout, figures, and images.

2. Alignment with approved Green Line LRT

On 2020 June 15, Council approved the alignment for the Green Line LRT. This alignment includes a new bridge over the Bow River to the community of Crescent Heights and a new station located at Centre Street N and 9 Avenue N. As the Plan was finalized prior to this decision, revisions are proposed to formally identify this station in the Plan and to ensure the policies and maps support transit-oriented development in this location. This work would also include identifying core and transition areas around future Green Line LRT stations to more closely align the Plan with the Guidebook and identify, where appropriate, minimum development intensities to support the future Green Line LRT.

3. Local historical context and character

Comments received from Councillors, community associations and business improvement areas expressed a desire to include more historical community/neighbourhood context and character in the Plan as well as improved recognition of Indigenous history. Administration proposes adding additional historical and character content and including the Heritage Planning Areas map (Map C) in the statutory part of the Plan. Additional content will also be added to better recognize Indigenous history.

4. Urban tree canopy

The urban tree canopy is one of the defining characteristics of the North Hill Communities and stakeholders expressed the desire to include better recognition and revised policies to support the tree canopy. Potential revisions to the Plan include updating the Core Ideas found in Chapter 1: Visualizing Growth, as well as reviewing, and revising where necessary, tree policies in both the Plan and the Guidebook.

5. Opportunities for place making and public realm improvements

Some stakeholders indicated that the Plan should more clearly identify opportunities for place making and public realm improvements to support the Plan's vision. To better

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communicate and identify these opportunities, this report recommends revising Chapter 3: Supporting Growth and Appendix A: Implementation Options by focusing on desired public realm and place making improvements and including additional map(s) where necessary.

6. Parks and Open Space Frontages

Some Councillors at the 2020 March 4 SPC on PUD meeting expressed a desire for additional areas to be identified with the Parks and Open Space Frontage to better integrate redevelopment with existing parks and open spaces. There are potential revisions to both the Guidebook and the Plan that could address this. For the Plan specifically, revisions to Map 3: Urban Form could identify additional Parks and Open Space Frontages along key areas, including but not limited to, Confederation Park and Winston Heights Park.

7. Commercial Clusters, Neighbourhood Activity Centres, and mixed-use streets

At the 2020 March 4 SPC on PUD meeting, feedback from some Councillors suggested that the Plan should explore opportunities for more Commercial Clusters, Neighbourhood Activity Centres, and mixed-use streets. In conjunction with the potential revisions to the Guidebook's urban form categories, Administration will explore further opportunities for these and, where appropriate, identify them on the maps and/or with policies.

8. On-street parking

Feedback from councillors, the development industry, land owners, and business improvement areas expressed a desire to include on-street parking in key locations, such as along the area's Main Streets, to support commercial activities. To address this, Administration suggests that a policy could be included to formally explore on-street parking options along Urban and Neighbourhood Main Streets particularly in locations where Active Frontages have been identified. Related revisions for the Guidebook would support any potential policies in the Plan.

9. Mobility corridors

Some Councillors at the 2020 March 4 PUD meeting highlighted that the Plan should identify mobility corridors that align with and support the ongoing work for the Calgary Transportation Plan (CTP), as well as the Pathway and Bikeway Plan. Administration will work with the appropriate internal stakeholders and include a new map in the Plan that graphically illustrates how the plans are aligned and that identifies mobility corridors (walking, cycling, and pathways) in the Plan area and connections to the surrounding area.

10. Road rights-of-way setbacks

Administration is currently working on a response to a Notice of Motion PFC2020-0046 that will comprehensively address the public realm considerations within road rights-of-way setbacks; however, Administration recommends that a new policy to provide

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general guidance for public realm improvements for road rights-of-way setbacks within the Plan area could be added to the Plan.

Stakeholder Engagement, Research and Communication

The above items were informed by the extensive engagement undertaken during the development of the Plan as well as more recent letters and feedback provided at and following the 2020 March 4 SPC on PUD meeting (See Engagement Summary Report in Attachment 1 and Attachment 4 of this report). However, as both the Plan and the Guidebook had already been recommended for public hearing by committee, specific engagement on the above items would not have been possible to undertake until such time as either the public hearing occurred and direction given to Administration or the above mentioned referral. It is anticipated that the revisions and actions required to address the above items can be undertaken with a focused *Listen and Learn* engagement approach. This approach would include targeted outreach to key area stakeholders with the intent to listen and learn about their plans, views, issues, concerns, expectations, and ideas to help inform the proposed revisions. The approach would build upon existing stakeholder knowledge of the Plan and not begin a new engagement program. If a more intensive engagement strategy is required as a result to major changes to the Urban Form Categories of the Guidebook, the engagement would be done in partnership with the Guidebook team.

Strategic Alignment

The Guidebook and the Plan contribute to advancing the Next Generation Planning System and align with other initiatives being delivered as part of this program including advancing the goals and objectives of the Municipal Development Plan and Calgary Transportation Plan. Initiatives within the program are part of a systematic change to The City's approach to planning, focused on implementing the Municipal Development Plan and advancing the Citizen Priority of A City of Safe & Inspiring Neighbourhoods. The initiatives within this program deliver on five of the Council Priorities for the City Planning & Policy Service Line for 2020: A. Implementing the Municipal Development Plan/Calgary Transportation Plan; B. City-Wide Growth Strategy; C. Modernized Community Planning; D. Connecting Planning and Investment; and, E. A Renewed Land Use Bylaw.

Social, Environmental, Economic (External)

Calgary is at a critical moment in time where economic recovery and attracting new businesses relies on being able to provide for diversified communities, varied housing choices, investment opportunities and growth. Calgary's demographics and household income are changing, along with the environment around us. Furthermore, business needs and trends require The City to be nimble and progressive, resulting in an opportunity to think about how to shape a city that responds to all Calgarians regardless of age, income, or gender.

The proposed revisions to the Plan reinforce the overarching objective of providing opportunities for people to continue to choose to live, work and recreate in the North Hill Communities. The Plan, along with the Guidebook, will provide for greater development certainty, economic investment, and housing options in these nine communities and Greenview Industrial area. Together these will not only support and aid in attracting new businesses along the area's four

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Main Streets but they will also help realize investment and development to support the Green Line LRT.

Calgary's recovery requires that we continue to evolve with our development sector, reduce the time required for applications and fewer site-specific applications for land use redesignations. The North Hill Communities Local Area Plan is the first of its kind in Calgary, which represents modern, streamlined policy that will provide a more inclusive and equitable city. One that retains and attracts residents and businesses.

Financial Capacity

Current and Future Operating Budget:

There are no impacts to the current and future operating budget as a result of this report.

Current and Future Capital Budget:

There are no current or future capital budget implications associated with this report. However, to deliver on the next generation of planning, individual planning initiatives may present capital recommendations necessary to support budget investments.

Risk Assessment

There is risk that undertaking the proposed revisions will result in delays not only to approval of the Plan but also other related local area planning projects currently underway or slated to begin. Specifically, as a pilot project for the new multi-community planning approach, the additional time required to complete revisions to the Plan and the Guidebook will cause delays to the Greater Westbrook and Heritage Communities Local Growth Planning Projects, as well as the Inglewood-Ramsay: Historic East Calgary Area Redevelopment Plan. This risk may be mitigated by limiting revisions to the Plan to those items and actions identified in this report. Additional items or desired revisions to the Plan will require additional time to complete.

There is significant risk that substantial changes to the Guidebook's urban form classification system could create the need for more extensive stakeholder engagement particularly on the future growth concept as represented by the Plan's maps and associated policies. More extensive stakeholder engagement would require more time than contemplated in this report, further delaying approval of the Plan. This risk may be mitigated by limiting scope creep for any revisions to the Guidebook's urban form classification system and ensuring that revisions to the Plan and the Guidebook are coordinated as outlined in Attachment 3.

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REASON(S) FOR RECOMMENDATION(S):

The proposed revisions to the North Hill Communities Local Area Plan helps to position Calgary for economic recovery and stability of growth within these neighbourhoods. It addresses and responds to Council's strong desire for a modernized approach to the planning of our communities and towards enabling desired growth and development. The proposed revisions to the North Hill Communities Local Area Plan identified in this report will result in a plan that positions the North Hill Communities for stability and to realize great development and investment for years to come. Together with the Guidebook, the Plan represents a major step toward modernizing the City's approach to community planning and enabling growth and development in nine inner-city and established communities and the Greenview Industrial area. In addition, the Plan leverages the City's largest ever investment in public infrastructure, the Green Line LRT, by creating greater opportunities for people to choose to live and operate businesses in close proximity of this new LRT line. Finally, the proposed revisions respond to outstanding items raised by stakeholders demonstrating the City's commitment to listening to and acting on citizens' comments and concerns for the future of their communities.

ATTACHMENT(S)

1. Attachment 1 - PUD2020-0164 New Policy: North Hill Communities Local Area Plan March 2020 Report
2. Attachment 2 - Summary of Feedback Received and Future Considerations
3. Attachment 3 - Proposed Timeline Based on Scope of Work and Outreach Plan
4. Attachment 4 – Stakeholder Letters

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New Policy: North Hill Communities Local Area Plan (Wards 4, 7 & 9)

EXECUTIVE SUMMARY

The purpose of this report is to recommend approval of the *North Hill Communities Local Area Plan* (Plan). The Plan is a long-range, statutory policy plan that sets out the future vision, development policies, and objectives for enabling and supporting growth and change in the communities of Capitol Hill, Crescent Heights, Highland Park, Mount Pleasant, Renfrew, Rosedale, Thorncliffe-Greenview (south of McKnight Boulevard N), Tuxedo Park, Winston Heights-Mountview, and the Greenview Industrial area (collectively known as the North Hill Communities).

The Plan is part of a group of interconnected planning initiatives, known as The Next Generation Planning System, which will improve the way we plan Calgary's future and help us implement and realize the *Municipal Development Plan* (MDP) and its policies (see Attachment 1). The Plan is a pilot-project and the first multi-community plan undertaken as part of The Next Generation Planning System. The policies found in the Plan build upon the goals, principles, and planning framework set out in the *Guidebook for Great Communities* (Guidebook). The content and policies of the Plan have been prepared in conjunction with the Guidebook and the two documents are intended to be read and interpreted together. If approved, the Plan along with the Guidebook will provide comprehensive planning guidance for the plan area.

The Plan and the Guidebook represent an exciting first step toward modernizing The City's approach for local area planning. Key outcomes that would be achieved through approval of this Plan include:

- simplifying and removing duplicate and outdated planning policies, reducing the total number of plans from seven statutory and non-statutory plans to one statutory plan;
- providing comprehensive planning vision and policies for nine communities and the Greenview Industrial area;
- recognizing, planning for, and leveraging the connections and shared assets between communities; and
- enabling more compact, sustainable and complete communities by supporting enhanced mobility and housing choices.

In addition, the Plan recognizes heritage asset concentrations within the North Hill Communities and includes policies that lay the foundation for applying future heritage planning tools for encouraging heritage conservation and more contextually compatible infill development. Administration is currently reviewing heritage policy and financial tools, with the objective of creating a systematic, city-wide strategy for the conservation of these heritage asset concentrations. The Plan's policies are intended to accommodate this future heritage planning work as well as the implementation of any resulting policy tools.

As a new statutory policy plan, The Plan must be circulated to the Calgary Metropolitan Region Board (The Board) for approval following first reading from Council. The Board's Interim Regional Evaluation Framework provides member municipalities with criteria to determine when new municipal statutory plans and amendments to existing statutory plans are to be submitted to the Board for approval.

Approval(s): **S. Dalgleish** concurs with this report. Author: **T. Gonzalez**

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ISC: UNRESTRICTED
PUD2020-0164

New Policy: North Hill Communities Local Area Plan (Wards 4, 7 & 9)

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Planning and Urban Development recommend that Council:

1. Hold a Public Hearing at the 2020 April 27 Combined Meeting of Council:
 - a. Give FIRST READING to the proposed bylaw, the proposed North Hill Communities Local Area Plan (Attachment 2); and
 - b. WITHHOLD second and third readings of the proposed bylaw until North Hill Communities Local Area Plan has been approved by the Calgary Metropolitan Region Board.
2. Following third reading of the proposed bylaw, the proposed North Hill Communities Local Area Plan:
 - a. RESCIND, by resolution, the Centre Street North Special Study, the Highland Village Green Design Guidelines, and the North Bow Special Study; and
 - b. REPEAL, by bylaw, the North Hill Area Redevelopment Plan, Crescent Heights Area Redevelopment Plan, Winston Heights-Mountview Area Redevelopment Plan, and 16 Avenue North Urban Corridor Area Redevelopment Plan.

PREVIOUS COUNCIL DIRECTION / POLICY

The *North Hill Communities Local Area Plan* was included in both the 2019 and 2020 policy workplans that were presented to Council. City Planning and Policy Priorities 2019 (PUD2019-0145) was received for information by Council on 2019 February 06 and the City Planning and Policy 2020 Workplan (PUD2020-0016) was received by Council on 2020 January 15. These reports set out the framework for the 2019 and 2020 policy workplans which were included as attachments to both the PUD2019-0145 and PUD2020-0016 reports.

On 2018 May 07, at the Regular Meeting of Council, Council directed Administration to undertake local area planning for the North Central Green Line Communities (the North Hill Communities) and report back through the SPC on Planning and Urban Development no later than Q4 2019 (PUD2018-0347). PUD2018-0347 consolidated previous Council direction to undertake local area planning for Highland Park (CPC2017-0521), Mount Pleasant, Tuxedo Park, and Crescent Heights (NM2017-29) and the Main Streets Implementation Plan (PUD2017-0241).

BACKGROUND

There are several existing statutory and non-statutory plans currently in place throughout the plan area. The existing statutory plans include: 16 Avenue Urban Corridor Area Redevelopment Plan (2017), Crescent Heights Area Redevelopment Plan (1997), North Hill Area

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Redevelopment Plan (2000), and Winston Heights-Mountview Area Redevelopment Plan (2006). Existing non-statutory include: Centre Street North Special Study (1989), Highland Village Green Design Guidelines (2017), and North Bow Special Study (1979).

These plans were approved in different eras, have minimal references important investments in public transit such as the Max Orange BRT and Green Line Phase 1, and pre-date the Guidebook. Approval of this Plan and the recommendations of this report would rescind these existing plans and replace them with the comprehensive vision and policies contained in the Plan.

Next Generation Planning System

The Plan is part of a group of interconnected planning initiatives, which lay the foundation for the next generation of planning in Calgary. Working with, and building on existing policies, the Next Generation Planning System realizes thriving communities that are loved by everyone, by enabling development and investment through clear, accessible plans, strategies and tools that strategically guide and support growth. This program of initiatives provides a coordinated and clear planning system for the whole city, removes outdated and redundant policy and creates a more robust toolbox to enable development and investment in Calgary (see Attachment 1 for more information).

These Next Generation Planning System initiatives bring together multi-disciplinary professionals, to collaboratively align and close gaps between overarching strategic policy and local planning and development activity, to enable growth and investment in Calgary's communities. The *North Hill Communities Local Area Plan* is the first multi-community plan undertaken as part of the Next Generation Planning System. This policy plan provides local area planning guidance, implements the *Guidebook for Great Communities* within the North Hill Communities and provides the foundation for tools and investment strategies that may be brought forward as part of the Established Area Growth and Change Strategy as well as the Heritage Conservation Tools and Incentives. The Plan aims to:

- simplify and remove duplicate and outdated planning policies, reducing the total number of plans from 7 statutory and non-statutory plans to one statutory plan;
- provide comprehensive planning vision and policies for nine communities and the Greenview Industrial area;
- recognize, plan for, and leverage the connections between communities; and
- enable more compact, sustainable and complete communities by supporting enhanced mobility and housing choices.

Guidebook for Great Communities

On 2019 November 06, the SPC on Planning and Urban Development heard from a panel of stakeholder representatives and members of Administration regarding issues and challenges identified with the proposed Guidebook. Council directed the Guidebook to return to the SPC on Planning and Urban Development with the North Hill Communities Local Area Plan to provide stakeholders with more time to understand the Guidebook and provide Administration with more opportunity to create awareness of the document. In addition, Administration was able to test the Guidebook through the development of the Plan which has resulted in refinements to both documents so that they better align and set the foundation for future and ongoing multi-

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community planning work. In response to Council direction, the Guidebook has been brought forward with this Plan under a separate report (PUD2020-0207).

Site Context

The Plan comprises nine established and inner-city communities including Capitol Hill, Crescent Heights, Highland Park, Mount Pleasant, Renfrew, Rosedale, Thorncliffe-Greenview (south of McKnight Boulevard N), Tuxedo Park, Winston Heights-Mountview, as well as the Greenview Industrial area. Located just north of the Bow River and the Downtown, these communities are collectively known as the North Hill Communities. While each community has their own individual boundaries and community associations, they share common amenities, schools, urban and neighbourhood Main Streets, public infrastructure, transit, natural areas and regional and neighbourhood parks.

The North Hill Communities are bordered by Deerfoot Trail and Nose Creek to the east, the community of Banff Trail to the west, Confederation Park and McKnight Boulevard N to the north, and McHugh Bluff, the Bow River, and the community of Bridgeland-Riverside to the south.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Plan refines and implements the strategic goals and objectives of overarching policy plans including the Municipal Development Plan (MDP) and the Guidebook. In addition, development of this Plan considered stakeholder input gathered through an extensive engagement and communications plan, previous work done through the Green Line Charrettes, and review and audit of existing statutory and non-statutory plans in the area.

Planning Considerations

Policy Overview

The Plan provides the long-term vision, development policies, and objectives for supporting growth and change in nine communities and the Greenview Industrial area. The Plan's vision recognizes, celebrates, and builds upon the shared elements that connect these communities.

Building upon the goals and principles of the Guidebook, the Plan's vision and future growth concept implement the urban form classification system and common development policies set out in the Guidebook. In addition, The Plan's future growth concept aligns with direction from the MDP by identifying policy areas and locally specific development policies for the area's Main Streets, transit station areas, and activity centres. The Plan also supports continued incremental evolution and change within primarily residential areas including the potential for increased development intensities along important corridors outside of the Main Streets such as 20 Avenue N, 12 Avenue N, and 8 Avenue N.

Policy Areas

Main Streets

Four Main Streets are located within the Plan Area: 16 Avenue N, Centre Street N and Edmonton Trail NE, which are classified as Urban Main Streets; and 4 Street NW, which is classified as Neighbourhood Main Street. The Plan provides policies that are intended to encourage the creation of high-quality public realm and buildings on these Main Streets that enhance the pedestrian experience, support commercial businesses, and accommodate

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medium to high levels of pedestrian activity. Specifically, The Plan applies urban form categories and policy modifiers such as active frontage and commercial flex to support these Main Streets and facilitate their continued development as shared commercial and mixed-use areas within the communities. The Plan also provides a flexible framework for building scale along the Main Streets that range from up to six storeys along most of the streets to up to 12 storeys and 26 storeys at key locations such as around future Green Line LRT stations and along 16 Avenue N.

Transit Station Areas

The Plan identifies three future station areas located along Centre Street N and the future planned Green Line LRT. These station areas are located at 16 Avenue N, 28 Avenue N, and 40 Avenue N. Transit station area policies build upon the Main Street policies outlined above. The Plan envisions these station areas as gateways to the communities, and accommodating high levels of pedestrian activity, interconnected mobility networks, and the highest building scale within the plan area. In addition to policies for creating a high-quality public realm in these areas, active frontage and commercial flex policy modifiers are applied to blocks surrounding the future stations. Together these policies will ensure that new development in these areas provide for active uses at the street-level, or the ability to provide these in the future, as well as high-quality buildings and site design around future stations. The Plan accommodates the highest building scale and development intensity around the future Green Line LRT Stage 1 terminus at 16 Avenue N and Centre Street N.

Activity Centres

There are two types of activity centres in the Plan area. These include the Southern Alberta Institute of Technology (SAIT), which is identified as a Community Activity Centre and three Neighbourhood Activity Centres located on 20 Avenue NW at 10 Street NW, 14 Street NW, and 18 Street NW.

The Plan reinforces MDP policies for Community Activity Centres by providing site specific policy guidance for development at SAIT along 16 Avenue NW including locating landmark building forms, architectural features and public spaces at key intersections.

Neighbourhood Activity Centre policies recognize opportunities for local job and population growth in these areas and seek to create safe, welcoming pedestrian environments through the provision of wider sidewalks and street trees, closing existing drive-ways on streets, and providing curb extensions where appropriate.

Comprehensive Planning Sites

The Plan includes several comprehensive planning sites. These tend to be large sites, 1.0 hectare in size or greater, that warrant more detailed planning analysis prior to redevelopment occurring. In addition to the policies for comprehensive planning sites provided in the Guidebook, The Plan includes site specific policy that considers elements such as mobility connections, development constraints, guidance for applying policy modifiers, and opportunities for reducing greenhouse gas reduction through renewable and low carbon energy feasibility studies. Comprehensive Planning Sites in the Plan area include sites such as Midfield Park, the former Highland Park Golf Course, and the Safeway site on Centre Street N.

Approval(s): S. Dalglish concurs with this report. Author: T. Gonzalez

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Greenview Industrial

The Plan recognizes Greenview Industrial as an important employment area for both the North Hill Communities and the wider city. Policies support the continued diversity of primarily industrial uses within Greenview Industrial while providing opportunities for more job intensive industrial uses to locate closer to Centre Street N and the future Green Line LRT station at 40 Avenue N. In addition, the Plan includes policies to encourage greater integration of light industrial uses and residential uses along the interface with the Highland Park and Winston Heights-Mountview communities.

Heritage Areas

There are areas with the North Hill Communities that have concentrations of heritage assets that warrant additional study and planning. The Plan recognizes these heritage asset concentrations and includes policies that establish a foundation to support future heritage planning tools that may be applied in these areas to encourage heritage conservation and more contextually compatible infill development.

Administration is currently reviewing policy and financial tools for heritage, with the objective of creating a systematic, city-wide strategy for the conservation of these heritage asset concentrations. A report on these policy and financial tools is anticipated to be brought forward to the SPC on Planning and Urban Development in 2020 April. The Plan's policies are intended to accommodate this future heritage planning work as well as the implementation of any resulting policy tools.

Supporting Growth

In addition to development related policies, The Plan identifies high-level goals that align with key direction provided in the MDP and locally-specific objectives for supporting the future growth vision. These goals and objectives are durable, long-term, and are connected to the time horizon of the Plan. The Plan also includes a non-statutory list of implementation options in Appendix A (Attachment 2) related to the objectives that stakeholders identified through engagement process and development of the Plan. These implementation options represent examples of actions that could be taken by The City, developers, Business Improvement Associations, Community Associations, and residents to further the vision, goals, and objectives.

To support the North Hill Communities through growth and change, the implementation actions are intended to help inform future City business plans and budget decisions as well as the ongoing work for the Established Areas Growth and Change Strategy. As actual growth is monitored, these actions can be regularly reviewed and updated to help off-set growth related pressures the community may experience.

Transportation Networks

The North Hill Communities are highly integrated and benefit from a variety of multi-modal connections both within the plan area and to communities and destinations beyond. The street network is primarily a grid or modified grid which promotes walkability as well as adaptable, interconnected blocks. Pathways and bikeways run through and around the plan area connecting to the surrounding regional pathway network in Confederation Park, McHugh Bluff, Memorial Drive, and Nose Creek.

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In addition, the area is well served by the primary transit network including the MAX Orange Bus Rapid Transit on 16 Avenue N as well as high-frequency transit along Centre Street N. The planned Green Line LRT on Centre Street N will provide improved transit connections through the area and to other quadrants of the city.

Utilities and Servicing

Administration conducted a water and sanitary servicing analysis that examined the potential impact of The Plan's projected growth and proposed urban form and building scale on servicing. The level of analysis done provided a preliminary understanding of the servicing needs for growth in the area; however, the timing, order, scale and final form of development, as determined through the application process, confirms the final extent and scale of upgrades.

Overall, fire flow needs increase as density increases requiring larger water pipes and/or new connections. The water servicing analysis identified multiple potential upgrade options to be confirmed as development proceeds. For sanitary, the analysis confirmed two sanitary trunk upgrades currently identified in Water Resource's long-range capital plan. It is important to note that since the sanitary model only includes pipes larger than 375mm, upgrades to smaller pipes will be identified through sanitary servicing studies conducted through the application process.

In addition to the water and sanitary analysis, Water Resources commissioned the Confederation Park Regional Drainage Study (completed 2019 March) to examine stormwater movement in the northern portion of the plan area. This study will inform decision making related to investment and stormwater management.

Calgary Planning Commission Review

Administration held two closed sessions of Calgary Planning Commission (CPC) on 2020 January 06 and 2020 February 20. At the first session, CPC members were provided with a draft copy of The Plan and a supporting cover letter that identified key questions (including topics such as urban form categories, built form categories, general policies, and overall policy clarity) for discussion and input. While CPC did not identify any major concerns with the draft policy, key themes/comments they identified included improving clarity and the relationship between the Guidebook and the Plan, and making minor adjustments to urban form categories, building scale, and associated policies. Administration confirmed CPC members' comments at the second closed session and reported back on changes made to the Plan. In addition, Administration also tested interpretation of the Plan and Guidebook with CPC by providing two development scenarios in the plan area and having them provide summaries of policy guidance and development expectations. Feedback received from CPC informed revisions to both the Plan and the Guidebook.

In response to CPC's input, Administration made several revisions to the Plan including adding a quick reference guide to the front of the document as well as revising the Plan's maps and policies. A summary of the comments and suggestions from CPC members along with Administration's follow-up to each item is included in Attachment 3 of this report. Following the revisions and Administration's follow-up, CPC was supportive of the Plan.

Stakeholder Engagement, Research and Communication

The project employed a variety of engagement and communications tactics including the creation of a project specific stakeholder working group, online engagement, pop-up events,

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workshops, community tradeshow, meetings, open houses, online information session, postcards, signage, social media, paid advertisements and media interviews.

At project launch, Administration employed a recruitment process where 32 members of the broader community, community associations and development industry were selected to join the project's multi-community stakeholder working group. This innovative approach brought together community members from different backgrounds to participate in dialogue of the broader planning interests of the entire plan area. The working group participated in eight sessions where they brought their unique perspectives and viewpoints to the table and provided detailed input to help create the Plan. This included reviewing and validating public feedback on community opportunities and challenges, drafting guiding principles for the project, developing ideas for urban form, policy modifiers and building scale concepts, and reviewing and providing input on plan policies and implementation options to support growth and change in the communities.

During the project engagement Administration looked to better serve citizens, communities, and customers through a cohesive, collaborative and integrated approach that worked together as "One" for "Calgary". Administration ensured coordination and collaboration with other City departments and active projects in the area to ensure a One City - One Voice approach. Notably, this included collaboration with the City-wide Policy & Planning team and testing the use of the Guidebook to create the local area plan in addition to partnering with the Established Areas Growth and Change Strategy on the engagement for chapter three of the Plan.

Through the entire project, 53 in-person events and meetings were held as well as one online presentation for the broad public and targeted stakeholders. In total over 800,000 people were made aware of the project through the communications program and the project connected with over 14,800 participants online or in-person and received over 6,800 ideas and contributions across the three phases of engagement.

See Attachment 4 for a more detailed Final Engagement & Communications Summary on the project.

Strategic Alignment

South Saskatchewan Regional Plan (Statutory – 2014)

The Plan and recommendations in this report have considered, and are aligned with, the policy direction of the *South Saskatchewan Regional Plan* which directs population growth in the region to Cities and Towns and promotes the efficient use of land.

Municipal Development Plan (Statutory – 2009)

The MDP provides high-level supporting policy to recognize the developed inner city's role within the overall urban structure of the city. This plan was prepared in alignment with the MDP and enables redevelopment of existing lands and buildings at a community scale and providing specific policy direction relative to the local context. The Plan supports the high-level goals of the MDP by providing areas for strategic intensification in the developed area and focusing growth and change in locations along Main Streets, around activity centres, and near existing and future transit. The Plan's future growth concept is aligned with and supports the minimum intensity thresholds for Main Streets and activity centres.

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Next Generation Planning System

The Plan will contribute to advancing the Next Generation Planning System in Calgary, and aligns with other initiatives being delivered as part of this program including the Guidebook, Established Areas Growth and Change Strategy, and Heritage Conservation Tools and Incentives. Initiatives within the program are part of a systematic change to The City's approach to planning, focused on implementing the MDP and advancing the Citizen Priority of A City of Safe & Inspiring Neighbourhoods. The initiatives within this program deliver on five of the six Council Priorities for the City Planning & Policy Service Line for 2020: A. Implementing the Municipal Development Plan/Calgary Transportation Plan; B. City-Wide Growth Strategy; C. Modernized Community Planning; D. Connecting Planning and Investment; and E. A Renewed Land Use Bylaw. Specifically, the Plan is delivering on C. Modernized Community Planning. *(Council Priority E: Downtown Strategy – Positioning Downtown for the New Economy is not applicable to this Plan).*

Social, Environmental, Economic (External)

Social

The Plan aims to create diverse and inclusive communities by providing opportunities for all people to choose to live, work and recreate in the North Hill Communities. As a multi-community plan, this document seeks to support and enhance communities, providing for more complete communities that are unified around shared services, amenities, and infrastructure.

Environmental

The Plan enables growth within nine inner-city and established communities and supports enhanced mobility and housing choices for people, better connecting them to the things they want and need to do by pedestrian, cycling and transit routes. The also Plan endeavours to reduce impacts on air quality and climate change by encouraging compact development in the established area and supporting renewable energy and energy reduction strategies. Finally, the Plan promotes the health of our natural areas and contains policies to support the health of the Nose Creek sub-watershed as well as policies encouraging the protection and maintenance of the urban tree canopy.

Economic

The Plan seeks to enable a more compact urban form that will aid in more efficient use of existing infrastructure. In addition, the Plan envisions that the North Hill Communities will be physically attractive areas where people will want to not only live, work, and recreate but also invest. Increasing the number of people who can choose to live in the North Hill Communities will also support businesses along the area's Main Streets and commercial areas.

Financial Capacity

Current and Future Operating Budget:

There are no known impacts to the current and future operating budgets at this time.

Current and Future Capital Budget:

There are no current or future capital budget implications associated with this report. However, to deliver on the next generation of planning, individual planning initiatives may present capital

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recommendations necessary to support budget investments to support the City-wide Growth Strategy and/or Main Streets Investment Program. It is anticipated that capital recommendations to allow for policy implementation will be prepared for the One Calgary Mid-Cycle budget adjustment in 2020 and future budget cycles.

Risk Assessment

The Plan is the first of several multi-community plans currently being undertaken by Administration and is an important step towards modernizing how the City conducts local area planning. The Plan has been developed in conjunction with the Guidebook, implementing the goals, principles, framework and policies of that planning document. Given that the Plan represents a new approach to local area planning, if approved, there may be a transition period for stakeholders to learn how to use the Plan and the Guidebook together to understand growth and change policies in their communities.

There may be a perceived risk from some stakeholders that approval of the Plan will result in community-wide land use redesignations, specifically within the low-density residential districts. City-initiated land use redesignations, however, are not within the scope of this project, nor within the recommendations of this report. To clarify any potential impacts to communities following approval of the Plan and/or the Guidebook, Administration has developed an FAQ that is publicly available on the project website: www.Calgary.ca/NorthHill.

There are several risks if the Plan is not approved including direct impacts to other Next Generation Planning System projects and deliverables. This includes implementation of the Guidebook in other areas of the city as well as the Established Areas Growth and Change Strategy, and Heritage Conservation Tools and Incentives.

The Plan, along with the Guidebook, are foundational for other ongoing multi-community planning projects including Inglewood/Ramsay (Area 7), the Greater Westbrook Communities (Area 10), and the Heritage Communities (Area 31). If the Plan is not approved, or is delayed, it will delay the delivery of these other local area plans.

In addition, the Plan was developed to align with the Established Areas Growth and Change Strategy as well as Heritage Conservation Tools and Financial Incentives. Specifically, Chapter 3 of the Plan is intended to help inform the ongoing Established Areas Growth and Change Strategy work and the Plan also includes policies to support the Heritage Conservation Tools and Financial Incentives work. If the Plan is not approved, there may be impact to these two projects including to timelines as well as application of policy tools particularly in the case of heritage.

Finally, this Plan along with the Guidebook are two key pieces of work that advance the Next Generation Planning System. If either is not approved, there could be impacts to the overall program including delays as well as reputational risk and loss of stakeholder trust in the Next Generation Planning System.

Approval(s): S. Dalgleish concurs with this report. Author: T. Gonzalez

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REASONS FOR RECOMMENDATIONS:

Administration is recommending approval of the proposed *North Hill Communities Local Area Plan* as it aligns with the strategic planning direction provided through the *Municipal Development Plan* and is an important first step, along with the *Guidebook for Great Communities*, to advancing the *Next Generation Planning System* and modernizing the City's approach to local area planning. In addition, approval of the Plan and the recommendations of this report will: simplify and remove duplicate and outdated planning policies in this area, reducing the total number of plans from seven to one; provide a comprehensive planning vision and policies for nine inner-city and established communities and the Greenview Industrial area, and; recognize, plan for, and leverage the connections and shared assets between these communities. Finally, approval of the Plan will set the foundation for related Next Generation Planning System projects to build upon including the Established Areas Growth and Change Strategy and Heritage Conservation Tools and Incentives, and other multi-community local area plans.

ATTACHMENTS

1. Next Generation Planning System Overview
2. North Hill Communities Local Area Plan
3. Calgary Planning Commission Comments and Administration Follow-up
4. Engagement Summary Report
5. Stakeholder Letters

Approval(s): S. Dalgleish concurs with this report. Author: T. Gonzalez

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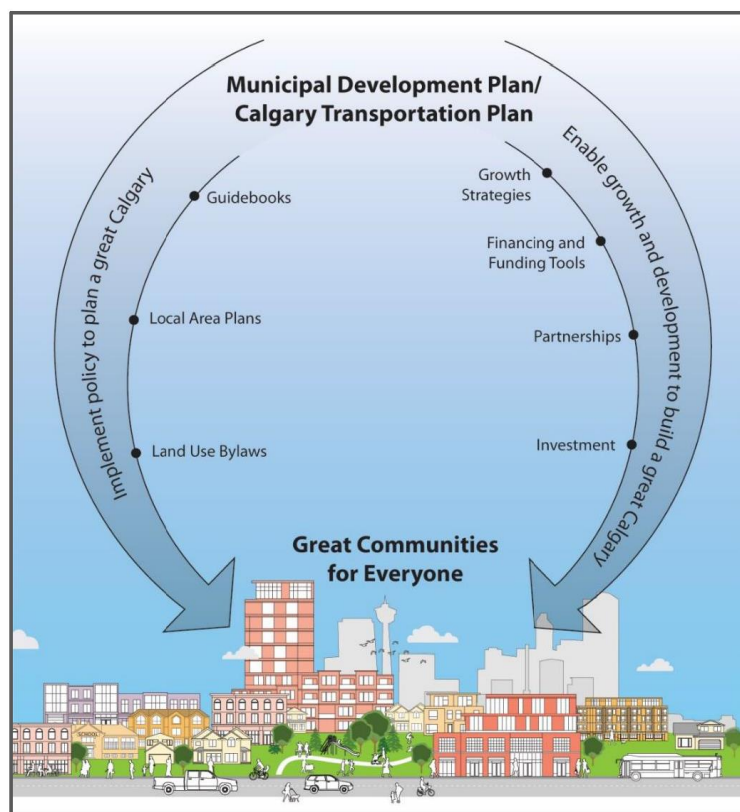
PUD2020-0164
Attachment 1

The Next Generation Planning System Overview

Initiated in 2019, the Next Generation Planning System will improve the way we plan Calgary's future. This systematic approach will help us implement and realize the Municipal Development Plan, which provides the foundation and framework for how we plan our city for citizens who live here now and citizens who will call Calgary home in the future.

Currently made up of nine initiatives, the next generation of planning provides a coordinated and clear planning system for the whole city. It removes outdated and redundant policy, and creates a more robust toolbox to enable development and investment in Calgary

The system combines policies that will allow us to plan a great Calgary with effective programs, strategies and tools, which enable growth and development to continue building a great city. The nine initiatives leverage and inform each other, from a citywide vision to development and construction.



Planning and enable building a great Calgary

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Attachment 1

Next Generation Planning System

Working with, and building on existing policies, the Next Generation Planning System realizes thriving communities that provide housing, amenity, work and travel choices to everyone. It enables development and investment through clear plans, and strategies and tools that guide and support growth. The Next Generation Planning System consists of the following initiatives, addressing both policy and implementation activities to realize these development and community outcomes.

Municipal Development and Calgary Transportation Plans (MDP and CTP): *update policy*

The MDP and CTP are The City's long-range land use and transportation plans that look upwards of 60 years into the future, when Calgary's population is expected to reach over two million people.

Implement policy to PLAN A GREAT CALGARY.

- **Guidebook for Great Communities:** *new policy*
Ensuring communities in Calgary can offer more housing, shops, work and service choices, while simplifying the planning process with consistent city-wide classifications for the urban form. It will be used to guide and shape Local Area Plans in the new Local Area Plan program.
- **Local Area Plans:** *new program*
Using a multi-community approach to local planning, by grouping communities based on shared connections and physical boundaries. This approach makes stronger connections between communities and to key amenities and infrastructure. It helps to identify common issues and opportunities between communities, while removing duplicate and irrelevant policies and plans.
- **Heritage:** *new policy*
Providing new policy tools and financial incentives to increase conservation of heritage resources.
- **Renewed Land Use Bylaw:** *update policy*
Aligning the Land Use Bylaw with the Guidebook for Great Communities and the Local Area Plans so that the final built form accurately reflects the vision for our communities. The renewed Land Use Bylaw will focus on regulating the aspects that impact a person's experience at the street-level.

Enable growth and development to BUILD A GREAT CALGARY.

- **Established Areas Growth and Change Strategy:** *new strategy and implementation plan*
Coordinating public investment, while supporting existing communities through their growth. It links to current policy efforts and supports developers to help build our city.
- **Offsite Levies Review:** *update to policy*
Preparing a new off-site levy bylaw under current legislation, to enable growth-related capital infrastructure in established and new communities.
- **Main Streets:** *next phase of program and implementation/construction*
A continuum that goes from changes to land use that will support development opportunities to a streetscape master plan that is designed to support these changes and can be constructed in a coordinated fashion.
- **Transit-Oriented Development Implementation Strategy:** *next phase*
Carrying out the implementation actions. It supports higher-density, mixed-use buildings and public realm design that prioritizes walking and cycling and maximizes the use of transit services.

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North Hill Communities Local Area Plan

North Hill Communities
LOCAL AREA PLAN



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NORTH HILL COMMUNITIES LOCAL AREA PLAN

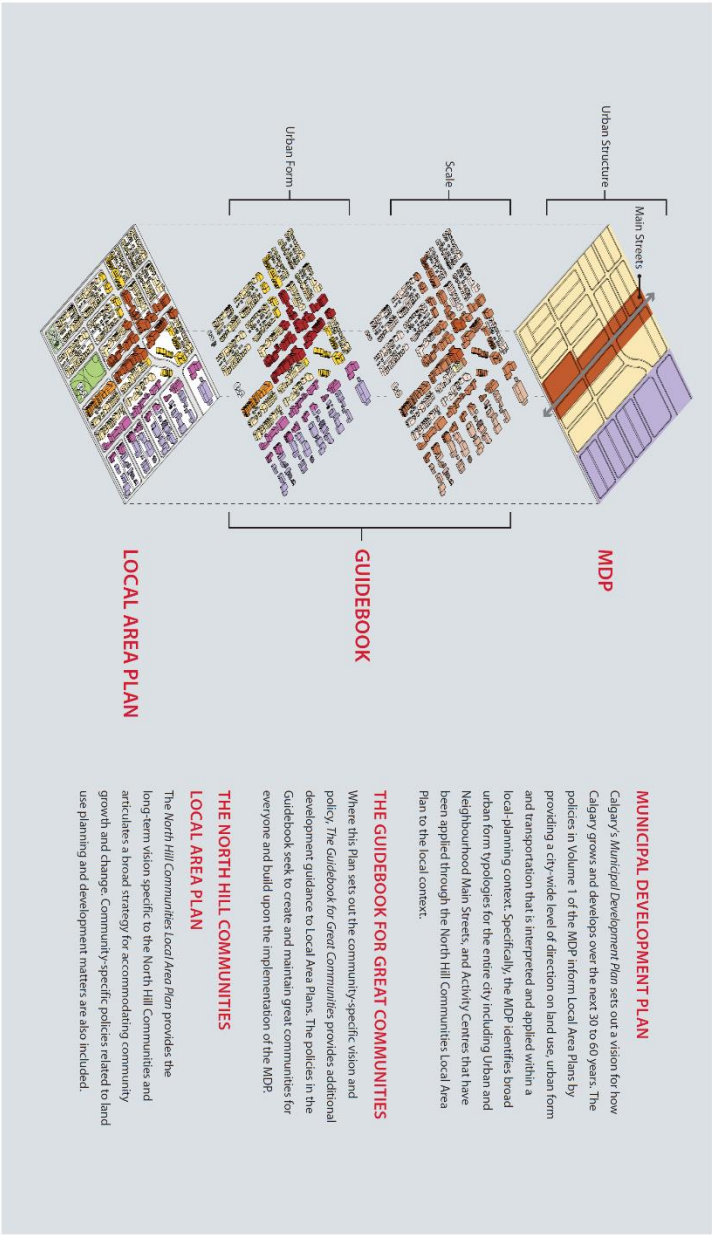
QUICK REFERENCE GUIDE

The following is a quick reference guide to the *North Hill Communities Local Area Plan* (Plan). Here you will find a summary of the Plan and its relationship to *The Guidebook for Great Communities* (Guidebook), and the *Municipal Development Plan* (MDP).

The Plan and the Guidebook must be read together. The Guidebook provides the foundational framework and policies for creating great communities while the Plan offers additional locally-specific guidance.

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HOW TO USE THIS PLAN AND THE GUIDEBOOK:

The following provides a summary of how everyone from the public to a developer can best use this document. Key content of the Plan is summarized below along with references to applicable sections of the Guidebook that apply to the North Hill Communities and must be read along with this Plan.

CHAPTER 1: VISUALIZING GROWTH

Chapter 1 of the Plan contains contextual information, the plan vision and core ideas that support this vision. The vision and community context guide the application of this Plan and will continue to direct planning and development in the North Hill Communities through implementation of the core ideas. Users of this Plan should also review Chapter 1 of the Guidebook which provides the overarching goals and principles for Great Communities. **See Guidebook Chapter 1**

CHAPTER 2: ENABLING GROWTH

To achieve the vision and core ideas of Chapter 1, Chapter 2 of the Plan set out the future growth concept for the North Hill Communities. The Plan utilizes the tools and framework from the Guidebook and specifically applies the urban form categories, scale and policy modifiers as well as related built form, development and general policies to the local context.

Urban Form Categories

Map 3 of the Plan applies the urban form categories of the Guidebook and should be used as a starting point when determining what general function and activity level is envisioned for a specific area. This Plan includes a quick reference guide to each urban form category and readers must review the Guidebook which provides further detail and applicable policies that apply to this Plan. **See Guidebook Chapter 2**

Scale and Policy Modifiers

Scale and policy modifiers are used to complement an urban form category to provide additional policy for specific locations. Information on which modifiers have been applied to a parcel of land can be found on Map 3 and Map 4 of the Plan. The Plan has a quick reference guide to each modifier and readers must review Chapter 2 of the Guidebook which provides additional details and applicable policies that apply to this Plan. **See Guidebook Chapters 2**

Development Policies

The Plan and the Guidebook offer policies which apply to certain locations as well as general policies that apply on a plan-wide or urban form category basis. This Plan provides general policies as well as policies specific to Main Streets, transit station areas, Activity Centres and the Greenview Industrial Area. The Guidebook also contains built form policies, development policies and general policy in Chapter 3. **See Guidebook Chapter 3**

CHAPTER 3: SUPPORTING GROWTH

Chapter 3 of this Plan identifies specific objectives for supporting growth and change within the North Hill Communities. This Chapter addresses the question: when growth occurs, how are investments in a community made? This Chapter builds upon policies and direction provided in Chapters 2 and 4 of the Guidebook, and identifies specific objectives for supporting growth. **See Guidebook Chapters 2 and 4**

Visualizing Growth
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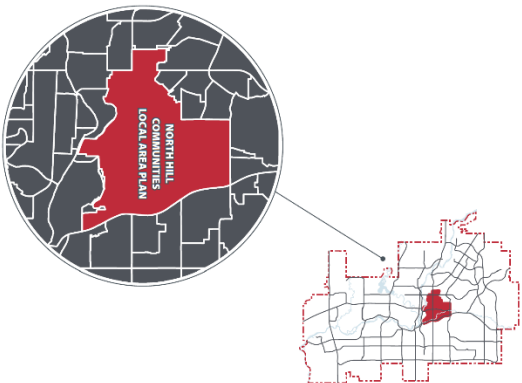
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1 *Winston-Salem, North Carolina*
North Hill Communities Local Growth Plan

FIGURE 1: Plan Context



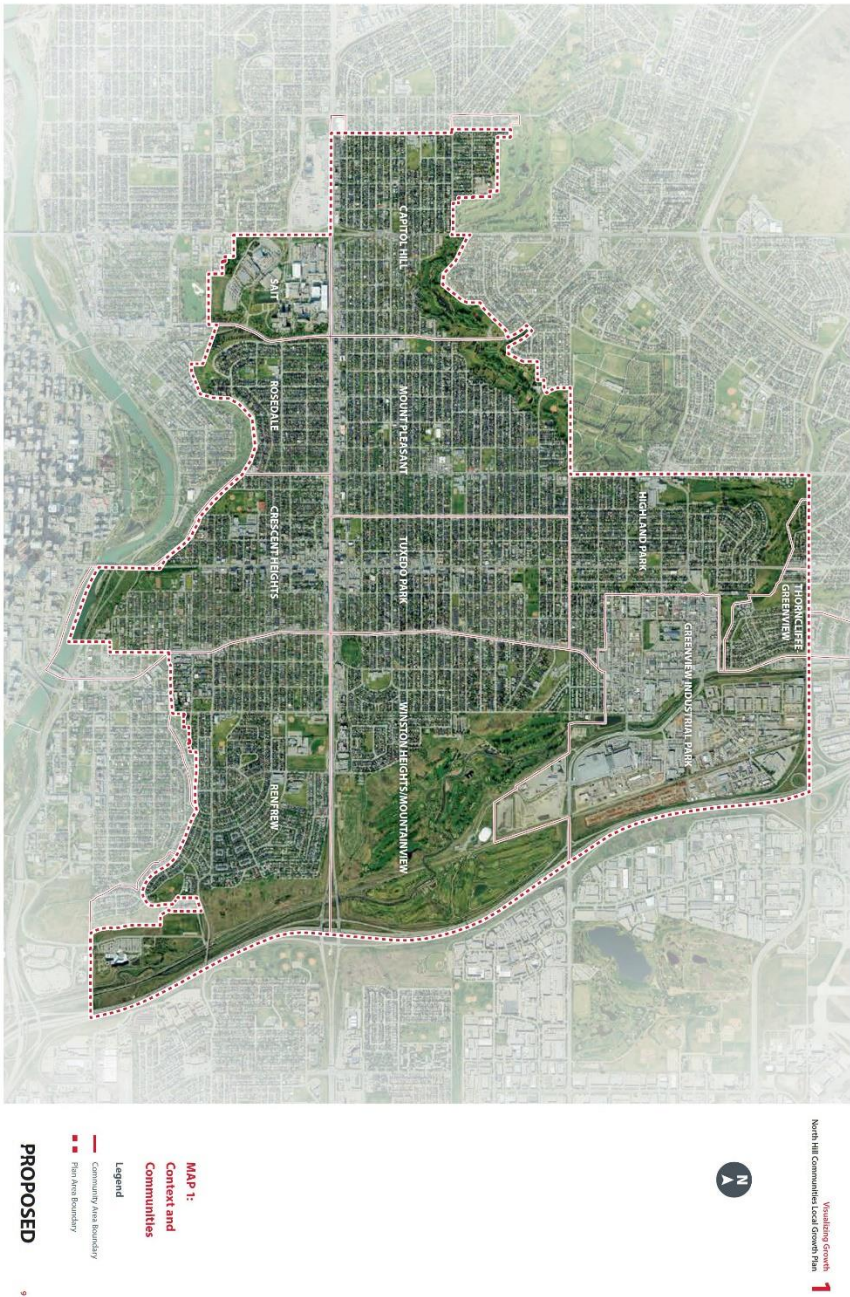
1.1 INTRODUCTION

The *North Hill Communities Local Area Plan* (Plan) is a long-range, statutory plan that sets out the future vision, development policies and objectives for supporting growth and change in the communities of Capitol Hill, Crescent Heights, Highland Park, Mount Pleasant, Renfrew, Rosedale, Thorncliffe-Greenview (south of McKnight Boulevard N), Tuxedo Park, Winston Heights-Mountview and the Greenview Industrial area. Located just north of the Bow River and Downtown, these communities are collectively known as the North Hill Communities (**Figure 1: Plan Context**). The Plan takes a multi-community approach that recognizes and builds upon the shared assets and features that connect these inner-city and established communities including infrastructure, recreational amenities, public parks and open spaces, Main Streets, corridors, transit station areas and Activity Centres.

Realizing the Plan's vision will depend on several factors such as population growth, economic considerations and development trends. The Plan is meant to be updated periodically as development and change occur.

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CORE IDEAS

The following core ideas were developed through the engagement process and were used to shape the policies and guidelines in Chapters 2 and 3 of this Plan.



Facilitate the continued development of Centre Street N, Edmonton Trail N, 16 Avenue N and 4 Street NW into vibrant mixed-use Main Streets that are supported by diverse housing options and an enhanced public realm.



Enable the creation of housing that fosters accessibility and diversity among people, ages, incomes and household types.



Maximize the opportunity for people to choose to live in close proximity to varied mobility options that safely and conveniently reach a diversity of destinations both within and outside the North Hill Communities.



Recognize and enhance the recreation facilities, parks and open spaces, watershed and natural systems in the North Hill Communities and improve the connections between them.



Build on and strengthen existing neighbourhood shops and community amenities outside of the four Main Streets with a focus on those located on 20 Avenue NW.



Support the ongoing vitality of the Greenview Industrial Area and its role as an important employment and innovation area that integrates with the surrounding residential communities as well as provide high-quality mobility connections.



Encourage resilience in the built environment that allows adaptability to a changing society, economy and climate.



Celebrate the history of the North Hill Communities as some of Calgary's earliest neighbourhoods and respect the area's heritage assets.



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1.3 COMMUNITY CONTEXT

HISTORY

For more than 11,000 years, the confluence of the Bow and Elbow Rivers has been important for human populations. The escarpment overlooking these rivers, the North Hill, is located along an ancient north-south corridor known as the Old North Trail, where Indigenous peoples have lived, loved, raised families, travelled and traded. Historically, this area was also an important hunting camp and a great wintering area for Indigenous peoples. For Indigenous people the plains way of life was to follow the buffalo, their main source of life and culture. Buffalo, or bison, in the Treaty 7 languages translates as follows: *ināi* (Blackfoot), *ināga* (Stoney/Nakoda), *xani tīi* (Tsar’ina) and *pa’xawāw* (Métis/Michif).

The first Europeans arrived in the late eighteenth century and in 1884, Calgary was formally incorporated as a town. The population quickly grew as many people travelled west seeking new opportunities. Growth resulted in the annexation of the communities which now comprise the North Hill Communities. Neighbourhood streetcar service in the area started in 1911 and was linked to the citywide system in 1912 with lines eventually travelling as far north as Luxedo Park. In 1928, the city of Calgary opened its first publicly operated airport, the Stanley Jones Airport, in the community of Penfrew. The Rutledge Hangar still stands at 6 Street NE and 13 Avenue NE.

Development throughout Calgary slowed with the onset of the First World War and the subsequent economic downturns through most of the 1920s and during the 1930s Depression. Following the Second World War, returning veterans, European immigration, government incentives and the 1940s oil boom resulted in a surge of new residential development around the city in both established neighbourhoods and new subdivisions. New houses were built on vacant lots, especially single-story buildings with raised foundations, characterized as “1950-60 bungalows.” Historic peak population for many of the North Hill Communities was reached by the late 1960s.

Today, the North Hill Communities comprises nine residential communities and the Greenview Industrial Area (Map 1: Community Context). These communities have their own individual boundaries and community associations but are united by shared amenities, schools, urban and neighbourhood Main Streets, Activity Centres, public infrastructure, transit, natural areas and regional and neighbourhood parks.



First streetcar to cover route to Glenora Heights, 1911 (Glenora Archives, DA 3991-11)



As shown at Rutledge Airport (ca. 1928) (Glenora Archives, DA 3991-32)

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COMMUNITY CHARACTERISTICS AND ATTRIBUTES

This section highlights characteristics and attributes for the North Hill Communities that were considered as part of the development of this Plan. These are described below and key attributes are shown on **Map 2: Community Characteristics and Attributes**. The characteristics and attributes must be considered throughout all subsequent phases of planning and development.

Topography

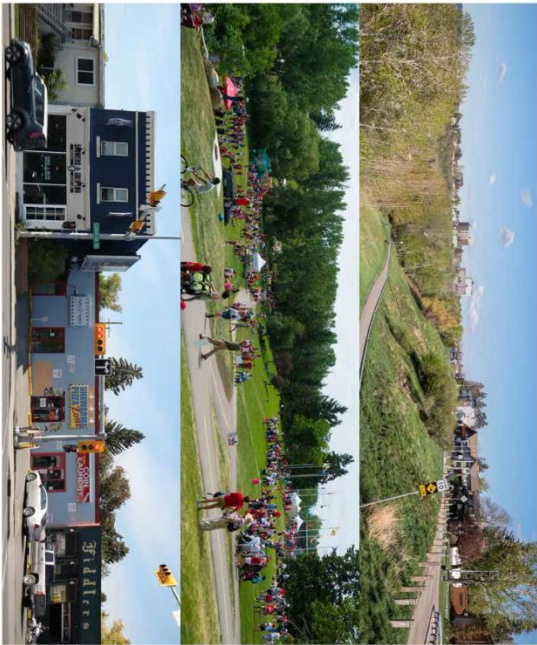
The North Hill Communities are characterized by relatively high elevation north of the Bow River. Steep escarpments form the south and east boundaries of the area, sloping down to the Bow River and Nose Creek respectively. Gentle slopes grade toward Confederation Park, a regional drainage route for stormwater, in the northwest plan area. Water draining to Confederation Creek flows east and north into Nose Creek.

Natural Features and Areas

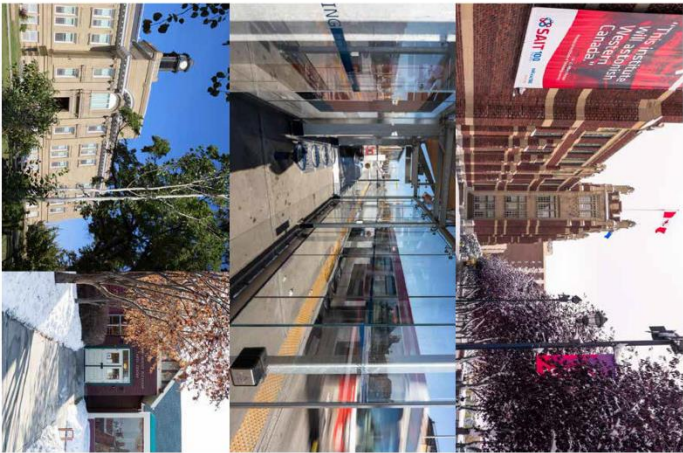
The plan area includes a number of natural areas, parks and open spaces. Natural areas include Nose Creek, located along the eastern edge of the plan area, the Bow River, located along the south, and two significant escarpment areas. These natural areas provide ecological value within the city and allow for context appropriate leisure/recreational opportunities. The North Hill Communities also include a number of major, minor and local parks, most significant of which is Confederation Park, a 160-hectare park which offers a rich mix of activities and amenities in a naturalized setting.

Main Streets

There are four Main Streets in the plan area as identified by the MDP. The MDP includes general policies and development intensity targets for Main Streets that vary depending on whether they are Urban or Neighbourhood Main Streets. Edmonton Trail NE, 16 Avenue N, and Centre Street N are Urban Main Streets while 4 Street NW is identified as a Neighbourhood Main Street.



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1
The Heritage Museum
North Hill Community Land Growth Plan

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Activity Centres

There are two types of Activity Centres located within the plan area, Neighbourhood and Community Activity Centres. The MDP identifies the Southern Alberta Institute of Technology (SAIT) as a Community Activity Centre. The Plan identifies three Neighbourhood Activity Centres located along 20 Avenue NW at 18 Street NW, 14 Street NW and 10 Street NW.

Public Transit Infrastructure

The North Hill Communities provide a number of future and existing transit options including the Max Orange Bus Rapid Transit (BRT) that runs along 16 Avenue N and the future planned Green Line LRT. In addition, there is high-frequency bus service that runs along Centre Street N as well as local bus routes that provide connections through the community.

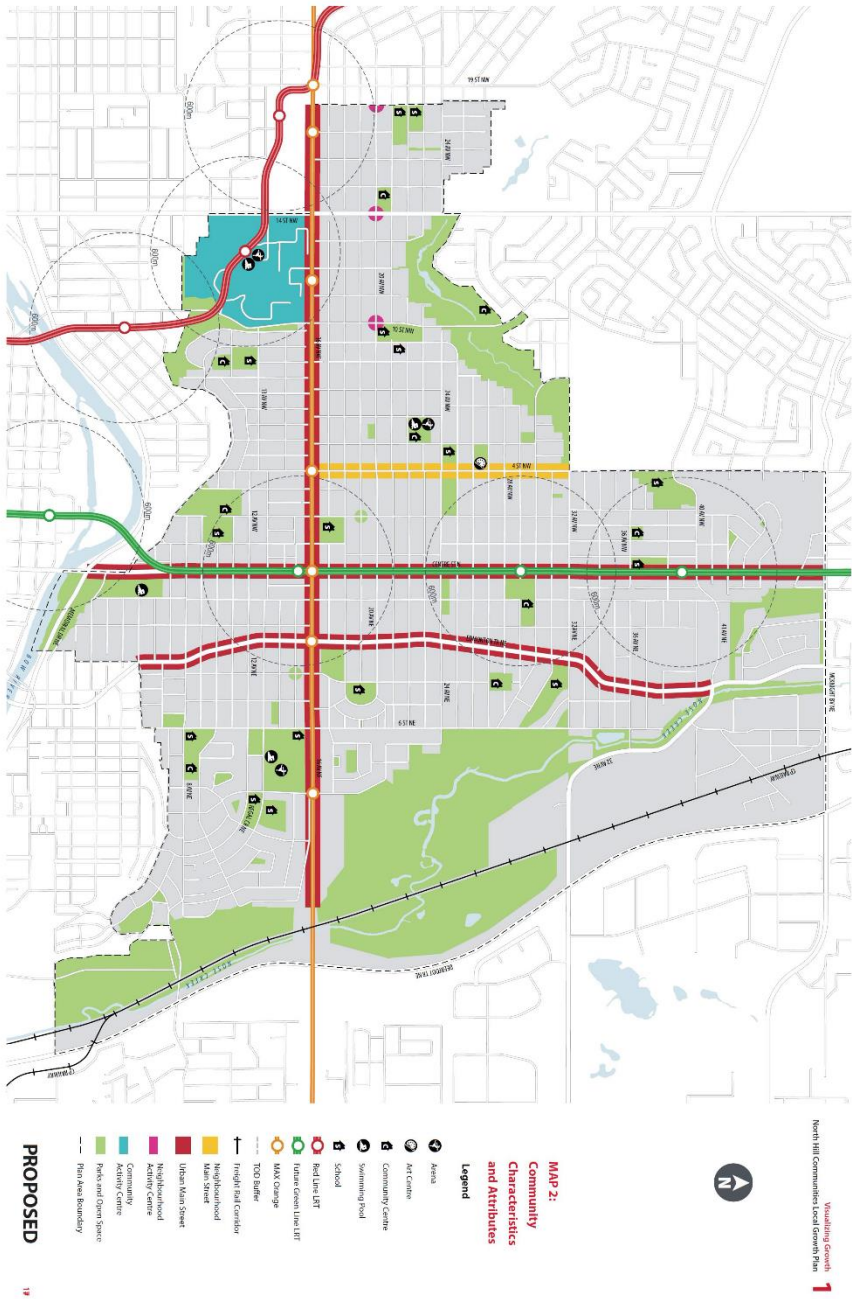
Heritage Resources

Some of the communities' heritage resources have been formally recognized on The City of Calgary's Inventory of Evaluated Historic Resources, while others have heritage value and merit inclusion on the inventory. Overall, a majority of heritage resources in the plan area are not legally protected from substantial alteration or demolition, but nevertheless individually and collectively contribute to the historic character of the community that is integral to its distinctiveness and value.

Recreational Facilities

Recreation facilities are important elements of complete communities. Within the North Hill Communities, important recreation facilities include the Mount Pleasant Community Sportsplex, Mount Pleasant Arts Centre and Renfrew Aquatic & Recreation Centre.

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Residential Growth
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2 Existing Growth
North Hill Communities Local Growth Plan

2.1 FUTURE GROWTH CONCEPT

The Plan sets out a future framework for growth and change that recognizes and celebrates the elements that connect the North Hill Communities. The Plan vision focuses growth on Main Streets, transit station areas, Activity Centres and supports continued evolution and change within these communities. By implementing this vision, the North Hill Communities will continue to be a unique collection of desirable and welcoming communities for a diversity of people.

In addition, providing opportunities for a greater number of people to live in the North Hill Communities will contribute to a more efficient use of land and public infrastructure and increased access to mobility options including energy efficient modes of transportation such as transit, biking and walking. The future growth concept is aligned with MDP objectives of fostering more compact development, creating complete communities, and increasing community vitality and character.

The future growth concept is represented on **Map 3: Urban Form** and **Map 4:**

Building Scale. These two maps form the basis for guiding and enabling where growth could occur and are intended to be interpreted together. The maps use the urban form classifications, policy modifiers and building scale guidance set out in the Guidebook.

All development should generally comply with the maps and policies from the Plan as well as the policies of the Guidebook.

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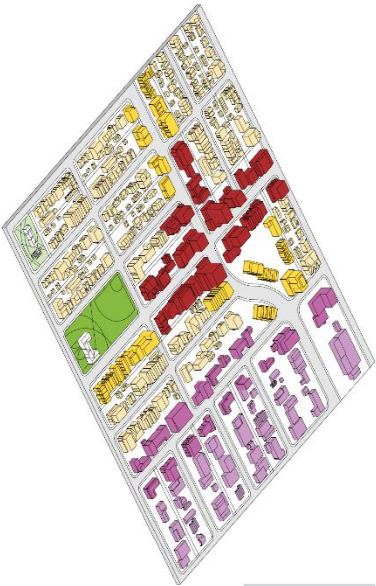
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2
Existing Growth
North Hill Communities Local Growth Plan

2.2 URBAN FORM CATEGORIES

The following provides a quick reference to the urban form categories as shown on Map 3: Urban Form. This map illustrates the general location of urban form categories, policy modifiers and the block pattern in the plan area. Together, these elements describe the primary community functions (housing, commercial, industrial, regional campus, parks, civic and recreation, and natural areas), street experience (Major, Minor and Local), and policy considerations for the plan area.



Policies for each urban form category are provided in Chapter 2 of the Guidebook and apply to the Plan. In addition to those policies, the Plan identifies specifically how each urban form category applies in the local context.

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	Neighbourhood Commercial Major Neighbourhood Commercial Major areas are characterized by the highest concentrations of shops and services, varied destinations and uses that attract people, more transit service and infrastructure, and high pedestrian movement along the street. These areas include Main Streets such as 16 Avenue N, Centre Street N, and Edmontown Trail NE south of 16 Avenue N.
	Neighbourhood Commercial Minor Neighbourhood Commercial Minor areas are characterized by moderate concentrations of shops and services, varied destinations and uses that accommodate a gathering of people, some transit service and infrastructure, and moderate pedestrian movement along the street. Within the North Hill Communities, these areas are located on Main Streets such as 4 Street NW, and Edmontown Trail NE north of 16 Avenue N as well as Neighbourhood Activity Centres like 14 Street NW and 20 Avenue NW.
	Neighbourhood Housing Major Neighbourhood Housing Major areas have a primarily residential street experience and are characterized by high levels of transit service and infrastructure, and pedestrian routes that support a higher volume of movement. Examples include areas along Centre Street N north of 28 Avenue N.
	Neighbourhood Housing Minor Neighbourhood Housing Minor areas are characterized by local transit service and infrastructure, moderate volumes of pedestrian activity, and pedestrian routes that support a moderate volume of movement. These areas are located along streets and avenues which demonstrate higher levels of street activity than the Neighbourhood Housing Local category. Portions of the area's Main Streets as well as 20 Avenue N, 12 Avenue N, and 8 Avenue N, utilize this classification.
	Neighbourhood Housing Local Neighbourhood Housing Local areas have the lowest level of pedestrian activity relative to other housing areas. They exhibit primarily local visitation and use, and pedestrian routes that support a lower volume of movement. In the North Hill Communities these are comprised of the primarily residential areas outside of the area's Main Streets, transit station areas, corridors and Activity Centres. This is the most common urban form category in the plan area.
	Neighbourhood Transition Industrial Neighbourhood Transition Industrial areas combine light industrial uses with living spaces and are intended to transition between Industrial General and Neighbourhood Housing Local areas. In the North Hill Communities area, this urban form category is located between Greenview Industrial and the communities of Highland Park and Winston Heights-Mountview.

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2 Existing Growth
North Hill Communities Local Growth Plan

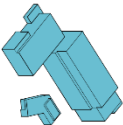


Industrial General

Industrial General accommodates a broad range of industrial and supporting commercial uses, varied building sizes and types as well as outdoor activities and storage. Most of the Greenview Industrial area falls within this category. This area is envisioned to continue functioning as an important employment area with diverse and innovative industrial uses.

Regional Campus

Regional Campus is intended for large sites that are generally regulated through provincial or federal governments. These sites are characterized by comprehensive development, high-intensity uses that serve a regional civic, institutional, or transportation purpose. The Southern Alberta Institute of Technology (SAIT) is identified as a Regional Campus area.



Parks Civic and Recreation Major

Parks Civic and Recreation Major identifies parks, open spaces and recreational amenities that are, or may become, city-wide destinations. These tend to be large in area and include amenities that support high volumes of users. Confederation Park, Rotary Park, Bertreau Aquatic & Recreation Centre and Renfrew Athletic Park are examples of Parks, Civic and Recreation Major in the North Hill Communities.



Park Civic and Recreation Minor

Parks Civic and Recreation Minor includes programmed facilities or amenities that are generally smaller in area than major parks and include amenities to serve moderate volumes of more localized users. Munro Park, Capitol Hill Park and many school sites are examples.

Parks Civic and Recreation Local

Parks Civic and Recreation Local identify parks or open spaces that serve primarily local or specific functions. These tend to be passive park spaces, small in area and intended to serve a smaller number of users than Minor and Major parks. Small local parks can be found throughout the North Hill Communities area, such as Horsey Park in Mount Pleasant.



Parks Natural Areas

Parks Natural Areas are areas of environmental significance that may include amenities to support passive recreation as well as ecological function in communities. Much of the land surrounding Voss Creek and some portions of Confederation Park are identified as a Parks Natural Area as well as McHugh Bluff.



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2.3 POLICY MODIFIERS

Urban form categories can be modified to respond to the local context through the use of policy modifiers as shown on **Map 3: Urban Form**. The modifiers are intended to be complementary to the urban form category to which they have been applied. The following modifiers have been applied in the Plan.



The policies for each of these policy modifiers are provided in Chapter 2 of the Guidebook and apply to this Plan. In addition to those policies, this Plan identifies specifically how each of the policy modifiers apply in the local context.

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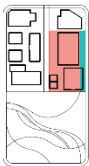
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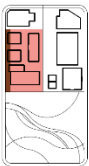
2 **Scaling Growth**
North Hill Communities Local Growth Plan



Active Frontage
The Active Frontage policy modifier has been applied to areas intended to have the highest level of pedestrian activity – such as Main Streets and transit station areas. Active Frontage areas require active use at grade and have higher development standards to enhance the pedestrian experience.



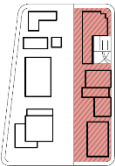
Commercial Flex
The Commercial Flex policy modifier identifies areas that have potential for higher street-level activity, but where active uses are not required in the short term. Commercial Flex has been applied to areas adjacent to Active Frontage and is anticipated to transition to more active uses over time, as the market dictates.



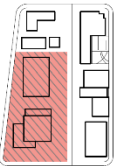
Commercial Cluster
The Commercial Cluster policy modifier identifies places within housing-focused areas for clusters of commercial activities that serve the local population.



Parks and Open Space Frontage
The Parks and Open Space Frontage policy modifier identifies locations where the activities on a site should be integrated across the edge of an abutting open space or park. In places where Parks and Open Space Frontage has been identified, such as adjacent to Munro Park, development should complement the park or open space.



Comprehensive Planning Site
The Comprehensive Planning Site policy modifier identifies and provides direction for large sites where additional planning or supplementary site design will be needed to support future planning applications. The Plan identifies several Comprehensive Planning Sites and, in addition to the Guidebook policies, provides site-specific policy that considers elements such as mobility connections, development constraints, guidance for applying policy modifiers, and opportunities for reducing greenhouse gas emissions.



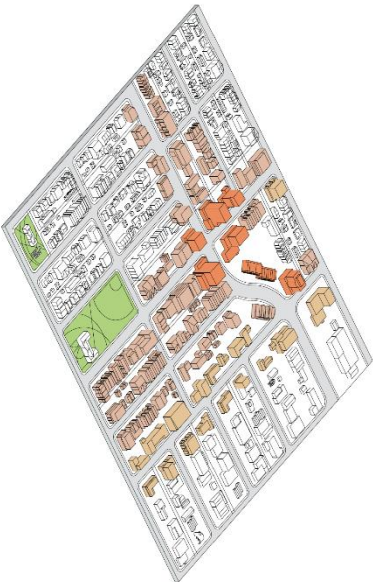
Vehicle-Oriented
The Vehicle-Oriented policy modifier identifies locations within the Plan where vehicle-focused uses such as gas stations, may be located. This policy modifier has been applied outside areas envisioned to have high-levels of street activity including along a portion of Edmonston Trail NE in Greenview Industrial.

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2.4 BUILDING SCALE

The following provides a quick reference to the Building Scale categories shown on Map 4: Building Scale. This map illustrates the general building height and massing within the plan area which supports the primary function and street experience shown on the urban form map.



Policies pertaining to each scale modifier are provided in Chapter 2 of the Guidebook and apply to this Plan. In addition to those policies, the Plan identifies specifically how each of the scale modifiers apply in the local context.

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2 Building Growth
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Limited Scale

Limited scale accommodates buildings of three storeys or less that generally have small building footprints. These areas include a broad range of ground-oriented building forms including single-detached, semi-detached, rowhouses, townhomes, mixed-use buildings, commercial and industrial transition buildings. In the North Hill Communities, areas outside of the Main Streets, transit station areas, and Activity Centres are generally limited scale.



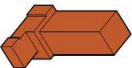
Low Scale

Low scale areas accommodate buildings of six storeys or less with building footprints that are generally larger than those in limited scale areas. Typical building forms in this category include apartments, stacked townhouses, vertical mixed-use buildings, office, and larger industrial buildings. Many of the Main Streets, corridors and Activity Centres include this scale.



Mid Scale

Mid scale areas allow for buildings up to 12 storeys in height where the building volume is reduced above the sixth storey. Typical buildings in the Mid scale areas include apartments and mixed-use buildings. The North Hill Communities Mid scale areas are located along portions of Main Streets with the high-activity levels, and transit station areas.

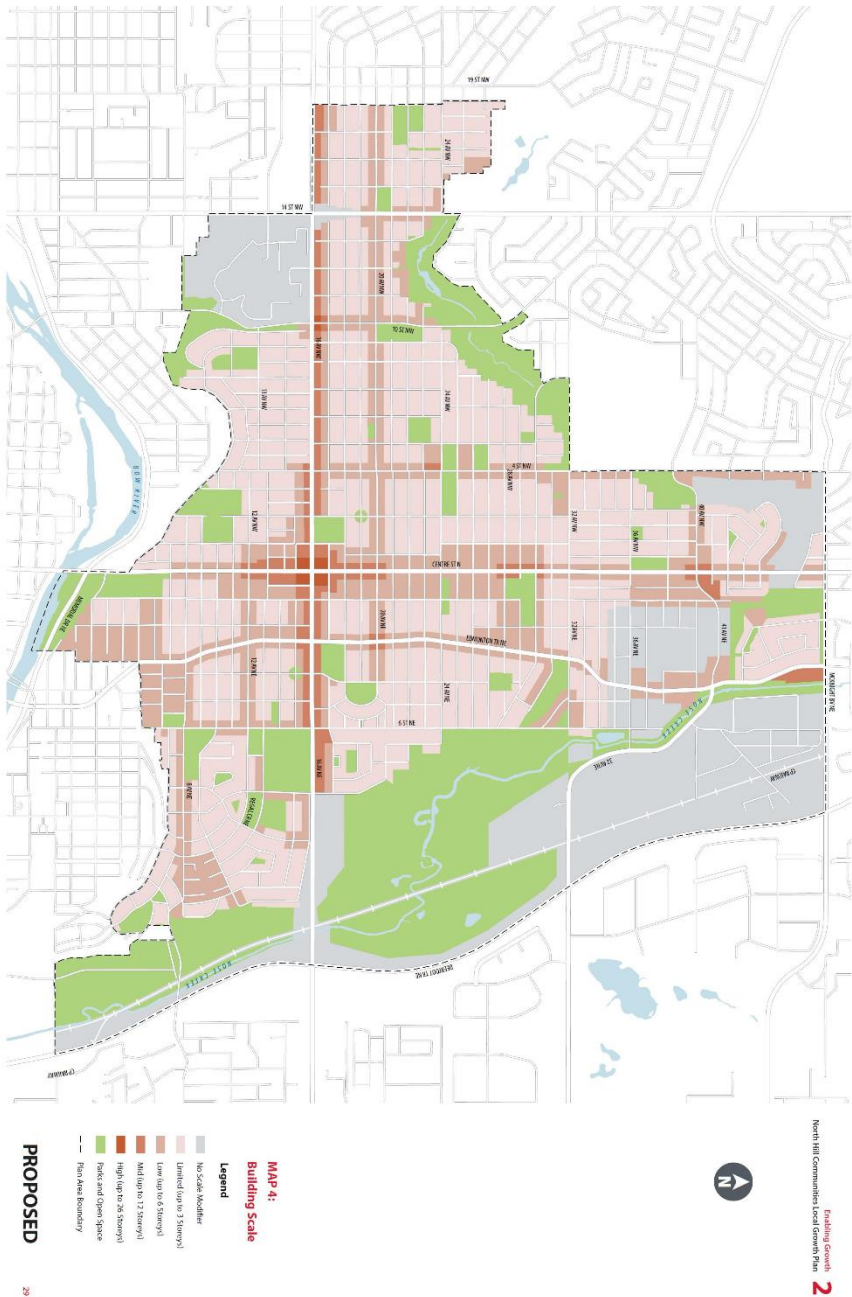


High

High scale accommodates for buildings up to 26 storeys where portions of buildings above six-storeys have a reduced building mass and volume. Typical building forms include tower and podium or point tower office, apartments and mixed-use buildings. These areas are located in areas with the highest activity levels such as Centre Street N and 16 Avenue N.

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2 *Establishing Growth*
North Hill Community Local Growth Plan

2.5 GENERAL POLICIES

This section outlines policies that apply to all areas within the Plan, unless otherwise stated, and must be read in conjunction with the policies for each specific policy area in the following sections.



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POLICY

1. Development located within Neighbourhood Housing Minor areas that have a Low scale modifier, excluding Main Streets and Activity Centres, should provide a building setback at or below the fourth storey in order to mitigate the impact of massing and scale on adjacent lower-scale development. Exceptions may be considered where the development demonstrates an appropriate transition through use of design tools including but not limited to:
 - a. overall reduction in building mass;
 - b. increased setbacks;
 - c. building articulation; and
 - d. angular planes.



In addition to the policies of this Plan, the policies set out in Chapters 2 and 3 of the Guidebook apply to the plan area.

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2. Development adjacent to a Parks Civic and Recreation urban form categories should be designed to minimize shadowing on these areas. A shadow study may be required at the Development Permit stage to determine potential impacts and mitigation strategies. Such strategies may include but are not limited to building orientation, limited floor-plate size, and/or tower separation.
3. In addition to the Heritage Resources policies of the Guidebook, the conservation of heritage resources is encouraged by supporting higher-density development and/or additional uses on sites where a heritage resource or cluster of heritage resources is retained.
4. Existing healthy mature vegetation should be protected and maintained on City-owned lands including boulevards, parks and other parcels. Any impacts to trees or other vegetation on heritage boulevards identified on The City's Inventory of Evaluated Heritage Resources should be avoided wherever possible and if avoidance is not possible mitigated using best practices for tree protection.
5. Existing trees on private lots should be protected, where possible, in order to retain the existing tree canopy in the plan area.
6. In addition to the parking policies of the Guidebook, where developments propose vehicle-parking relaxations, consideration should be given to the policies and amenities and infrastructure identified in Chapter 3 of this Plan.
7. A portion of the plan area falls within the Nose Creek sub-watershed and development should consider the Nose Creek Watershed Management Plan in planning and site-design decisions.
8. Utility upgrades should be coordinated, when feasible and appropriate, with other infrastructure improvements, particularly along Main Streets and in transit station areas.
9. Development adjacent to Confederation Park should minimize shadowing on the park. Buildings should not cast shadows into Confederation Park beyond a line 25 meters from and parallel to the shared property boundary for a duration exceeding one hour between the hours of 10:00 and 16:00 Mountain Time between March 21 and September 21. A shadow study will be required at the Development Permit stage to determine potential impacts and mitigation strategies.
10. All development adjacent to Confederation Park should include a landscape buffer between the park and the development site.
11. **Map 3: Urban Form** identifies the lands on and around the former Highland Park Golf Course as a Comprehensive Planning Site. The Plan recognizes that significant stormwater and drainage challenges exist on the site as outlined in the Confederation Park Regional Drainage Study – Final Report (2019). In addition to the policies for Comprehensive Planning Sites set out in the Guidebook, the following guiding principle applies to this site:
 - a. Provide pedestrian/bicycle connections to The City's network of pathways and bikeways network.

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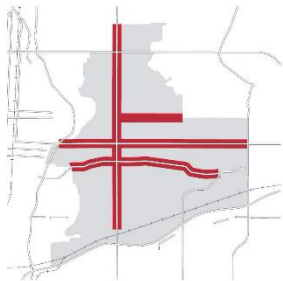
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2.6 MAIN STREETS

The following policies apply to all development that has frontage on one or more of the areas Main Streets including 16 Avenue N, Centre Street N, Edmonton Trail NE, and 4 Street NW. The policies are intended to encourage the creation of high-quality buildings on Main Streets that enhance the pedestrian experience and public realm while supporting medium to high levels of pedestrian activity.



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POLICY

1. High-quality, durable exterior finishing materials such as masonry, metal, glass, and/or concrete should be used on the street wall. Cinder block and vinyl siding are discouraged.
2. To encourage continuous street frontage and mitigate vehicle and pedestrian conflicts on Main Streets, relocation and/or closure of lanes that run perpendicular to the Main Street may be considered subject to technical feasibility.
3. Development on Main Streets should improve the public realm and create a safe, welcoming, pedestrian environment. Design considerations should include, but are not limited to:
 - a. wider sidewalks;
 - b. increased landscaping including green stormwater infrastructure, where feasible;
 - c. street trees, where feasible, utilizing high-quality standards for tree planting including the use of high-quality soil material, sufficient soil volume, and other best practices/techniques to promote long-term sustainability of newly planted trees;
 - d. publicly accessible amenity space, street furniture, and/or street lighting;
 - e. closure of existing drive-ways;
 - f. curb extensions at intersections and pedestrian crossings;
 - g. alignment with any City Streetscape Master Plans or other City initiated public realm plans; and
 - h. opportunities to provide for interim streetscape enhancements within road right-of-way setbacks.
4. Consolidating individual parcels along Main Streets is encouraged to realize greater development potential and provide for comprehensively-planned development.
5. New automotive-focused uses such as automotive sales, retailers with large-surface parking areas and/or drive-through restaurants or services are strongly discouraged.
6. New development should integrate with and improve transit stops. Design strategies may include, but are not limited to, providing paved pedestrian connectors, incorporating transit stops into the overall site design and avoiding blank walls, exhaust vents, or new driveway crossings facing or near transit stops.

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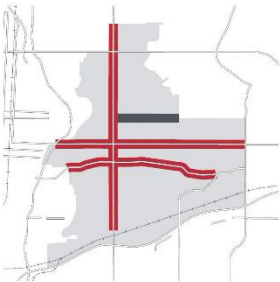
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In addition to these locally specific policies, the policies of Chapter 2 and 3 of the Guidebook apply.



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2.7 URBAN MAIN STREETS

There are three Urban Main Streets in the North Hill Communities Plan area. These include Centre Street N, from 7 Avenue N to McKnight Boulevard N; Edmonton Trail NE, from 5 Avenue NE to 41 Avenue NE; and 16 Avenue N, from Deerfoot Trail NE to 19 Street NW.



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POLICY

- 1. To create a human-scaled street environment on Urban Main Streets, development should demonstrate how the building design and massing responds to the adjacent development context. Design strategies may include, but are not limited to:
 - a. building setbacks at or below the sixth story;
 - b. overall reduction of building mass at or above the sixth story;
 - c. building articulation; and
 - d. angular planes.
- 2. New low intensity uses such as single-detached, semi-detached and duplex housing are strongly discouraged.

CENTRE STREET N

Centre Street N is situated in the heart of the North Hill Communities. Not only is it an important Urban Main Street for this area, providing services, amenities, and high-frequency transit to area residents, but it is also important for the wider city and draws visitors from beyond the plan area. In addition, the future Green Line LRT will run on this street connecting to the downtown and communities to the north.

- 3. Alternative parking designs, protocols, and strategies may be considered where parcel depth is limited and imposes a constraint on the ability to implement an appropriately-sized and functional parkade.
- 4. Map 3: Urban Form identifies 1818 Centre Street N (the "Safeway" site) as a Comprehensive Planning Site. In addition to the policies for Comprehensive Planning Sites in the Guidebook, the following guidelines apply to future development on this site:

- a. site buildings to front onto Centre Street N;
- b. provide for Active Frontages and a high-quality, pedestrian-oriented interface along Centre Street N to support the high levels of pedestrian activity on this Main Street;
- c. enhance pedestrian connections through the site and to the adjacent public realm;
- d. provide appropriate transition in terms of architectural treatment and building scale/massing to the housing focused development located on 18 Avenue NE; and
- e. determine opportunities for greenhouse gas emission reduction through a renewable and low-carbon energy feasibility assessment.

16 AVENUE N

16 Avenue N serves both as an important Urban Main Street and transportation corridor in the plan area. This Plan envisions this Main Street accommodating a greater diversity of uses and higher levels of pedestrian activity to support primary transit investments in this area.

- 5. Underground parking within required road rights-of-way setback and/or front setback area may be allowed subject to confirmation of technical feasibility (e.g. location of utilities).
- 6. Underground parking that extends underneath a public lane may be considered subject to confirmation it is technically feasible and the successful transfer of ownership for that portion of the lane to the applicant/developer. The City should retain an access easement over the land to keep the lane available for public use, where feasible.

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7. Map 3: Urban Form identifies the parcels located at the southeast corner of 10 Street NW and 16 Avenue NW as a Comprehensive Planning Site. In addition to the policies for Comprehensive Planning Sites of the Guidebook, the following guidelines apply to future development on the site:

- a.** comprehensive redevelopment of the entire area is encouraged; however, development proposals for individual development parcels may be considered;
- b.** development proposals should provide a concept plan(s) that consider all parcels within this area;
- c.** development should consider the interface with adjacent Limited Scale development and employ design solutions such as providing amenity spaces between higher scale development and surrounding lower-scale development;
- d.** building facades should step back along property lines shared with Limited Scale development at the second story;
- e.** vehicular access for new developments should be provided from 10 Street NW or 16 Avenue NW, with the exception of single detached, semi-detached, duplex, and rowhouse developments; and
- f.** comprehensive redevelopment should separate commercial traffic from residential uses to the south by considering traffic control strategies such as a lane closure and/or provision of a turning bulb.

8. Map 3: Urban Form identifies Midfield Park, the former RCMP facility, and the EMS facility at 920, 954, 970, 990 and 1020 16 Avenue NE and 16 Moncton Road NE as a Comprehensive Planning Site. In addition to the policies for Comprehensive Planning Sites of the Guidebook, the following guidelines apply to future development on this site:

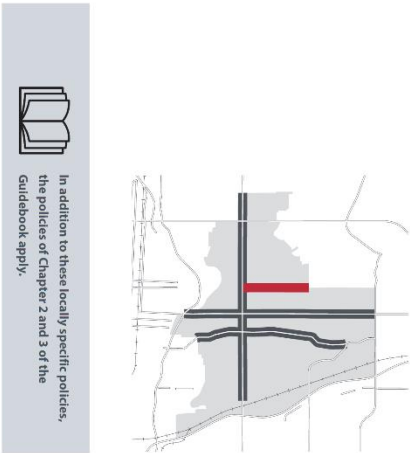
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- a.** land uses within the site may include multi-residential, commercial, and mixed-use development;
- b.** recognize the site as a gateway and important entry point to the North Hill Communities by placing prominent buildings and high-quality landscaping, lighting, and/or signage along the 16 Avenue N frontage;
- c.** explore opportunities for non-market, affordable housing;
- d.** provide pedestrian and bicycle access around and through the site to connect to nearby commercial, residential and recreation uses, as well as the pathway network;
- e.** determine opportunities for greenhouse gas emission reduction through a renewable and low carbon energy feasibility assessment; and
- f.** explore opportunities for Parks and Open Space Frontages along the north boundary of the site adjacent to the open space and/or escapement.

EDMONTON TRAIL N

Edmonton Trail NE is an Urban Main Street which runs parallel to Centre Street N. The Plan envisions Edmonton Trail building upon its role as an important corridor with primarily commercial uses south of 16 Avenue N and primarily housing uses north of 16 Avenue N. Edmonton Trail also serves an important goods movement function for the Greenview Industrial area. Policy direction is provided primarily through the urban form categories, policy modifiers and scale identified on Maps 3 and 4.

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2.8 NEIGHBOURHOOD MAIN STREETS

There is one Neighbourhood Main Street in the North Hill Communities plan area, 4 Street NW from 17 Avenue NW to 32 Avenue NW. This street primarily serves the local communities by providing a mix of commercial, housing and civic uses.

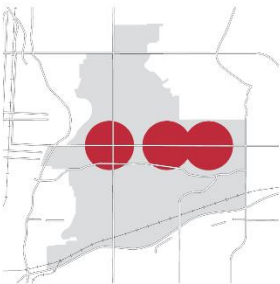
POLICY

1. To create a human scaled street environment on 4 Street NW, development should demonstrate how the design and massing responds to the adjacent development context. Design strategies may include, but are not limited to:
 - a. building setbacks at or below the fourth story;
 - b. reduced building massing at or above the fourth story;
 - c. increased setbacks;
 - d. building articulation; and
 - e. angular planes.
2. Map 3, Urban Form identifies 2011 4 Street NW (4 Street Village) as a Comprehensive Planning Site. In addition to the policies for Comprehensive Planning Sites in the Guidebook, development should provide for:
 - a. Buildings that have continuous frontage on 4 Street NW; and
 - b. Pedestrian-oriented commercial uses with Active Frontages facing 4 Street NW.

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2.9 TRANSIT STATION AREAS

The North Hill Communities area includes three future transit station areas along Centre Street N and the future-planned Green Line LRT. These transit station areas are located around 16 Avenue N, 28 Avenue N, and 40 Avenue N. The exact location for future stations will be determined through detailed design for the Green Line.

The Plan provides policy direction around BRT stations on 16 Avenue N primarily through the Main Streets policies in sections 2.6 and 2.7 as well as through the application of urban form categories, policy modifiers and building scale.

The Plan envisions transit station areas as gateways to the communities, accommodating high levels of pedestrian activity and building scales, as well as interconnected mobility networks. For areas in immediate proximity to a future station, pedestrian activity and building scale are envisioned to be the highest.

The Plan accommodates this by applying the Neighbourhood Commercial Major urban form categories and Active Frontage policy modifiers as shown on **Map 3: Urban Form** as well as the highest building scale identified on **Map 4: Building Scale** in these areas. The Plan envisions activity levels and building scale gradually decreasing away from the transit station which is achieved through a mix of urban form categories and Commercial Flex policy modifiers as shown on **Map 3: Urban Form** as well as lower-building scales identified on **Map 4: Building Scale**.

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POLICY

1. Development immediately adjacent to a future LRT station should provide for a high-quality public realm to strengthen the sense of place and encourage social gathering, and cultural and recreation activities through elements such as a publicly-accessible private open space or transit plaza, street furniture, seating areas and enhanced landscaping.
2. Buildings should be designed to enhance transit interfaces including design elements such as articulating building and street-level facades to emphasize the transit station and define a human-scaled environment, and focusing uses that support high levels of activity immediately adjacent to transit stops.
3. In addition to the parking policies of the Guidebook, vehicle parking within 200 metres of transit station areas, with the exception of single-detached, semi-detached and rowhouses, should be primarily located underground or in a parking structure.
4. To encourage additional activity within transit station areas, development should consider activation of laneways through strategies such as providing uses that front the laneway, enhanced landscaping and mobility features, and incorporating street art.
5. Development within 200 metres of the Balmoral School site should minimize shadowing on the historic school and outdoor play areas. A shadow study will be required at the Development Permit stage to determine potential impacts and mitigation strategies for shadowing. Such strategies may include but are not limited to building orientation, limited floor plate size, and/or tower separation.
6. In conjunction with the design and development of the 28 Avenue North station, The City should undertake a comprehensive review of design and programming within Tuxedo Park in order to ensure that the park design is appropriate for a site directly adjacent to an LRT station. Any redesign of the park should ensure that the park is multi-functional, multi-generational and includes significant areas of open space.

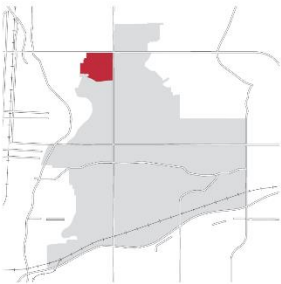
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2.10 COMMUNITY ACTIVITY CENTRES

Community Activity Centres are identified on Map 1: Urban Structure Map of the *Municipal Development Plan*. These are areas of moderate job and population growth with connections to primary transit such as LRT. The Southern Alberta Institute of Technology represents the only Community Activity Centre in the North Hill Communities Plan area and is identified through this Plan with the Regional Campus urban form category.

POLICY

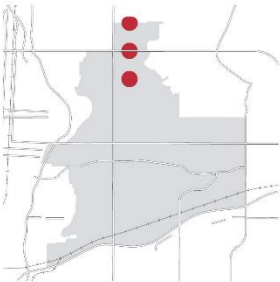
SOUTHERN ALBERTA INSTITUTE OF TECHNOLOGY (SAIT)

This Plan recognizes SAIT's role as an important employer and destination for post-secondary students from Calgary and beyond. The Plan supports SAIT's intensification as a central campus and urban academic village. The following policies are intended to inform development along SAIT's interface with the 16 Avenue Main Street:

1. Development along 16 Avenue NW should adhere to the Main Street policies of section 2.6 and 2.7.
2. The use of architectural features and public spaces that provide a distinct sense of place is encouraged at the major north-south intersections with 16 Avenue NW to showcase the prominent role of SAIT on this Main Street including the following locations:
 - a. 14 Street NW: taking advantage of this prominent location to create a first impression of SAIT from the west and to mark the western gateway to the plan area;
 - b. 12 Street NW: drawing attention to the principal pedestrian entrance to the college on 16 Avenue; and
 - c. 10 Street NW: complementing the concentration of development activity on the northern side of 16 Avenue in this location.

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2.11 NEIGHBOURHOOD ACTIVITY CENTRES

Neighbourhood Activity Centres are smaller mixed-use areas located within communities that provide opportunities for local job and population growth. There are three Neighbourhood Activity Centres in the North Hill Communities, two of which are fully within the plan area and one is partially within it. These are centred around the intersections of 18 Street NW and 20 Avenue NW, 14 Street NW and 20 Avenue NW, and 10 Street NW and 20 Avenue NW.

POLICY

1. Development in Neighbourhood Activity Centres should include improvements to the public realm in order to create a safe, welcoming, pedestrian environment. Design considerations include, but are not limited to:
 - a. wider sidewalks, and the provision of street trees and green stormwater infrastructure, where feasible;
 - b. publicly accessible amenity areas, public open space, street furniture, and/or street lighting;
 - c. closure of existing drive ways on streets; and
 - d. curb extensions, where appropriate.



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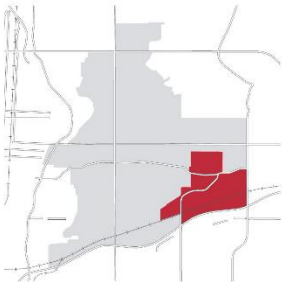
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2.12 GREENVIEW INDUSTRIAL

Greenview Industrial serves as an important employment area for both the North Hill Communities and wider city. General Industrial uses characterize the lands to the east of Nose Creek while a mix of light-industrial, commercial, institutional and housing uses characterize the lands to the west. Uses range from auto-body and automotive repair shops, retail and restaurants, to places of worship and seniors housing.



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POLICY

The following policies are intended to support the continued diversity and evolution of Greenview Industrial by encouraging opportunities for more job intensive and innovative industrial uses closer to Centre Street N and greater integration of light industrial uses and residential uses along the area's interface with the Highland Park, Greenview and Winston Heights Mountview communities.

1. Light and medium-industrial uses should be retained, particularly for the lands east of Nose Creek. Industrial uses that are retail or office focused, may be considered along McKnight Boulevard NE and 41 Avenue NE.
2. Industrial development that generates high levels of employment is encouraged for the lands west of Nose Creek, particularly in proximity to the future 40 Avenue Green Line station.
3. Development on the west side of Nose Creek should provide for and/or improve sidewalk connections adjacent to their sites.
4. Development adjacent to Nose Creek should include a landscaped buffer with native plantings along the shared boundary to provide a natural transition between the development site and the creek.

5. Development should provide adequate screening along industrial/residential interfaces to mitigate the visual impact of industrial uses and/or storage on primarily housing areas.

6. **Map 3: Urban Form** identifies the Centre Street Church site at 3900 2 Street NE as a Comprehensive Planning Site. In addition to the policies for Comprehensive Planning Sites of the Guidebook, the following guidelines apply to future development on this site:
 - a. determine opportunities for greenhouse gas emission reduction through a renewable and low carbon energy feasibility assessment; and
 - b. enhance pedestrian connections through the site and to the adjacent public realm.

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2.13 HERITAGE PLANNING AREAS

There are portions of the North Hill Communities that have concentrations of heritage assets that warrant additional study and planning. Heritage assets are privately owned structures, typically constructed prior to 1945, that significantly retain their original form, scale, massing, window/door pattern and architectural details or materials (see Chapter 4 of the Guidebook for additional information). Heritage Planning Areas have been identified for areas that have high concentrations of heritage assets and these areas are conceptually shown in Appendix C of this Plan.

The City is currently reviewing policy and financial tools for heritage areas, with the objective of creating a systematic, city-wide strategy for the conservation of these heritage asset concentrations. The Heritage Planning Areas identified in this Plan are intended to allow for future heritage planning work as well as the implementation of any resulting policy tools for these areas. The Heritage Planning Areas would then be removed and/or refined pending the outcome of that work.

POLICY

The following policies apply to the Heritage Planning Areas identified in Appendix C.

- 1. Land use redesignations for higher density development are discouraged until heritage policy tools have been explored in the Plan area.
- 2. Applicants are strongly encouraged to contact The City to determine development considerations related to heritage prior to submitting a planning application.

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3
Supporting Growth
North Hill Communities Local Growth Plan

3.1 OVERVIEW

This chapter sets out the goals and objectives for current and future amenities and infrastructure related to the vision identified in Chapter 1: Visualizing Growth. Specifically, this chapter addresses the question: when growth occurs, how are investments in a community made? This chapter builds upon policies and direction provided in Chapters 2 and 4 of *The Guidebook for Great Communities*, and identifies local area plan specific objectives for supporting growth.

This Plan recognizes that the individual communities that make up the North Hill Communities share common amenities, services, parks and open spaces, and public facilities. No one community has the amenities and services to provide for all the daily needs of residents. Communities depend on their interconnectedness whether those are commercial amenities and services located on the area's Main Streets and Activity Centres, or recreation opportunities in places like the Renfrew Aquatic & Recreation Centre and the network of multi-use pathways that surround and weave through the communities.

Section 3.2 identifies high-level local area plan goals that align with key direction provided within the *Municipal Development Plan*. Section 3.3 identifies North Hill Communities specific objectives within those high-level goals that support the vision set out in this

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Plan. The goals and objectives are durable, long-term and are connected to the time horizon of the Plan. Appendix A includes a list of implementation options related to the objectives that stakeholders identified through the development of this Plan. These implementation options are examples of actions that could be taken by The City of Calgary, developers, Business Improvement Associations, Community Associations and residents to further the individual goals and objectives set out in this chapter.

Appendix A represents non-statutory examples of potential actions and is intended to be revised over time as local growth occurs, actions are further evaluated or completed, and/or new options are identified through subsequent stakeholder engagement and City departmental prioritization. Appendix A represents a collection of suggested implementation options from stakeholders related to the Plan's goals and objectives, and further analysis is needed to identify how these options would support growing communities as the Plan is implemented. To support communities within the Plan through growth and change, the suggested options within Appendix A can help inform future City business

- plans and budget decisions. As growth occurs in local areas, these suggested options can be regularly reviewed and updated to determine if they help manage growth-related pressures that a community may experience, ensuring growth can benefit current and future residents and businesses. There are a number of considerations for determining if an action merits inclusion in future business plans and budgets, including:
- The current status of infrastructure and amenities in the local area;
 - The desired service and activity levels in the local area;
 - The roles of different city builders in supporting the delivery of infrastructure and amenities;
 - How the growth in this local area compares with city-wide growth and investment needs;
 - The City's corporate investment priorities and budget availability; and
 - The availability and use of appropriate planning and financial tools to support implementation.

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North Hill Community Local Growth Plan

3.2 SUPPORTING GROWTH GOALS

This Plan identifies four goals that are intended to frame and provide guidance on supporting the Plan's vision. These goals are broad and high-level and are common across all areas of the city and are aligned with direction from the *Municipal Development Plan*. The four goals are described as follows:

GOALS



CREATING GREAT COMMUNITIES

Creating great communities by maintaining quality living and working environments, improving housing diversity and choice, enhancing community character and distinctiveness and providing vibrant public places is a key goal set out in both the *Municipal Development Plan* and *The Guidebook for Great Communities*. In the local area context, this means supporting the vision through investing in affordable housing and care facilities, enhancing community character and vitality, encouraging the protection of local heritage resources, promoting public art, and maintaining and investing in parks, open spaces and civic facilities.



CONNECTING THE CITY

Creating and supporting an integrated, multi-modal transportation system that supports land use, promotes vibrant and connected communities is another important goal at both the *Municipal Development Plan* and local area level. In the North Hill Communities context, it means promoting increased mobility choices and active living with a greater emphasis on sustainable modes such as walk, cycling and transit, as well as improving connections between and within communities.



GREENING THE CITY

Conserving, protecting, maintaining and restoring the natural environment is the final key goal. At the local level the natural environment begins when a person steps out their door, with trees, possibly providing habitat, on private lots and in the boulevard. The tree canopy within the North Hill Communities is well established and thus protection and maintenance of trees on both public and private lands is a priority. This environment then extends along green boulevards and eventually connects to the network of parks and natural areas which include riparian areas, Nose Creek, escarpments and other features which contribute to ecological health, and a sense of personal well-being within the plan area.



REALIZING EXCELLENCE IN URBAN DESIGN

Making Calgary a livable, attractive, memorable and functioning city is an important goal of the *Municipal Development Plan*. At the local area level, this means ensuring excellence in urban design in the public realm, particularly in areas with high levels of activity such as Main Streets, station areas and activity centres.

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3.3 NORTH HILL COMMUNITIES OBJECTIVES

To support the vision set out in Chapter 1 of this Plan, this section includes growth objectives to identify where and how growth can be supported at the local level. The objectives represent the future or desired result that the Plan commits to achieve. The objectives apply at the community-wide level (i.e. not site-specific) and provide benefit to more than one resident. The objectives are long-term, durable and are intended to be actionable. They are as follows, organized under the related supporting growth goal identified in section 3.2.

OBJECTIVES



CREATING GREAT COMMUNITIES

1. Celebrate, care for, and where appropriate, protect the heritage of the North Hill Communities.
2. Recognize and support community identity and character through investment in public and private space including community beautification, signage, wayfinding and public art.
3. Ensure residents of North Hill Communities have access to a variety of public spaces in which to create and develop social connections with their neighbours.
4. Improve safety and comfort in existing parks and open spaces and, where feasible, support a broader range of complementary uses that cater to diverse groups of users during all seasons.
5. Improve and enhance existing public recreation facilities.
6. Provide accessible and affordable housing choices to accommodate diversity among people, ages, incomes, tenures and household types.

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REALIZING EXCELLENCE IN URBAN DESIGN

7. Improve the quality of the pedestrian realm along Main Streets, station areas and Activity Centres.



CONNECTING THE CITY

8. Improve pedestrian connections and complete missing links between Main Streets, station areas, Activity Centres, community association sites, parks and natural areas.

9. Improve transit inside and outside of the North Hill Communities.

10. Improve safety, connectivity and accessibility for all modes of transportation.

11. Expand the cycle network across the plan area, provide improved connections and complete missing links between Main Streets, transit station areas, Activity Centres, parks and natural areas.

12. Connect and enhance the east-west cycle connections to destinations within the plan area and beyond such as the University of Calgary and SAT.

13. Connect and enhance north-south cycle connections to destinations within the plan area and beyond such as the Downtown.

14. Improve the quality of the public realm on local neighbourhood streets to make them pleasant places for walking and playing.



GREENING THE CITY

15. Support the protection and maintenance of the tree canopy on public and private lands throughout the plan area.

16. Support the planting of trees using methods that will ensure the sustainability and longevity of new trees.

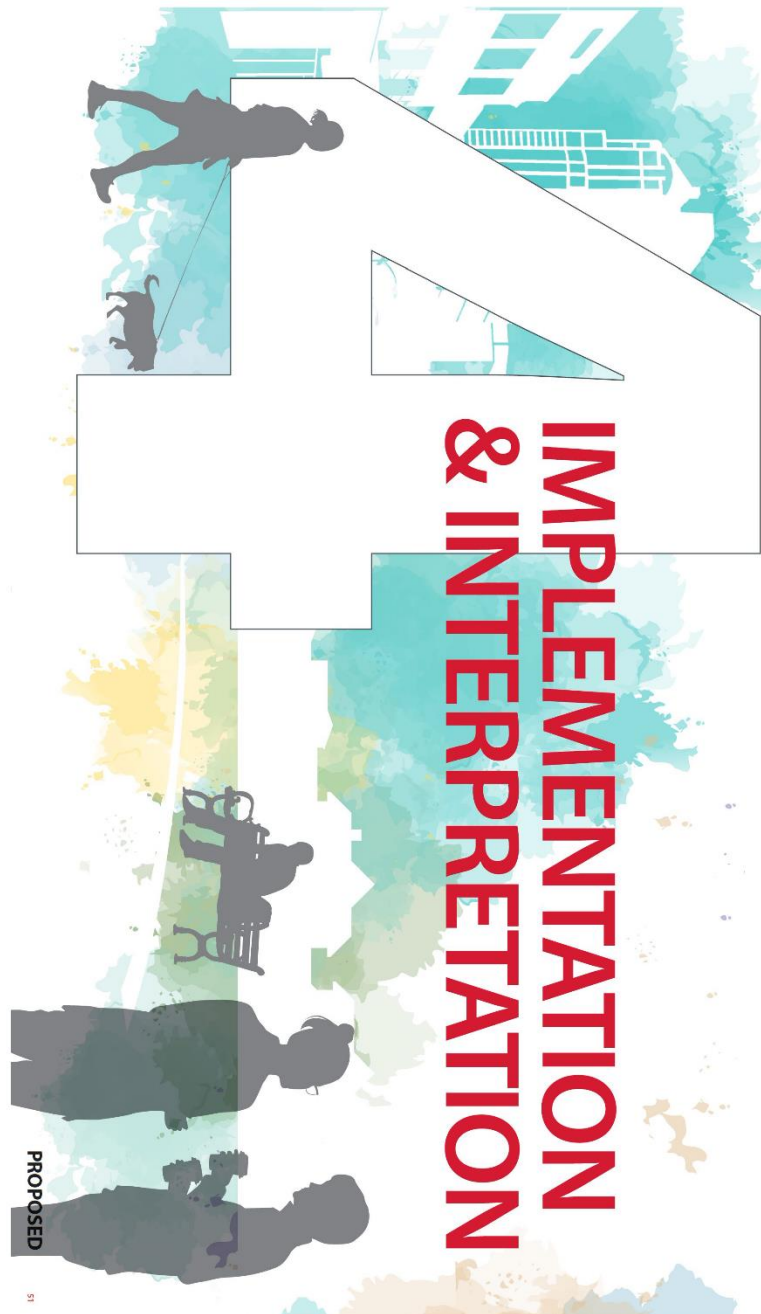
17. Protect, maintain and enhance riparian areas along the creeks to facilitate wildlife movement, biodiversity and creek health while improving resilience to erosion, flooding and water quality impacts.

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4
Information and Interpretation
North Hill Communities Local Growth Plan

4.1 POLICY FRAMEWORK

1. The Municipal Government Act (MGA) outlines the purpose and scope of powers for municipalities. The *North Hill Communities Local Area Plan (Plan)* is a statutory document that establishes a long-range framework for land use, urban design and mobility for the North Hill Communities. This Plan has considered and is in alignment with the *South Saskatchewan Regional Plan*. The Plan must be read in conjunction with the *Municipal Development Plan (MDP)* Volume 1: the *Calgary Transportation Plan (CTP)*; the *Guidbook for Great Communities*; and other City of Calgary policy and guiding documents, unless otherwise indicated. Where the policies within *The Guidebook for Great Communities* and this policy plan are different, the difference is intentional and not an inconsistency, because policy has been tailored to the *North Hill Communities Local Area Plan*. Where there is an absence of a specific policy within this policy plan, *The Guidebook for Great Communities* prevails.

4.2 LOCAL AREA PLAN
INTERPRETATION

MAP INTERPRETATION

1. Unless otherwise specified in this Plan, the boundaries or locations of any symbols or areas shown on a map are approximate only, not absolute, and will be interpreted as such. The maps are not intended to define exact locations except where they coincide with clearly recognizable physical features or fixed boundaries such as property lines, roads or utility rights of way. The precise location of these boundaries, for the purpose of evaluating development proposals, will be determined by the approving authority at the time of application.

- 2. No measurements of distances or areas should be taken from the maps in this Plan.
- 3. All proposed urban form areas, policy modifier, building scale, road and utility alignments and classifications may be subject to further study and may be further delineated at the outline plan or land use amendment stage in accordance with applicable policies. Any major changes may require an amendment to this Plan.
- 4. Any change to the text or maps within this Plan shall require an amendment to the Plan that includes a Public Hearing of Council.

POLICY INTERPRETATION

5. The South Saskatchewan Regional Plan (SSRP) establishes a long-term vision for the region using a cumulative effects management approach to guide local decision-makers in land use and watershed management to achieve Alberta's economic, environmental and social goals. This Plan allows The City to encourage and incentivize more progressive policies related to sustainability and the environment.

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6. Where an intent statement accompanies a policy, it is provided as information only to illustrate the intent and enhance the understanding of the subsequent policies. If an inconsistency arises between the intent statement and a policy, the policy will take precedence.
7. The word "should" is explicitly used to further clarify the directional nature of the statement. Policies that use active tense or "should" are to be applied in all situations, unless it can be clearly demonstrated to the satisfaction of The City that the policy is not reasonable, practical or feasible in a given situation. Proposed alternatives will comply with MDP and CTP policies, intent and guidelines to the satisfaction of The City with regard to design and performance standards.
8. Policies that use the words "shall," "will," "must" or "require" apply to all situations, without exception, usually in relation to a statement of action, legislative direction or situations where a desired result is required.
9. All illustrations and photos are intended to illustrate concepts included in the Plan and are not exact representations of an actual intended development. They are included solely as examples of what might occur after implementation of this Plan's policies and guidelines. Updates to the illustrations do not require a Public Hearing of Council.
10. Unless otherwise specified within this Plan, the boundaries or locations of any symbols or areas shown on a figure are approximate only, not absolute, and shall be interpreted as such. Figures are not intended to define exact locations except where

FIGURE INTERPRETATION

- they coincide with clearly recognizable physical features or fixed boundaries such as property lines or road or utility rights-of-way.
11. Unless otherwise specified within this Plan, where actual quantities or numerical standards are contained within the figure, these quantities or standards shall be interpreted as conceptual only and will be determined at the detailed design stage.
12. The appendices do not form part of the statutory portion of this Plan. The intent of the appendices is to provide information and guidelines to support the policies of this Plan.
13. Policies and guidelines in this Plan are not to be interpreted as an approval for a use on a specific site. No representation is made herein that any particular site is suitable for a particular purpose. Detailed site conditions or constraints must be assessed on a case-by-case basis as part of an outline plan, land use amendment, subdivision or development permit application.
14. Some parcels in the plan area may have caveats registered against the certificate of title which may restrict development. These restrictions may include, but are not limited to, restricting development to one or two-unit dwellings. In some cases, the caveats may not be in alignment with the goals and objectives of this Plan and where such conflicts occur, The City supports the direction of this Plan. However, it is the responsibility of landowners to have caveats discharged from their land title certificate.

APPENDIX INTERPRETATION

PLAN LIMITATIONS

EXISTING CAVEATS/
RESTRICTIVE COVENANTS

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4 Implementation and Interpretation
North Hill Communities Local Growth Plan

4.3 LOCAL AREA PLAN
IMPLEMENTATION MONITORING,
REVIEW AND AMENDMENTS

1. New concepts and ideas may arise that are contained by or contradictory to certain policies within this Plan. Where such new concepts and ideas respond to and meet the intent of the vision and core ideas of the Plan found in Chapter 1, or offer a creative solution to a particular problem, amendments may be supported. To make any change to the text or maps within this Plan, an amendment that includes a Public Hearing of Council shall be required.
2. The policies within this Plan shall be monitored over time in relation to development in order to ensure they remain current and relevant. Where determined necessary by Administration, these policies shall be updated through the plan amendment process either generally or in response to a specific issue in accordance with the Municipal Government Act. Where an amendment to the Plan is requested, the applicant shall submit the supporting information necessary to evaluate and justify the potential amendment and ensure its consistency with the MDP and other relevant policy documents.

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Appendix A
North Hill Community Land Growth Plan

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A **Appendix A**
North Hill Community Local Growth Plan

APPENDIX A: IMPLEMENTATION OPTIONS

The following implementation actions have been identified by stakeholders through a series of public engagements conducted during the drafting of this Plan. As noted in Chapter 3, these actions represent steps community stakeholders identified to achieve the supporting growth objectives of the Plan. This Appendix is non-statutory and is intended to be revised over time as local growth occurs, actions are evaluated or completed, and/or new options are identified through subsequent stakeholder engagement and City departmental prioritization. As a non-statutory part of the Plan, updates to this Appendix do not require a Public Hearing of Council.

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SUMMARY OF IMPLEMENTATION OPTIONS

North Hill Communities Supporting Growth Objective	Implementation Options (What We've Heard)	Location
Celebrate, care for, and, where appropriate, protect the heritage assets of the communities.	Preserve Tuweco School.	Tuweco Park
Recognize and support community identity and character through investment in public and private space including community beautification, signage, wayfinding and public art.	Explore and realize opportunities for public art in public space or as part of private development.	Varies
Improve and enhance existing community association buildings and related facilities within the North Hill Communities.	Explore opportunities to support the role community association buildings and facilities as community hubs.	Varies
Improve safety and comfort in existing parks and open spaces and, where feasible, support a broader range of complementary uses that cater to diverse groups of users.	Improve lighting in key natural areas and pathways such as along the McHugh Bluff from the Carling Club up to Crescent Road NW. Improve Tuweco School Park and playground Improve Munro Park Continue to enhance amenities within Confederation Park to ensure it remains a destination for citizens of all ages at all times of the year. Explore the feasibility of allowing complementary uses such as restaurants and/or other active uses within key parks in the area Explore opportunities to provide additional park space and walking and cycling connections through the former Highland Park Golf Course lands. Improve park maintenance along east side of 10 Street NW. Improve the Mount Pleasant Arts Centre. Provide additional dog parks Investigate opportunities to acquire additional park space. Provide a fitness park at the McHugh Bluff Provide additional tree plantings, benches, bathrooms in parks Improve Balnoral and Beaumont Circus parks by pursuing road closures on 2 Street NW and 18 Avenue NW (Balnoral Circus) and on 4 Street NE and 15 Avenue NE (Beaumont Circus) and converting the adjacent roadways into park space. Explore opportunities for an optimized recreation facility for the Renfrew Aquatic & Recreation Centre. Improve Mount Pleasant Outdoor Pool	Rosedale Crescent Heights Tuweco Park Winston Heights Mountview Confederation Park Varies Highland Park Rosedale Mount Pleasant Varies Varies Rosedale / Crescent Heights Varies Mount Pleasant and Renfrew Renfrew Mount Pleasant
Provide accessible and affordable housing choices to accommodate diversity among people, ages, incomes, tenure, and household types.	Support housing providers to build or develop affordable and accessible housing in the serviced by regular and reliable public transit.	Varies

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North Hill Communities Supporting Growth Objective	Implementation Options (What We Heard)	Location
Improve the quality of the pedestrian realm along Main Street, transit station area, and Activity Centres.	Improve the pedestrian realm, connectivity, and accessibility of 16 Avenue N by providing wider sidewalks, and tree planting. Explore beautification of Centre Street N, Edmonson Trail NE and 4 Street NW including curb extensions, patio spaces, improved cross-walks, street trees and planting opportunities, street furniture and locating above grade utilities below ground. Explore opportunities to work with developers to provide for an enhanced public realm including sidewalks, adjacent side streets, and lanes on the 16 Avenue N corridor. Explore opportunities to provide for more appropriate vehicle speeds and on-street parking on Main Street.	16 Avenue N Centre Street N, Edmonson Trail NE, and 4 Street NW 16 Avenue N Centre Street N, Edmonson Trail NE, 16 Avenue N, and 4 Street NW
Improve pedestrian connections and complete missing links between Main Street, transit station areas, Activity Centres, parks and natural areas.	Consider improving 1 Street NE as a comfortable walking and cycling route across the plan area. Improve walking and cycling connection from Centre Street N to the Greenview Industrial area. Invest in high-frequency, primary transit such as Green Line LRT and BRT.	Highland Park Highland Park and Greenview Industrial Varies
Improve transit connections inside and outside of the North Hill Communities.	Improve 8 Avenue NE to create more comfortable conditions for walking and cycling and manage vehicle volumes and speeds.	Refrim
Improve safety, connectivity, and accessibility for all modes of Transportation.	Consider improving 2 Street NW as a comfortable walking and cycling route across the plan area. Improve connectivity across 16 Avenue N for pedestrians and cyclists Improve walking connections between Bridgeland and Refrifo Prioritize traffic calming in key areas such as schools, recreation centres, parks, community associations. Explore opportunities to improve the pedestrian crossing at 14 Street NW and 21 Avenue NW. Improve pedestrian connectivity on 35 Avenue NE by providing sidewalks along the avenue and traffic control at 2 Street NE. Improve pedestrian connections from Greenview Industrial to the multi-use pathway along Moose Creek. Explore opportunities to provide for a dedicated pedestrian and wheel chair crossing over Moose Creek that connects north of 16 Avenue N.	Tuxedo Park 16 Avenue N Refrim Varies Greenview Industrial Greenview Industrial Refrim
Expand the cycle network across the plan area, provide improved connections and complete missing links between Main Street, transit station areas, Activity Centres, parks, and natural areas.	Explore opportunities to provide with landscaping such as high grasses, to the roundabout at 8 Avenue NE and 8 Street NE to improve visibility and safety. Consider a high-quality cycling route along or parallel to the Centre Street N corridor. Create a comfortable walking and cycling route between Confederation Park and Moose Creek. Improve pathway connections to Confederation Park.	Centre Street N Varies Mount Pleasant, Capitol, and Confederation Park

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North Hill Communities Supporting Growth Objective	Implementation Options (What We've Heard)	Location
Connect and enhance the east-west cycle connections to destinations within the plain area and beyond such the University of Calgary and SAIT.	Consider measures to improve the safety and comfort for people walking and cycling on or adjacent to 20 Avenue N.	20 Avenue N
	Create cycling infrastructure linking east to west to major institutions like the University of Calgary.	Varies
Support planting, protection and maintenance of the tree canopy throughout the plain area.	32 Avenue N, Centre Street N, and Edmonton Trail NE - trees need to be better pruned and cared for.	Varies
	Protect existing public and private trees through redevelopment.	8 Avenue N
Support the planting of trees using methods that will ensure the sustainability and longevity of new trees	Support programs aimed at the protection and maintenance of trees on private land.	Varies
	Explore opportunities to add boulevard trees along designated walking and cycling routes such as 2 Street NW and 20 Avenue, to enhance the street experiences.	Varies
	Add trees to 8 Avenue NE.	
Protect, maintain and enhance riparian areas along the creek to facilitate wildlife movement, biodiversity and creek health while improving resilience to erosion, flooding and water quality impact.	Increase tree plantings along sidewalks and boulevards throughout the community.	
	Improve the health of the riparian areas along Moss Creek.	Varies

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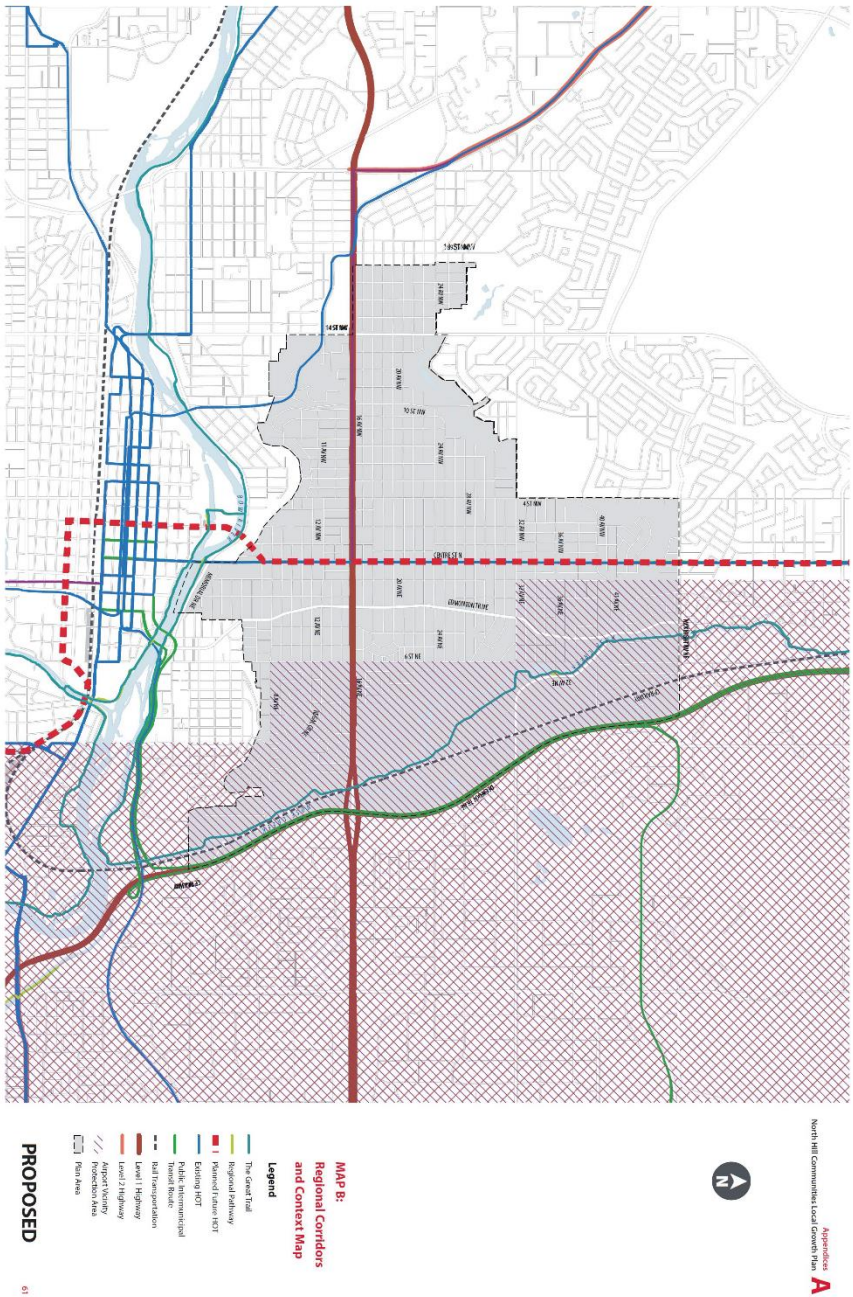
A Appendix
North Hill Community Local Growth Plan

**APPENDIX B: REGIONAL
CORRIDORS AND CONTEXT MAP**

Regionally significant corridors, including mobility corridors and transmission corridors, are depicted on Map B: Regional Corridors and Context Map as identified by the Interim Growth Plan.

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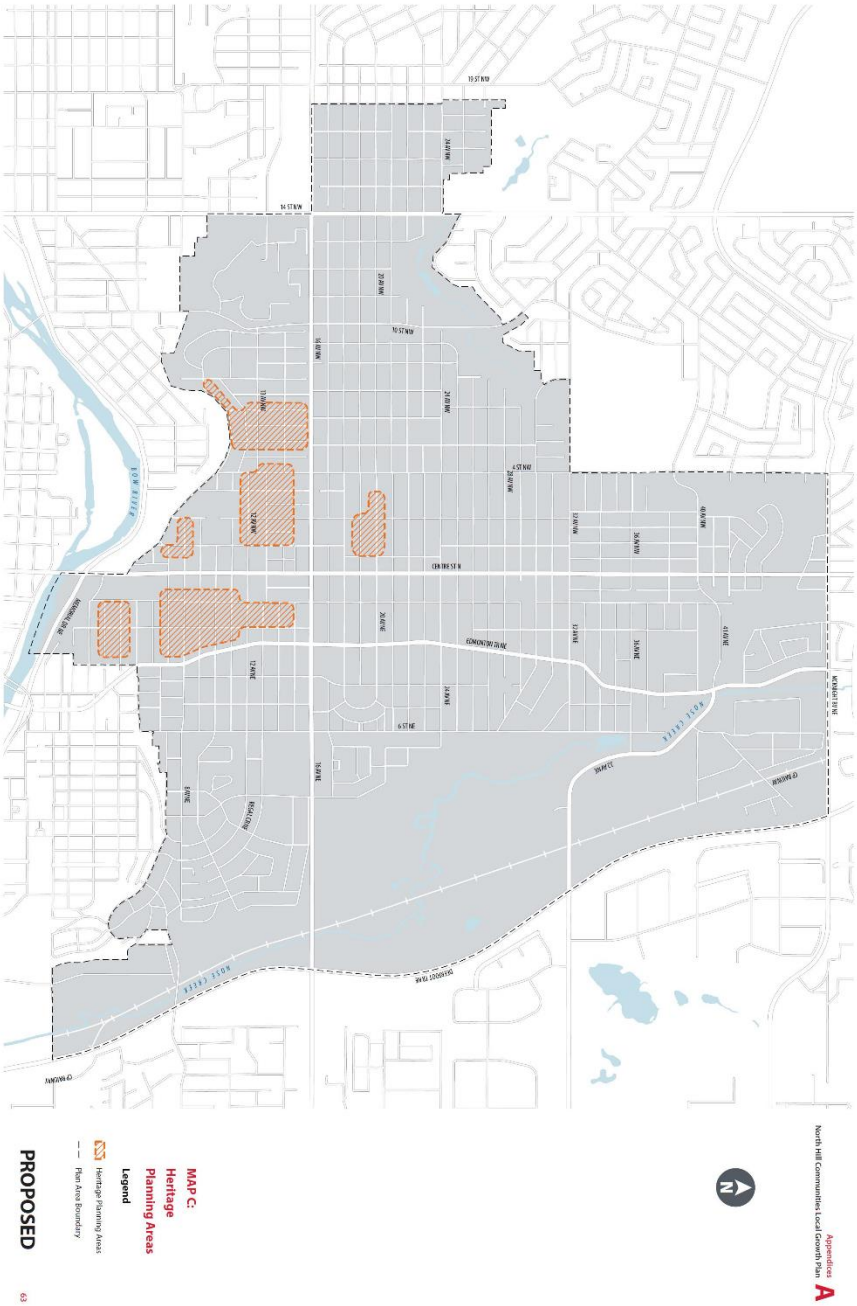
A Appendix
North Hill Communities Local Growth Plan

APPENDIX C: HERITAGE PLANNING AREAS

The following map shows Heritage Planning Areas in the North Hill Communities. These are areas where concentrations of heritage assets have been identified. This map is intended to help inform the Heritage Planning Areas policies set out in Chapter 2 of this Plan.

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APPENDIX D: CONSTRAINTS

The following is a summary of development constraints within the North Hill Communities. These constraints should be considered as part of the planning process and may apply at time of development.

AIRPORT VICINITY PROTECTION AREA

The Airport Vicinity Protection Area (AVPA) regulation governs development within the flight path of airplanes travelling to and from the Calgary International Airport to ensure land use compatibility. Noise exposure forecast (NEF) contours of the AVPA generally impact the eastern portion of the plan area, specifically Greenview Industrial. Properties within these areas are subject to certain development restrictions and/or conditions as identified in the regulation.

FREIGHT RAIL CORRIDOR

A Canadian Pacific (CP) rail corridor runs through the eastern part of the plan area. Any development adjacent to freight rail corridors must comply with the requirements of the Development Next to Freight Rail Corridors Policy, in addition to any other applicable policies.

LANDFILL SETBACK

There is a non-operating landfill located to the south of the plan area in Bridgeland-Riverside. The Subdivision and Development Regulations prohibit specific uses such as hospitals, schools, residences and food establishments within a specified distance. See the Subdivision and Development Regulations for additional information.

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Calgary Planning Commission Review – Administration Follow-up Summary of CPC Comments – 2020 January 09 Closed Session of CPC Meeting

Comment	Edits	Administration Follow Up
Content and Clarity		
Add a user guide with infographics at the beginning of the document to explain how The Plan should be used.	A user guide has been added.	N/A
Add references to the Guidebook in The Plan to ensure that it is clear that the documents must be read together.	Additional references to the Guidebook have been provided throughout the Plan.	N/A
How were The Plan boundaries determined? Consider adding North Hill Mall to the plan area.	N/A	Plan boundaries for the North Hill Communities Local Area Plan followed the general criteria identified in the Planning & Development Policy Prioritization Strategy (PUD2018-0011) that Council received for information at their January 22, 2018 meeting. As outlined in Attachment 4 to that report, multi-community plan boundaries should generally follow significant natural areas such as the Bow River, Nose Creek, and natural escarpments, skeletal/major and arterial streets such as Deerfoot Trail and McKnight Boulevard, and catchment areas for key MDP/CTP growth areas such as Main Streets and LRT stations. Specifically, the Plan boundaries were included in the scope of work presented and approved, with minor adjustments, by Council on April 20, 2018 (PUD2018-0347).
Add Neighbourhood Activity Centres to Community Characteristics and Attributes Map.	Added. See Map 2.	N/A

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Urban Form Categories		
The application of the Industrial Transition Housing areas is conservative. Consider expanding the area of industrial housing in Greenview.	Industrial Transition Housing has been added to the east side of 6 Street NE between 32 Avenue NE and 34 Avenue NE.	N/A
Does the Neighbourhood Housing – Local classification allow for row housing? Has this been clearly communicated to the communities.	N/A	Neighbourhood Housing – Local with a Limited building scale provides opportunities for a range of housing types including single-detached, semi-detached, rowhousing, townhousing, and suites. These housing forms are of a scale that is compatible in existing low-density neighbourhoods. This has been communicated to stakeholders including the North Hill Communities Working Group, community associations, and broader public through the Plan's engagement and communication strategy.
There are several comprehensive planning sites in the Plan Area which do not have urban form categories. Should these categories be applied at this time?	N/A	Urban form categories, policy modifiers and building scale may or may not be applied to comprehensive planning sites depending on the specific site circumstances. For some sites in the plan area, it was determined that additional planning analysis is required before applying specific urban form categories. The Plan provides general direction for each one of these sites and the appropriate classifications will be applied at time of redevelopment through a policy amendment.
Is an expansion of commercial uses being considered in the Greenview Industrial Area?	N/A	The policy envisions the Greenview Industrial Area as continuing to accommodate a broad mix of industrial and commercial uses, particularly on

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		the west side of Nose Creek. The east side of Nose Creek contains more general industrial uses and the policy supports the retention of those uses. Policy has been added to allow for more retail/office focused industrial uses along the interface of Greenview Industrial with McKnight Blvd and 41 Avenue NE.
Built Form Categories		
The built form categories are broad which may result in losing some of the finer grained details within communities. Consider more refined built form categories, such as a four storey category.	N/A	The North Hill Communities LAP uses the urban form and built form categories of the guidebook which does not include a category for four storeys. The Guidebook allows for adaptation to the urban form and built form categories with clear planning rationale on a site specific basis. The North Hill Communities LAP includes policies that are intended to address the impacts of larger scale developments through tools such as stepbacks, setbacks etc.
The built form categories are very defined along parcel boundaries. Was that the intent? Consider making the built form boundaries more general.	The boundaries for the built form categories have been changed to be more conceptual and not follow specific parcel boundaries.	N/A
31 Avenue and Centre Street North is a block away from a future Green Line Station and the built form category should allow for up to 6 storeys.	N/A	Map 4: Building Scale map has not been revised to increase building scale in this location. The building scale shown in this area focuses on the future 28 Avenue N Green Line station and adjacent open space.
Do the lots along Centre Street have the width to	The Plan has been revised to include a policy that considers	N/A

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accommodate the applied built form categories? Underground parking?	innovative parking solutions and/or relaxations to the bylaw parking requirements in instances where parcel depth is impacted by rights-of-way widening along Centre Street N.	
Policy Modifiers		
Why was commercial flex not applied on Edmonton Trail between 12 Ave and 16 Ave?	N/A	It was determined that the experience along Edmonton Trail changes north of 12 Avenue. No active or commercial flex has been applied past that point. However, these areas are still identified as Neighbourhood Commercial Major which envisions higher concentrations of commercial uses and an enhanced public realm. The plan does not prohibit active frontage from occurring in these areas but it is not requiring it.
General Policies		
There are many areas within the plan that have high concentration of heritage properties. How does this plan consider Heritage?	<p>The Plan has been revised to include Heritage Area overlays. There are areas that have high concentrations of heritage assets that warrant additional study and planning.</p> <p>The City is currently reviewing policy and regulation tools for heritage areas, with the objective of creating a systematic, city-wide strategy for the conservation of these heritage asset concentrations. The Heritage Areas in this Plan are intended to allow for future heritage planning work as well as the implementation of any resulting policy tools for these areas. The Heritage Areas would be removed and/or refined pending the outcome of that work.</p>	N/A

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There is a lot of detailed guidance for the parcels at the corner of 16 avenue and 10 street NW but that detail doesn't exist elsewhere.	N/A	<p>The policy guidance for these parcels was provided in the 16 Avenue Urban Corridor ARP and was written in consultation with the community.</p> <p>The North Hill Communities plan has included key policies and principles from the 16 Avenue Urban Corridor ARP including for this comprehensive planning site. The goal of this policy is to encourage comprehensive development of all parcels and limit the impact on adjacent low-density residential development.</p>
District energy policy has been arbitrarily applied to all parcels one hectare or larger. Is this policy necessary? Are the energy conservation requirements covered in the ABC? Are you creating an unnecessary cost to a project?	<p>The policies in both the Plan and the Guidebook have been revised to clarify where feasibility studies that explore the use of renewable and low-carbon energy technologies are required. These generally include larger comprehensive planning sites and developments in the plan area that are better positioned to implement and realize these technologies.</p> <p>Feasibility studies are intended to identify both energy and financial benefits that may result from renewable and low-carbon energy technologies for specific development projects.</p> <p>The Plan's policies support The Municipal Development Plan (MDP) which also includes direction regarding greenhouse gas (GHG) emission reductions and dependency on fossil fuels.</p>	N/A

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	Finally, the <i>Climate Resiliency Strategy</i> provides policy guidance for how land use planning can build climate resilience through mitigation and adaptation strategies such as reducing GHG emissions and implementing renewable and low-carbon energy technologies. These approaches compliment general energy efficiency requirements in the Alberta Building Code.	
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Attachment 4

Final Engagement and Communications Summary



North Hill Communities Local Growth Planning Project

Final Engagement & Communications Summary

Stakeholder Report Back – Winter 2020

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Executive Summary

The North Hill Communities Local Growth Planning project executed an integrated communications and engagement program that provided the opportunity for citizens to participate in meaningful engagement. We also ensured the program created allowed citizens to effectively navigate and access information on local area planning to raise their capacity to effectively contribute to the project.

Objectives that influenced our overall engagement and communications program included; raising the capacity of the community, increasing participation and diversity, better aligning the work of The City and clear stakeholder reporting.

Engagement and communications occurred for this project from September 2018 through to March 2020 over three phases of engagement and one phase of information sharing.

Throughout our project we engaged with: residents and community members at-large, community associations, business improvement areas, local business owners, students, Ward offices and the development industry.

We employed a variety of engagement and communications tactics including: developing a stakeholder working group, online engagement, pop-up events, workshops, community tradeshow, meetings, open houses, online information session, postcards, signage, social media, paid advertisements and media interviews.

At project launch, Administration employed a recruitment process where 32 members of the broader community, community associations and development industry were selected to join the project's multi-community stakeholder working group. This innovative approach brought together community members from different backgrounds to participate in dialogue of the broader planning interests of the entire plan area. The working group participated in eight sessions where they brought their unique perspectives and viewpoints to the table and provided detailed input to help create the Plan.

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During the project engagement Administration looked to better serve citizens, communities, and customers through a cohesive, collaborative and integrated approach that worked together as “One” for “Calgary”. Administration ensured coordination and collaboration with other City departments and active projects in the area to ensure a One City/ One Voice approach. Notably, this included collaboration with the City-wide Policy & Planning team and testing the use of the Guidebook to create the local area plan in addition to partnering with the Established Areas Growth and Change Strategy on the engagement for chapter three of the Plan.

Throughout the entire project, we held 53 in-person events and meetings, three online surveys and one (1) online presentation for the broader public and targeted stakeholders. In total over 800,000 people were made aware of the project through our communications program and we connected with over 14,800 participants online or in-person and received over 6,800 ideas and contributions across all phases. Please note that the metrics above are not inclusive of phase four, as phase four is still underway at the time of this report and will be updated to reflect participation.

Project Overview

The North Hill Communities Local Growth Planning project includes the communities of Highland Park, Mount Pleasant, Tuxedo Park, Winston Heights-Mountview, Crescent Heights, Renfrew, Rosedale, Capitol Hill, Thorncliffe - Greenview (south of McKnight Blvd) and the Greenview Industrial Area.

Through the local growth planning process, we collaborated with locals to create a future vision for how land could be used and redeveloped in the area – building on the vision, goals and policies outlined in Calgary’s Municipal Development Plan and the Guidebook for Great Communities.

The Local Area Plan (LAP) will fill gaps in communities where no local plan currently exists and replace other plans that are largely outdated.

The pilot project

The North Hill Communities Local Growth Planning project was a pilot project for The City’s planning department. This included:

- Testing a new approach to how Local Area Plans are created by undertaking local growth planning processes with multiple communities at one time, and grouping communities based on their physical boundaries, shared connections and experiences. By grouping communities together based on their shared experiences and spaces, we were able to discuss how to ensure a more complete community and able to provide a clear and comprehensive vision for growth and change at a local level across our city.
- Developing a new way of engagement and communications for the creation of multi-community LAPs that ensured a consistent and predictable approach, where the tactics and tools for delivery of the process were customized to the local context of the plan area. The engagement and communications framework piloted through this project will be utilized for future local area policy plans throughout the city.
- Partnering with the [Guidebook for Great Communities](#) and integrating the City-Wide Policy team in our processes, to test the tools and policies outlined in the proposed Guidebook at the local area plan level.

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Communications and engagement program overview

The integrated communications and engagement program created provided the opportunity for citizens to participate in meaningful engagement where we sought local input and used it to successfully achieve city-wide planning goals at the local level. We also ensured the program created allowed citizens to effectively navigate and access information on local area planning to raise their capacity to effectively contribute to the project.

Throughout this pilot project we employed an iterative approach to our engagement, under the philosophy of constant improvement, where we amended our strategy based on lessons learned through each phase and tested out new tactics and techniques to have a more meaningful experience. The lessons learned have also been used to adapt the framework for future Local Area Plans.

Some of the other considerations that influenced our overall communications and engagement approach are broken out below.

Phased program

The engagement process was designed as a multi-phased approach where we collected input and shared information at key intervals throughout the planning process.

Phase 1: Discover & Discuss (Fall to Winter 2018) Phase one was about looking to get a better understanding of the local area and your communities. Gaining a better understanding of everything that makes your community tick helped the project team proactively explore ideas with your aspirations, concerns and viewpoints in mind. The feedback from this phase help inform visioning with the working group where we developed Guiding Principles for the project.
Phase 2: Envision (Winter to Spring 2019) Phase two was about collecting feedback connected to big ideas and beginning to identify focus areas and topics that required further exploration to inform our land use concepts and draft policies. This input collected was be used to inform conversations with the project working group where we did a deeper dive into technical planning matters to develop draft concepts and ideas.
Phase 3: Evaluate (Summer to Winter 2019) Phase three was about sharing the draft Local Area Plan and gathering feedback to help evaluate the draft. The feedback collected helped identify gaps and opportunities and was used to refine the final proposed plan.
Phase 4: Realize (Winter 2020) Phase four was about sharing the final proposed plan, connecting the dots between what was heard and what was done, and closing the loop with stakeholders.

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Raising the capacity of the community

Prior to starting formal engagement we started the project with an educational focus to increase peoples' knowledge about planning and development to enable participants to effectively contribute to the process. This included starting the conversation with why growth and redevelopment is important and how local area planning fits into our city-wide goals. We also took a plain language and transparent communications approach and made a customized video for the project.

In some of our engagement sessions, we also offered "Planning 101" to help increase citizens capacity to participate.

Increasing participation and diversity

Recognizing that planning can be a difficult subject matter to navigate, we employed different tactics and approaches to increase participation in the project. We also recognized that the North Hill Communities are made up of a unique and diverse population and the sections below outline how we customized our approach to ensure we removed barriers to allow for a diversity of participation.

Local context considerations

Prior to kicking off the project, the project team conducted background research on the North Hill communities and noted the following unique local context factors:

- Higher than average seniors population;
- Higher than average Chinese and Spanish speaking populations;
- Higher than average rental population;
- 18 schools within the area, including SAIT;
- Some communities are experiencing higher redevelopment rates than others;
- Cultural considerations such as; Centre Street as an extension of Chinatown, and the area known as "Little Italy," and;
- The area is a regional destination with many people travelling through the area on high-traffic corridors or visiting destinations such as the Zoo or TELUS Spark.

These factors were taken into consideration as we selected different tactics throughout the project.

Inclusive process

Throughout our engagement we worked to ensure an inclusive engagement process that considered the needs of all stakeholders and sought to remove barriers for participation. We did our best to make public engagement accessible and welcoming to all, despite resource levels or demographics that might prevent them from being included in the process. We ensured that, at the very least, all citizens in the area were aware of the opportunity to participate and knew that we were interested in hearing from them.

For this project some of the inclusive measures we took included:

- Hosted pop-up events throughout the community at existing events to bring information more directly to people in their communities and meet people where they were at
- Worked with our internal City partners such as our Neighborhood Partnership Coordinators, Community Social Workers and Calgary Housing to share information with harder to reach populations
- Ensured all public events were held at accessible venues
- Provided children's activities at public sessions to create a family-friendly environment,

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- Hosted sessions across a variety of different hours and days of the week to accommodate different schedules
- Provided easily accessible information online, with the ability to provide feedback and ask questions, for those that couldn't attend an in-person session
- Offered translation services in Mandarin, Cantonese, and Spanish at in-person sessions
- Contacted seniors housing facilities in the area and offering a project presentation.
- Gave citizens the opportunity to request additional accessibility accommodations in advance of sessions through 311

Participation interests & intensity

Our engagement program was designed to cater to the different participation interests and intensity that stakeholders are willing to commit to a project. This includes having a variety of communications and engagement tactics available for involvement so that people are able to get involved at the level that best suits their needs. We selected a variety of tactics to correspond with the different interest needs of the North Hill communities.

One of the foundational pieces for our framework included the development of a multi-community stakeholder working group, designed to cater to those with more committed interests and more time to offer to the project, where we could have a more technical conversation, deeper dive into planning matters and build off the knowledge gained at each session.

North Hill Communities Working Group

Through a recruitment process, 32 members of the broader community and development industry were selected to participate in dialogue of the broader planning interests of the entire area. The working group participated in eight (8) sessions where they brought different perspectives and viewpoints to the table and acted as sounding board for The City as we worked together to create a Local Area Plan.

Grassroots conversations

Throughout our engagement we took more of a grassroots approach to create a sense of community, positive advocacy, and grassroots community participation. We achieved this by empowering stakeholders to have conversations and ignite interest about growth and redevelopment with their fellow community members. This was enabled by employing two-way conversational tools online and having discussion pieces available through Public Engagement Sounding Boards located in the community. In addition, through our pop-up events, we engaged with citizens while they were out at various destinations or events in the community to help ignite interest about planning with citizens that might not regularly attend an open house or workshop session.

Better aligning the work of The City

During our engagement we looked to better serve citizens, communities, and customers through our Program approach in a way that is cohesive, collaborative and integrated, and works together as "One" for "Calgary." Where timelines and resources allowed, we ensured coordination and collaboration with other City departments and projects to ensure a One City/One Voice approach.

This included partnering with projects and departments such as: Liveable Streets, Parks, Recreation, Calgary Housing, Real Estate & Development Services, Water Resources, City-Wide Policy (specifically the [Guidebook for Great Communities](#)), Transportation Planning and Transit and the Green Line project.

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We also recognized that significant engagement had occurred in these communities prior to the start of our project, and ensured that past project feedback was also used as an input and considered throughout our process. Specifically this included past work on the [Main Streets projects](#) and the [Green Line Station Area Charrettes](#).

Clear stakeholder reporting

A goal for this project was to achieve transparency through clear stakeholder reporting and ensuring that we made connections between the input being sought and how this input would be used to inform decisions throughout the entire process. In each phase of engagement, we ensured to report back on how the previous phase's engagement and input informed and was considered in project decision making.

What did we do and who did we talk to?

Throughout the entire project, we held 53 in-person events and meetings, and one (1) online presentation for the broad public and targeted stakeholders. In total over 800,000 people were made aware of the project through our communications program and we connected with over 14,800 participants online or in-person and received over 6,800 ideas and contributions across all phases. Please note that these metrics are not inclusive of phase four, as phase four is still underway at the time of this report and will be updated prior to the Special Policy Committee on Planning & Urban Development. Details of each phase and the corresponding tactics are provided in the chart below:

Phase 1: Discover & Discuss (Fall/Winter 2018)

Highlights: <ul style="list-style-type: none"> • 18 in-person events or meetings for the public & targeted stakeholders in addition to broad online engagement. • 300,000 people made aware of this phase through a communications program. • We connected with over 6,300 participants online or in-person. • A total of over 1,300 contributions were received. 	
In-person public engagement	Metrics
Pop-up events <ul style="list-style-type: none"> • The project team set-up at high-traffic destinations to share project information, answer questions and collect feedback. • Locations for pop-up events included: Beacon Heights Safeway (2), North Hill Co-op (2), Mount Pleasant Sportsplex, Renfrew Recreation Centre. 	<ul style="list-style-type: none"> • 8 events • 200 + participants • 100 ideas and contributions
Online engagement & communications	Metrics
<ul style="list-style-type: none"> • Three (3) weeks focused on increasing knowledge of local area planning and igniting interest in the project, and recruiting applications for the working group. • Six (6) weeks focused on community conversations and collecting input to inform the project. • Ability to ask the project team questions about the project. 	<ul style="list-style-type: none"> • 6,000+ online participants • 10 questions answered • 90 working group applications

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	<ul style="list-style-type: none"> 1,000+ ideas and contributions
Targeted Stakeholder Engagement	Metrics
Community Associations <ul style="list-style-type: none"> Met with each community association in the plan area to introduce the project. Including: Highland Park, Mount Pleasant, Tuxedo Park, Winston Heights - Mountview, Crescent Heights, Renfrew, Rosedale, Capitol Hill, Thorncliffe – Greenview. 	<ul style="list-style-type: none"> 9 community association meetings 60 participants
North Hill Communities Working Group <ul style="list-style-type: none"> We held one (1) workshop session with the working group. This was an introductory session that was focused on Planning 101 and introducing the Local Area Plan process. 	<ul style="list-style-type: none"> 1 session 32 members 100 + ideas and contributions
Communications campaign	Metrics
<ul style="list-style-type: none"> The City employed a communications campaign to build awareness and get people involved throughout phase one. We used Facebook, Twitter, street signs and informational displays, mailed postcards, community newsletter ads, and email updates. 	<ul style="list-style-type: none"> 300,000 individuals made aware

Phase 2: Envision (Winter/ Spring 2019)

Highlights: <ul style="list-style-type: none"> 20 in-person events or meetings for the public & targeted stakeholders in addition to broad online engagement. 800,000 people made aware of this phase through the communications program. We connected with over 4,600 participants online or in-person. A total of over 2,800 contributions were received. 	
In-person public engagement	Metrics
Pop-up events <ul style="list-style-type: none"> The project team set-up at high-traffic destinations to share project information, answer questions and collect feedback. Locations for our pop-up events included: Thorncliffe Greenview Community Association, Winston Heights Family Day Celebration, Central Landmark Chinese Market, Renfrew Recreation Centre, SAIT, the bus stop at Centre Street & 18 Avenue North and Lina's Italian Market. 	<ul style="list-style-type: none"> 8 events 200 + participants 100 ideas and contributions
North Hill Communities Tradeshow	<ul style="list-style-type: none"> 1 event

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<ul style="list-style-type: none"> • Unique opportunity to learn specifically about the North Hill Communities project and provide feedback; • Opportunity to learn about other City projects and services active in the North Hill Communities area in a <i>one-stop shop</i>. • "Planning 101" educational opportunity for all attendees where we hosted a recurring 30-minute presentation that aimed to demystify City planning. 	<ul style="list-style-type: none"> • 300 tradeshow participants • 100 planning 101 attendees • 250 ideas and contributions
Online engagement & communications	Metrics
<ul style="list-style-type: none"> • Three (3) weeks focused on sharing updated project information, reporting back on what was done with previous input and collecting input and feedback to inform this phase of the project. 	<ul style="list-style-type: none"> • 4,000+ online participants • 800+ ideas and contributions
Targeted Stakeholder Engagement	Metrics
Community Associations <ul style="list-style-type: none"> • Offered to meet with all of the community associations in the plan area to provide an update to their boards of directors on the project and our progress. • Attended six (6) meetings with: Highland Park, Mount Pleasant, Tuxedo Park, Winston Heights-Mountview, Renfrew, and Rosedale. We connected with 42 participants through these meetings. 	<ul style="list-style-type: none"> • 6 community association meetings • 42 participants
North Hill Communities Working Group <ul style="list-style-type: none"> • We held three (3) separate workshop sessions with the working group. • The topics at these sessions included: Community Assets & Amenities, Street Level Activity, and Function & Scale 	<ul style="list-style-type: none"> • 3 sessions • 32 members • 1000 + ideas and contributions
Main Streets Business Owners & Landowners <ul style="list-style-type: none"> • We held one (1) workshop for business owners and landowners along the four Main Streets in the plan area to discuss current challenges and future opportunities. 	<ul style="list-style-type: none"> • 55 participants • 500 + ideas and contributions.
Greenview Industrial Area Business Owners & Landowners <ul style="list-style-type: none"> • We held one (1) workshop for business owners and landowners in the Greenview Industrial Area to discuss current challenges and future opportunities. 	<ul style="list-style-type: none"> • 31 participants • 200 + ideas and contributions.
Communications campaign	Metrics
<ul style="list-style-type: none"> • The City employed a communications campaign to build awareness and get people involved throughout phase two. • The tactics we used included: Facebook, Twitter, street signs and informational displays, community newsletter ads and editorial content, Councillor communication channels, posters at high traffic community destinations, digital online banner advertisements, mailed letters, advertisements translated into simplified and traditional Chinese in Sing Tao and Trend Weekly newsletters, news 	<ul style="list-style-type: none"> • 800,000 individuals made aware

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spots on Global, CTV, CBC news, Country 105 radio, and Livewire online news blog and email updates.	
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Phase 3: Evaluate (Summer / Fall 2019)

Highlights: <ul style="list-style-type: none"> 13 in-person events or meetings for the public & targeted stakeholders in addition to broad online engagement. 500,000 people made aware of this phase through a communications program. We connected with over 3,950 participants online or in-person. A total of over 2,700 contributions were received. 	
In-person public engagement	Metrics
Pop-up events <ul style="list-style-type: none"> The project team set-up at existing community events in the summer to share project updates. Locations for our pop-up events included: Highland Park Stampede BBQ and the Mount Pleasant Stampede breakfast. 	<ul style="list-style-type: none"> 2 events 100 + participants
Draft plan review sessions <ul style="list-style-type: none"> We held two (2) draft plan review sessions in phase three where we shared the draft plan and collected feedback. These sessions were held at Renfrew Community Association and Highland Park Community Association. 	<ul style="list-style-type: none"> 2 events 150 participants 250 ideas and contributions
Online engagement & communications	Metrics
<ul style="list-style-type: none"> Two (2) weeks focused on sharing updated project information, including the draft plan, reporting back on what was done with previous input and collecting input and feedback to inform changes to the draft plan. 	<ul style="list-style-type: none"> 3,600 + online participants 1,000 + ideas and contributions
Targeted Stakeholder Engagement	Metrics
Community Associations <ul style="list-style-type: none"> We held two (2) presentations for Community Association board members to attend and review the draft plan. 	<ul style="list-style-type: none"> 2 meetings 8 community associations 22 participants
North Hill Communities Working Group <ul style="list-style-type: none"> We held three (3) separate workshop sessions with the working group. The focus of these sessions were on reviewing draft components of the plan and refining policies and concepts. 	<ul style="list-style-type: none"> 3 sessions 32 members 1,000 + ideas and contributions
Main Streets Business Owners & Landowners <ul style="list-style-type: none"> We held one (1) workshop for business owners and landowners along the four Main Streets in the plan area to review the draft plan. 	<ul style="list-style-type: none"> 18 participants 100 + ideas and contributions.
Greenview Industrial Area Business Owners & Landowners	<ul style="list-style-type: none"> 12 participants

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<ul style="list-style-type: none"> We held one (1) workshop for business owners and landowners in the Greenview Industrial Area to review the draft plan. 	<ul style="list-style-type: none"> 50 + ideas and contributions.
Development Industry <ul style="list-style-type: none"> We held one (1) workshop for members from the Development Industry to review the draft plan. 	<ul style="list-style-type: none"> 18 participants 100 + ideas and contributions.
Youth Engagement <ul style="list-style-type: none"> In addition to providing youth engagement opportunities at the tradeshow, we held a session with the GradeSix students at Rosedale School. 	<ul style="list-style-type: none"> 35 students 200 + ideas and contributions
Communications campaign	Metrics
<ul style="list-style-type: none"> The City employed a communications campaign to build awareness and get people involved throughout phase two. The tactics we used included: Facebook, Twitter, street signs and informational displays, community newsletter editorial content, Councillor communication channels, digital online banner advertisements, mailed postcards and email updates. 	<ul style="list-style-type: none"> 500,000 individuals made aware

Phase 4: Realize (Winter 2020)

Highlights: <ul style="list-style-type: none"> 2 in-person meetings for targeted stakeholders Online presentation and information sharing Frequently asked questions and final closing of the loop on the engagement process. No contributions as the purpose of this phase is information sharing. Full metrics were not available at the time this report was drafted and this section will be updated prior to the Special Committee on Planning & Urban Development on March 4. 	
Online information sharing	Metrics
Online presentation <ul style="list-style-type: none"> A presentation providing an overview of the project and final plan was provided online for stakeholders to watch. Frequently asked questions were updated and provided on the project website, in addition to the final engagement summary and proposed plan. 	<ul style="list-style-type: none"> Metrics not available at the time of this report and will be updated.
Targeted Stakeholder Engagement	Metrics
Community Associations <ul style="list-style-type: none"> We held one presentation for Community Association board members to attend and review the final plan. 	<ul style="list-style-type: none"> 1 meetings 9 community associations 20 participants
North Hill Communities Working Group <ul style="list-style-type: none"> We held one session with the Working Group. 	<ul style="list-style-type: none"> 1 session 32 members

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<ul style="list-style-type: none"> The focus of this session was to share the final proposed plan and close the loop on the working group process. There are 32 participants in the Working Group. 	
Communications campaign	Metrics
<ul style="list-style-type: none"> The City employed a communications campaign to build awareness and get people involved throughout phase two. The tactics we used included: Facebook, Twitter, community newsletter advertisements and editorial content, Councillor communication channels, and email updates. 	<ul style="list-style-type: none"> Metrics not available at the time of this report and will be updated.

What did we hear and how was feedback considered?



* Graphic recording of feedback received at the North Hill Communities Tradeshaw on March

The following chart represents the high-level themes that were received throughout the entire project, and a response from the project team on how this influenced or was considered in the final proposed plan.

Theme from engagement	Response from project team
Theme: Density and redevelopment	
<ul style="list-style-type: none"> Citizens believe density and redevelopment can have benefits such as; an increase in amenities and other improvements to the area. However, there are fears that too much density or development not done right, can negatively impact the community. Citizens expressed the need for thoughtful development and smart density within the North Hill 	<ul style="list-style-type: none"> Local area planning is a comprehensive approach to envisioning and planning for where and how growth and change occurs in communities. Through the local area planning process, The City, working with area residents and stakeholders, identifies: where growth should be focused, what specific local policies may be required to realize great development and how growth can be

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<p>Communities. Comments identify a variety of heights and building uses appropriate for specific focus areas and want to ensure that a variety of redevelopment will support a diverse population in terms of their needs and preferences.</p>	<p>supported through social and physical investment.</p> <ul style="list-style-type: none"> The North Hill Communities project has identified strategic areas where future growth should be focused. These include: along Main Streets, within transit station areas and activity centres. The plan also envisions continued incremental growth in primarily residential areas through low-density housing such as single-detached, semi-detached, and row housing. A key principle of the plan is to provide for a variety of housing types to meet the needs and preferences of a diverse population. The scope of work for the Local Area Plan does not include land use rezonings.
<p>Theme: Pedestrian and bike access</p>	
<ul style="list-style-type: none"> Citizens expressed desire for improved pedestrian and bike infrastructure to promote a reduction of car use in the area and improve alternate mobility choices. Citizens value a walkable and accessible community and want to see enhancements to pedestrian and cycling infrastructure. 	<ul style="list-style-type: none"> Through the local area planning process, the project team has worked with area residents and internal city departments to identify opportunities for improving pedestrian and bike infrastructure. This provides area residents greater mobility options beyond the private automobile. This includes things such as: identifying missing pedestrian/cycling connections or links, as well as considering improving east-west cycling connections. The plan identifies high-level goals related to these specific types of mobility improvements that will help inform future investments and improvements in the area.
<p>Themes: Amenities and local business</p>	
<ul style="list-style-type: none"> Citizens expressed a desire for more local businesses and a diversity of retail offerings in their communities. Citizens value many of the existing services and businesses in the area and would like to see redevelopment that helps strengthen these as well as the creation of new businesses and complementary uses that make North Hill a vibrant community for residents, and a destination for visitors. 	<ul style="list-style-type: none"> Local businesses and amenities require a certain population base to be viable and successful. By accommodating for additional residents in our communities, the draft plan helps support a greater number and broader diversity of retail and commercial businesses. This includes along the area's Main Streets, neighbourhood activity centres, and near existing and future transit.

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Theme: Parks, Open Space and Trees	
<ul style="list-style-type: none"> Citizens value green space and have a desire to increase, preserve and protect current green and open spaces in the area. Citizens also shared strong value for mature trees and tree-lined streets and want to see these maintained and protected through redevelopment. 	<ul style="list-style-type: none"> The plan recognizes the importance and role parks in the area play not only for local area residents but also the wider city. The draft plan identifies parks based on their general use and function within the North Hill Communities. For example, large regional parks and facilities such as Confederation Park and the Renfrew Athletic Fields and Aquatic Centre provide recreation opportunities for residents of all the North Hill Communities and beyond, while parks such as Munro Park and Tuxedo Park serve a more local function. In addition, the draft plan includes policies that seek to retain existing street trees, particularly on heritage boulevards.
Theme: Community and character	
<ul style="list-style-type: none"> Citizens value the unique community feel and character that exists in their communities and want to ensure this is recognized and/or maintained as the area grows and evolves. 	<ul style="list-style-type: none"> Community character is a complex concept with many layers and individual interpretations. From an urban planning perspective, the draft plan considers aspects of community character connected to the future natural and built form. Specifically, the draft plan outlines: what types of buildings make sense where; the building scale that is appropriate in different locations; policy direction for locations with unique conditions, circumstances or characteristics; goals for supporting growth in the area. Community character is often associated with building character – primarily the building architecture/design or natural building character that is developed over time. It is ultimately up to each property/landowner to determine if/when they want to revitalize or replace a building. The City has heritage preservation tools for buildings that are legally protected and are on the heritage resource inventory list.

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	<ul style="list-style-type: none"> Although new development will alter the aesthetics of the community, it is incremental and over time today's new buildings will become reflections of a past architectural period and inherently grow character as they age. There are portions of the North Hill Communities that have concentrations of heritage assets that warrant additional study and planning. Heritage assets are privately owned structures, typically constructed prior to 1945, that significantly retain their original form, scale, massing, window/door pattern and architectural details or materials Heritage Planning Areas have been applied in areas that have high concentrations of heritage assets and these areas are conceptually shown in Appendix C of the Plan. In addition to identifying where concentrations of heritage assets are located, the Heritage Planning Areas are intended to allow for the future application of policy tools to encourage heritage retention and preservation as well as more contextually compatible development.
Theme: Green Line	
<ul style="list-style-type: none"> Citizens identified Green Line as an exciting opportunity for these communities and citizens want to ensure that it is thoughtfully integrated into the community. 	<ul style="list-style-type: none"> The Green Line project team is evaluating stage 1 design and is committed to building this stage within our approved budget of \$4.9 billion. This work will help determine how the Green Line will integrate within the communities. The North Hill Communities local area plan envisions how new development along the Green Line can best integrate into the community while also ensuring the benefits associated with improved transit mobility and access are maximized for locals and businesses in the area. A key focus of the draft plan is the type and scale of development surrounding transit stations, noted primarily through the maps.
Theme: Transit Access	

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<ul style="list-style-type: none"> Citizens felt transit has improved access to the North Hill communities and specifically the Greenview Industrial area, and there is potential to grow and increase vibrancy in the area. 	<ul style="list-style-type: none"> Through investment such as the recent MAX Orange BRT as well as Green Line LRT, mobility options in these areas are expected to improve. An important principle of the plan is to provide greater housing options for people to live near varied mobility options including transit. Greater transit ridership helps support the transit network and service.
Theme: Parking and Traffic	
<ul style="list-style-type: none"> Citizens shared that solutions are needed to address both parking concerns and traffic congestion within the area. This was raised as a critical item necessary to support current and future businesses in the area, as parking and traffic is a big issue along the Main Streets and in the Greenview Industrial Area. 	<ul style="list-style-type: none"> The plan does not directly respond to parking and traffic issues; however, the plan has identified goals for supporting growth in the area that can be reviewed and may be implemented by other City departments. The Transportation Department reviews the plan to determine what upgrades to the transportation network may be required to support the vision set out in the plan.
Theme: Draft Plan Comments – Chapter 1 (Vision & Maps)	
<ul style="list-style-type: none"> Citizens suggested revisions to the vision and guiding principles to recognize the uniqueness of the North Hill Communities. 	<ul style="list-style-type: none"> Revisions have been made to the vision statement and core ideas (formerly guiding principles) of the draft plan. The vision statement has been reworded to be future focused and include more affirmative and aspirational language to describe how growth will be accommodated over the next 30+ years. The guiding principles have been renamed core ideas to align more closely with terminology used in other local area plans. These core ideas have been edited to include additional local context to make them more specific to the North Hill Communities. The vision statement and core ideas are intended to be the overarching guidance for the entire policy document. They are planned to support the strategies of the policy, represent the goals for the community, and reflect the city-wide vision of the Municipal Development Plan and the Guidebook for Great Communities. By their nature these sections are intended to be high level

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	objectives and not include a lot of detail.
<ul style="list-style-type: none"> Revise the history section to better reflect the unique history of this area including references to important historic elements in the communities. 	<ul style="list-style-type: none"> The project team completed further research of the history of the area. In response, some additional local specific content was added to this section with emphasis on the significance of this area. The intent of the History section is to provide a general historical overview for North Hill highlighting events that have shaped the communities.
<ul style="list-style-type: none"> Citizens suggested changes to consider a 'more nodal, and less linear', land use concept. 	<ul style="list-style-type: none"> The project team has completed their investigation of different land use options in response to comments received from the North Hill Working Group and the broader public. An evaluation of all feedback gathered during Phase 3 Engagement indicated that there were many different perspectives to consider. Comments from the North Hill Working Group generally supported nodal intensification; however, other community stakeholders were more supportive of a pattern which followed existing intensification areas and respecting the existing context. Based on this analysis minor changes have been made to maps 3 (Urban Form) and 4 (Building Scale). The future growth concept is intended to build upon the existing development pattern and focuses intensification along main streets, activity centres, and adjacent to future LRT stations. There are areas of the plan where a nodal development pattern is envisioned. These areas include major intersections and transit planning areas, such as the intersection of 16 Avenue N and Centre Street N.
Theme: Draft Plan Comments – Chapter 2 (Development Policies)	
<ul style="list-style-type: none"> Citizens made suggestions to include policies that help mitigate the impact of higher scale development on lower scale development such as along 8th, 12th, and 20th Avenues N. 	<ul style="list-style-type: none"> The Plan includes policy which seeks to mitigate the impacts of higher scale redevelopment when located in a lower scale context by requiring buildings to stepback at or below the fourth storey. This would be in

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	addition to the contextual rules of the land use bylaw and the policies of the Guidebook for Great Communities. Exceptions to this rule would only be considered where development demonstrates an appropriate transition through other design tools.
Theme: Draft Plan Comments – Chapter 3 (Supporting Growth)	
<ul style="list-style-type: none"> Citizens provided feedback to help us define supporting growth objectives and implementation options that would help achieve those objectives. 	<ul style="list-style-type: none"> The Chapter 3 goals and objectives support the vision set out in the plan. These goals were drafted based on working group and community feedback, city departmental input and review, as well as the direction of the Municipal Development Plan. In response to additional information gathered, three additional objectives were added as well as numerous implementation options (found in the Appendix). The North Hill Communities project team has been working closely with The Established Areas Growth and Change Strategy team and feedback gathered to date will also assist that project to define tools to realize the objectives and implementation options.

Participant demographic breakdown

Below is the comprehensive breakdown of demographics for all that responded to our demographic survey across all phases.

What community do you reside in?	
Capitol Hill	8%
Crescent Heights	13%
Mount Pleasant	23%
Tuxedo Park	7%
Winston Heights-Mountview	9%
Highland Park	10%
Thorncliffe-Greenview	4%
Renfrew	17%
Rosedale	3%
Other	6%
How would you classify your relationship with the plan area?	
I live here	65%
I work here	9%
I play here (recreate, worship, shop, eat, etc.)	19%

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I go to school here	5%
Other	2%
How long have you lived in the area?	
Under 1 year	4%
1 – 2 years	9%
3 – 5 years	21%
6 – 10 years	12%
11 – 20 years	36%
20+ years	28%
I don't live here	2%
Do you own or rent your home?	
Own	85%
Rent	15%
How old are you?	
Under 18	10%
18 – 24	7%
25 – 34	14%
35 – 44	20%
45 – 64	26%
65+	26%
What gender are you?	
Male	35%
Female	58%
Other	2%
Prefer not to say	5%

Engagement summaries & what we heard reports, by phase

To review the detailed engagement summaries and what we heard reports created for each phase of engagement, in addition to an overview of the working group engagement activities, please visit the links provided below.

- **Phase One: Discover & Discuss**
 - [Detailed What We Heard Report](#)
- **Phase Two: Envision**
 - [Detailed What We Heard Report](#)
- **Phase Three: Evaluate**
 - [Detailed What We Heard Report](#)
- **North Hill Communities Working Group**
 - [Summary of Activities](#)

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Stakeholder Letters

Crescent Heights Community Association



February 25, 2019

Crescent Heights Community Association
1101 - 2nd Street NW
Calgary, Alberta
T2M 1V7

Standing Policy Committee on Planning and Urban Development (PUD)
reference item # PUD2020-0164

Re: North Hill Communities – Local Area Plan – Final Proposed Plan

We respectfully include our previous letter stating our concerns with the Local Area Plan (LAP) draft from January 30th 2020 to this submission. The majority of our concerns included in the January 30th letter have still not been addressed to our satisfaction in the Final Proposed Plan and we will not support the Plan until these items are addressed or responded to in some detailed fashion.

Our first concern listed was with timelines and the unsustainable pressure on our volunteer base to respond to items in such a speedy manner. The first viewing of the final plan was on February 18th, 2020 to us as members of the Working Group. Our independent review and this corresponding letter to PUD needed to be submitted a mere one week and one day later. This is untenable, particularly as we are also grappling with the revised alignment of the Greenline. More importantly, the general public will have only had the ability to see the Plan from February the 24th to the 25th, and submit letters to PUD on the 26th. We understand that the community and its residents will be able to attend the Public Hearing scheduled for April 27th, 2020, but even this leaves us little time to get important information out to the community and parallels the Greenline engagement and response times. We strenuously object to the time lines that we have been presented with and feel that this impedes our ability to achieve meaningful feedback and the ability to work together to achieve a desired result.

Due to these same time constraints, we have been unable to do an in depth review of the changes to either the Guidebook or the Local Area Plan. As per our letter of January 30th (and further detailed there) we wish to underline the following main areas:

1. Timelines

Unattainable and unsupportable by a volunteer organization.

The revised alignment of Greenline and subsequent decisions and impacts that will be coming in the future further influences this Plan and are not adequately addressed and create a number of unknown influences that may impact our communities structure and composition. We believe that until this is better known, this Plan adoption must be delayed.

2. Local Area Plan Contents

We have been unable to undergo a thorough review of the changes to the Guidelines as they pertain to Section 2.32. We find it concerning that changes were made to the Guidebook to reflect the Local Area Plan rather than the Local Area Plan adhering to the original direction. These last minute changes to bring both documents into alignment seem hasty and potentially ill considered when communities such as ours do not have adequate time to respond.

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We continue to ask for the identification and recognition of individual community characteristics and the inclusion of community specific policies. Target, or existing, populations are not addressed in the Plan whatsoever and we can not comprehend the projected population for our community and how population changes would be handled in triggering plan changes or achieving goals. Furthermore, the potential impact of Greenline on subsequent traffic patterns is not in any way addressed in this Plan. How can such a major infrastructure change not be incorporated into our Local Area Plan?

3. Characteristics/Urban Form

The LAP now contains a section on Heritage areas (Section 2.1.8) which partly addresses our concerns and desire for a recognition of an alternate urban forms category. This is, in reality, merely an objective, and there is no guarantee that this will become a statutory policy. We further believe that this should be located in the Guidebook, so that all future communities can benefit should it become policy. We continue to have concerns over this aspect of the Plan and the lack of certainty it brings to our community.

4. Tree Canopy/Open space

We have now formally requested firmer and more meaningful policies under these areas twice, and it continues to remain unaddressed in the Final Local Plan.

In our previous feedback we made the following requests:

- Include firm policy wording on the protection of the tree canopy. Introduce enforceable legislation that supports this. Develop meaningful penalties if not followed;
- Detail how to "support and expand" the tree canopy in an ever-denser urban form;
- Introduce meaningful and actionable policy and plans to protect, enhance and expand our open spaces.

We do not see any real commitment in this plan to have our amenities, including parks, open space and tree canopies, maintained, improved, and considered in light of the anticipated increased density.

For the reasons listed above and those in our letter from January 30th, 2020 (below), the Crescent Heights Community Association does not support the North Hill Communities – Local Area Plan – Final Proposed Plan as submitted. We would like the opportunity to continue to work with the planning group to resolve our issues and find solutions in a reasonable time frame, with considerations for the other planning related issues that our community is currently addressing. It is in the best interests of all involved that this Plan be the best it can be.

We are hopeful that this groundbreaking multi-community plan can be achieved to our mutual satisfaction. We are eager for the plan to be a successful project for future communities to aspire to and hope that Council and the City will consider our concerns.

Sincerely,

By email only

Simonetta Acton, Director of Parks,

North Hill Communities Working Group, CHCA Representative

On behalf of the Crescent Heights Community Association

cc: Troy Gonzalez, RPP, MCI, Senior Planner | Community Planning, The City of Calgary

Dale Calkins, Senior Policy & Planning Advisor, Ward 7

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January 30, 2019

Crescent Heights Community Association
1101 - 2nd Street NW
Calgary, Alberta
T2M 1V7

Attention: Troy Gonzalez, RPP, MCIP
Senior Planner | Community Planning
Planning & Development
The City of Calgary

Dear Troy,

Re: North Hill Communities – Local Area Plan – Revised Draft

The Crescent Heights Community Association (CHCA) appreciates this opportunity to give the planning group our second round of feedback on the draft North Hill Communities Local Area Plan (the Plan). For the purposes of transparency with the group of communities participating in the Local Area Plan, we will be sharing this response with representatives from the other community associations.

We begin by saying that there are a number of elements in the Plan which we support and feel respect the needs of our community. These include the objectives and goals around Main Streets as well as policies and objectives that identify supporting design improvements, connections and beautification, to mention a few.

We also understand and appreciate that this is a huge undertaking for the City, and that we are the first group of communities to be put through this process. Because we are the test case, we feel it is even more important that the City take the time and care necessary before adopting plans that have not been fully tested on how they will be used by both the City and the communities they serve.

We continue to have concerns with the content, or in some cases, lack of content, as well as additional aspects of the Plan. Most especially we consider the timing of this Plan to be out of sync with the tools that we are told will be running. It is almost impossible to truly gauge how this Plan, and the associated Guidebook for Great Communities will work without all the pieces in place. We refer most specifically to heritage tools and low density residential provisions that we are advised are to be added or changed. Until these items are fleshed out, we do not support the ratification of the Plan in its current form.

The exercises you had us participate in during the last session, using the Guidebook and the Plan to evaluate a proposed development, brought home what a large leap this will be for the many dedicated volunteers we have, and how it will necessitate even more of their valuable time to fully grasp applying either of these documents. This is concerning and we hope that the City will include training for volunteers as part of the Plan adoption process.

We have organized our feedback into four main categories: timelines; contents; characteristics/urban form; and tree canopy/open space.

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ISC: UNRESTRICTED

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1. Timelines

As City employees, it is your job to complete work on the plan in a timely manner. As volunteers with multiple other responsibilities and using our "spare" time, we are struggling to find the time to reasonably review and respond to drafts. We respectfully request that review and response times be extended to six weeks or more so that we can properly advise our CA, and allow for adequate time to receive, assimilate and return feedback. This would allow for at least one CA Board meeting interval between workshops and revision needs.

For example, the most recent draft was submitted to us on December 20th. The next working group session was scheduled for January 15th. We typically do not do volunteer work over the holidays, so this effectively gave us less than two weeks to review the draft, determine if any changes made reflected our previous feedback and report to the board at our meeting on January 14th. Reports to the board on the January 15 session was sent by email. This was followed by meeting with stakeholders to gauge the need for, and nature of, our response. We were asked to provide feedback ASAP. Our board does not meet again until February 11th. Wading through multiple responses and suggestions takes time and we want to reflect as large of a segment of our community's wishes as thoroughly as possible. This is all completed using volunteer time. We hope you can appreciate the need for additional time in assessing and responding to a plan that will significantly change the way our community is envisioned in the future.

2. Local Area Plan Contents

In the Guidebook for Great Communities, under Section 2.32, we are provided with direction for what should be included in a Local Area Plan. We see gaps in this direction and the draft Local Area Plan. Below we copy and reference from pages 86-87 of the guidebook (in *italics*). Most specifically we see the following four comments are contained in parentheses where applicable:

Chapter 1: Visualizing Growth

a. Identification of attributes:

- i. *Community demographics and trends* (not included either by individual community or by total)
- iii. *ecological assets* (park spaces are shown but there is no descriptors or definitions – i.e., school, playing fields, natural area, playground, etc.)
- iv. *Heritage or Cultural assets* (no identifications associated with Map 2)
- vii. *recreation and community facilities* (not identified, nor their current or potential capacities)
- viii. *special view corridors* (not identified)
- x. *mobility infrastructure* (roads are shown, no alleys, no pathways or bike routes)

b. The plan should support:

- ix. *protection and enhancement of natural areas and ecological functions* (we do not feel that the Plan has addressed this in any meaningful way)
- v. *recreation, civic, arts and cultural opportunities* (not identified therefore not supported)
- vi. *architectural, urban and natural features that contribute to a feeling of local identity and sense of place* (since these are not identified in the Plan, the Plan does not support these)

Chapter 2: Enabling Growth

- e. *A local area plan shall contain strategies for achieving the vision of the plan, including, but not limited to, community-specific policies for urban form categories, mobility, or amenities that supplement those contained within the Guidebook as necessary* (we do not see any community-specific policies – the Appendix contains some community-specific targets, but is not statutory)
- f. *Existing or new landmark sites or gateway sites and key view corridors should be identified, if applicable, and community-specific policy should be included to guide future development in these areas.* (we do not see any identification or community specific policies)

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j. Local Area Plans are encouraged to conduct water and sanitary analyses to understand the impact of projected growth on the utility network. (a clause or requirement for this analysis has not been included in the Plan).

Chapter 3: Supporting Growth

We do not see agreement between the Plan and the direction intended in the guidebook for this chapter. Policies for current and future amenities and infrastructure and strategies for their funding are not included in the Plan. Implementation actions have been identified in an Appendix, but strategies for funding are not identified. In addition, there is no identification of a priority of investments, identification of roles, identification of what tools (planning or financial) can be used, or the identification of a complete community through the creation of an "Asset Map and List".

These items are listed in the direction provided and are copied below:

k. Local area plans should:

- i. identify the elements of a complete community (as referenced in the Municipal Development Plan) over a time horizon of growth and change in the plan area, through the creation of an "Asset Map and List" reflective of continual growth and change as described in Chapter 4 of the Guidebook;*
- ii. provide guidance to The City for future service plan and budget considerations and recommendations;*
- iii. identify the priority of investments for the community, taking into account the current status of the infrastructure and amenities and the plan for future growth and change;*
- iv. acknowledge that the timing of investments may be guided by external factors including service and activity levels, priorities identified in the plan, and the state of existing assets;*
- v. identify the roles for different city builders in supporting implementation (the City, developers, residents and businesses);*
- vi. identify and recognize the range of planning and financial tools that could support implementation; and,*
- vii. be reviewed at a regular frequency as investment and actions are made towards plan goals.*

We also call attention to the following from the Municipal Development Plan:

"2.3.2 Respecting and enhancing neighbourhood character

Objective Respect and enhance neighbourhood character and vitality

Policies

- d. Ensure that the preparation of Local Area Plans includes community engagement early in the decision making process that identifies and addresses local character, community needs and appropriate development transitions with existing neighbourhoods."*

In our opinion the Local Area Plan does not meet this Objective or Policy. Our Community was engaged, but in our opinion the engagement process was steered entirely to accommodate growth and did not provide an opportunity to identify our local character, or community needs. Appropriate transitions were discussed.

We want to see, as outlined above in the guidebook direction, considerably more community specific details, and the application of community specific policies.

3. Characteristics/Urban Form

For the purposes of our feedback we have grouped these items together. As pointed out above, there has been no effort in the Plan to identify individual community characteristics or assets, or to address the possible need for the recognition of alternate urban forms categories due to a desire to maintain certain characteristics. In our opinion

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this is a major failing of the Plan. The process for overlaying new urban form over an existing urban form should include recognition of forms or places where a community wants to see effort to maintain its current state. If identified during the working session process, this has not been transferred to the Plan.

Our existing Crescent Heights Area Redevelopment Plan identifies several Goals, Objectives and Guidelines. Objectives such as:

- *Ensure new development is as sensitive as possible to the neighboring housing.*
- *Recognize and attempt to preserve the historic character of the community.*
- *The character of the existing low density residential areas should be maintained while appropriate new development is encouraged.*

Clearly these objectives collide with the direction of the Plan. We believe that community residents do not fully understand how the policies in the Plan substantively change these prior directions. Certain areas in our community deserve to have the spirit of these objectives protected and maintained. These areas reflect elements of our community character in architectural style and history of place. They provide perspective and grounding. As a community we are told that policy in the form of heritage tools will be forthcoming, but these can't be guaranteed and the details of how, what, or where these tools are to be applied are not yet available. In our opinion these tools need to be in place and where they would be applied needs to be shown in the plan before it may be ratified.

As a community, Crescent Heights has accommodated growth and welcomed increased density on a consistent basis. According to the City census (2016) 62% of our dwellings are in the form apartments, 8% in semi-detached, and only 27% of our community is in the form of single detached. A certain number of these 88% single detached homes are also newer infill development of various ages. As comparison, Rosedale has 81% of its population in single detached dwellings, 7% in semi-detached and 8% in apartment form. Renfrew to our east has 31% in single detached, 25% in semi-detached and 32% in apartment form. We already provide a significant quantity of denser urban form. We can accommodate more density, there is opportunity to further density in various parts of our community in land use districts that already provide for additional density. We want tools that allow us to identify and direct densification in particular areas, and tools to encourage maintaining scale, detailing, and massing that helps our community retain a significant expression of its character.

In our letter dated December 12th recommended the following: Create another urban form category that reflects the existing historic scale and density and work with communities to define where, or if at all, this category could be maintained. We stand by that request and ask again that it be included. A mere promise that it may be coming is not sufficient.

Much of this desire is tied to our identification of our tree canopy as being one of our most important and valuable assets.

4. Tree Canopy/Open space

In our previous feedback we made the following requests:

- Include firm policy wording on the protection of the tree canopy. Introduce enforceable legislation that supports this. Develop meaningful penalties if not followed;
- Detail how to "support and expand" the tree canopy in an even denser urban form;
- Introduce meaningful and actionable policy and plans to protect, enhance and expand our open spaces.

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In Section 3.1 of the Local Area Plan, there are four goals listed. The fourth goal is "Greening the City" which is described as "Conserve, protect, and restore the natural environment...". In section 3.2, objective 15 is: "Support and expand the tree canopy throughout the plan area."

In our opinion the Plan falls short on fulfilling this goal or objective and does not offer enough either in it's content, policies or tools to accomplish this.

We believe that there is, or should be, universal agreement that tree canopy and open space are some of the greatest contributors to a city. These elements offer ecological refuge, sound deflection, shade, refuge, experiences of joy, social and emotional benefits, and aid in the overall wellness of both the natural environment and the people who live there.

We also believe that with a denser urban form it is virtually impossible not to lose significant trees and vegetation. When a small bungalow on a 50-foot lot is removed and replaced with a four-unit development, it is unlikely that any mature vegetation on that parcel will be retained. Replacement requirements can in no way replace the mature trees and bushes that originally populated that space. We encourage the City to continue its efforts towards resolving this, perhaps by initiating "price per tree" fee that requires developers to have trees inventoried before removal, a price allocated and paid, and a fund created that is used specifically to replace the tree in the general vicinity or contribute to a reciprocal green effort in the community. We would like to see specific policy in the Plan that addresses this.

It is also even more important that in these circumstances the City make every effort to retain, or where applicable, begin replacement ahead of perceived life cycle expectations in City owned lands. The wording in Section 2.1, policy 4 (copied below) remains "should" versus "shall" which of course have very different meanings.

*Existing mature vegetation **should** be retained in City boulevards, in particular heritage boulevards identified on the City's Inventory of Evaluated Heritage Resources, as well as in private landscaped areas along streets to maintain a consistent streetscape, help manage stormwater, and retain tree coverage along streets.*

We strongly ask that this policy be reworded and that the policy read:

*Existing mature vegetation **shall** be retained in City boulevards, in particular heritage boulevards identified on the City's Inventory of Evaluated Heritage Resources, to maintain a consistent streetscape, help manage stormwater, and retain tree coverage along streets.*

Linking back to our #3: Characteristics/Urban Form, we believe that by identifying and providing tools that can maintain existing scale, detailing, and massing in specific areas in our community also means that areas with the original housing form will retain some of the private tree canopy that currently exists in many places in our neighborhood. No one can prevent an individual owner from chopping down trees, but community-driven incentives can help increase awareness of the importance of them to our community experience.

Policy 4 above could be further developed into a companion policy to support this:

*Existing mature vegetation **should** be retained in private landscaped areas, in particular along streets, to maintain a consistent streetscape, help manage stormwater, and retain tree coverage along streets.*

Lastly, there is very little included in the Local Area Plan that specifically addresses how our parks and amenities will survive and flourish as a significantly larger population accesses these resources.

Under 3.2, Item 4 the objective states:

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4. Improve safety and comfort in existing parks and, where feasible, support a broader range of complementary uses that cater to diverse groups of users.

This objective only addresses "safety and comfort" and further supports increased use and users. We ask again that the Plan ensures (or at minimum has an objective or policy) that increased use will be matched with increased maintenance and protection and, even more relevant, the creation of new green and open spaces when achievable. How this would be evaluated, and what resources might be available are other strategies we would want to see included.

We thank you for the opportunity to give you our feedback as a board. We hope that you will find our comments and suggestions of benefit to this process. We may want to submit additional feedback at a future date. It is, again, our sincere hope that the Plan can undergo significant changes that will reflect our concerns and suggestions.

Sincerely,

By email only

Simonetta Acteson, Director of Parks,

North Hill Communities Working Group, CHCA Representative

and

Kirstin Blair, President

On behalf of the Crescent Heights Community Association

cc: Dale Collins, Senior Policy & Planning Advisor, Ward 7

Renfrew Community Association

Rosedale Community Association

Capital Hill Community Association

Highland Park Community Association

Mount Pleasant Community Association

Tuxedo Community Association

Winston Heights/Mountview Community Association

Thorncliff Greenview Community Association

Crescent Heights Community Association

109 - 2nd Street, West
Vancouver, British Columbia, V6H 2G7

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Website: <http://chca.ca>



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Tuxedo Park Community Association



Tuxedo Park Community Association

202 - 29th Avenue NE
Calgary, Alberta T2E 2C1
Phone (403) 277-8880

February 23, 2020

North Hill Communities Local Growth Planning Project
Box 2100, Station M
Calgary, AB T2P 2M5

Attention: Troy Gonzalez

RE: **Draft North Hill Communities Local Area Plan**

The Tuxedo Park Community Association has reviewed the subject plan as presented at the final working group session on February 18, 2020. We have several very serious concerns regarding the plan in its current form and ask for an extension until they can be addressed:

1. With the recent announcement of the realignment of the Green Line, we are very concerned about the intersection of 16th Avenue and Centre Street North. The proposed realignment would have train traffic crossing the TransCanada highway at grade, disrupting traffic flow and traffic density. There is currently no plan for pedestrian traffic at this vital intersection.
2. Couple the increased train traffic and its pedestrians with the increased building scale around that intersection of allowable 26-storey residential/commercial buildings and the massive increase to pedestrian traffic that will create and 16th Avenue and Centre Street becomes nearly impassable and extremely unsafe.
3. There is a dramatic increase in building scale with the resultant population density throughout the community that we don't see in neighbouring communities.
4. This is very noticeable around the proposed 28th Ave. Greenline station location which is currently unfunded with no reasonable timeline to becoming funded. From Edmonton Trail to 1st Street NW is a block of high density with permitted six-storey buildings and 12-stories permitted on Centre Street. We believe this permitted use is premature and could be handled with an amendment to the plan at a later date when the Greenline station is closer to reality.
5. There is only minimal discussion of enhancement to the park at this location which is the only park in the community and a priority to the association. With higher density around the park and a possible c-train station next to it, this greenspace could quickly devolve into a crime hotspot if it isn't properly developed.
6. We also know that any Main Street investment is currently at risk, we cannot support this densification on Edmonton Trail and Centre Street, without a serious thought as to why these streets act as barriers.
7. The rezoning along Edmonton Trail should be limited to the commercial lane as per the previous Main Street engagement.

With all these issues remaining outstanding and until there is a reasonable plan for the Greenline

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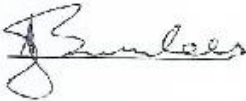
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as it enters Tuxedo Park, our community association cannot support the North Hill Communities Local Area Plan as it is currently written. We ask the City to take their time and do this right. The LAP has to be considered in conjunction with the Greenline realignment and the Main Streets project—both of which have been significantly—and negatively—changed and have yet to be approved by City Council.

I trust the foregoing is in order, please contact the undersigned at planning@tuxedoparkcommunity.ca for further information.



Anne Johnson
President, TPCA



Arnie Brownlee, Chair
Planning Committee, TPCA

Tuxedo Park Community Association

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Renfrew Community Association



Renfrew Community Association
811 Redford Road NE
Calgary AB T2E 0R7

February 26, 2020

Attention: Troy Gonzalez
Senior Planner | Community Planning
Planning and Development
City of Calgary

Re: North Hill Communities Local Area Plan community association feedback

Forty years have passed since the last city-led planning exercises to include all of Renfrew, the North Bow Design Brief (1977) and the North Bow Special Study (1979). Consequently, the Renfrew Community Association's Planning Committee is pleased that the City has worked on the North Hill Local Area Plan.

General Comments:

In general, we wish Council had approved the Guidebook for Great Communities before releasing the draft North Hill Local Area Plan. The current plan to bring both to Council in close succession exposes us to uncertainty from Council editing the Guidebook or delaying the North Hill Local Area Plan. We are disappointed the Guidebook does not outline the low-density residential district. Though we are more optimistic knowing that heritage tools are scheduled to go before Council on the same day as the Guidebook and this Plan, we are disappointed that it has taken so long to create those tools and there will be a period of risk while the tools are developed and applied in Renfrew. We knew this was part of the risk of participating in the pilot project. We hope and will continue to work eagerly to add those parts to the Guidebook and Land Use Bylaw so other communities with future local area plans will have a complete Guidebook, a renewed Land Use Bylaw that includes Floor Area Ratios, and enjoy the certainty that we do not.

It appears that the Plan directs more growth to Renfrew than to the other neighbourhoods in the Plan area. We would expect to see similar levels of growth in all areas south of 16th Avenue.

This project began as "Local Growth Planning in North Central Green Line Communities" (PUD2018-0347). We are concerned about the implications Green Line's uncertainty and timing will affect this Plan. What revisions will the Plan require if Council decides to add stations or stop the Green Line south of the Bow River? After this high level of engagement, how would the Plan be revised? What would that process include? What would changing the Green Line's design on Centre Street mean for Edmonton Trail? In recent years, the Renfrew Community Association has worked to make Edmonton Trail work better for area residents. We

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enthusiastically support the Plan's proposed implementation options for Edmonton Trail that build on past work and will continue to advocate for safe pedestrian crossings and infrastructure between Crescent Heights and Renfrew. We are concerned how Council's decisions about the Green Line in the next few months would shape Edmonton Trail in ways that work against the Plan's vision for one of our Main Streets.

The Guidebook and Plan seem to define "unique communities" by buildings with a higher intensity than the low-density district, public amenities, and public spaces. Some residents will likely be uncomfortable with this definition, and the low-density district in general.

Given the extent of growth that is possible in Renfrew, we suggest maintaining Renfrew's unique character with a design guideline for buildings outside the Neighbourhood Housing – Local district to encourage references to Renfrew's past and existing structures. New buildings could rhyme with their antecedents while also being palpably different. Possible methods could be using historic names (like naming a condo 'The Rutledge' if it has a view of the hangar, or 'Arlington' which was a proposed name for Renfrew), materials (like the metals on our churches' domes or touches of brick or sandstone), or shapes (like using a curved awning to play on the curve of the hangar's roof).

Without heritage tools in place prior to approval, both the Plan and Guidebook are incomplete and should not receive third reading at Council. Heritage matters in Renfrew. Because Renfrew was initially developed over decades (from the first decade of the twentieth century to the 1950s) and redeveloped incrementally afterwards, our built forms are a unique physical record of Calgary's suburban development over the last century. We lament that the Plan and Guidebook for Great Communities have not discussed heritage in any specific or meaningful way. Words like "encourage" and "explore" used in conjunction with Heritage Resources in the Guidebook do not compel anyone to act in this regard. The Guidebook also discourages copying or mimicking the design of heritage buildings in the area. We value new construction that seamlessly fits into its context. Our fundamental heritage questions remain unanswered: How will the Plan preserve heritage and make heritage preservation economically viable in Renfrew?

The Plan directs growth into Renfrew along some of our busiest streets rather than being exclusively along Edmonton Trail and 16th Avenue. We feared that a more Main Streets-focused approach would put taller buildings along Edmonton Trail and transition down to 6th Street. It could have been from twelve storeys on the 400 blocks of each avenue, to six storeys on both the 500 and 600 blocks. The proposed Plan opens the possibility of preservation in the historic pre-World War I subdivisions of Regal Terrace and Beaumont between Edmonton Trail and 6th St NE.

Renfrew's planning committee, board, and community members have a range of opinions about the Neighbourhood Housing – Minor areas within the neighbourhood. Some people wish growth was kept exclusively along Main Streets, like other neighbourhoods have done. Others are pleased to see the next level of growth directed about amenities like parks and schools. Some people find the proposed fourth-storey stepback appropriate. Others would like a four storey maximum. Others would like those areas retained as Neighbourhood Housing – Local with a three storey maximum.

A major concern about taller, more intense areas, whether along Main Streets or within the neighbourhood, is how they transition over time. We fear speculation, land swaps, and decay. Consequently, we do not want a Plan that encourages decades of decay. Correspondingly, we

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question the wisdom of Policy 2.6.4, and other City policies and bylaws that encourage lot consolidation, discourage fine-grained urbanism, and raise the bar to entry.

For over a century, Renfrew's land uses have mixed in natural and normal ways that make a neighbourhood. We hope the Guidebook and Plan will continue to allow uses to mix beyond the difficult to finance mixed use districts. We are pleased to see a mix of commercial is allowed in each Urban Form Classification, especially within Neighbourhood Housing – Minor. Residents and applicants may misinterpret housing areas (of any activity level) as excluding these appropriate commercial uses, though the Guidebook states Neighbourhood Housing – Limited "areas will be primarily residential at various scales, and may support commercial uses that primarily serve people living in the immediate area, such as a barber shop or small convenience store" (Guidebook, pg 49). We gladly support any actions that makes this policy clearer. One solution could be adding commercial modifiers like "Commercial Cluster" or "Commercial Flex" to the Plan. Another would be editing the Guidebook to remove any confusion and add clarity to how much flexibility is possible in each urban form category and in this Plan.

Comments about specific policies proposed in the North Hill Local Area Plan:

We are pleased to see General Policy 2.5.2 added for shadow studies adjacent to parks. If there is any confusion about this policy, we suggest it be phrased to more explicitly include buildings across from parks as well. This seems like a reasonable rule for all development above six storeys adjacent to or across the street from parks. We suggest this be added to the Guidebook because we anticipate most residents will ask for a shadow study in those locations anyway. A policy that helps applicants be prepared for engagement will keep applications moving, which avoids needless delays and further inflating future residents' house prices.

We are glad to see General Policy 2.5.4 about retaining existing mature vegetation. We note that even with tree protection measures, development often damages root systems and kills trees. Developers often pay Urban Forestry for the trees' value without replacing trees. As trees age, it may be better to replace trees during development than removing them later without replacement. We would suggest adding a requirement that applicants "will retain or, if necessary, replace per City tree planting standards."

Past versions have had overly specific policies about stormwater management features. We are glad to see broader references to stormwater, including "green stormwater infrastructure" (2.6.3b and 2.11.1a).

We are glad to see objectives to "protect ... heritage," "support the protection and maintenance of the tree canopy on public and private lands," and "support the planting of trees using methods that will ensure the sustainability and longevity of new trees" (3.1, 3.15, and 3.16).

In section 4 (Implementation and Interpretation), we would like to see a date by which the Plan needs to be reviewed. The current plan is to review these documents every ten years or so. Depending on development, some will be reviewed sooner, and some will be reviewed later. It seems reasonable to require a review of this Plan by 2035 or 2040.

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Comments in reference to the appendix:

In addition to the proposed Edmonton Trail improvements, we are pleased to see improvements to Beaumont Circus. Both of these build on Edmonton Trail Day and Beaumont Circus Block Party, ActivateYYC events that we hosted in 2018 and 2019.

Many of the policies and implementation options are north of 16th and west of Centre, while much of the non Main Street growth is in Renfrew. We suggest some timing of the implementation options depend on where/when the growth happens. It would be disappointing if Renfrew's growth benefited neighbouring communities, without helping Renfrew.

To repeat, we are thankful for the efforts that have gone into this project, for the willingness and enthusiasm we have had throughout this pilot, and the responsiveness we have seen to our feedback thus far. We hope our final few suggestions and comments will be received in the same spirit.

Sincerely,

Renfrew Community Association

David Barrett
Vice-President – External

And

Nathan Hawryluk
North Hill Communities Working Group – RCA Representative

cc: Ward 9 office
Ward 7 office
Crescent Heights Community Association
Capitol Hill Community Association
Highland Park Community Association
Mount Pleasant Community Association
Tuxedo Community Association
Winston Heights/Mountainview Community Association
Thorncliffe Greenview Community Association

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Letter 1



February 25, 2019

Crescent Heights Community Association
1101 - 2nd Street NW
Calgary, Alberta
T2M 1V7

Standing Policy Committee on Planning and Urban Development (PUD) reference item # PUD2020-0164

Re: North Hill Communities – Local Area Plan – Final Proposed Plan

We respectfully include our previous letter stating our concerns with the Local Area Plan (LAP) draft from January 30th 2020 to this submission. The majority of our concerns included in the January 30th letter have still not been addressed to our satisfaction in the Final Proposed Plan and we will not support the Plan until these items are addressed or responded to in some detailed fashion.

Our first concern listed was with timelines and the unsustainable pressure on our volunteer base to respond to items in such a speedy manner. The first viewing of the final plan was on February 18th, 2020 to us as members of the Working Group. Our independent review and this corresponding letter to PUD needed to be submitted a mere one week and one day later. This is untenable, particularly as we are also grappling with the revised alignment of the Greenline. More importantly, the general public will have only had the ability to see the Plan from February the 24th to the 25th, and submit letters to PUD on the 26th. We understand that the community and its residents will be able to attend the Public Hearing scheduled for April 27th, 2020, but even this leaves us little time to get important information out to the community and parallels the Greenline engagement and response times. We strenuously object to the time lines that we have been presented with and feel that this impedes our ability to achieve meaningful feedback and the ability to work together to achieve a desired result.

Due to these same time constraints, we have been unable to do an in depth review of the changes to either the Guidebook or the Local Area Plan. As per our letter of January 30th (and further detailed there) we wish to underline the following main areas:

1. Timelines

Unattainable and unsupportable by a volunteer organization.

The revised alignment of Greenline and subsequent decisions and impacts that will be coming in the future further influences this Plan and are not adequately addressed and create a number of unknown influences that may impact our communities structure and composition. We believe that until this is better known, this Plan adoption must be delayed.

2. Local Area Plan Contents

We have been unable to undergo a thorough review of the changes to the Guidelines as they pertain to Section 2.32. We find it concerning that changes were made to the Guidebook to reflect the Local Area Plan rather than the Local Area Plan adhering to the original direction. These last minute changes to bring both documents into alignment seem hasty and potentially ill considered when communities such as ours do not have adequate time to respond.

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Letter 1

We continue to ask for the identification and recognition of individual community characteristics and the inclusion of community specific policies. Target, or existing, populations are not addressed in the Plan whatsoever and we can not comprehend the projected population for our community and how population changes would be handled in triggering plan changes or achieving goals. Furthermore, the potential impact of Greenline on subsequent traffic patterns is not in any way addressed in this Plan. How can such a major infrastructure change not be incorporated into our Local Area Plan?

3. Characteristics/Urban Form

The LAP now contains a section on Heritage areas (Section 2.13) which partly addresses our concerns and desire for a recognition of an alternate urban forms category. This is, in reality, merely an objective, and there is no guarantee that this will become a statutory policy. We further believe that this should be located in the Guidebook, so that all future communities can benefit should it become policy. We continue to have concerns over this aspect of the Plan and the lack of certainty it brings to our community.

4. Tree Canopy/Open space

We have now formally requested firmer and more meaningful policies under these areas twice, and it continues to remain unaddressed in the Final Local Plan.

In our previous feedback we made the following requests:

- Include firm policy wording on the protection of the tree canopy. Introduce enforceable legislation that supports this. Develop meaningful penalties if not followed;
- Detail how to "support and expand" the tree canopy in an ever-denser urban form;
- Introduce meaningful and actionable policy and plans to protect, enhance and expand our open spaces.

We do not see any real commitment in this plan to have our amenities, including parks, open space and tree canopies, maintained, improved, and considered in light of the anticipated increased density.

For the reasons listed above and those in our letter from January 30th, 2020 (below), the Crescent Heights Community Association does not support the North Hill Communities – Local Area Plan – Final Proposed Plan as submitted. We would like the opportunity to continue to work with the planning group to resolve our issues and find solutions in a reasonable time frame, with considerations for the other planning related issues that our community is currently addressing. It is in the best interests of all involved that this Plan be the best it can be.

We are hopeful that this groundbreaking multi-community plan can be achieved to our mutual satisfaction. We are eager for the plan to be a successful project for future communities to aspire to and hope that Council and the City will consider our concerns.

Sincerely,

By email only

Simonetta Acteson, Director of Parks,

North Hill Communities Working Group, CHCA Representative

On behalf of the Crescent Heights Community Association

cc. Troy Gonzalez, RPP, MCIP, Senior Planner | Community Planning, The City of Calgary

Dale Calkins, Senior Policy & Planning Advisor, Ward 7

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Letter 1



January 30, 2019

Crescent Heights Community Association
1101 - 2nd Street NW
Calgary, Alberta
T2M 1V7

Attention: Troy Gonzalez, RPP, MCIP
Senior Planner | Community Planning
Planning & Development
The City of Calgary

Dear Troy,

Re: North Hill Communities – Local Area Plan – Revised Draft

The Crescent Heights Community Association (CHCA) appreciates this opportunity to give the planning group our second round of feedback on the draft North Hill Communities Local Area Plan (the Plan). For the purposes of transparency with the group of communities participating in the Local Area Plan, we will be sharing this response with representatives from the other community associations.

We begin by saying that there are a number of elements in the Plan which we support and feel respect the needs of our community. These include the objectives and goals around Main Streets as well as policies and objectives that identify supporting design improvements, connections and beautification, to mention a few.

We also understand and appreciate that this is a huge undertaking for the City, and that we are the first group of communities to be put through this process. Because we are the test case, we feel it is even more important that the City take the time and care necessary before adopting plans that have not been fully tested on how they will be used by both the City and the communities they serve.

We continue to have concerns with the content, or in some cases, lack of content, as well as additional aspects of the Plan. Most especially we consider the timing of this Plan to be out of sync with the tools that we are told will be coming. It is almost impossible to truly gauge how this Plan, and the associated Guidebook for Great Communities will work without all the pieces in place. We refer most specifically to heritage tools and low density residential provisions that we are advised are to be added or changed. Until those items are fleshed out, we do not support the ratification of the Plan in its current form.

The exercises you had us participate in during the last session, using the Guidebook and the Plan to evaluate a proposed development, brought home what a large leap this will be for the many dedicated volunteers we have, and how it will necessitate even more of their valuable time to fully grasp applying either of these documents. This is concerning and we hope that the City will include training for volunteers as part of the Plan adoption process.

We have organized our feedback into four main categories: timelines; contents; characteristics/urban form; and tree canopy/open space.

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1. Timelines

As City employees, it is your job to complete work on the plan in a timely manner. As volunteers with multiple other responsibilities and using our “spare” time, we are struggling to find the time to reasonably review and respond to drafts. We respectfully request that review and response times be extended to six weeks or more so that we can properly advise our CA, and allow for adequate time to receive, assimilate and return feedback. This would allow for at least one CA Board meeting circuit between workshops and revision needs.

For example, the most recent draft was submitted to us on December 20th. The next working group session was scheduled for January 15th. We typically do not do volunteer work over the holidays, so this effectively gave us less than two weeks to review the draft, determine if any changes made reflected our previous feedback and report to the board at our meeting on January 14th. Reports to the board on the January 15 session was sent by email. This was followed by meeting with stakeholders to gauge the need for, and nature of, our response. We were asked to provide feedback ASAP. Our board does not meet again until February 11th. Wading through multiple responses and suggestions takes time and we want to reflect as large of a segment of our community’s wishes as thoroughly as possible. This is all completed using volunteer time. We hope you can appreciate the need for additional time in assessing and responding to a plan that will significantly change the way our community is envisioned in the future.

2. Local Area Plan Contents

In the Guidebook for Great Communities, under Section 2.32, we are provided with direction for what should be included in a Local Area Plan. We see gaps in this direction and the draft Local Area Plan. Below we copy and reference from pages 86-87 of the guidebook (in italics). Most specifically we see the following (our comments are contained in parentheses where applicable):

Chapter 1: Visualizing Growth

a. Identification of attributes:

- i. Community demographics and trends* (not included either by individual community or by total)
- iii. ecological assets* (park spaces are shown but there is no descriptors or definitions – i.e., school, playing fields, natural area, playground, etc.)
- iv. Heritage or Cultural assets* (no identifications associated with Map 2)
- vii. recreation and community facilities* (not identified, nor their current or potential capacities)
- viii. special view corridors* (not identified)
- x. mobility infrastructure* (roads are shown, no alleys, no pathways or bike routes)

b. The plan should support:

- iv. protection and enhancement of natural areas and ecological functions* (we do not feel that the Plan has addressed this in any meaningful way)
- v. recreation, civic, arts and cultural opportunities* (not identified therefore not supported)
- vi. architectural, urban and natural features that contribute to a feeling of local identity and sense of place* (since these are not identified in the Plan, the Plan does not support these)

Chapter 2: Enabling Growth

- e. A local area plan shall contain strategies for achieving the vision of the plan, including, but not limited to, community-specific policies for urban form categories, mobility, or amenities that supplement those contained within the Guidebook as necessary* (we do not see any community-specific policies – the Appendix contains some community-specific targets, but is not statutory)
- f. Existing or new landmark sites or gateway sites and key view corridors should be identified, if applicable, and community-specific policy should be included to guide future development in these areas.* (we do not see any identification or community-specific policies)

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j. Local Area Plans are encouraged to conduct water and sanitary analyses to understand the impact of projected growth on the utility network. (a clause or requirement for this analysis has not been included in the Plan).

Chapter 3: Supporting Growth

We do not see agreement between the Plan and the direction intended in the guidebook for this chapter. Policies for current and future amenities and infrastructure and strategies for their funding are not included in the Plan. Implementation actions have been identified in an Appendix, but strategies for funding are not identified. In addition, there is no identification of a priority of investments, identification of roles, identification of what tools (planning or financial) can be used, or the the identification of a complete community through the creation of an "Asset Map and List".

These items are listed in the direction provided and are copied below:

k. Local area plans should:

- i. identify the elements of a complete community (as referenced in the Municipal Development Plan) over a time horizon of growth and change in the plan area, through the creation of an "Asset Map and List" reflective of continual growth and change as described in Chapter 4 of the Guidebook;*
- ii. provide guidance to The City for future service plan and budget considerations and recommendations;*
- iii. identify the priority of investments for the community, taking into account the current status of the infrastructure and amenities and the plan for future growth and change;*
- iv. acknowledge that the timing of investment may be guided by external factors including service and activity levels, priorities identified in the plan, and the state of existing assets;*
- v. identify the roles for different city builders in supporting implementation (the City, developers, residents and businesses);*
- vi. identify and recognize the range of planning and financial tools that could support implementation; and,*
- vii. be reviewed at a regular frequency as investment and actions are made towards plan goals.*

We also call attention to the following from the Municipal Development Plan:

"2.3.2 Respecting and enhancing neighbourhood character

Objective Respect and enhance neighbourhood character and vitality

Policies

d. Ensure that the preparation of Local Area Plans includes community engagement early in the decision making process that identifies and addresses local character, community needs and appropriate development transitions with existing neighbourhoods."

In our opinion the Local Area Plan does not meet this Objective or Policy. Our Community was engaged, but in our opinion the engagement process was steered entirely to accommodate growth and did not provide an opportunity to identify our local character, or community needs. Appropriate transitions were discussed.

We want to see, as outlined above in the guidebook direction, considerably more community specific details, and the application of community specific policies.

3. Characteristics/Urban Form

For the purposes of our feedback we have grouped these items together. As pointed out above, there has been no effort in the Plan to identify individual community characteristics or assets, or to address the possible need for the recognition of alternate urban forms categories due to a desire to maintain certain characteristics. In our opinion

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this is a major failing of the Plan. The process for overlaying new urban form over an existing urban form should include recognition of forms or places where a community wants to see effort to maintain its current state. If identified during the working session process, this has not been transferred to the Plan.

Our existing Crescent Heights Area Redevelopment Plan identifies several Goals, Objectives and Guidelines. Objectives such as:

- *Ensure new development is as sensitive as possible to the neighbouring housing.*
- *Recognize and attempt to preserve the historic character of the community.*
- *The character of the existing low density residential areas should be maintained while appropriate new development is encouraged.*

Clearly these objectives collide with the direction of the Plan. We believe that community residents do not fully understand how the policies in the Plan substantively change these prior directions. Certain areas in our community deserve to have the spirit of these objectives protected and maintained. These areas reflect elements of our community character in architectural style and history of place. They provide perspective and grounding. As a community we are told that policy in the form of heritage tools will be forthcoming, but these can't be guaranteed and the details of how, what, or where these tools are to be applied are not yet available. In our opinion these tools need to be in place and where they would be applied needs to be shown in the plan before it may be ratified.

As a community, Crescent Heights has accommodated growth and welcomed increased density on a consistent basis. According to the City census (2016) 62% of our dwellings are in the form apartments, 8% in semi-detached, and only 27% of our community is in the form of single detached. A certain number of those 885 single detached homes are also newer infill development of various ages. As comparison, Rosedale has 81% of its population in single detached dwellings, 7% in semi-detached and 8% in apartment form. Renfrew to our east has 31% in single detached, 25% in semi-detached and 32% in apartment form. We already provide a significant quantity of denser urban form. We can accommodate more density, there is opportunity to further densify in various parts of our community in land use districts that already provide for additional density. We want tools that allow us to identify and direct densification in particular areas, and tools to encourage maintaining scale, detailing, and massing that helps our community retain a significant expression of its character.

In our letter dated December 12th recommended the following: Create another urban form category that reflects the existing historic scale and density and work with communities to define where, or if at all, this category could be maintained. We stand by that request and ask again that it be included. A mere promise that it may be coming is not sufficient.

Much of this desire is tied to our identification of our tree canopy as being one of our most important and valuable assets.

4. Tree Canopy/Open space

In our previous feedback we made the following requests:

- Include firm policy wording on the protection of the tree canopy. Introduce enforceable legislation that supports this. Develop meaningful penalties if not followed;
- Detail how to "support and expand" the tree canopy in an ever-denser urban form;
- Introduce meaningful and actionable policy and plans to protect, enhance and expand our open spaces.

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In Section 3.1 of the Local Area Plan, there are four goals listed. The fourth goal is "Greening the City" which is described as "Conserving, protecting, and restoring the natural environment...". In section 3.2, objective 15 is: "Support and expand the tree canopy throughout the plan area."

In our opinion the Plan falls short on fulfilling this goal or objective and does not offer enough either in its content, policies or tools to accomplish this.

We believe that there is, or should be, universal agreement that tree canopy and open space are some of the greatest contributors to a city. These elements offer ecological refuge, sound deflection, shade, refuge, experiences of joy, social and emotional benefits, and aid in the overall wellness of both the natural environment and the people who live there.

We also believe that with a denser urban form it is virtually impossible not to lose significant trees and vegetation. When a small bungalow on a 50-foot lot is removed and replaced with a four-unit development, it is unlikely that any mature vegetation on that parcel will be retained. Replacement requirements can in no way replace the mature trees and bushes that originally populated that space. We encourage the City to continue its efforts towards resolving this, perhaps by initiating "price per tree" fee that requires developers to have trees inventoried before removal, a price allocated and paid, and a fund created that is used specifically to replace the tree in the general vicinity or contribute to a reciprocal green effort in the community. We would like to see specific policy in the Plan that addresses this.

It is also even more important that in these circumstances the City make every effort to retain, or where applicable, begin replacement ahead of perceived life cycle expectations in City owned lands. The wording in Section 2.1, policy 4 (copied below) remains "should" versus "shall" which of course have very different meanings.

*Existing mature vegetation **should** be retained in City boulevards, in particular heritage boulevards identified on the City's Inventory of Evaluated Heritage Resources, as well as in private landscaped areas along streets to maintain a consistent streetscape, help manage stormwater, and retain tree coverage along streets.*

We strongly ask that this policy be reworded and that the policy read:

*Existing mature vegetation **shall** be retained in City boulevards, in particular heritage boulevards identified on the City's Inventory of Evaluated Heritage Resources, to maintain a consistent streetscape, help manage stormwater, and retain tree coverage along streets.*

Linking back to our #3: Characteristics/Urban Form, we believe that by identifying and providing tools that can maintain existing scale, detailing, and massing in specific areas in our community also means that areas with the original housing form will retain some of the private tree canopy that currently exists in many places in our neighbourhood. No one can prevent an individual owner from chopping down trees, but community-driven incentives can help increase awareness of the importance of them to our community experience.

Policy 4 above could be further developed into a companion policy to support this:

Existing mature vegetation should be retained in private landscaped areas, in particular along streets, to maintain a consistent streetscape, help manage stormwater, and retain tree coverage along streets.

Lastly, there is very little included in the Local Area Plan that specifically addresses how our parks and amenities will survive and flourish as a significantly larger population accesses these resources.

Under 3.2, item 4 the objective states:

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4. Improve safety and comfort in existing parks and, where feasible, support a broader range of complementary uses that cater to diverse groups of users.

This objective only addresses “safety and comfort” and further supports increased use and uses. We ask again that the Plan ensures (or at minimum has an objective or policy) that increased use will be matched with increased maintenance and protection and, even more relevant, the creation of new green and open spaces when achievable. How this would be evaluated, and what resources might be available are other strategies we would want to see included.

We thank you for the opportunity to give you our feedback as a board. We hope that you will find our comments and suggestions of benefit to this process. We may want to submit additional feedback at a future date. It is, again, our sincere hope that the Plan can undergo significant changes that will reflect our concerns and suggestions.

Sincerely,

By email only

Simonetta Acteson, Director of Parks,
North Hill Communities Working Group, CHCA Representative
and
Kirstin Blair, President
On behalf of the Crescent Heights Community Association

cc. Dale Calkins, Senior Policy & Planning Advisor, Ward 7
Renfrew Community Association
Rosedale Community Association
Capital Hill Community Association
Highland Park Community Association
Mount Pleasant Community Association
Tuxedo Community Association
Winston Heights/Mountview Community Association
Thorncroft Greenview Community Association

Crescent Heights Community Association

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Letter 2

From: [Barbaatar, Davaa](#)
To: [Public Submissions](#)
Subject: FW: [EXT] Public's Submission for North Hill Local Area Plan
Date: Monday, February 24, 2020 8:15:28 AM

From: Heather Macdonald [mailto:macdonald.heathermarie@gmail.com]

Sent: Saturday, February 22, 2020 8:03 PM

To: City Clerk ; Farrell, Druh ; Chu, Sean

Subject: [EXT] Public's Submission for North Hill Local Area Plan

I am submitting this email for inclusion in the agenda for the upcoming committee presentation March 4 for the North Hill local area plan and understand and wish my comments and name to stand publicly as Council considers this for approval.

As a resident in what is called the North Hill area, I'm writing to express my concerns about the scarcity of affordable and diverse housing options in my community and ultimately express my support for the North Hill local area plan.

Affordable and diverse housing opportunities are especially scarce in our inner city communities. I am a 68 year old retired senior and a long term resident of the community Winston Heights. As someone who was wishing to downsize and have less property to maintain (and snow to shovel) in my retirement years it was nearly impossible to find housing in my community to meet my needs. It took me years as I wasn't willing to give up on my community being my forever home. However, a miracle happened and the only reason I was able to stay in my community is because I happened to find a unit in one of very few new infill multiplex buildings that was newly constructed and that was also affordably priced. While I am amongst the lucky few with secure housing that meets my needs, we need to recognize that there are many seniors, families and Calgarians who are struggling to stay in our community as a result of the high cost of housing and many who are prevented from moving here all together because of the limited diversity.

Calgary needs a greater level of housing diversity and we shouldn't have to drive an hour to the new suburbs to get it. I worry that the narrative other residents are telling is a story that is not supportive of multi-family housing, and it is prejudiced, to favour the existing, exclusive single family character of some of our existing inner city communities. I worry this narrative is winning and I can't stand for it any longer. It's as if building a multiplex is threatening the existence of families all together. Or that having 2 or more units is going to result in you having to park a mile away from your house because your garage is filled with decades of junk, and we are letting that kind of first-world fear impact how welcoming and inclusive our communities are but I digress... The reality is that most people cannot afford or, if they are empty nesters and retirees like me, do not wish to maintain single family homes anymore. Our housing needs are changing. We need more options that will better accommodate the diversity that make up our communities and that make our communities great, as well as those looking to move up, move down or move in. This is a great community and I want more people to be able to enjoy it too.

If we continue down this same path of being exclusionary this will mean that our community will lose our seniors (who've lived here for many years), downsizers (because they can't find suitable housing), care providers, young families and single professionals (because there aren't enough attainable housing options available). Where are our teachers, care givers, shop attendants, fire fighters, nurses and new grads going to live, who are integral to keeping our communities vibrant? Where are our children going to live in the future? I worry about our children getting pushed out of our community when it's time for them to live independently. This is what will actually threaten the existence of families in our community and will ultimately threaten the livability and vibrancy of our community.

My immediate neighbours are also ready to retire and are currently trying to find something to downsize into within our area and they are having no luck finding something that meets their needs. I worry that I will lose a critical piece of my social circle because we've let our communities be too

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exclusive for so long. We actually need condos!

I commend the City on bringing this project forward. As a resident I had a few different opportunities to participate in a the public consultation events and always found the staff helpful and pleasant and appreciated the opportunity to share my ideas and concerns. Council, please support this North Hill local area plan so we can provide attainable housing for all Calgarians no matter their resource level and ensure our communities are inclusive and welcoming well into the future.

Sincerely,

Heather M. MacDonald

Resident of Winston Heights and the North Hill Communities

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Letter 3



Renfrew Community Association
811 Radford Road NE
Calgary AB T2E 0R7

February 26, 2020

Attention: Troy Gonzalez
Senior Planner | Community Planning
Planning and Development
City of Calgary

Re: North Hill Communities Local Area Plan community association feedback

Forty years have passed since the last city-led planning exercises to include all of Renfrew, the North Bow Design Brief (1977) and the North Bow Special Study (1979). Consequently, the Renfrew Community Association's Planning Committee is pleased that the City has worked on the North Hill Local Area Plan.

General Comments:

In general, we wish Council had approved the Guidebook for Great Communities before releasing the draft North Hill Local Area Plan. The current plan to bring both to Council in close succession exposes us to uncertainty from Council editing the Guidebook or delaying the North Hill Local Area Plan. We are disappointed the Guidebook does not outline the low-density residential district. Though we are more optimistic knowing that heritage tools are scheduled to go before Council on the same day as the Guidebook and this Plan, we are disappointed that it has taken so long to create those tools and there will be a period of risk while the tools are developed and applied in Renfrew. We knew this was part of the risk of participating in the pilot project. We hope and will continue to work eagerly to add those parts to the Guidebook and Land Use Bylaw so other communities with future local area plans will have a complete Guidebook, a renewed Land Use Bylaw that includes Floor Area Ratios, and enjoy the certainty that we do not.

It appears that the Plan directs more growth to Renfrew than to the other neighbourhoods in the Plan area. **We would expect to see similar levels of growth in all areas south of 16th Avenue.**

This project began as "Local Growth Planning in North Central Green Line Communities" (PUD2018-0347). **We are concerned about the implications Green Line's uncertainty and timing will affect this Plan. What revisions will the Plan require if Council decides to add stations or stop the Green Line south of the Bow River? After this high-level of engagement, how would the Plan be revised? What would that process include?** What would changing the Green Line's design on Centre Street mean for Edmonton Trail? In recent years, the Renfrew Community Association has worked to make Edmonton Trail work better for area residents. We

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enthusiastically support the Plan's proposed implementation options for Edmonton Trail that build on past work and will continue to advocate for safe pedestrian crossings and infrastructure between Crescent Heights and Renfrew. **We are concerned how Council's decisions about the Green Line in the next few months would shape Edmonton Trail in ways that work against the Plan's vision for one of our Main Streets.**

The Guidebook and Plan seem to define "unique communities" by buildings with a higher intensity than the low-density district, public amenities, and public spaces. Some residents will likely be uncomfortable with this definition, and the low-density district in general.

Given the extent of growth that is possible in Renfrew, **we suggest maintaining Renfrew's unique character with a design guideline for buildings outside the Neighbourhood Housing – Local district to encourage references to Renfrew's past and existing structures.** New buildings could rhyme with their antecedents while also being palpably different. Possible methods could be using historic names (like naming a condo 'The Rutledge' if it has a view of the hangar, or 'Arlington' which was a proposed name for Renfrew), materials (like the metals on our churches' domes or touches of brick or sandstone), or shapes (like using a curved awning to play on the curve of the hangar's roof).

Without heritage tools in place prior to approval, both the Plan and Guidebook are incomplete and should not receive third reading at Council. Heritage matters in Renfrew. Because Renfrew was initially developed over decades (from the first decade of the twentieth century to the 1950s) and redeveloped incrementally afterwards, our built forms are a unique physical record of Calgary's suburban development over the last century. We lament that the Plan and Guidebook for Great Communities have not discussed heritage in any specific or meaningful way. Words like "encourage" and "explore" used in conjunction with Heritage Resources in the Guidebook do not compel anyone to act in this regard. The Guidebook also discourages copying or mimicking the design of heritage buildings in the area. We value new construction that seamlessly fits into its context. Our fundamental heritage questions remain unanswered: **How will the Plan preserve heritage and make heritage preservation economically viable in Renfrew?**

The Plan directs growth into Renfrew along some of our busier streets rather than being exclusively along Edmonton Trail and 16th Avenue. We feared that a more Main Streets-focused approach would put taller buildings along Edmonton Trail and transition down to 6th Street. It could have been from twelve storeys on the 400 blocks of each avenue, to six storeys on both the 500 and 600 blocks. The proposed Plan opens the possibility of preservation in the historic pre-World War I subdivisions of Regal Terrace and Beaumont between Edmonton Trail and 6th St NE.

Renfrew's planning committee, board, and community members have a range of opinions about the Neighbourhood Housing – Minor areas within the neighbourhood. Some people wish growth was kept exclusively along Main Streets, like other neighbourhoods have done. Others are pleased to see the next level of growth directed about amenities like parks and schools. Some people find the proposed fourth-storey stepback appropriate. Others would like a four storey maximum. Others would like those areas retained as Neighbourhood Housing – Local with a three storey maximum.

A major concern about taller, more intense areas, whether along Main Streets or within the neighbourhood, is how they transition over time. We fear speculation, land swaps, and decay. Consequently, **we do not want a Plan that encourages decades of decay. Correspondingly, we**

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question the wisdom of Policy 2.6.4, and other City policies and bylaws that encourage lot consolidation, discourage fine-grained urbanism, and raise the bar to entry.

For over a century, Renfrew's land uses have mixed in natural and normal ways that make a neighbourhood. We hope the Guidebook and Plan will continue to allow uses to mix beyond the difficult-to-finance mixed-use districts. We are pleased to see a mix of commercial is allowed in each Urban Form Classification, especially within Neighbourhood Housing – Minor. Residents and applicants may misinterpret housing areas (of any activity level) as excluding these appropriate commercial uses, though the Guidebook states Neighbourhood Housing – Limited "areas will be primarily residential at various scales, and may support commercial uses that primarily serve people living in the immediate area, such as a barber shop or small convenience store" (Guidebook, pg 49). **We gladly support any actions that makes this policy clearer. One solution could be adding commercial modifiers like "Commercial Cluster" or "Commercial Flex" to the Plan. Another would be editing the Guidebook to remove any confusion and add clarity to how much flexibility is possible in each urban form category and in this Plan.**

Comments about specific policies proposed in the North Hill Local Area Plan:

We are pleased to see General Policy 2.5.2 added for shadow studies adjacent to parks. **If there is any confusion about this policy, we suggest it be phrased to more explicitly include buildings across from parks as well.** This seems like a reasonable rule for all development above six storeys adjacent to or across the street from parks. **We suggest this be added to the Guidebook** because we anticipate most residents will ask for a shadow study in those locations anyway. A policy that helps applicants be prepared for engagement will keep applications moving, which avoids needless delays and further inflating future residents' house prices.

We are glad to see General Policy 2.5.4 about retaining existing mature vegetation. We note that even with tree protection measures, development often damages root systems and kills trees. Developers often pay Urban Forestry for the trees' value without replacing trees. As trees age, it may be better to replace trees during development than removing them later without replacement. **We would suggest adding a requirement that applicants "will retain or, if necessary, replace per City tree planting standards."**

Past versions have had overly specific policies about stormwater management features. We are glad to see broader references to stormwater, including "green stormwater infrastructure" (2.6.3b and 2.11.1a).

We are glad to see objectives to "protect ... heritage," "support the protection and maintenance of the tree canopy on public and private lands," and "support the planting of trees using methods that will ensure the sustainability and longevity of new trees" (3.1, 3.15, and 3.16).

In section 4 (Implementation and Interpretation), we would like to see a date by which the Plan needs to be reviewed. The current plan is to review these documents every ten years or so. Depending on development, some will be reviewed sooner, and some will be reviewed later. **It seems reasonable to require a review of this Plan by 2035 or 2040.**

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Comments in reference to the appendix:

In addition to the proposed Edmonton Trail improvements, we are pleased to see improvements to Beaumont Circus. Both of these build on Edmonton Trail Day and Beaumont Circus Block Party, ActivateYYC events that we hosted in 2018 and 2019.

Many of the policies and implementation options are north of 16th and west of Centre, while much of the non-Main Street growth is in Renfrew. **We suggest some timing of the implementation options depend on where/when the growth happens.** It would be disappointing if Renfrew's growth benefited neighbouring communities, without helping Renfrew.

To repeat, we are thankful for the efforts that have gone into this project, for the willingness and enthusiasm we have had throughout this pilot, and the responsiveness we have seen to our feedback thus far. We hope our final few suggestions and comments will be received in the same spirit.

Sincerely,

Renfrew Community Association

David Barrett
Vice-President – External

And

Nathan Hawryluk
North Hill Communities Working Group – RCA Representative

cc: Ward 9 office
Ward 7 office
Crescent Heights Community Association
Capitol Hill Community Association
Highland Park Community Association
Mount Pleasant Community Association
Tuxedo Community Association
Winston Heights/Mountainview Community Association
Thorncliff Greenview Community Association

811 Radford Road N.E., Calgary, Alberta T2E 0R7 | Tel: 403.230.7055

 facebook.com/RenfrewCA  [@RenfrewCA](https://twitter.com/RenfrewCA)  www.renfrewyc.ca

Report to PUD March 4, 2020



Public Submission

City Clerk's Office

PUD2020-0164
Attachment 6
Letter 4

Please use this form to send your comments relating to matters, or other Council and Committee matters, to the City Clerk's Office. In accordance with sections 43 through 45 of Procedure Bylaw 35M2017, as amended. The information provided may be included in written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to Matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act of Alberta, and/or the Municipal Government Act (MGA) Section 636, for the purpose of receiving public participation in municipal decision-making. Your name, contact information and comments will be made publicly available in the Council Agenda. If you have questions regarding the collection and use of your personal information, please contact City Clerk's Legislative Coordinator at 403-268-5861, or City Clerk's Office, 700 Macleod Trail S.E., P.O. Box 2100, Postal Station 'M' 8007, Calgary, Alberta, T2P 2M5.

✓ * I have read and understand that my name, contact information and comments will be made publicly available in the Council Agenda.

* First name	Ian
* Last name	Lockerbie
Email	ian.lockerbie@shaw.ca
Phone	(403) 619-2323
* Subject	North Hill Growth Plan
* Comments - please refrain from providing personal information in this field (maximum 2500 characters)	<p>I feel that the North Hill Growth Plan consultation with communities was inadequate and that many residents are unaware of the implications. As a resident of Renfrew I believe that the majority of our residents have no idea that this is happening. Developments in neighbourhoods are posted to let residents know what's happening. This rezoning of our neighbourhoods eclipses these small one-off developments and should be clearly outlined to residents. (Front-page news style)</p> <p>The name North Hill Growth Plan gives no indication of the actual implications. 'North Hill Increased Density Through Rezoning' would be a better and more transparent name for this project, and it would garner more interest for the plans that the City is working on.</p> <p>Please delay this plan until the public is made aware of it!</p>

ISC:

1/1

Unrestricted

Feb 25, 2020

1:48:03 PM

Report to PUD March 4, 2020

PUD2020-0164
Attachment 6
Letter 5



February 26, 2020

Re: March 4 PUD - The North Hill Communities Local Growth Plan & Guidebook for Great Communities

Please accept the following feedback from the Mount Pleasant Community Association (MPCA) on the North Hill Communities Local Growth Plan (the Plan) and Guidebook for Great Communities for the Special Policy Committee on Planning and Urban Development (PUD) meeting on March 4. Further to our December 13, 2019 letter to the City of Calgary (attached), we would like to reiterate the following items:

1. Scale

We have heard from our residents that although the Building Scale and Urban Form maps align in general with their vision of the neighbourhood, the definition of "Limited Scale" is too broad and does not align with our community vision. In 2016, our PTLU Committee reached out to the community and hosted an all-day, open house visioning exercise to gather feedback on the development of our neighborhood. At that event it was expressed that our residents support higher density, including rowhouses, on the busier roads in our community (4th Street, 10th Street, and 20th Avenue) but not throughout the rest of the community. We are requesting that either the "Limited Scale" definition be amended or that a different scale be applied in place of the "Limited Scale" within our community that addresses our community's vision.

2. Implementation

The maximum possible build-out of the "Limited Scale" of development contemplated within the draft plan represents a significant change from the look and feel of Mount Pleasant today. We recognize and appreciate that since our feedback was submitted in December, content regarding implementation has been added to the Plan. However, the MPCA would like to see the Plan prioritize development along 4th Street, 10th Street, and 20th Avenue as per our community visioning feedback. We feel that this priority would align with the current content of the Plan which calls for higher density along these corridors.

Thank you for your time and consideration.

Sincerely,

Alison Timmins
Mount Pleasant Community Association Board Director
Planning & Development Committee Chair

Report to PUD March 4, 2020

PUD2020-0164
Attachment 6
Letter 5



December 13, 2019

Re: The North Hill Communities Local Growth Plan

Please accept the following feedback from the Mount Pleasant Community Association (MPCA) on the North Hill Communities Local Growth Plan, which we recognize as the first of its kind within Calgary. We have appreciated the opportunity to participate in the North Hill Working Group and provide our feedback on the plan development via that forum; we have had a representative in attendance for every Working Group meeting. We also recognize that the public was able to provide input on the draft plan at an Open House on November 28 and 30 as well as online from November 25 – December 8. However, both the MPCA's Planning, Transportation, and Land Use (PTLU) Committee, as well as our residents, have outstanding feedback that we would like to make known to the City of Calgary.

The MPCA Board and PTLU Committee have received numerous comments from our residents since the opportunity for public feedback was provided. We are requesting that City Administration review and amend the draft North Hill Communities Local Growth Plan as per the consolidated feedback below:

1. Scale

We have heard from our residents that although the Building Scale and Urban Form maps align in general with their vision of the neighbourhood, the definition of "Limited Scale" is too broad and does not align with our community vision. In 2016, our PTLU Committee reached out to the community and hosted an all-day, open house visioning exercise to gather feedback on the development of our neighborhood. At that event it was expressed that our residents support higher density, including rowhouses, on the busier roads in our community (4th Street, 10th Street, and 20th Avenue) but not throughout the rest of the community. We are requesting that either the "Limited Scale" definition be amended or that a different scale be applied in place of the "Limited Scale" within our community that addresses our community's vision.

2. Implementation

The maximum possible build-out of the "Limited Scale" of development contemplated within the draft plan represents a significant change from the look and feel of Mount Pleasant today. Regardless of whether Item #1 is addressed, we request that a strategy for implementation be developed to aid in a smooth transition from now to the long-term future contemplated within the draft plan.

3. Community Character

We recognize that the draft plan covers a large area and number of communities, however we request that further work be taken to recognize and respect the unique character of each community represented within the draft plan.

Report to PUD March 4, 2020

PUD2020-0164
Attachment 6
Letter 5



Thank you for your time and we look forward to continuing to work with you on this ground-breaking plan for our community.

Sincerely,

Alison Timmins
Mount Pleasant Community Association Board Director
Planning, Transportation, & Land Use Committee Chair

Report to PUD March 4, 2020

PUD2020-0164
Attachment 6
Letter 6

From: [Barbaatar, Davaa](#)
To: [Public Submissions](#)
Subject: FW: [EXT] North Hill Communities Local Area Plan letter - PUD - 4 March
Date: Thursday, February 27, 2020 9:48:53 AM
Attachments: [North Hill letter - PUD 20200226.pdf](#)

From: Nathan Hawryluk [mailto:nhawryluk@gmail.com]
Sent: Thursday, February 27, 2020 9:00 AM
To: City Clerk <CityClerk@calgary.ca>
Cc: Gonzalez, Troy C. <Troy.Gonzalez@calgary.ca>
Subject: [EXT] North Hill Communities Local Area Plan letter - PUD - 4 March

Hi,

Will you please include my attached letter about the North Hill Communities Local Area Plan with the report for the Standing Policy Committee on Planning and Urban Development on March 4th?

Sorry for the delay, it took longer than expected to write my Guidebook letter, Renfrew Community Association's North Hill letter, and this letter.

Thanks,
Nathan Hawryluk

Report to PUD March 4, 2020

PUD2020-0164
Attachment 6
Letter 6a

26 February 2020

Planning and Urban Development Committee

North Hill Communities Local Area Plan, 4 March 2020

Succinctly summarizing my personal experience and thoughts about the North Hill Communities Local Area Plan's process and proposed plan is difficult. I have been involved with this project as Renfrew Community Association's Director of Transportation and Mobility (May 2017-May 2018), Director of Planning (February 2018-November 2019), and Community Association Representative on the North Hill Communities Local Area Plan Working Group (September 2018-present).

Process

I found the Working Group excellent and effective. **The Working Group's diverse membership has been essential** to its success. Having residents who have lived in each neighbourhood for different lengths of time helps us see our existing strengths and weaknesses. Community associations, by virtue of their role in the planning process as groups that are circulated on applications, have their place in the working group. And, though some Calgarians might be surprised by my experience, it has been beneficial to have industry on the working group. **Having people who understand finance, utilities, and other development constraints, helps residents create a local area plan where it is possible for the area to grow in ways that work for existing and future residents.**

The Working Group's online portal was useful, though Working Group members did not use it as much for discussion as I had initially hoped. Aside from a character limit in fields, which discouraged complete thoughts and was easily circumvented by email administration, its user interface worked like I thought it should. I received a complaint about the public online feedback format from one resident, but personally found it satisfactory.

Our Working Group meetings were thoughtful and productive. We added further context to residents' input from the City's online and in person engagement. Our facilitators, who were City planning staff and engagement consultants, helped us have difficult discussions and consider the potential long-term effects of our work. In hindsight, we spent more time introducing planning, and forming a vision than I found necessary, though may have helped residents who had not been involved with planning. I have been told newer groups have spent less time on the early meetings. **Key meetings about activity level, scale, and local details were well-designed and highlights of the project.** I wish community association representatives were given two minutes at the end of those key planning meetings to check briefly with other representatives from their community about how they think it is going. Quick feedback from those residents would give community association representatives more confidence that the plan was proceeding well.

Report to PUD March 4, 2020

PUD2020-0164
Attachment 6
Letter 6a

I have been pleasantly surprised how much the **North Hill Plan's Working Group helped shape the Guidebook for Great Communities**. For example, when talking about street activity levels, Working Group members suggested that traditional cities are built up to six storeys, so a six storey street wall is appropriate on busier streets. This is reflected in the Guidebook's Mid, High, and Tall building scales. During our scale activity, when discussing visions for busier streets within Renfrew, we suggested some form of Calgary-specific town- or rowhouses, like New York's brownstones, Chicago's greystones, or Great Britain's terraced houses. Consequently, the Guidebook's Urban Form Category for Neighbourhood Housing – Minor states "the units along this building frontage each have a protected, direct entrance that offers comfort and convenience throughout the seasons" (page 44, September 2019 draft). I hope our Working Group has benefited the rest of Calgary.

If I have a criticism of the entire process, it is in the final participant demographic breakdown. I am pleased that 17% of participants live Renfrew because Renfrew makes up 17% of the North Hill area's population (excluding Thorncliffe-Greenview to avoid counting the area north of McKnight Avenue) in the 2019 census. However, **85% of participants own; 15% rent. According to the 2019 census, 46% of residents own** in Capitol Hill, Crescent Heights, Highland Park, Mount Pleasant, Renfrew, Rosedale, Tuxedo, and Winston Heights-Mountview; **54% rent**. I do not know how engagement could have been improved so participants' demographics would be more reflective of the area's demographics. **If homevoters have been overheard in this process, the result may be a more cautious plan** than if we had been able to engage more people who rent, may be in more precarious financial circumstances, and are more concerned about housing affordability rather than increasing property values. If that is true, the North Hill Plan may already factor in concerns about housing obstructionism. **I hope residents will not fight when an applicant proposes building according to the Plan.**

Results

I will highlight two positives, one disappointment, and one concern about the Plan's proposals.

I am pleased that the Plan directs growth around, not through, Renfrew's historic subdivisions of Regal Terrace and Beaumont. **This leaves most of the oldest parts of Renfrew as low-density districts, ready for heritage tools to be applied.** I suspect many Renfrew residents will be upset if, after this much work and allowing this much growth elsewhere in the neighbourhood, those heritage areas do not have tools applied or those heritage homes are lost while those tools are being developed.

Secondly, allowing more height on 16th Avenue should make it possible for people to build on its narrow lots and turn a profit, which should help us **fill in this Main Street's vacant lots and make it a better place for people.**

I wish the Working Group had retained an early draft's vision of 'trick-or-treatable' neighbourhoods. It added personality and described concisely the kind of neighbourhood in which I would like to live. This is an example of how working groups remove language with character and create bland statements.

Report to PUD March 4, 2020

PUD2020-0164
Attachment 6
Letter 6a

I fear **the plan may be too focused on corridors and has too steep of transitions**, but I accept concerns about transitions from Main Streets into the rest of their neighbourhoods. This **may encourage speculation near Main Streets** as applicants test the resolve of administration and Council to hold to this Plan when individuals propose more intense buildings within the adjacent Neighbourhood Housing – Local area.

Overall, I hope, but am not certain, that the proposed plan will produce results that benefit many Calgarians. Though I do not know the contents of a perfect plan or how close we are to having achieved one, presumably a perfect plan would be based on perfect knowledge of our area's future. It is difficult to make predictions, especially about the future. Fortunately, as Charles Marohn wrote, "**projections are not necessary ... when things are built incrementally with ongoing feedback driving adaptation.**"¹ Widespread, incremental missing middle housing, through new low-density district(s) should allow adaptation. Thus, those involved in creating the North Hill Communities Local Area Plan do not need to have been able to predict the future as precisely as those involved in past area redevelopment plans.

Thanks to Council for allowing all of Renfrew to participate in this Plan, administration for organizing an effective process, Working Group members for working through difficult discussions, Renfrew Community Association's board for assigning me to be their representative, and North Hill areas residents (especially those from Renfrew) for giving their input to create this Plan. **If the North Hill Communities Local Area Plan works the way it is envisioned, it will be because of the many people involved.**

Thank you,
Nathan Hawryluk

¹ Charles L. Marohn, Jr, *Strong Towns: A Bottom-up Revolution to Rebuild American Prosperity* (Hoboken, New Jersey: John Wiley & Sons, 2020), 75.

Report to PUD March 4, 2020

PUD2020-0164
Attachment 6
Letter 7



Rosedale Community Association
901 11 Ave NW
Calgary, AB T2M 0C2

February 26, 2020

Standing Policy Committee on Planning and Urban Development
Calgary City Hall

Dear Sir/Madam,

Rosedale Community has closely observed the North Hill Local Area Plan unfold and acknowledges the engagement with residents, the attention to detail and effort expended by the Team. We have appreciated the opportunity to be part of the Working Group, where we feel our concerns and contributions were acknowledged and feel as a City, we are heading in the right direction with this Plan along with the principles and goals set out in the Guidebook for Great Communities.

Growth that results from smart planning can improve our daily life, the economy, and the environment. When a city plans carefully for future development and engages with citizens, they can improve existing neighbourhoods with attractive, convenient, safe, and healthy results. They can foster thoughtful design that encourages social, civic, and physical activity. The environment can be protected and economic growth can be stimulated. Most of all, it can create more choices for everyone - choices in where to live, how to get around, and how to interact with the people around them. When a city does this kind of planning, they preserve the best of their past while creating a bright future for generations.

Rosedale, as an established and unique community, would like to touch on a few points that we feel of utmost importance to us. We realize that the North Hill Local Area Plan is the first step to these above goals and with resultant renewed Land Use Bylaw changes to come, which ultimately could introduce change to the character of not only our community but to the whole of the North Hill and the City as a whole, the following are even more vital.

Established Communities

The North Hill Plan covers a large area and many communities; it is important to Rosedale that the unique character of each community is recognized. Development must be compatible and should respect and enhance established communities through good design and innovation and it must coexist with existing development without causing undue adverse impact on the surrounding properties. Parking, traffic shortcutting, access issues in inner city neighborhoods are areas that need to be addressed as density increases. Greenspaces and tree canopies should be preserved at all costs. Development should 'fit well' within its physical context and 'work well' with the existing and planned function. Generally speaking, the more a new development can incorporate the common characteristics of its setting in the design, the more compatible it will be.

Report to PUD March 4, 2020

PUD2020-0164
Attachment 6
Letter 7

Page Two

Heritage Conservation and Planning

The community of Rosedale is comprised of single family dwellings, with clusters of heritage homes in its inventory (as shown in Administration's 'windshield survey'). The proposed Heritage Conservation initiative is thoroughly supported; we see this as an important and positive step to preserving character and history in existing older areas which enhance the sense of community by creating and maintaining places with their own distinct identity. These new incentives and regulations are crucial in ensuring Heritage preservation in the City's planning - introducing new development and higher densities into existing areas that have developed over many years requires a sensitive approach and a respect for established characteristics.

Thank you for the opportunity to submit our comments for this presentation.

Yours very truly,

A handwritten signature in blue ink that reads "C Dudge" with "per" written below it.

Angela Kokott
President, Rosedale Community Association

Cathie Dudge
Rosedale Community Association & North Hill Working Group Rep

cc: Troy Gonzalez, Senior Planner, City of Calgary
Rosedale Community Association Directors
Druh Farrell, Ward 7 Councillor, City of Calgary

Summary of Feedback Received and Future Considerations

The following table outlines themes and a summary of what we heard, how we propose to address the issue, the timing to address the issue and if further engagement is necessary:

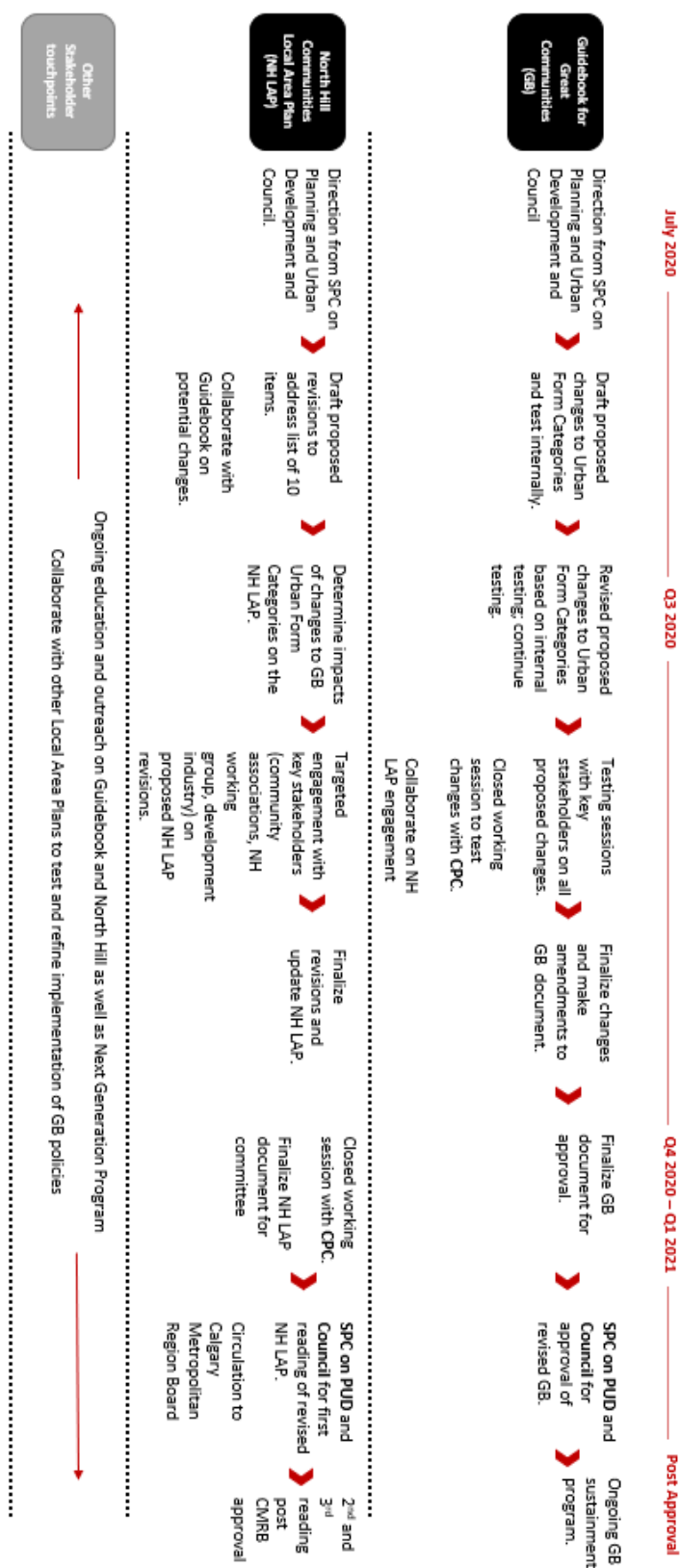
Theme	What we heard	Who did we hear this from	How we propose to address this in the North Hill Communities Local Area Plan
Changes that can be accomplished through a Listen and Learn level of engagement and completed by 2021 January			
1. Alignment with the Guidebook	<ul style="list-style-type: none"> The Plan should more closely align with the Guidebook in terms of content and visual identity. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD Community Associations 	<ul style="list-style-type: none"> Revise the Plan to better align with the Guidebook by removing duplicate descriptions and sections for urban form categories, policy and scale modifiers, and adding content to promote quality streetscape outcomes. Work with Creative Services to more closely align the visual identity of the Plan with the Guidebook.
2. Alignment with approved Green Line	<ul style="list-style-type: none"> The plan should be aligned with the Council approved Green Line LRT alignment north of the Bow River including identifying a station at 9 Avenue and ensuring policies support transit-oriented development. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD Community Associations Crescent Heights Village BIA 	<ul style="list-style-type: none"> Revise the Plan to formally identify the planned 9 Avenue Green Line LRT station and review to ensure that policies and maps support transit-oriented development in this location. Identify core and transition areas around future Green Line LRT stations that more closely align the Plan with the transit-oriented development policies of the Guidebook and include policies for minimum development intensity, where appropriate, in these areas.

3. Local historical context and character	<ul style="list-style-type: none"> The Plan should provide additional context for historic community/neighbourhood development and character of the communities. The Plan should include greater recognition of Indigenous history. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD Community Associations Crescent Heights Village BIA 	<ul style="list-style-type: none"> Revise the Plan and provide additional historical and character context in Chapter 1: Visualizing Growth that considers historical community development, as well as recognition of indigenous history, and celebrates unique historical elements, neighbourhood structure, sense of place, to set the foundations for urban design and public realm improvements. Align the Plan with the Heritage Policy Tools and Financial Incentives work and include Map C: Heritage Planning Areas in Chapter 2: Enabling Growth.
4. Urban tree canopy	<ul style="list-style-type: none"> The Plan should better recognize and/or include policy for the urban tree canopy. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD Community Associations 	<ul style="list-style-type: none"> Revise the Plan to include better recognition of the tree canopy in the Core Ideas (Section 1.2) and review, and revise where necessary, both the Plan and the Guidebook to ensure that policies support the urban canopy growth more broadly.
5. Opportunities for place making and public realm improvement	<ul style="list-style-type: none"> The Plan should more clearly identify opportunities for place making and public realm improvements to support the Plan's vision 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD Community Associations 	<ul style="list-style-type: none"> Revise Chapter 3: Supporting Growth and Appendix A: Implementation Options to better communicate and identify opportunities for place making and public realm improvements including an additional map(s).
6. Parks and Open Space Frontages	<ul style="list-style-type: none"> Desire for additional areas to be identified with the Parks and Open Space Frontage. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD 	<ul style="list-style-type: none"> Revise Map 3: Urban Form to identify additional Parks and Open Space Frontage modifiers along key areas including but not limited to such as Confederation Park and Winston Heights Park.
7. Commercial Clusters, Neighbourhood Activity Centres, and mixed-use streets	<ul style="list-style-type: none"> Desire for additional Commercial Clusters, Neighbourhood Activity Centres, and mixed-use streets to be identified in the Plan 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD 	<ul style="list-style-type: none"> Explore opportunities for additional Commercial Cluster modifiers, Neighbourhood Activity Centres, and mixed-use streets within the Plan area.*

			<i>*Note that this may, in part, be addressed through proposed revisions to the Urban Form Categories in the Guidebook (PUD2020-0721)</i>
8. On-street parking	<ul style="list-style-type: none"> Desire for policies regarding on-street parking in key locations to support commercial activities. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD Development Industry Land Owners 	<ul style="list-style-type: none"> Include a policy that enables on-street parking in key locations such as along Urban or Neighbourhood Main Street and Active Frontages, to support commercial activity. * <p><i>*Note that this may, in part, be addressed through proposed revisions to the Guidebook (PUD2020-0721)</i></p>
9. Mobility corridors	<ul style="list-style-type: none"> The Plan should identify mobility corridors that align with and support the updated Calgary Transportation Plan (CTP) and Pathway and Bikeway Plan. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD 	<ul style="list-style-type: none"> Include a map that identifies mobility corridors (walking, cycling, and pathways) in the Plan area and connecting to surrounding area.
10. Road rights-of-way setbacks	<ul style="list-style-type: none"> The Plan should provide policy guidance for opportunities for public realm improvements within road rights-of-way setbacks 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD 	<ul style="list-style-type: none"> Include a new policy that provides guidance for public realm improvements within road rights-of-way setbacks that can be undertaken at the time of redevelopment. * <p><i>*Note that this will be coordinated with the Notice of Motion for bylaw setbacks.</i></p>
Changes that may require further engagement beyond the Listen and Learn engagement identified above and completed by 2021 January or later			
11. Guidebook – Urban Form Classification System	<ul style="list-style-type: none"> The system is too complicated. Lack of clarity on the differentiation between different categories. Too many permutations when applying policy modifiers to urban form categories. Desire for an alternative classification system that does not distinguish between residential and commercial. 	<ul style="list-style-type: none"> Some members of Council at March 4 PUD Members of CPC through LAP workshops Insights through participation in pilot LAP processes 	<ul style="list-style-type: none"> As noted in PUD2020-0721, there may be forthcoming revisions to the Urban Form Classification System that could impact the North Hill Communities Local Area Plan. Depending on the scope of those changes additional work/engagement may be required on the North Hill Communities LAP.

Proposed Timeline based on Scope of Work and Outreach Plan*

*based on the scope of work and engagement plan discussed in Attachment 2 and PUD2020-0721



Stakeholder Letters

Crescent Heights Village Business Improvement Area

Crescent Heights Village BIA

#420, 110 Centre St. N
Calgary, AB T2E 2R2
(403) 701-7686
info@crescentheightsvillage.ca

Troy Gonzalez, File Manager
Senior Planner Community Planning (North Team)
The City of Calgary

Emailed to: troy.gonzalez@calgary.ca

June 19, 2020

RE: North Hill Communities Local Area Plan Letter of Support, Request for Elaboration

Dear Troy:

Apologies for sending this letter so late in the process. I am brand new to the job and, as you know, have been working hard on the Green Line file, which passed on Monday, freeing me up to work on some other great projects - like the North Hill Communities LAP!

Having reviewed the proposed North Hill Communities Local Area Plan for April 2020, The Crescent Heights Village BIA offers its support for the plan as a great beginning.

With a goal of creating vibrancy, walkability and character along Centre St. N, our BIA strongly supports any initiative that builds density, encourages growth and will bring people to work, live and play in North Hill Communities. Further, we welcome the provision of housing for a diverse population, the integration of mobility networks allowing people of all ages and abilities safe and accessible ways to get around, and high-quality, people-focused design.

There is a good emphasis in the document on active frontages, high-quality building finishes, and pedestrian safety and comfort on Main Streets which will help to create a more walkable environment on Centre Street.

Given this is the first plan of its kind for the City and will set the precedent for future Local Area Plans, we have identified a number of gaps that, if included, would better allow us to interpret and help realize the plan along Centre St. N. and, potentially other areas.

These include:

- Expanded historical and character context and maps that include indigenous and multicultural history
- An elaborated parking policy/plan to support commercial activity along Centre St. N.
- Revisions resulting from the confirmation of the Green Line LRT alignment
- Clear and specific guidelines for Main Streets to create an attractive, fine-grain and animated pedestrian-friendly street frontages that encourage and support active, safe, engaging and healthy street life and events for all ages. These might include:
 - **Uses:** Incorporate at-grade active outdoor dining and retail uses to activate buildings. With large-format retail development, when located at grade, line this with smaller shops to reduce its building bulk, increase fine grain in its street frontage and prevent blank wall frontages.
 - **Transparency:** Ensure a high degree of transparency at street-level to provide views into internal uses. Place doors and windows and street-level uses to provide lines of sight for natural surveillance of the street. Use transparent and visually light canopies to allow for passive surveillance of the street from upper building levels.
 - **Materials:** Use varying design details, different wall surface treatments and modulations as well as different high-quality materials to create streetwall facades that contribute positively to pedestrian experience of the streetscape. Use contrasting and saturated colours to provide visual vibrancy in winter.
 - **Sun:** Site and shape buildings to preserve and optimize sunlight access. Orient and design buildings to minimize shadow impact on streets. Step back street walls by a minimum of 2.5m at the upper levels of buildings to allow sunlight access to sidewalks.
 - **Weather Protection:** Provide transparent canopies along building frontages whenever possible to shelter pedestrians from the weather.
 - **Lighting:** Encourage seasonal, decorative and experiential lighting installations. Provide lighting for safety on buildings to illuminate sidewalks, entrances, pedestrian pathways and amenities.
 - **Sidewalks:** To ensure contiguous public realm and sidewalks, avoid locating vehicle access on the Main Street. Provide all service and parking access through service lanes in all new developments.

- **Entrances:** Orient all primary lobby entrances and active ground floor uses towards the main street. Provide a fine-grain rhythm of shop-fronts (20.0 m spacing) building entrances to suit the surrounding use intensity, at-grade. Locate transparent canopies at primary building entries to both protect users and define entries. Provide a seamless grade transition between shops and the sidewalk.
- **Street wall:** Develop continuous street wall definition with street walls that have articulation and fine grain quality frontages to generate active and attractive streets and open spaces. Minimize building setbacks to achieve street wall consistency. Design buildings to form a consistent and strong edge to streets.

We thank the project team for the development of this precedent-setting plan and very much look forward to working with you to continue its development and implementation.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Camie Leard', with a stylized, cursive script.

Camie Leard, Executive Director
Crescent Heights Village BIA

Cc: Drug Farrell, Councillor, Ward 7
Dale Calkins, Senior Policy & Planning Advisor, Ward 7 Councillor's Office

Capitol Hill Community Association

Mr. Troy Gonzalez
Senior Planner | Community Planning
Planning & Development
City of Calgary



June 25, 2020

Re: North Hill Communities Local Area Plan

Thank you for allowing the Capitol Hill Community Association (CHCA) to participate in the North Hill Communities Working Group over the last several months and for accepting our informal feedback and recommendations at those working sessions. Contained in this letter, please find our formal comments on the proposed North Hill Communities Local Area Plan that will go before Calgary City Council for approval in the near future.

1. Building Scale

In reviewing Map 4: Building Scale, we feel that allowing builds up to six stories along 20th Avenue NW, specifically from 14th Street to 18th Street, is not appropriate. We understand that for the purposes of this project that it was desirable to treat 20th Avenue consistently throughout the plan area but each community and block of 20th Avenue has its own unique aspects. Given that the Capitol Hill portion of the North Hill Area Redevelopment Plan (ARP) was only just recently revised and approved by City Council in 2016, we have spent considerable time contemplating the vision for 20th Avenue in Capitol Hill and feel a blanket six story allowance is not necessary. As per our ARP, we envisioned buildings of this scale being more appropriate along 16th Avenue, portions of 17th Avenue and clustered along 14th Street and 10th Street. If six story builds are deemed appropriate on 20th Avenue then we would request they be given mixed use zoning as the amenities in our community will need to keep pace with the added density.

2. Changes to Land Use Bylaw

The Board of Directors, the Planning & Development committee and the community residents of Capitol Hill have generally all been very welcoming of increased density over the last several years when it's been done thoughtfully. We have already seen numerous corner lots on the interior of our community redeveloped with higher density forms such as rowhouses, so we don't take issue with allowing a diverse range of building forms under the Neighbourhood Housing Local category (Section 2.2 – Urban Form Category). We do however have some hesitation about accepting a significant change to the zoning of essentially our entire community without knowing exactly what the land use bylaw will entail. We understand that a revision to the Calgary Land Use Bylaw is due in the next few years and we trust that great care will be taken to ensure a smooth transition for communities like Capitol Hill.

Thank you for your time and consideration.

Sincerely,

Cam Collingwood
Director, Planning & Development
Capitol Hill Community Association

Planning & Development Report to

**SPC on Planning and Urban Development
2020 July 15**

**ISC:
UNRESTRICTED
PUD2020-0805**

Consideration for Removal of Parking Requirements

EXECUTIVE SUMMARY

Administration is proposing the removal of minimum parking requirements for commercial uses from the Land Use Bylaw to help Calgary's businesses recover from the impacts of the COVID-19 pandemic, but also to support business growth in the future. Due to the current uncertain economic outlook, stakeholders have indicated that Administration needs to act swiftly to show support for the future of our city. Acting swiftly to support Calgary's businesses as soon as possible in 2020 will not allow for detailed engagement with stakeholders. However, feedback received over numerous years and experiences in other cities have informed Administration. This report outlines two options for Council's consideration regarding the elimination of minimum parking requirements for commercial uses from the Bylaw.

Calgary's economy has undergone significant change in recent years, resulting in a need for Administration to rethink how the Land Use Bylaw regulates development. Minimum parking requirements are one of the most frequently cited concerns heard from developers, communities and Council over the past ten years. Meeting current on-site parking requirements has a significant impact on built form outcomes and the ability to achieve high-quality urban design, pedestrian-friendly and accessible streetscapes and affordable developments. Concerns over the impacts of on-street parking are consistently voiced by communities.

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Planning and Urban Development direct Administration to bring forward an amending bylaw to Land Use Bylaw 1P2007 based on Option 2 contained in this report, to a Public Hearing of Council by 2020 November.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2020 January 13 Council adopted the recommendations in TT2019-1554 (Parking Requirements Review – Scoping Report) as follows:

That Council "Approve the scope of the parking requirements review as outlined in this report and direct Administration to commence work in alignment with the proposed Renewed Land Use Bylaw and New Districts Project, and Residential Parking Permit (RPP) project."

BACKGROUND

Calgary's Land Use Bylaw 1P2007 (the Bylaw) was adopted on 2008 June 1. Since that time, feedback has been provided by stakeholders through various venues (Land Use Bylaw ideation sessions, Council review of Land Use Redesignations, as well as through other related projects) regarding how the Bylaw addresses parking. Primary concerns have focused on the restrictive or inflexible nature of regulations that limit the opportunity for innovation, and around the idea that parking regulations often negatively impact desired built form outcomes. Parking requirements in the current Bylaw are specific to individual uses and change as the land use changes, thus making it challenging for businesses and developers to understand and predict the risks of investing in Calgary.

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On 2020 July 15, the SPC on Planning and Urban Development will also review PUD2020-0752 (Briefing – Land Use Bylaw Amendments to Support Business Needs). This Briefing contains potential amendments that could be adopted in the medium and long-term to support businesses (Attachment 3 to the briefing note) and includes the reform of parking requirements. The concept of amending parking requirements was separated from the short-term amendments identified in the Briefing in an effort to manage potential risks to communities, businesses and citizens, in addition to the desire to undertake additional engagement and analysis. Notwithstanding, based on Council discussions, Administration realizes the value of advancing work on parking reform, specifically regarding the elimination of parking minimums to help support immediate commercial business needs.

Parking was originally planned to be reviewed in its entirety as part of the comprehensive renewal of the Land Use Bylaw, however given the delays from the COVID-19 state of local emergency to the adoption of the Guidebook for Great Communities and the subsequent delay of starting the renewed Bylaw work, Administration sees the value of expediting work on commercial parking requirements, while leaving parking requirements for other uses (multi-residential, industrial, low density) to a later date.

On 2020 July 23, Edmonton became the first major Canadian municipality to eliminate all minimum parking requirements. Their expectation is that this saves developers from building costly and unnecessary parking stalls, helps to create a more walkable and active city and that it provides The City of Edmonton with the ability to better focus on how communities are designed rather than how parking is managed.

It should also be noted that though 38P2009 (adopted on 2009 November 30), The City of Calgary eliminated minimum parking requirements for specific commercial uses in the Beltline. While that amendment was mostly focused on allowing a more streamlined process for change of use applications, it is important to note that this change has been widely successful at reducing hurdles.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Parking requirements are often derived from assumptions of travel choices and driver patterns. Eliminating minimum parking requirements does not mean that there will be no parking, rather it allows a developer or business owner to determine their own parking demands and adjust their applications to meet the market need. Businesses or developments that still see a need to provide parking will do so in order to ensure their businesses are successful.

However, the business' decision to provide parking on site will also depend on the availability of on-street parking and any parking management tools used in the area. Flexible off-street parking requirements can have a great contribution to helping Calgary achieve the vision of vibrant, mixed use main streets and activity centres.

Consideration of Options

Administration did consider eliminating all parking minimums, however at this time Administration is only proposing to eliminate parking minimums for commercial uses to ensure a

Consideration for Removal of Parking Requirements

speedy approach for businesses, new development and investment. This would be for any commercial use regardless of which district it is listed in. This will allow Administration to be more flexible in accommodating businesses, while still acknowledging that the majority of Calgarians own cars. More time would be needed to ensure mitigation strategies are in place and effective in order to be confident in proposing the elimination of parking minimums for residential and other uses. Further, Administration is not proposing to change any of the requirements within the Centre City, given that this area already benefits from a number of parking tools, including cash-in-lieu, which would be difficult to amend in a short time frame and could have financial implications that have not been reviewed.

Impact on building reuse and adaptation

Elimination of parking minimums for commercial uses will facilitate a greater range of reuse of existing buildings and streamline land use and development permit applications. Removing the minimum parking requirements helps new tenants occupy buildings originally designed for different uses because it is usually impossible to build new parking stalls. This is the highest potential change with respect to parking requirements that could be made that would resolve existing issues with applications.

This is largely the approach that was established in the Beltline in 2009. The Beltline parking requirements have been successful, in that they were enabled in a highly walkable environment, with established management of on- and off-street paid parking supplies. A logical extension of these rules would be to other areas of Calgary with similar parking conditions.

Impact on new building design

Eliminating parking minimums for commercial uses will have an impact on application approvals, allowing Administration to refocus their review on getting quality designed buildings without the need for that design to be impacted by parking requirements. While the minimum parking requirements in the Bylaw increase cost to a development (often significantly depending on the need for underground parking) and add time to applications for change of use (depending on the need for a relaxation of stalls and potential for appeal), they can also negatively impact quality design and built form and are often a way to create exclusivity, decreasing affordability and limiting choice. Eliminating required parking minimums for commercial uses will eliminate the need for parking relaxations, also reducing an applicant's risk of appeal, making it easier and more certain to invest in development in Calgary.

Impact on travel and surrounding parking supplies

While less parking does increase use of other travel options (transit, biking and walking) some patrons will still drive to businesses that have no on-site parking. They will make use of surrounding parking supplies (off-street lots, on-street parking, etc.), which will be intensified in areas with poor access to transit and can generate parking congestion in surrounding areas, particularly adjacent residential streets.

Administration has established clear policies around the regulation of on-street parking and the use of pricing in commercial areas as part of Calgary Parking Policies (Council Policy TP017).

Consideration for Removal of Parking Requirements

Equivalent work is underway to establish clear policies for residential on-street parking; this work is anticipated to be brought to Council in the Fall of 2020. In combination, these policies would provide the framework that would enable on-street parking to respond to changing parking demands that could be generated from developments that chose to not provide parking.

The elimination of parking requirements could have a mix of impacts for off-street parking. Some businesses may choose to provide large amounts of parking, which would reinforce auto-oriented travel patterns. There may also be more interest in replacing existing developments with paid, surface parking lots, which may require enabling local area policies. The City has previously used cash-in-lieu programs in business improvement areas to construct shared parking facilities, but these programs were not able to achieve their original intention due to high land and building costs and were mostly concluded in 2008.

Need for a common understanding amongst all parties

For the removal of parking minimums to be successful, it will be critical that all parties (developers, landlords, business tenants, communities, Council, Administration) be aligned in their expectations as to how parking demand and spillover will be addressed, should it arise. Role clarity and expectations for each party should be established and an on-going communication plan will be required. Paid parking will need to be used to manage existing supplies where parking congestion arises. On-street space is also competing with many other demands (increased loading, dedicated lanes for other users [cyclists, transit, etc.], patios and other non-parking uses). It is expected that these demands will increase over time and may further exacerbate parking congestion. Businesses relying on on-street parking supplies will need to understand that these supplies cannot be guaranteed over the long-term.

Options for Council Consideration

This report outlines two options for how Administration could approach the removal of parking minimums:

1. Comprehensive Land Use Bylaw Renewal

Should Council not feel there is immediacy for eliminating parking minimums, Administration should be directed to review all parking requirements as part of the renewal of the Land Use Bylaw. A scoping report for this work will be brought to Council at the time the Guidebook for Great Communities is brought for adoption (anticipated early 2021). Part of the scoping report will identify how Administration will address and review parking requirements as a whole. As a result of the recommendations in TT2019-1554 (Parking Requirements Review – Scoping Report), current studies that are underway will also help inform this report.

2. Review with Limited Consultation

Given that Administration sees the value in supporting businesses, development and investment in Calgary, Administration would recommend an approach that acknowledges both the need to act quickly, balanced with the need to ensure citizens are informed and are heard. This option would allow Administration to gather feedback regarding the changes from targeted

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stakeholders and through an online survey and feedback forms over the month of 2020 August, and report back to Council with that feedback when the amendments are presented. Reporting back on this feedback may delay the amendments should significant feedback be received and need to be analysed and composed into a document available for Council review.

This consultation would allow Calgarians to submit feedback regarding any concerns to the changes and allow Administration to consider mitigation measures for those concerns as well as provide information to Council. This option would allow Administration to conduct a workshop with Calgary Planning Commission in October, prior to a Public Hearing in 2020 November, (barring any unforeseen concerns or needs or significant feedback).

Stakeholder Engagement, Research and Communication

Specific engagement for this report has not been conducted, however, the topic of parking has been raised significantly with the public and stakeholders over the past 10 years, most predominantly in the Calgary Land Use Bylaw Ideation Sessions that were held in 2015 to discuss problems with the Bylaw and how the Bylaw could be more aligned with policy to achieve desired outcomes. Similarly, parking is often raised as a primary concern through the land use redesignation process.

Strategic Alignment

The proposed recommendation continues to focus Administration's resources on the policy priorities identified by Council in 2020 through PUD2020-0016 (City Planning and Policy 2020 Workplan). The Workplan's focus remains on implementing the Municipal Development Plan and Calgary Transportation Plan while undertaking initiatives that support investment and local businesses. This initiative also helps to begin delivery on one of the Council Priorities for the City Planning & Policy Service Line for 2020: E. A Renewed Land Use Bylaw. This aligns with Council's priorities N2, N3 and N4 for "A City of Safe and Inspiring Neighbourhoods".

Social, Environmental, Economic (External)

Calgary is at a critical moment in time where economic recovery and attracting new businesses relies on being able to provide flexibility for the market to decide on how a business operates. Business needs and trends require The City to be nimble and progressive, resulting in an opportunity to think about how to shape a city that responds to concerns of businesses. This work will increase development certainty, growth, economic investment and result in varied built form outcomes.

Financial Capacity

Current and Future Operating Budget:

None

Current and Future Capital Budget:

None

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Risk Assessment

Administration is presently in a challenging situation, given the need to be flexible and accommodating to both new businesses as well as those businesses that have been impacted by the COVID-19 pandemic. Administration recognizes the value in a speedy response to eliminating regulations that may pose unwarranted hurdles for businesses and spillover parking issues in residential areas. Should Council elect to wait for the work to be undertaken through the renewal of the Land Use Bylaw, there is a risk that more businesses will require parking relaxations, resulting in time delays for those businesses to open, as well as risks of appeal. There is significant potential that new development will be stalled or stopped because of rising costs which could be reduced by ensuring developers are not providing superfluous parking. There is also a risk that innovative solutions to address the need for social distancing are refused or delayed because on-site parking lots cannot be made available because of the need to maintain antiquated parking requirements.

Another risk is around public expectations. One of the reasons why the changes to the Beltline parking requirements were successful in 2009 is because there was already a public expectation that parking in the area would not be free or devoted to an individual use. Since a mix of uses was already established, there was already an acceptable level of congestion for current residents and business owners. The risk in some areas outside of the Beltline is that development will not supply adequate parking for future tenants leading to increased complaints due to overspill once businesses move in. Eliminating parking minimums will have an impact on Administration's operational ability to deal with complaints, and while there are some mitigation measures to address this, they take time to put in place and are usually done after a problem is identified, increasing frustration to neighbouring parcels who may have an expectation that parking in front of their building belongs to them without a cost. Another common expectation is an increase in physical mitigation measures (traffic calming, street closures) for which there are currently no plans or budget proposed. Administration will ensure that members of Council have the communication tools needed once these amendments are prepared for approval.

One way that these risks will be mitigated is through the ongoing work that Administration is committed to doing through the renewal of the Land Use Bylaw. This work will feed into the future renewal, and issues can be addressed through this long-term review.

REASON(S) FOR RECOMMENDATION(S):

Administration is recommending Option 2 outlined in this report, as the work positions Calgary for economic recovery and stability of growth within our neighbourhoods. With a fluctuating economy, it is more important than ever for The City to be proactive and bold, while still recognizing the need to be transparent and thorough. Administration recommends approval of Option 2 amendments as they will reduce cost to development, improve built form outcomes, increase walkability and have a positive impact on future city-building while allowing stakeholders to be informed.

ATTACHMENT(S)

None