



## AGENDA

### INFRASTRUCTURE AND PLANNING COMMITTEE

May 15, 2024, 9:30 AM  
IN THE COUNCIL CHAMBER

Members

Councillor S. Sharp, Chair  
Councillor J. Mian, Vice-Chair  
Councillor A. Chabot  
Councillor S. Chu  
Councillor P. Demong  
Councillor E. Spencer  
Councillor J. Wyness  
Mayor J. Gondek, Ex-Officio

#### **SPECIAL NOTES:**

*Public are encouraged to follow Council and Committee meetings using the live stream [www.calgary.ca/watchlive](http://www.calgary.ca/watchlive)*

*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 Infrastructure and Planning Committee, 2024 March 13
5. CONSENT AGENDA
  - 5.1 DEFERRALS AND PROCEDURAL REQUESTS
    - 5.1.1 Deferral Request – Bridgeland Properties in response to IP2023-0508 from Q2 2024 to Q1 2025, IP2024-0584

6. POSTPONED REPORTS  
(including related/supplemental reports)  
None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1 2022 Open Business Cases in the Belvedere Area Structure Plan (Ward 9), IP2024-0565
- 7.2 Growth Application in the Belvedere Area Structure Plan (Ward 9), GA2024-001, IP2024-0568
- 7.3 Growth Application in the West View Area Structure Plan (Ward 1), GA2023-006, IP2024-0462
- 7.4 Growth Application in the Keystone Hills Area Structure Plan (Ward 3), GA2023-003, IP2024-0567
- 7.5 Growth Application in the Providence Area Structure Plan (Ward 13), GA2023-001, IP2024-0566
- 7.6 Growth Application in the South Shepard Area Structure Plan (Ward 12), GA2023-004, IP2024-0461
- 7.7 Growth Application in the Glacier Ridge Area Structure Plan (Ward 2), GA2023-005, IP2024-0420

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

- 10.1.1 Proposed Leases – Ward 13, 10 (14320 6 ST SW, 3510 34 ST NE, 3505 35 ST NE), IP2024-0447  
Held confidential pursuant to Sections 23 (Local public body confidences), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

**Review By: 2025 May 15**

10.2 URGENT BUSINESS

11. BRIEFINGS

11.1 Joint Use Coordinating Committee and Joint Use Reserve Fund Annual Update, IP2024-0146

11.2 RouteAhead 2023 Annual Status Report, IP2024-0581

12. ADJOURNMENT





**MINUTES**

**INFRASTRUCTURE AND PLANNING COMMITTEE**

**March 13, 2024, 9:30 AM  
IN THE COUNCIL CHAMBER**

**PRESENT:** Councillor S. Sharp, Chair  
Councillor J. Mian, Vice-Chair  
Councillor A. Chabot (Remote Participation)  
Councillor S. Chu  
Councillor P. Demong (Remote Participation)  
Councillor E. Spencer  
Councillor J. Wyness  
Councillor G-C. Carra (Remote Participation)  
Councillor D. McLean  
Councillor T. Wong

**ALSO PRESENT:** General Manager M. Thompson  
Senior Legislative Advisor J. Palaschuk  
Legislative Advisor C. Doi

1. CALL TO ORDER

Councillor Sharp called the meeting to order at 9:33 a.m.

ROLL CALL

Councillor Chabot, Councillor Chu, Councillor Mian, Councillor Spencer, Councillor Wyness, Councillor Carra, Councillor McLean, Councillor Wong, and Councillor Sharp

Absent from Roll Call: Councillor Demong

2. OPENING REMARKS

Councillor Sharp provided opening remarks and a traditional land acknowledgment.

3. CONFIRMATION OF AGENDA

**Moved by** Councillor Mian

That the Agenda for today's meeting be amended by setting Item 7.2 Advancing Business-friendly Approaches to City-led Infrastructure Construction, IP2024-0293, to be dealt with prior to Item 7.1 Biannual Infrastructure Insights Report – Q1 2024, IP2024-0020.

**MOTION CARRIED**

**Moved by** Councillor Mian

That the Agenda for the 2024 March 13 Regular Meeting of the Infrastructure and Planning Committee be confirmed, **as amended**.

**MOTION CARRIED**

By General Consent, Committee modified the lunch recess to commence at 10:45 a.m. and resume at 11:45 a.m.

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Infrastructure and Planning Committee, 2024 February 21

**Moved by** Councillor Mian

That the Minutes of the 2024 February 21 Regular Meeting of the Infrastructure and Planning Committee be confirmed.

**MOTION CARRIED**

Committee then dealt with Item 7.2.

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Biannual Infrastructure Insights Report – Q1 2024, IP2024-0020

This Item was dealt with following Item 7.2.

Councillor Chabot (Remote Member) joined the meeting at 11:51 a.m.

Carol Armes, Advisory Committee on Accessibility, addressed Committee with respect to Report IP2024-0020.

**Moved by** Councillor Spencer

That with respect to Report IP2024-0020, the following be approved:

That that Infrastructure and Planning Committee receive this report for the Corporate Record.

For: (7): Councillor Sharp, Councillor Mian, Councillor Chabot, Councillor Chu, Councillor Spencer, Councillor Wyness, and Councillor Carra

**MOTION CARRIED**

Committee then dealt with Item 7.3.

7.2 Advancing Business-friendly Approaches to City-led Infrastructure Construction, IP2024-0293

This Item was dealt with following Item 4.1.

The following documents were distributed with respect to Report IP2024-0293:

- Revised Cover Report;
- Revised Attachment 3; and
- A package of Public Submissions.

Councillor Demong (Remote Member) joined the meeting at 9:36 a.m.

Councillor Wyness introduced a group of Grade 8 students from St. Ambrose School (Ward 2), along with their teacher Carina Crescenzi.

The following speakers addressed Committee with respect to Report IP2024-0293:

1. Andrew Sennyah, The Canadian Federation of Independent Business
2. Bob van Wegen, Marda Loop Business Improvement Area
3. Leslie Echino
4. Vincent Wong
5. Cameron Fraser

By General Consent, Committee modified the lunch recess to begin following the completion of Item 7.2.

Councillor Sharp left the Chair at 10:44 a.m. and Councillor Mian assumed the Chair.

Councillor Sharp resumed the Chair at 10:47 a.m.

**Moved by** Councillor Spencer

That with respect to Revised Report IP2024-0293, the following be approved:

That the Infrastructure and Planning Committee:

1. Forward this Item to the 2024 March 19 Regular Meeting of Council.

That the Infrastructure and Planning Committee recommend that Council:

2. Direct Administration to initiate a Main Streets Business Support Grant pilot in 2024 and report back to Infrastructure and Planning Committee in Q1 2025 on the outcomes and effectiveness of the pilot; and
3. Direct Administration to advance work on establishing a Business-Friendly Construction Policy and present the Policy to the Infrastructure and Planning Committee in Q1 2025.

For: (9): Councillor Sharp, Councillor Chabot, Councillor Chu, Councillor Demong, Councillor Spencer, Councillor Wyness, Councillor Carra, Councillor McLean, and Councillor Wong

**MOTION CARRIED**

Committee recessed at 11:02 a.m. and reconvened at 11:47 a.m. with Councillor Sharp in the Chair.

ROLL CALL

Councillor Chu, Councillor Spencer, Councillor Wyness, Councillor Carra, and Councillor Sharp

Absent from Roll Call: Councillor Chabot, Councillor Demong, and Councillor Mian

Committee then dealt with Item 7.1.

7.3 Winter Maintenance Policy Update, IP2024-0103

This Item was dealt with following Item 7.1.

A Public Submission was distributed with respect to Report IP2024-0103.

Carol Armes, Advisory Committee on Accessibility, addressed Committee with respect to Report IP2024-0103.

Councillor Carra (Remote Member) left the meeting at 12:36 p.m.

**Moved by** Councillor Chabot

That with respect to Report IP2024-0103, the following be approved:

That the Infrastructure and Planning Committee recommend that Council:

1. Approve the Winter Maintenance Policy as presented in Attachment 2;
2. Rescind the Snow and Ice Control Policy CP2021-01 as presented in Attachment 3;
3. Give three readings to the proposed bylaw to amend the Street Bylaw 20M88 per Attachment 4;
4. Approve amendments to the Snow and Ice Control Reserve per Attachment 5, and
5. Direct Administration to implement earlier snow clearing response times on Priority 2 community and transit routes, ensuring they are completed within 24 hours of snowfall stopping.

For: (6) Councillor Sharp, Councillor Mian, Councillor Chabot, Councillor Chu, Councillor Spencer, and Councillor Wyness

**MOTION CARRIED**

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. BRIEFINGS

11.1 Heritage Conservation Tools and Incentives Implementation Briefing, IP2024-0247

12. ADJOURNMENT

**Moved by** Councillor Wyness

That this meeting adjourn at 1:04 p.m.

**MOTION CARRIED**

The following Item has been forwarded to the 2024 March 19 Regular Meeting of Council:

**URGENT BUSINESS**

- Advancing Business-friendly Approaches to City-led Infrastructure Construction, IP2024-0293

The following Item has been forwarded to the 2024 April 30 Regular Meeting of Council:

**COMMITTEE REPORTS**

- Winter Maintenance Policy Update, IP2024-0103

The next Regular Meeting of the Infrastructure and Planning Committee is scheduled to be held on 2024 April 17 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

\_\_\_\_\_  
CHAIR

\_\_\_\_\_  
CITY CLERK



**Infrastructure Services Deferral Request to  
Infrastructure and Planning Committee  
2024 May 15**

Item # 5.1.1  
**ISC: UNRESTRICTED  
IP2024-0584**

**Deferral Request – Bridgeland Properties in response to IP2023-0508 from Q2  
2024 to Q1 2025**

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**PREVIOUS COUNCIL DIRECTION**

On 2023 June 06, Council requested that Attainable Homes Calgary lead a detailed engagement of site 2 and 4 that will enable The City’s long-term vision and report back to Council with a recommendation for a detailed plan and strategy for implementation on the sites by the end of 2023 Q4 (IP2023-0508).

On 2023 November 28 Council approved Deferral Request – Bridgeland Properties in response to IP2023-0508 from Q4 2023 to Q2 2024 (IP2023-1224).

**STATUS UPDATE**

The approved long-term vision for the properties considers the business continuity of current tenants and pursuit of accommodation within any redevelopment. In-person meetings have been held with the tenants, and while the results of the conversations have been positive, further meaningful engagement is still required.

Understanding the value of the tenants and the services they provide to The City and community, Attainable Homes Calgary has respected the tenants request for “additional time to appropriately engage their Board of Directors to deeply understand what is most important” to their memberships and organizations. The need for further engagement has delayed the recommendation back to Council.

**OUTSTANDING WORK**

Attainable Homes Calgary is committed to ongoing engagement efforts aimed at thoroughly understanding the needs and preferences of all tenants involved. Following the results of the engagement, a detailed plan and strategy for implementation will be established.

**REPORT BACK TIMELINES**

The results of the engagement, and recommendation for a detailed plan and strategy for implementation, will be presented by Attainable Homes Calgary in Q1 2025.

Author: Jaydan Tait, Attainable Homes Calgary and Rethink Land  
General Manager Michael Thompson supports the information in this deferral.



Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 May 15

ISC: UNRESTRICTED  
IP2024-0565

## **2022 Open Business Cases in the Belvedere Area Structure Plan (Ward 9)**

### **PURPOSE**

This report brings forward two business cases that remained under review following the 2022 new community business case process as a single report. These Belvedere 2022 open business cases (formerly referred to separately as Belvedere East Truman and Belvedere South Trico) are located in the Belvedere Area Structure Plan. The purpose of this report is to provide Administration's recommendation that the capital infrastructure and operating investments required to initiate development in the application area should be considered for funding in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets in 2024 November, using a criteria-based evaluation that considered Municipal Development Plan/Calgary Transportation Plan alignment, market demand and financial impact.

### **PREVIOUS COUNCIL DIRECTION**

On 2022 July 27, Council directed Administration to undertake further consideration and to work with proponents of the proposed business case areas of Belvedere East – Truman and Belvedere South – Trico, as identified in IP2022-0545, and that recommendations be developed that enable a strategic growth opportunity in Calgary's East Sector through partnership among Truman, Trico, other partners, and The City of Calgary to build the priority ultimate 17 AV SE transit corridor (MAX Purple BRT) and satisfy regional stormwater management requirements.

On 2023 July 26, Council endorsed a redesigned approach for how The City evaluates and enables growth opportunities to ensure that new community growth happens in the right place at the right time. This process was implemented starting 2023 August 1. These two business cases were still under review at the time that the redesigned process was initiated; this report brings final recommendations forward through the Growth Application process.

### **RECOMMENDATION:**

That the Infrastructure and Planning Committee recommend that Council direct Administration to consider the capital infrastructure and operating investments needed to enable these Belvedere 2022 open business cases alongside other potential investments in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

### **CITY MANAGER/GENERAL MANAGER COMMENTS**

General Manager Tim Keane concurs with this report. The City's updated approach to evaluating growth opportunities improves on our longstanding commitment to enabling growth in the right places at the right times. This approach advances environmental sustainability, financial responsibility and, critically, a high-quality of life for Calgarians.

### **HIGHLIGHTS**

- After review, Administration recommends that it **is** the right time for capital infrastructure and operating investments required by the 2022 open business cases to be considered in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.
- Enabling new communities in the right places at the right time ensures that homes are built close to amenities and services, and that supply is balanced with demand to support housing affordability and choice. It is also important that new investments are

## **2022 Open Business Cases in the Belvedere Area Structure Plan (Ward 9)**

operating efficiently and balanced with existing financial commitments and that the environmental sustainability of the city is considered.

- Development in the open business cases requires capital infrastructure investment in the current budget cycle to enable development, and further capital infrastructure investment in future budget cycles to continue supporting growth. These investments, including the Memorial Drive E overpass across Stoney Trail E, extension of MAX Purple BRT infrastructure to 84 Street SE, and regional stormwater integration, are outlined in Service and Financial Implications section of this report and Attachment 2. Additionally, there is local developer provided infrastructure that is needed to support area growth.
- In addition to servicing the 2,619 homes proposed in these business cases and in the Liberty Growth Application (IP2024-0568), the investments will benefit a supply of 7,866 homes in previously approved areas, as well as benefitting future growth of 4,515 homes in the Area Structure Plan, for a total of approximately 15,000 homes.
- The subject lands are in close proximity to amenities and services at East Hills and are favourably located with respect to transit service and access to employment areas.

## **DISCUSSION**

### *Evaluation Overview*

Within a citywide context of strategic and sustainable growth and change, planning and investment in new communities continues to play a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against established criteria is set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent these applications enable complete communities where people live close to amenities and services, align with the pace of absorption of serviced land, and work within The City's financial capacity.

The evaluation approach (Attachment 4) involves an Administrative review of a developer submission, followed by a recommendation that identifies whether or not Council should direct Administration to consider the necessary investments to initiate development in the Mid-Cycle Adjustments. If Council approves the budget with the investments included, the Growth Application is approved, and the next steps towards development can proceed.

### *Growth Application Evaluation*

The subject sites are within the Belvedere Area Structure Plan (see map in Attachment 2), east of Stoney Trail and adjacent to 17 Avenue SE, in the East new community sector. The business cases were received in 2021 and evaluated by a cross corporate team as part of the process to bring new community growth and investment recommendations forward in 2022 (IP2022-0545).

Municipal Development Plan/Calgary Transportation Plan alignment

- Favourably located to nearby transit hub, activity centre and employment centre.
- The Belvedere Area Structure Plan is in the closest new community sector to downtown.
- Located in close proximity to transit and accelerates the 7 Avenue SE transit corridor.

## 2022 Open Business Cases in the Belvedere Area Structure Plan (Ward 9)

### Market Demand

- The East sector currently includes two new communities at various stages of development.
- The East sector accounted for 1 per cent of total new community housing growth between 2018 and 2022. Forecasts for 2023-2027 are estimating an increase to 5 per cent of the new community market share with an average of 298 homes per year.
- The East sector has 3-4 years of approved and serviced land available and 23-31 years of approved - not yet serviced land as of April 2023. While the *2024-2028 Suburban Residential Growth Report* has not yet been released, land supply levels are likely to fall given increased citywide absorption forecasts.

### Financial Impact

- Favourable when comparing anticipated property tax and franchise fee revenue with estimated incremental direct and indirect operating costs.
- Administration has taken an Area Structure Plan wide approach with all Growth Applications in terms of mobility needs, based on the results of a Global Transportation Impact Assessment (TIA) conducted for the area. As determined by the study, existing mobility infrastructure is nearing capacity, with limited travel options to bring people to and from Belvedere. The recommended investment is required for full buildout of previously approved lands, while enabling growth in new areas including the subject application.
- This Growth Application requires additional investment in unfunded capital infrastructure, while also leveraging existing and/or funded infrastructure in the area. See Attachment 2 for more information.

In summary, the Belvedere open business cases represent an opportunity to enable growth and housing opportunities that extend to the entire sector. They are considered favourable in terms of land supply, as well as proximity to nearby services and amenities. The required capital infrastructure investments benefit areas beyond the individual Growth Application including lands previously approved for development.

### EXTERNAL ENGAGEMENT AND COMMUNICATION

- |   |  |
|---|--|
| <input type="checkbox"/> Public engagement was undertaken                   | <input type="checkbox"/> Dialogue with interested parties was undertaken     |
| <input checked="" type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required |

As new communities are planned and designed, public engagement occurs at the Area Structure Plan and Outline Plan/Land Use Amendment stages. These steps inform the Growth Application review. Any member of the public is also able to speak on individual Growth Applications at both the Infrastructure and Planning Committee step and as part of the public component that is held as part of Mid-Cycle Adjustments in November.

Administration uses [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication) to share information about this and other Growth Applications with regards to decision points. An applicant's statement (Attachment 5) and letters of support (Attachment 7) are also provided.

## **2022 Open Business Cases in the Belvedere Area Structure Plan (Ward 9)**

### **IMPLICATIONS**

#### **Social**

The City supports Calgary's market housing needs through investing in a balanced supply of serviced land in new community areas. This can increase housing choice and affordability, and if well located, increase access to public and private amenities.

This Growth Application enables contiguous and well-located growth with respect to some amenities and services, such as a nearby transit hub (BRT), as well as commercial and employment centres. Future transit options may be favourable in this area due to its relatively close proximity to employment areas including the downtown. Market data indicates that this sector has on average lower real estate prices when compared to other sectors in the city, suggesting that this sector may present relative affordability benefits.

#### **Environmental**

New community growth involves greater greenhouse gas emissions relative to redevelopment of established areas (particularly with respect to mobility), increases climate risk and removes natural assets. While the Growth Application process informs the sequencing of growth to prioritize access to amenities and services and efficient use of existing infrastructure, climate resilience considerations are best considered through policy and planning approvals from Outline Plan to Development and Building Permit stages. City development standards and design guidelines can have significant carbon reduction and resilience benefits when applied universally to all development through these processes.

Due to its proximity to a BRT stop, development here will enable transit and lower carbon mobility options, however it is still in unfavourable proximity to facilities such as recreation centres and schools, suggesting that the primary mode of transportation is likely to be by vehicle. This development may present opportunities, which the developers have mentioned in their business cases, to utilize more sustainable building materials, building practices and energy efficient appliances.

#### **Economic**

The Growth Application presents an opportunity to leverage some existing and funded infrastructure. It requires capital investment that, while significant, will enable benefits beyond the proposed area. Furthermore, analysis done using the New Community Incremental Operating Cost Model demonstrates that anticipated property tax, franchisee fee and transit revenues will support anticipated operating costs.

#### **Service and Financial Implications**

#### **Other: New operating and capital funding request**

This Growth Application requires unfunded capital infrastructure investment totalling \$176M (as detailed in Attachment 2). This includes investments in mobility (Memorial Drive E flyover across Stoney Trail NE and extension of the MAX Purple BRT to 84 Street SE) and utilities (onsite stormwater infrastructure as well as financial contributions and offsite infrastructure connections to the Cooperative Stormwater Management Initiative (CSMI)). Approximately 51 per cent of mobility and 100 per cent of water infrastructure is eligible to be funded through the Off-Site Levy, with the remainder to be funded through other City funding sources (such as property



### **2022 Open Business Cases in the Belvedere Area Structure Plan (Ward 9)**

taxes and/or utility rates). A funding source for these investments has not yet been identified, however the investments may be strong candidates for recently announced housing-related infrastructure funding programs.

Additional base tax-supported operating funding of approximately \$0.7M per year, by the final year of buildout, would be required, based on analysis done using the New Community Incremental Operating Cost Model. Should this Growth Application proceed, this additional base tax-supported operating funding will be requested by the impacted services through their Service Plans and Budgets submissions as this area builds out and services are required.

The City budgets for additional revenues from redevelopment and new development, meaning the estimate of property taxes used in the model is not implied to be additional unbudgeted tax revenue. Rather, this indicates how much property tax could be generated by the anticipated units in the Growth Application (at current tax rates).

#### **RISK**

New community growth presents several risks, such as dispersion of services and infrastructure, affordability through planned land supply, financial impacts, funding expectations and environmental impacts. These risks are discussed in further detail in Attachment 6.

#### **ATTACHMENTS**

1. Background and Previous Council Direction
2. Application Overview Belvedere 2022 open business cases
3. Overview of New Community Land Supply
4. Process for Growth Applications
5. Applicant Submission
6. Risks
7. Letters
8. Presentation

Department Circulation

General Manager	Department	Approve/Consult/Inform
T Keane	Planning and Development Services	Approve
C Male	Corporate Planning and Financial Services	Consult
M Thompson	Infrastructure Services	Consult

Author: Desmond Blik, City and Regional Planning



## Background and Previous Council Direction

This attachment provides a summary of the background and previous Council direction related to the proposed Growth Application considered in this report, as well as new community growth decision-making in general.

### Background

2024 May represents the first time that new community Growth Applications are being brought forward in alignment with the redesigned system approved by Council in 2023 July ([IP2023-0559](#)). The redesigned approach adopts a more responsive application-based model, driven by improved growth information awareness and more empirical evaluation criteria. An applicant can apply at any time, but final decisions will be made through the annual Service Plans and Budgets process.

Between the implementation date of the redesigned system (2023 August 1) and this report, nine new Growth Applications have been submitted. Many of these were resubmissions of business cases reviewed in 2022. Additionally, there are two active business cases in the Belvedere area that are still under review from 2022.

### Previous Council Direction

A comprehensive summary of previous reports related to this work is listed below.

DATE	REPORT NUMBER	DIRECTION / DESCRIPTION
2023 October 17	IP2023-0924	<p><b>Citywide Growth Strategy: Growth Applications Fee Adjustment</b></p> <p>Council approved an adjustment to Growth Application fees. The adjustment applies a prorated fee based on area for smaller applications (up to 16 hectares). The fees for applications over 16 hectares in size did not change.</p>
2023 July 25	IP2023-0559	<p><b>Citywide Growth Strategy: New Approach to Growth Applications</b></p> <p>Council approved the redesigned Growth Applications system, which introduced changes and improvements to the approach for strategically evaluating new community growth. As of 2023 August 1 an applicant can apply at any time, but final decisions will be made through the Service Plans and Budgets process in November of each year.</p> <p>As part of this report, all Growth Management Overlays in relevant Area Structure Plans were removed from the plans via bylaw amendment, and the Growth Application process was added via bylaw amendment to the New Community Planning Guidebook.</p>

2022 September 20	C2022- 1057	<b>Motions Arising on IP2022-0545 Citywide Growth Strategy</b> Council provided direction on how to proceed with redesigning the New Community Business Case process.
2022 July 26	IP2022- 0545	<b>Citywide Growth Strategy in the 2023-2026 Service Plans and Budget Cycle</b>  This report provided Council with recommendations of growth-enabling investments and new community growth areas ahead of the 2023 – 2026 Service Plan and Budget process. Eight new community business cases were recommended for consideration at budget time, all eight were subsequently approved.
2022 January 11	IP2021- 1554	<b>Citywide Growth Strategy: Aligning the Outline Plan Approval Process for All Growth Management Overlay Areas</b>  This report approved an amendment to the New Community Guidebook to address an inconsistency where Outline Plans applications were treated differently in the approval continuum if the relevant Area Structure Plans was approved before or after 2014.
2021 June 21	PFC2021 -0639	<b>Citywide Growth Strategy: Growth Management Overlay Review</b>  This report recommended numerous process improvements for the Growth Management Overlay policy tool and the New Community Growth Strategy Business Case process, including short-term actions that were implemented ahead of the 2022 round of reviews, and long-term actions that considered the phasing out the Overlay in place of another tool.
2020 November 2	PFC2020 -0962	<b>New Community Growth Strategy 2020</b> This report concluded the 2020 business case process. No Growth Management Overlays were removed, and 11 Business Case proponents were invited to resubmit during the next review process in 2022.
2019 November 18	PFC2019 -1062	<b>Growth Strategy Monitoring Report</b> Council direction received to explore the phasing out of the growth management overlay, and report back to Priorities and Finance Committee no later than Q2 2020 with options to better align to our current economic situation and that creates policy that encourages a business-friendly environment and further development investment and retention in Calgary. Report back was subsequently deferred as part of COVID-19 related deferrals.
2018 July 30	C2018- 0900	<b>New Community Growth Strategy 2018 – Further Review and Analysis Directed through PFC2018-0678</b> Approval of funding and direction to pursue Growth Management Overlay removal for 14 new communities.

2018 March 19	PFC2018 -0200	<b>New Community Growth Strategy</b> Introduction of the Business Case review process.
2013 March 14	C2013- 0057	<b>New Community Growth Strategy</b> Introduction of the Growth Management Overlay mechanism.

## Bylaws, Regulations, Council Policies

Growth decisions and authorities are governed by the following policies and regulations.

### **Municipal Development Plan, 2020**

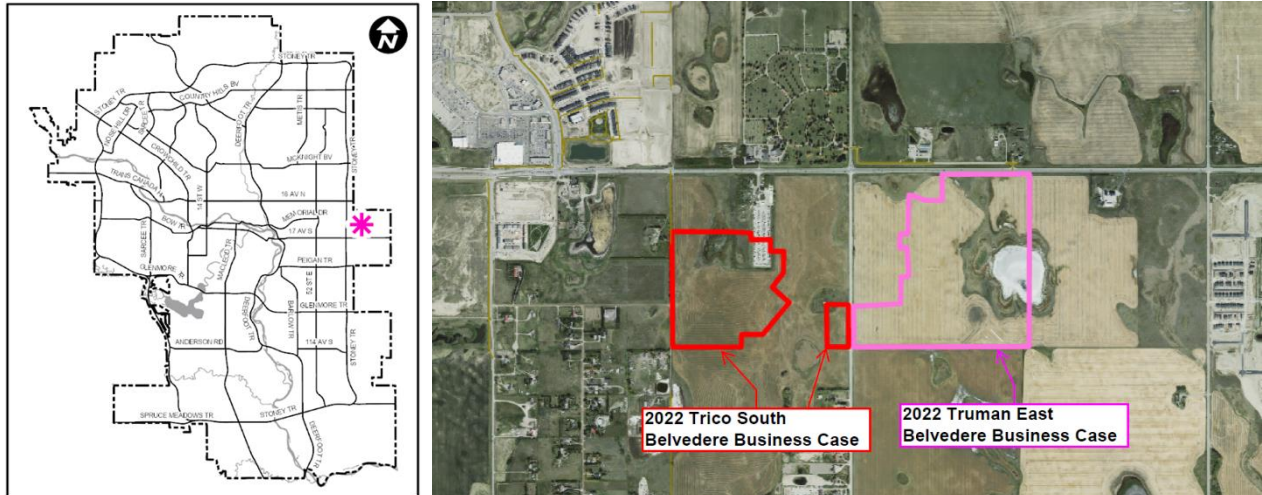
In accordance with the Municipal Government Act, Calgary's Municipal Development Plan provides the long-term strategic framework for growth and development to achieve the following seven goals: Compact Urban Form, Urban Design Excellence, Greening the City, Great Communities, Connected City, Prosperous Economy, and Strategic Growth.

Section 5 of the Municipal Development Plan provides direction on strategic growth to achieve the best possible social, environmental, and economic outcomes. Section 4.3 of the New Community Planning Guidebook (Volume 2, Part 1 of the Municipal Development Plan) contains policy guidance on the development, design, and implementation of new communities, including policies that set out the applicability and evaluation considerations for Growth Applications.



## Application Overview: Belvedere Open Business Cases

This attachment summarizes information about this Growth Application and its evaluation by Administration according to defined criteria outlined at [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication).



### Growth Application At-a-Glance

**Area Structure Plan:** Belvedere Area Structure Plan

**Community:** Belvedere/09P

**Total Area in Hectares:** ±84.5ha (combined total)

**Proposed Homes:**

±1,334 Multi-Residential Homes (combined total)

±850 Single/Semi Homes (combined total)

**Anticipated Population (at full build out):** ±5,742 (combined total)

### Municipal Development Plan/Calgary Transportation Plan Alignment

- Furthers Area Structure Plan build out.
- Favourable proximity to nearby transit hub, employment centre and activity centre.
- Relatively close to City Centre despite being a new community.

### Market Demand

- The East Sector has low supply of serviced land with only 3 to 4 years of serviced land capacity available.
- 23 to 31 years of approved but not yet serviced land.
- Due to location and regional impact, there is need for regional cooperation.

### Financial Impact

- ±\$176M in unfunded capital investment to enable development.
- Favourable result (incremental costs compared to incremental revenues) from the New Community Incremental Operating Cost Model.
- Capital investment benefits are sector wide.

## **Evaluation Criteria Introduction**

### *Municipal Development Plan/Calgary Transportation Plan Alignment*

Within a citywide context of strategic and sustainable growth and change, planning and investment in new communities plays a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against well established, empirical criteria as set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent these applications enable complete communities where people live close to amenities and services.

### *Market Demand*

The Growth Application process identifies investments that strategically balance absorption with the provision of new supply. The City strives to maintain a balanced supply of land for housing in new communities, and as of 2023 May there is 10-13 years supply (for ~76,000 homes) of "approved – serviced" land. The serviced land supply is above the target of three to five years set out in section 5.2.3 of the Municipal Development Plan. Currently, there is additional "approved – not yet serviced" capacity for ~51,000 homes as of 2023 May. Significant City capital infrastructure investments will be required in upcoming budget cycles to service these lands. The criteria under Market Demand focus on the supply contribution of a Growth Application in relation to existing levels of supply in the relevant sector, and citywide.

### *Financial Impact*

Assessing the financial impact of a new community Growth Application includes both the costs as well as revenues, and other benefits. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. New communities previously approved by Council that are not yet serviced still require significant City investment in infrastructure. Expansion in city infrastructure creates future financial obligations as that infrastructure will require maintenance and renewal over its lifecycle. The criteria under Financial Impact evaluate the impact on The City's financial position by analyzing the anticipated cost impacts (capital and operating) of the development proposed in the Growth Application, as well as the direct revenue impacts (property tax, franchise fees, transit).



**Table 1 - Growth Application Criteria Evaluation Summary**

Criteria Category	Result	Select Evaluation Criteria (full criteria available on <a href="http://Calgary.ca/growthapplications">Calgary.ca/growthapplications</a> )	Administration Comments
<b>Policy Alignment</b>	Favourable	<ul style="list-style-type: none"> <li>• Criterion 4 – Activity Centre, Main Streets, Employment Proximity</li> <li>• Criterion 7 – Transit Proximity</li> </ul>	<ul style="list-style-type: none"> <li>• Favourably located to transit hub, employment centre and activity centre</li> <li>• Furthers growth in the Belvedere Area Structure Plan focused near Bus Rapid Transit service and commercial centre</li> </ul>
<b>Market Demand</b>	Favourable	<ul style="list-style-type: none"> <li>• Criterion 10 – Land Use, Outline Plan, Subdivision Timing</li> <li>• Criterion 12 – Technical Studies Status</li> <li>• Criterion 13/14 – Citywide/Sectoral Land Supply</li> </ul>	<ul style="list-style-type: none"> <li>• Land in the Belvedere area is under a range of development stages that include land use, outline plan, subdivision, and land preparation.</li> <li>• Stage 2 of the Belvedere Global Transportation Impact Assessment is complete and has determined mobility infrastructure required to service the area (Table 2) based on current capacity limitations.</li> <li>• Infrastructure is required for full buildout of previously approved lands, while enabling growth in new areas including the subject application</li> <li>• Outstanding details on servicing remain including obtaining land and alignment for utilities, finalizing the Cooperative Stormwater Management Initiative (CSMI) that depends on regional collaboration, and local development staging based on servicing rollout.</li> <li>• This growth area would enable growth in the East sector which has relatively low (3-4 years) remaining approved – serviced land supply. Forecasts (2023-2027) predict an increase in new community market share for this sector as more serviced land becomes available.</li> </ul>
<b>Financial Impact</b>	Favourable and Unfavourable Aspects	<ul style="list-style-type: none"> <li>• Criterion 18 – Required Capital Investment</li> </ul>	<p>Capital Costs (Table 2)</p> <ul style="list-style-type: none"> <li>• Capital costs are required to enable this development.</li> <li>• Mobility infrastructure has been identified (Table 2); portions of the water and sanitary servicing are the obligation of the developer; a functional study for Memorial Dr connection is underway and one for 17<sup>th</sup> Ave BRT will commence in 2024.</li> <li>• Additional investment in long-term infrastructure would enable and benefit previously approved business cases, current Growth Applications, and future growth in this sector</li> </ul>

	Favourable	<ul style="list-style-type: none"><li>• Criterion 16 – Incremental Operating Cost Assessment</li><li>• Criterion 17 – Revenue Assessment</li></ul>	<p>Operating Costs (Table 3)</p> <ul style="list-style-type: none"><li>• Favourable when comparing anticipated property tax and franchise fee revenue with estimated incremental direct and indirect operating costs for the proposed Growth Application area.</li></ul>
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**Table 2 – Capital Infrastructure Benefitting the Growth Application**

Infrastructure	Total Estimated Cost (\$M)	Remaining Required Budget (\$M)	Funding Status	Planned in Service Date	Notes	In Off-Site Levy Bylaw (Y/N)	Maximum Levy Funding (\$M) (% OF TOTAL)	City Funded Amount (\$M)
Belvedere Feedermain Phase 1	9.0	-	Funded	2025	<b>Required to service the Growth Application and other lands in the Belvedere ASP.</b> Development phasing will rely on developer funded extensions to the planned feedermain and completion of adjacent local water network connections.	Y	9.0 (100%)	-
Belvedere Feedermain Phase 2	18.0	-	Funded	2025	<b>Required to service the Growth Application and other lands in the Belvedere ASP.</b> Development phasing will rely on developer funded extensions to the planned feedermain and completion of adjacent local water network connections. To be delivered by Construction Agreement.	Y	18.0 (100%)	-
Belvedere Feedermain Phase 3	30.4	30.4	Unfunded	Future	<b>Not required</b> to progress development in the Growth Application area, but lands will benefit from this future investment.	N	TBD	TBD
Chestermere Water Meter Location & Transfer of 300 mm water main within City Municipal Boundary	1.4	-	Funded	2024	<b>Required</b> to progress development in the Growth Application area.	N	1.4 (100%)	-
Belvedere Sanitary Trunk	12.0	-	Funded	2026	<b>Required</b> to progress development in the Growth Application area. Being delivered by the developer via Construction Agreement. Subject to availability of right of way.	Y	12.0 (100%)	-

Great Plains Sanitary Trunk Upgrades	139.1	139.1	Unfunded	Future	<b>Not required</b> to progress development in the Growth Application area, but growth in subject lands will contribute to this future downstream upgrade that is required to service the overall sanitary trunk catchment. The Growth Application will benefit from this investment.	N	TBD	TBD
Belvedere Storm & Connection to Cooperative Stormwater Management Initiative (CSMI)	40.0	35.0	Partially Funded	2027+	<b>Required</b> to service the Growth Application and other lands within the CSMI Catchment.	N	40.0 (100%)	-
Contribution to CSMI	30.0	30.0	Unfunded	2027+	<b>Required</b> to service the Growth Application and other lands within the CSMI Catchment.	Partial	30.0 (100%)	-
MAX Purple BRT from Hubalta to 84 Street S.E.	51.0	51.0	Unfunded	TBD	<b>Required</b> to service Growth Application and other lands in Belvedere ASP. Infrastructure is required for growth to proceed in the area, including buildout of previously approved land and any additional growth.	Y	26.0 (51%)	25.0
MAX Purple BRT from 84 Street E. to city limits	84.0	84.0	Unfunded	TBD	<b>Not required</b> to progress development in the Growth Application area, but lands will benefit from this future investment.	Y	42.8 (51%)	41.2
Stoney Trail/Memorial Drive Flyover	60.0	60.0	Unfunded	TBD	<b>Required</b> to service Growth Application and other lands in Belvedere ASP. Infrastructure is required for growth to proceed in the area, including buildout of previously approved land and any additional growth.	Y	30.5 (51%)	29.5
<b>Total Unfunded Upfront Investments</b>	<b>181.0</b>	<b>176.0</b>					<b>126.5</b>	<b>54.5</b>
<b>Total</b>	<b>474.9</b>	<b>429.5</b>					<b>209.7</b>	<b>95.7</b>

**Note 1:** Table 2 includes all capital infrastructure investments related to the full build out of the Growth Application. Rows shaded in blue identify unfunded investments that are needed upfront to enable development in the Growth Application. Unshaded rows identify infrastructure investments that are already funded or are required to support the full build out of the Growth Application but will be triggered and brought forward in future budget cycles. Note that all identified investments benefit areas beyond the Growth Application, including previously approved lands as well as the broader Belvedere area.

**Note 2:** The total anticipated capital costs required to service this Growth Application reflected in this report and attachments are estimates only and are subject to change. The level of accuracy of project costs related to infrastructure delivery evolve throughout the stages of a project as design progresses, as construction methodologies are confirmed and as procurement strategies are developed. Infrastructure pricing is also influenced by availability of materials and contractors, and market demand.

**Note 3:** Administration has endeavoured to reflect the most current anticipated capital costs at the time of preparation of this report. As some of the infrastructure projects are still in conceptual and early planning stages, there is a high degree of variability. As costs are documented at a given point in time, they may also not align with infrastructure costs that are published in the annual Offsite Levy Report, as these two sources are developed at different timeframes.

**Table 3 – Operating Cost Summary (\$000s)**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
Total Revenue	\$ -	\$ -	\$ -	\$ 1,724	\$ 3,349	\$ 4,973	\$ 6,157	\$ 6,392	\$ 6,627	\$ 6,862	\$ 7,111	\$ 7,361	\$ 7,611	\$ 7,860	\$ 8,116
Less: Total Operating Costs	\$ -	\$ -	\$ -	\$ (568)	\$ (615)	\$ (661)	\$ (695)	\$ (709)	\$ (712)	\$ (716)	\$ (719)	\$ (723)	\$ (727)	\$ (731)	\$ (734)
Net Balance	\$ -	\$ -	\$ -	\$ 1,156	\$ 2,734	\$ 4,312	\$ 5,463	\$ 5,683	\$ 5,915	\$ 6,146	\$ 6,392	\$ 6,638	\$ 6,884	\$ 7,130	\$ 7,381

**Note 4:** Total revenue reflects the anticipated City portion of property taxes, franchise fee and transit revenues to be generated by the Growth Application area only, at prevailing tax rates, and is not implied to be additional unbudgeted tax revenue. Total operating costs reflect anticipated incremental direct and indirect service level operating costs within the Growth Application area only, including Transit and Fire, and does not consider total citywide operating costs, operating costs of capital, nor costs beyond the 15-year timeframe. This analysis also does not consider that anticipated citywide growth could shift to this area from others (i.e., the growth cannot be assumed to necessarily be net new to Calgary).



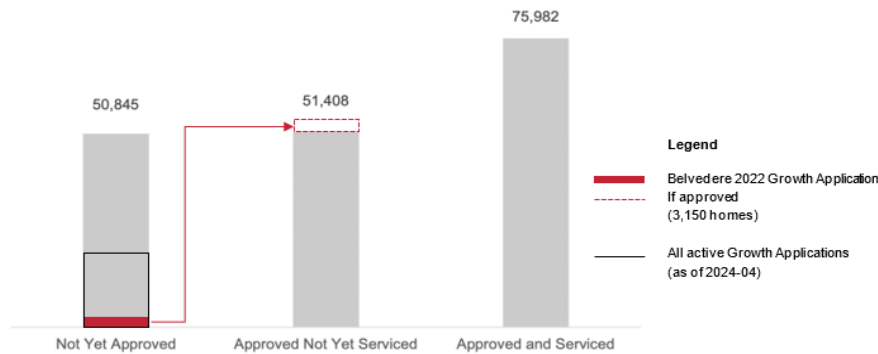
## Overview of New Community Land Supply

Growth Applications are a strategic step in the development approvals continuum. Approval of a Growth Application has the effect of moving the subject lands from “planned” to “approved - not yet serviced”. Once the capital infrastructure is delivered and available to development, the lands would move from “approved – not yet serviced to “approved – serviced”. In cases where no City capital infrastructure is required, it is possible to move directly to “approved – serviced”.

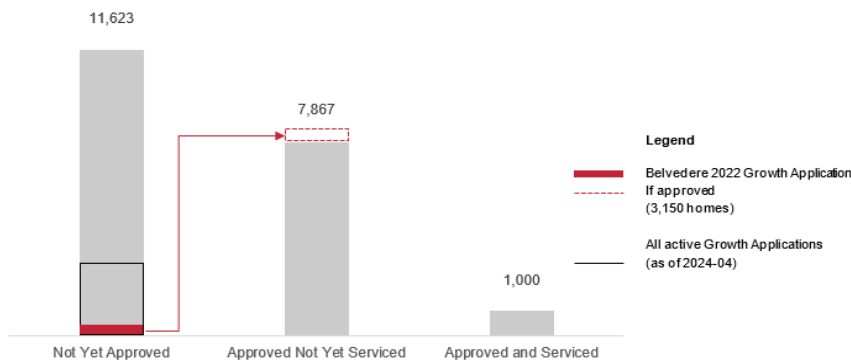
As of 2023 April, the citywide supply of land that is approved – not yet serviced can accommodate ~51,400 homes, subject to funding of capital infrastructure needed to service these lands. In addition to the \$342M allocated to servicing these lands, a further \$1.8B+ of funding is needed to fully service these approved lands with major utilities, fire and mobility infrastructure. Land that can accommodate a further ~76,000 homes is already serviced and ready for developer-funded subdivision and build-out.

The two charts that follow show the impact on land supply of moving forward with the **Belvedere 2022 Open Business Cases Growth Application**, both citywide and in the East sector specifically.

**Figure 1. Belvedere 2022 Open Business Cases Growth Application in the Context of Citywide Land Supply**



**Figure 2. Belvedere 2022 Open Business Cases Growth Application in the Context of East Sector Land Supply**



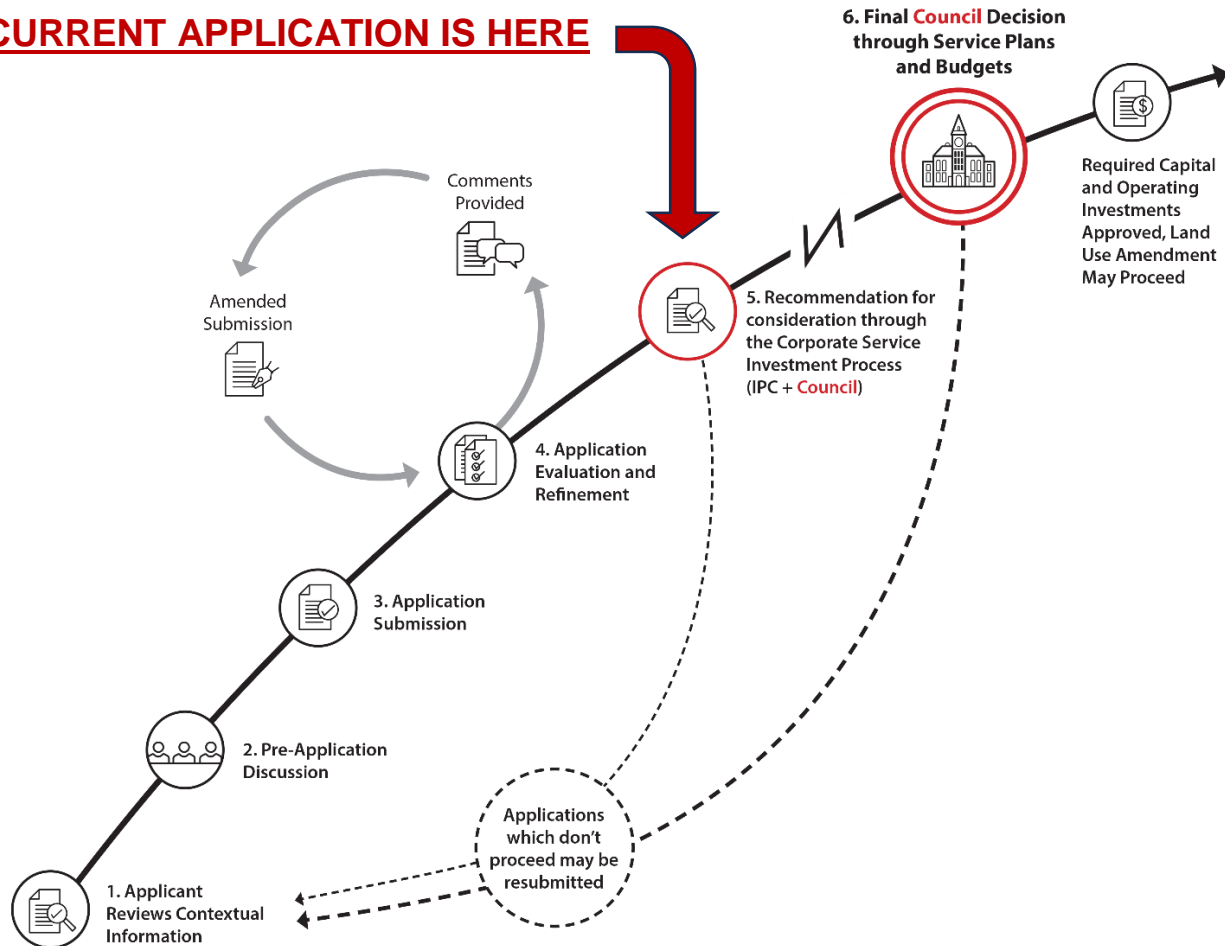




## Process for Growth Applications

This attachment outlines the steps of the Growth Application evaluation and decisions.

### CURRENT APPLICATION IS HERE



### 1. Applicant Reviews Contextual Information:

The review begins with reviewing information about land status (planning, existing and needed infrastructure and services, land supply) and maps of enabling infrastructure, amenities, and services referred to in the evaluation criteria. This information is available online, so that applicants can access it in a timely manner that works for their business needs and provides transparency on important information.

### 2. Pre-Application Discussion:

A pre-application discussion provides a chance for applicants and Administration to discuss early-stage perspectives on the potential Growth Application. Administration advises applicants on the value of a concurrent Outline Plan submission, to link technical planning elements (Outline Plan) and strategic growth investment considerations (Growth Application).

### **3. Application Submission:**

The applicant makes the decision to submit a Growth Application, provides relevant information as outlined in the Complete Application Requirements List (CARL) and pays the requisite fee.

### **4. Application Evaluation and Refinement:**

Administration evaluates the Growth Application, with reference to the evaluation criteria. The applicant may choose to refine their application based on the results of Administration's evaluation.

### **5. Recommendation for Further Consideration through the Corporate Service Investment Process via IPC and Council (CURRENT APPLICATION IS HERE):**

Administration brings a recommendation on the Growth Application to Infrastructure and Planning Committee and Council, which then make recommendations regarding further consideration through the Corporate Service Investment Process. The recommendation may be that the Growth Application is suitably ready for strategic growth and that Administration should consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process.

If the recommendation is that the Growth Application is *not* suitably ready for strategic growth and Administration should *not* consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process, the Growth Application may be revised and resubmitted for consideration ahead of the following year's budget prioritization.

### **6. Final Council Decision through Service Plans and Budgets:**

The operating and capital investments required to enable a Growth Application are considered through the Corporate Service Investment Process and ultimately Council's approval and adoption of the Service Plans and Budgets. If the required investments are included in the approved Service Plans and Budgets, the Growth Application is considered approved. If not, the Growth Application may be resubmitted for evaluation ahead of the following year's Corporate Service Investment Process. The first opportunity for consideration in budget is 2024 November.

Although the recommendation and decision are focused on necessary operating and leading capital infrastructure investments required to enable the Growth Application to proceed, analysis and reporting also consider investments beyond the current budget cycle and those that span multiple budget cycles, including community-completing infrastructure such as libraries and recreation centres.

### **Required Capital and Operating Investments Approved, Land Use Amendment May Proceed**

If the required investments are approved and the Growth Application approved, land use amendment applications can be supported from a growth perspective. Outline Plan applications can be submitted and approved before or after the associated Growth Applications are approved, however land use amendments can only be considered after the associated Growth Applications are approved.

## Applicant Submission

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# TRUMAN EAST BELVEDERE 2022 OPEN BUSINESS CASE

17 AV SE BRT Transit Corridor  
Evaluation Criteria for New Community Growth Application Responses



ISSUED  
26 APRIL 2024

Suite 2236, 10 Aspen Stone Blvd SW P 403.240.3246  
Calgary, Alberta, Canada T3H 0K3 F 403.240.4570

[trumanhomes.com](http://trumanhomes.com)







200, 37 Quarry Park Blvd SE Calgary, AB T2C 5H9  
QUALICOCOMMUNITIES.COM

**QUALICO**<sup>®</sup>  
communities

May 7, 2024

**Attention: Desmond Bliet**

Senior Growth Management Planner  
City & Regional Planning  
Planning & Development Services  
800 Macleod Trail SE, Calgary AB T2G 5E6

**RE: 2024 Infrastructure and Planning Committee – New Community Growth: Belvedere**

Dear Committee Members,

Qualico has been an active community-building partner in the Calgary region for more than 70 years. In 2023, Qualico became involved in the Belvedere South lands (previously managed by Trico). We have submitted an Outline Plan in accordance with the ASP, and our goal is to obtain the necessary approvals to begin construction in the spring of 2025. The purpose of this letter is to support Administration's request for mid-cycle funding to align the delivery of capital infrastructure required to serve the Belvedere area.

Administration's request is a follow through on Council's direction to continue to focus on Belvedere as a growth area. The 17<sup>th</sup> Avenue Transit corridor (Max Purple BRT) and stormwater management solutions have been identified as regional priorities. Capital investments have already been made including approximately \$40M to support design and delivery of required water and wastewater infrastructure (planned in service by 2025).

Qualico is pleased that a new growth application was not required for this round of review and recommendations. The majority of the Qualico quarter section in Belvedere has previously received growth approval, enabling us to proceed with Outline Plan and land use applications. Our hope is that the proposed funding request will be approved, which will resolve outstanding servicing constraints and allow for a subsequent land use approval on the full balance of the Qualico lands.

We believe that Administration's budget request is appropriate at this time as it will align the delivery of required infrastructure and inject the east sector with a critical supply of housing. Consider the following points:

- This is a significant opportunity to build-out east Calgary along an existing Primary Transit Route, near Downtown and significant industrial employment hubs.
- Qualico, and other Belvedere developers have reinforced their commitments by submitting Outline Plans and Land Use Applications. Qualico and Truman represent significant land holdings along 17<sup>th</sup> Avenue SE.
- Comprehensive planning and infrastructure investment unlocks strategic growth along the 17<sup>th</sup> Avenue MAX Purple BRT transit corridor. This approach can avoid long-term piecemeal build-out and instead realize the building of the ultimate 17<sup>th</sup> Avenue transportation/transit right-of-way to be led by the landowner-developers who own most lands along 17<sup>th</sup> Avenue.

A QUALICO<sup>®</sup> Company

- Work is underway by the Regional Planning Team to integrate the expansion of 17th Avenue together with Chestermere Boulevard. There are opportunities through Joint Planning that could result in the availability of Provincial funding should the two municipalities work together to jointly deliver this important transportation corridor.
- This is the only sector where Administration noted that new supply may benefit the market (1% of total unit market share between 2018-2022), with demand currently being accommodated by Chestermere. Demand is likely to spillover from the Northeast sector as it reaches build-out.

Belvedere is a significant growth opportunity to provide more housing choices within Calgary's east sector, promote affordability, and mitigate market and property tax loss to smaller satellite communities outside of Calgary.

Thank you to Administration, Committee and Council for your attention and commitment to Belvedere and we look forward to building-out east Calgary together.

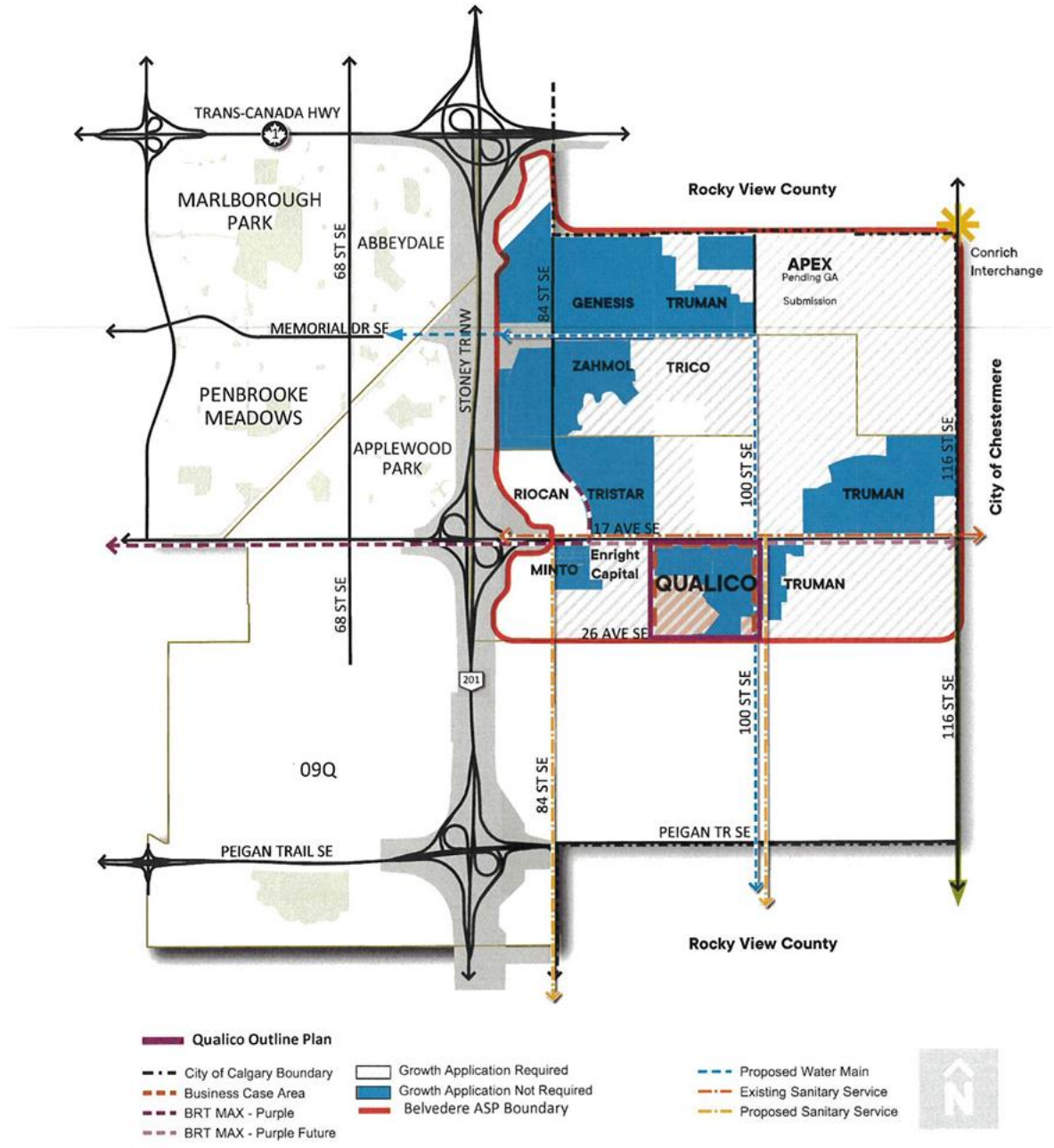
Sincerely,



**Ben Mercer, RPP, MCIP**  
Director, Planning & Community Engagement  
Email: [bmercerc@qualico.com](mailto:bmercerc@qualico.com)  
Direct: 403.212.6378

# QUALICO BELVEDERE

## At a Glance





## Risks Analysis for Growth Applications

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These risks concern new community Growth Application approvals in general.

### *Dispersion Risk*

Investing to enable growth in many new communities simultaneously means that finite resources are diluted, infrastructure and service delivery may be inefficient, and individual communities may build at a slow pace. This can impact return on investment as revenues are generated at a slower pace, while operating costs are still required. Risk is lower during periods of high growth and is mitigated through a strategic approach to investment and monitoring.

### *Affordability Risk*

If the supply of serviced land is insufficient relative to demand, housing prices can rise and affordability is eroded. The Growth Application process includes consideration of serviced land supply to inform servicing recommendations for new community development, aiming for a balance between too much and too little supply. That said, there are many factors that impact affordability beyond The City's provision of serviced land supply in new communities.

### *Financial Risk*

Infrastructure investment is typically required in stages as communities build out. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. Approval of a Growth Application may include immediately triggered infrastructure that needs to be funded in the short term (i.e. at Mid-Cycle Adjustments) and a list of unfunded infrastructure that will be required in future budget cycles, when the community build out triggers are reached. The 2023-2026 budget includes \$342M in [growth enabling capital infrastructure investments](#), with a further \$1.8B+ of unfunded investments in major utilities, fire and mobility infrastructure needed in future budget cycles to fully service previously approved communities. This excludes additional investments in LRT, recreation and utility upgrades triggered by cumulative growth such as treatment plants. The unfunded investments will be brought forward for budget consideration as the appropriate infrastructure triggers are met, which is dependent on the pace of growth.

This infrastructure is funded through a mix of funding sources, only a portion of which is from off-site levies. Availability of off-site levy funding and other funding sources impacts the timing of infrastructure investments and delivery. This carries a risk of increasing the infrastructure deficit which may lead to lower levels of service in approved communities. This can be mitigated through budget prioritization emphasizing community completion and alignment with the pace of growth, and current and anticipated revenues.

The New Community Incremental Operating Cost Model, used in application evaluation, is subject to continuous refinement and only reflects a portion of citywide operating costs over a 15-year timeframe. It is not intended to be a complete representation of a new community's lifetime operating cost impact to The City. Approval of new communities creates a commitment to services and infrastructure indefinitely into the future.

Based on serviced land supply levels as of 2023 May and considering the unfunded infrastructure costs, adding additional investments required by this Growth Application within the 2023-2026 budget cycle could impact The City's capacity to support other capital priorities.

*Expectation Risk*

Multiple Growth Applications requiring investment are concurrently under review. If numerous Growth Applications and related investments are recommended for consideration in the Mid-Cycle Adjustments, expectations for funding and approval in the November budget deliberations may be created that cannot be met. Administration is working to mitigate this risk by proactively considering financial capacity and citywide needs (both growth-related and non-growth) before and after the Growth Application is brought forward to Infrastructure and Planning Committee.

*Environmental and Climate Risk*

New community development increases greenhouse gas emissions at a faster pace than established area development, which leads to increased climate risk by removing natural assets that enhance resilience and increasing the exposure of infrastructure assets to climate hazards. Opportunities to mitigate these risks are introduced in subsequent stages of the approvals continuum.

## Letters

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May 3, 2024

RE: Belvedere 2022 Open Business Case Areas

Dear Mayor, Council, and Members of IPC,

We are writing to express our support for the approval of the Belvedere 2022 Open Business Cases / Growth Applications to enable development within Truman and Qualico's Belvedere lands along 17 AV SE.

As the owner of a quarter section of land directly east of the 2022 Open Business Cases under review, Homes by Us supports the ongoing development progress and city investment in the Belvedere ASP area. The 2022 Belvedere Open Business Cases represent a successful collaboration between local landowners and City of Calgary administration to resolve ongoing regional mobility and stormwater management infrastructure challenges along the high-priority 17 AV SE transportation corridor.

Homes by Us is committed to the near-term future development of our Belvedere lands. We look forward to building on the momentum generated by the 2022 Open Business Case approvals to achieve a contiguous development outcome along this vital transportation corridor connecting Calgary and Chestermere.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Jimenez", is written over a circular stamp or seal.

Raphael Jimenez  
Homes By Us Ltd.  
10555 17<sup>th</sup> Ave SE



May 6, 2024

Dear Committee Members,

2024 Infrastructure and Planning Committee – New Community Growth: Belvedere

Enright Capital is writing this letter to support the Belvedere Growth Application(s) as the implementation of this Growth Application will provide opportunities to grow the City's critical housing supply, as well as generate employment opportunities in east Calgary.

Enright Capital has recently acquired lands in Belvedere along 17<sup>th</sup> Avenue and are pleased to see that Administration, along with the active developer groups, are aligned in their view of the potential of Belvedere as an important opportunity for strategic growth. We support Administration in requesting the following capital items through the mid-cycle budget adjustments:

- \$65 million for stormwater infrastructure
- \$51 million to extend the 17<sup>th</sup> Avenue BRT to 84 Street
- \$60 million to construct the Memorial Drive flyover

These strategic investments will unlock housing and employment opportunities in Belvedere and in surrounding communities. Enright Capital is committed to Belvedere and will be advancing a development application in the coming months. We look forward to building out east Calgary together.

Thank you to you Administration, Committee and Council for your commitment to Belvedere and East Calgary.

Sincerely,

*David Forbes*

David Forbes  
Principal  
Enright Capital

Suite #600, 1122 4<sup>th</sup> Street SW, Calgary, AB T2R 1M1



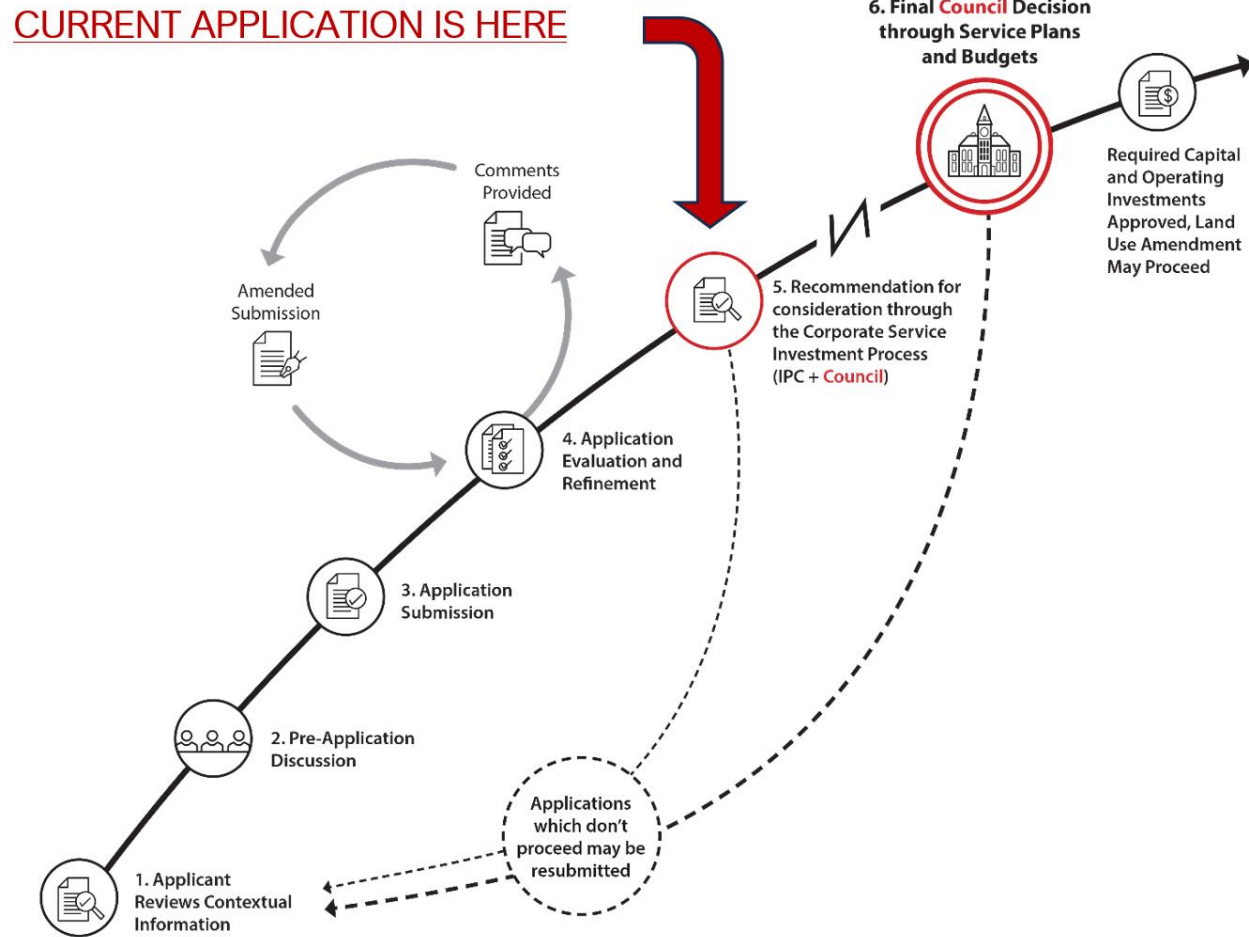
## 2022 Open Business Cases in the Belvedere Area Structure Plan (Ward 9)

Citywide Growth Strategy | IP2024-0565

Infrastructure and Planning Committee | 2024 May 15



- July 2023 redesigned approach for evaluating new community **Growth Applications**
- **Individual** Council decisions
- **To be considered (or not)** in annual budget process
- **November** Mid-Cycle Adjustments provides final decision
- **Funded investments** result in approved Growth Applications



That the Infrastructure and Planning Committee recommend that Council direct Administration **to consider** the capital infrastructure and operating investments needed to enable these **Belvedere 2022 Open Business Cases** alongside other potential investments in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

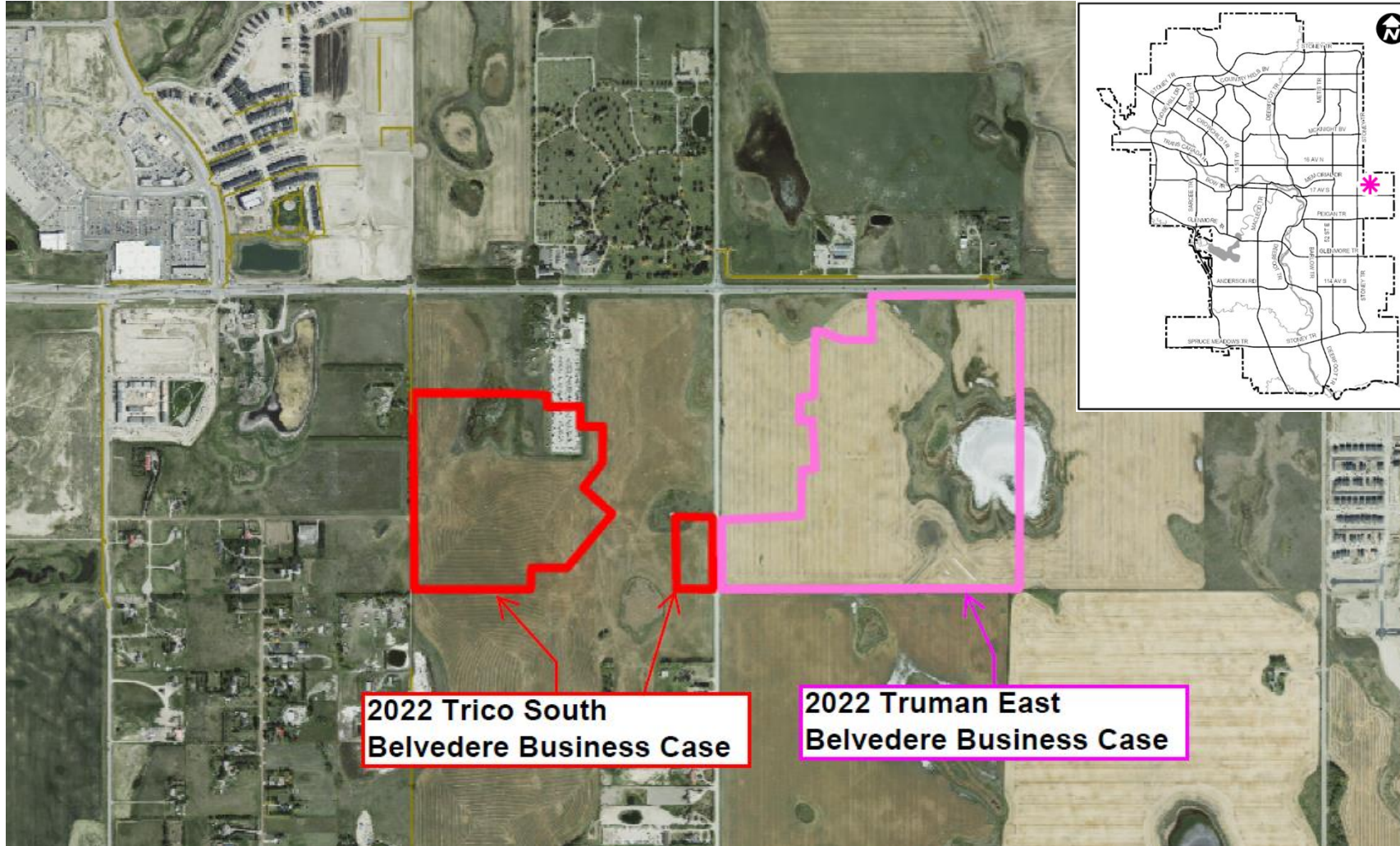
Growth-enabling investment must be strategic to support an economically, socially, and environmentally resilient city.

Administration concludes that it **is** the right time for the capital and operating investments to be made to enable growth in these East sector 2022 Open Business Cases.

These business cases, together as one Growth Application will:

- Build out the 17 Avenue SE BRT corridor, close to amenities and services
- Boost relatively low land supply in the area, directly servicing approximately 2,180 new homes as part of enabling supply for 15,000 homes in the East sector
- Require ±\$176M capital infrastructure investment, benefitting the entire Belvedere area, including previously approved lands
- Support a growth area that is near to employment and relatively close to downtown





**Area Structure Plan:**

Belvedere

**Community:**

Belvedere

**Total Area in Hectares:**

±84.5ha

**Proposed Development:**

±1,330 Multi-Family Homes

±850 Single/Semi Homes

**Commercial/Retail**

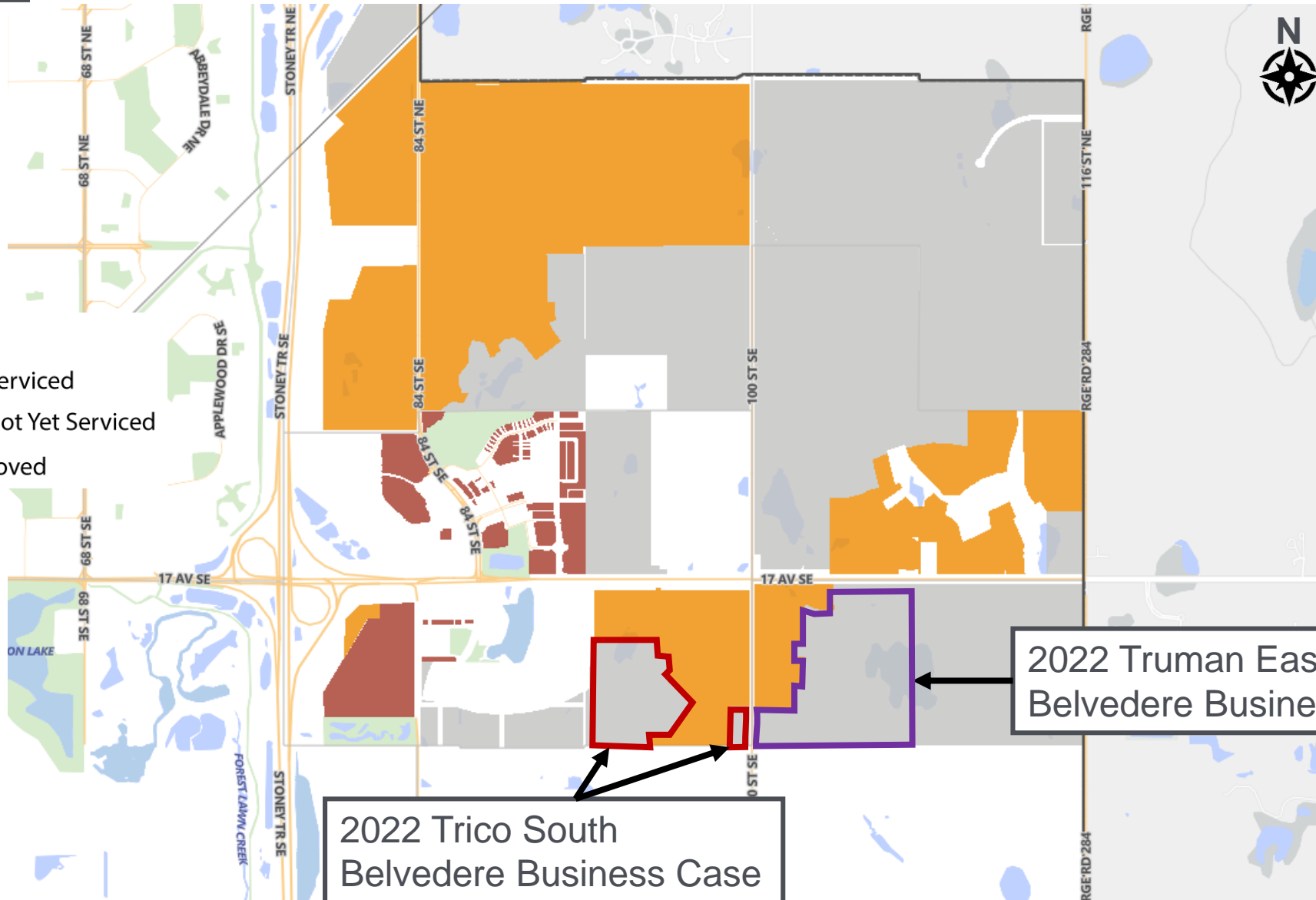
23,000 sqm



# East Sector Overview

## Land Supply

- Approved - Serviced
- Approved - Not Yet Serviced
- Not Yet Approved



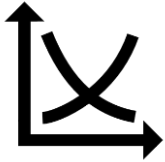
2022 Trico South  
Belvedere Business Case

2022 Truman East  
Belvedere Business Case



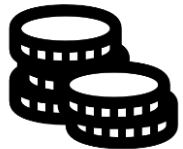
## Municipal Development Plan Alignment:

- Would enable growth along the 17 Ave SE BRT corridor
- Favourably located relative to amenities and downtown



## Market Demand (as of May 2023)

- East sector has a 23-31 year supply of approved-not yet serviced land but just 3-4 years of serviced land
- Sector is forecast to see increase (from 1% to 5%) in new community market share for 2023-2027



## Financial Impact

- Requires ±\$176M in unfunded capital infrastructure investment.
- Favourable operating cost model result; operating funding requests will be brought forward in future years

That the Infrastructure and Planning Committee recommend that Council direct Administration **to consider** the capital infrastructure and operating investments needed to enable these **Belvedere 2022 Open Business Cases** alongside other potential investments in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 May 15

ISC: UNRESTRICTED  
IP2024-0568

## **Growth Application in the Belvedere Area Structure Plan (Ward 9), GA2024-001**

### **PURPOSE**

A Growth Application has been submitted in the Belvedere Area Structure Plan, which proposes a new residential development. The purpose of this report is to provide Administration's recommendation on whether the capital infrastructure and operating investments required to initiate development in the application should area be considered for funding in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets in 2024 November. The recommendation is based on a criteria-based evaluation that considered Municipal Development Plan/Calgary Transportation Plan alignment, market demand and financial impact.

For this Growth Application, "Liberty Stage 2", Administration is recommending that the required investments be considered in the Mid-Cycle Adjustments. The required investments benefit an area much broader than this application, in a way that will support existing, ongoing and future housing supply in this area, based on a plan that envisions compact development built around a central transit corridor in the Belvedere Area Structure Plan. The Liberty Stage 2 Growth Application presents an opportunity to enable additional growth and housing in an actively developing sector of the city, supported by a nearby commercial centre, bus rapid transit, and relatively close proximity to employment areas.

### **PREVIOUS COUNCIL DIRECTION**

On 2023 July 26, Council endorsed a redesigned approach for how The City evaluates and enables growth opportunities to ensure that new community growth happens in the right place at the right time. This process was implemented starting 2023 August 1. This report represents one of the first Growth Applications to be submitted to The City.

### **RECOMMENDATION(S):**

That the Infrastructure and Planning Committee recommend that Council direct Administration to consider the capital infrastructure and operating investments needed to enable this Growth Application (GA2024-001) alongside other potential investments in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

### **CITY MANAGER/GENERAL MANAGER COMMENTS**

General Manager Tim Keane concurs with this report. The City's updated approach to evaluating growth opportunities improves on our longstanding commitment to enabling growth in the right places at the right times. This approach advances environmental sustainability, financial responsibility and, critically, a high-quality of life for Calgarians.

### **HIGHLIGHTS**

- After review, Administration recommends that it **is** the right time for the capital infrastructure and operating investments required by this Growth Application to be considered in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.
- Enabling new communities in the right places at the right time ensures that homes are built close to amenities and services, that supply is balanced with demand to support housing affordability and choice, that new investments are operating efficiently and

## **Growth Application in the Belvedere Area Structure Plan (Ward 9), GA2024-001**

balanced with existing financial commitments, and that the environmental sustainability of the city is considered.

- This application will enable further development an estimated 440 homes in the community of Huxley. The investments would also benefit a supply of 2,179 homes in another Growth Application (IP2024-0565), 7,866 homes in previously approved areas, as well as benefitting future growth of 4,515 homes, for a total of approximately 15,000 homes in the Area Structure Plan.
- This Growth Application requires capital infrastructure investment in the current budget cycle to enable development, and further capital infrastructure investment in future budget cycles to continue supporting growth. These investments, which will benefit areas beyond the Belvedere Liberty Growth Application, including areas previously approved for development, are outlined in Service and Financial Implications section of this report and Attachment 2.
- Liberty Stage 2 will be in favourable in proximity to transit, commercial and employment centres, and will create connections to Liberty Stage 1 and the community of Belvedere, in close proximity to transit and amenities at East Hills.

## **DISCUSSION**

### *Evaluation Overview*

Within a citywide context of strategic and sustainable growth and change, planning and investment in new communities continues to play a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against established criteria is set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent these applications enable complete communities where people live close to amenities and services, align with the pace of absorption of serviced land, and work within The City's financial capacity.

The evaluation approach (Attachment 4) involves an Administrative review of a developer submission, followed by a recommendation that identifies whether or not Council should direct Administration to consider the necessary investments to initiate development in the Mid-Cycle Adjustments. If Council approves the budget with the investments included, the Growth Application is approved, and the next steps towards development can proceed.

### *Growth Application Evaluation*

The subject site is in the Belvedere Area Structure Plan (see map in Attachment 2), adjacent to Liberty Stage 1 and north of the community of Belvedere. The application was received 2024 January 15 and evaluated by a cross corporate team according to the criteria published at [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication).

### Municipal Development Plan/Calgary Transportation Plan Alignment

- Favourably located near existing amenities, services, and transit.
- Represents a continuation and completion of the previously approved half of the Liberty development.

## Growth Application in the Belvedere Area Structure Plan (Ward 9), GA2024-001

### Market Demand

- The sector currently includes two new communities at various stages of development.
- The East sector accounted for 1 per cent of total new community housing growth between 2018 and 2022. Forecasts for 2023-2027 are estimating an increase to 5 per cent of the new community market share with an average of 298 homes per year.
- The East sector has 3-4 years of approved and serviced land available and 23-31 years of approved – not yet serviced land as of April 2023. While the *2024-2028 Suburban Residential Growth Report* has not yet been released, land supply levels are likely to fall given increased citywide absorption forecasts.

### Financial Impact

- Favourable when comparing anticipated property tax and franchise fee revenue with estimated incremental direct and indirect operating costs for the proposed Growth Application area.
- Though it is acknowledged that the development is small relative to the capital requirement, Administration has taken an Area Structure Plan wide approach with all Growth Applications in this area in terms of mobility needs, based on the results of a Global Transportation Impact Assessment (TIA) conducted for the area. As determined by the study, existing mobility infrastructure is nearing capacity, with limited travel options to bring people to and from Belvedere. The recommended investment is required for full buildout of previously approved lands, while enabling growth in new areas including the subject application.
- This Growth Application requires additional investment in unfunded capital infrastructure, while also leveraging existing and/or funded infrastructure in the area. See the Service and Financial Implications section of this report and Attachment 2 for more information.

This Growth Application is contiguous and complementary with adjacent development. It is considered favourable both in terms of land supply and proximity to nearby services and amenities. This application leverages existing sanitary and stormwater infrastructure and investments in water utility infrastructure, currently in delivery. The recommendation reflects the merits of the application, while also recognizing the capital investment required to enable this development extends to the entire sector.

### EXTERNAL ENGAGEMENT AND COMMUNICATION

- |   |  |
|---|--|
| <input type="checkbox"/> Public engagement was undertaken                   | <input type="checkbox"/> Dialogue with interested parties was undertaken     |
| <input checked="" type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required |

As new communities are planned and designed, public engagement occurs at the Area Structure Plan and Outline Plan/Land Use Amendment stages. These steps inform the Growth Application review. Any member of the public is also able to speak on individual Growth Applications at both the Infrastructure and Planning Committee step and as part of the public component that is held as part of Mid-Cycle Adjustments in November.

## **Growth Application in the Belvedere Area Structure Plan (Ward 9), GA2024-001**

Administration uses [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication) to share information about this and other Growth Applications with regards to decision points. An applicant's statement (Attachment 5) is also provided.

### **IMPLICATIONS**

#### **Social**

The City supports Calgary's market housing needs through investing in a balanced supply of serviced land in new community areas. This can increase housing choice and affordability, and if well located, increase access to public and private amenities.

This Growth Application presents an opportunity to enable growth that is contiguous and well-located with respect to amenities and services, such as East Hills shopping centre and a future nearby transit hub (BRT). Market data indicates that this sector has on average lower real estate prices when compared to other sectors, suggesting that this sector may present affordability benefits. This growth area is relatively close to downtown.

#### **Environmental**

Generally speaking, new community growth involves greater greenhouse gas emissions relative to redevelopment of established areas (particularly with respect to transportation), increases climate risk, and removes natural assets. While the Growth Application process informs the sequencing of growth to prioritize access to amenities and services and efficient use of existing infrastructure, climate resilience considerations are best considered through policy and planning approvals from Outline Plan to Development and Building Permit stages. City development standards and design guidelines can have significant carbon reduction and resilience benefits when applied universally to all development through these processes.

This Growth Application, due to its proximity to a future BRT corridor, presents an opportunity to enable transit and other lower carbon mobility options, however it is still in unfavourable proximity to facilities such as recreation centres and schools. Future transit options may be favourable in this area due to its close proximity to employment areas, including the downtown, relative to other new community areas.

#### **Economic**

This Growth Application leverages existing and funded infrastructure. It requires capital investment that, while substantial in cost, will enable benefits beyond the application area, enabling and supporting future housing in the East sector. Furthermore, the analysis done using the New Community Incremental Operating Cost Model (IP2023-0981) demonstrates that anticipated property tax, franchisee fee and transit revenues will support anticipated operating costs.

#### **Service and Financial Implications**

#### **Other: New operating and capital funding request**

This Growth Application requires unfunded capital infrastructure investment totalling \$111M (as detailed in Attachment 2). Approximately 51 per cent of this is eligible to be funded through the Off-Site Levy, with the remainder to be funded through other City funding sources (such as property taxes and/or utility rates). A funding source for these investments has not yet been



**Growth Application in the Belvedere Area Structure Plan (Ward 9), GA2024-001**

identified, however the investments may be strong candidates for recently announced housing-related infrastructure funding programs.

Additional base tax-supported operating funding averaging approximately \$0.2M per year over the first 15 years of buildout, starting in 2028, would be required by this Growth Application, based on analysis done using the New Community Incremental Operating Cost Model (IP2023-0981) (as detailed in Attachment 2). Should this Growth Application proceed, this additional base tax-supported operating funding will be requested by the impacted services through their Service Plans and Budgets submissions as this area builds out and services are required over time.

The City budgets for additional revenues from redevelopment and new development, meaning the estimate of property taxes used in the model is not implied to be additional unbudgeted tax revenue. Rather, this indicates how much property tax could be generated by the anticipated units in the Growth Application (at current tax rates).

**RISK**

New community growth presents several risks, such as dispersion of services and infrastructure, affordability through planned land supply, financial impacts, funding expectations and environmental impacts. These risks are discussed in further detail in attachment 6.

**ATTACHMENT(S)**

1. Background and Previous Council Direction
2. Application Overview GA2024-001: Belvedere Liberty Stage 2
3. Overview of New Community Land Supply
4. Process for Growth Applications
5. Applicant Submission
6. Risks
7. Presentation

Department Circulation

General Manager	Department	Approve/Consult/Inform
T Keane	Planning and Development Services	Approve
C Male	Corporate Planning and Financial Services	Consult
M Thompson	Infrastructure Services	Consult

Author: Grayson Rathwell, City and Regional Planning



## Background and Previous Council Direction

This attachment provides a summary of the background and previous Council direction related to the proposed Growth Application considered in this report, as well as new community growth decision-making in general.

### Background

2024 May represents the first time that new community Growth Applications are being brought forward in alignment with the redesigned system approved by Council in 2023 July ([IP2023-0559](#)). The redesigned approach adopts a more responsive application-based model, driven by improved growth information awareness and more empirical evaluation criteria. An applicant can apply at any time, but final decisions will be made through the annual Service Plans and Budgets process.

Between the implementation date of the redesigned system (2023 August 1) and this report, nine new Growth Applications have been submitted. Many of these were resubmissions of business cases reviewed in 2022. Additionally, there are two active business cases in the Belvedere area that are still under review from 2022.

### Previous Council Direction

A comprehensive summary of previous reports related to this work is listed below.

DATE	REPORT NUMBER	DIRECTION / DESCRIPTION
2023 October 17	IP2023-0924	<p><b>Citywide Growth Strategy: Growth Applications Fee Adjustment</b></p> <p>Council approved an adjustment to Growth Application fees. The adjustment applies a prorated fee based on area for smaller applications (up to 16 hectares). The fees for applications over 16 hectares in size did not change.</p>
2023 July 25	IP2023-0559	<p><b>Citywide Growth Strategy: New Approach to Growth Applications</b></p> <p>Council approved the redesigned Growth Applications system, which introduced changes and improvements to the approach for strategically evaluating new community growth. As of 2023 August 1 an applicant can apply at any time, but final decisions will be made through the Service Plans and Budgets process in November of each year.</p> <p>As part of this report, all Growth Management Overlays in relevant Area Structure Plans were removed from the plans via bylaw amendment, and the Growth Application process was added via bylaw amendment to the New Community Planning Guidebook.</p>

2022 September 20	C2022- 1057	<b>Motions Arising on IP2022-0545 Citywide Growth Strategy</b> Council provided direction on how to proceed with redesigning the New Community Business Case process.
2022 July 26	IP2022- 0545	<b>Citywide Growth Strategy in the 2023-2026 Service Plans and Budget Cycle</b>  This report provided Council with recommendations of growth-enabling investments and new community growth areas ahead of the 2023 – 2026 Service Plan and Budget process. Eight new community business cases were recommended for consideration at budget time, all eight were subsequently approved.
2022 January 11	IP2021- 1554	<b>Citywide Growth Strategy: Aligning the Outline Plan Approval Process for All Growth Management Overlay Areas</b>  This report approved an amendment to the New Community Guidebook to address an inconsistency where Outline Plans applications were treated differently in the approval continuum if the relevant Area Structure Plans was approved before or after 2014.
2021 June 21	PFC2021 -0639	<b>Citywide Growth Strategy: Growth Management Overlay Review</b>  This report recommended numerous process improvements for the Growth Management Overlay policy tool and the New Community Growth Strategy Business Case process, including short-term actions that were implemented ahead of the 2022 round of reviews, and long-term actions that considered the phasing out the Overlay in place of another tool.
2020 November 2	PFC2020 -0962	<b>New Community Growth Strategy 2020</b> This report concluded the 2020 business case process. No Growth Management Overlays were removed, and 11 Business Case proponents were invited to resubmit during the next review process in 2022.
2019 November 18	PFC2019 -1062	<b>Growth Strategy Monitoring Report</b> Council direction received to explore the phasing out of the growth management overlay, and report back to Priorities and Finance Committee no later than Q2 2020 with options to better align to our current economic situation and that creates policy that encourages a business-friendly environment and further development investment and retention in Calgary. Report back was subsequently deferred as part of COVID-19 related deferrals.
2018 July 30	C2018- 0900	<b>New Community Growth Strategy 2018 – Further Review and Analysis Directed through PFC2018-0678</b> Approval of funding and direction to pursue Growth Management Overlay removal for 14 new communities.

2018 March 19	PFC2018 -0200	<b>New Community Growth Strategy</b> Introduction of the Business Case review process.
2013 March 14	C2013- 0057	<b>New Community Growth Strategy</b> Introduction of the Growth Management Overlay mechanism.

## Bylaws, Regulations, Council Policies

Growth decisions and authorities are governed by the following policies and regulations.

### **Municipal Development Plan, 2020**

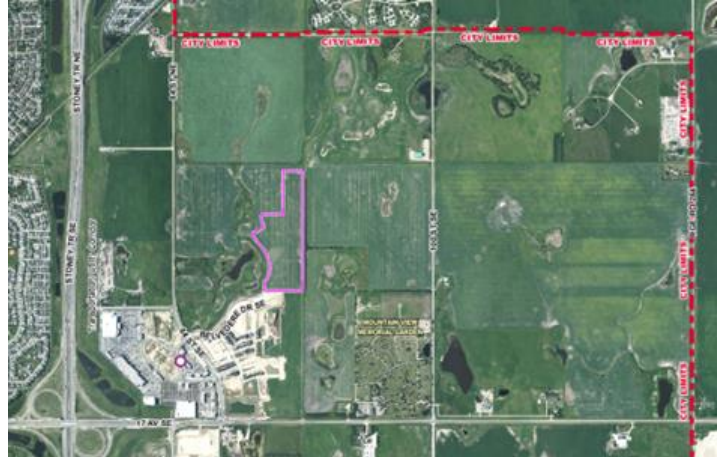
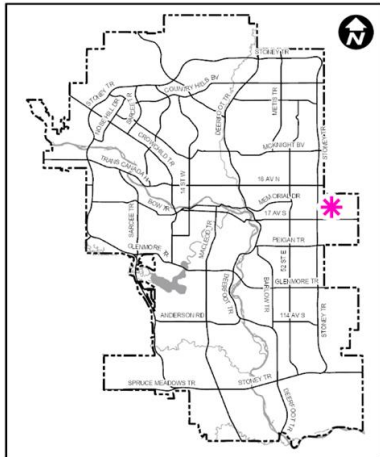
In accordance with the Municipal Government Act, Calgary's Municipal Development Plan provides the long-term strategic framework for growth and development to achieve the following seven goals: Compact Urban Form, Urban Design Excellence, Greening the City, Great Communities, Connected City, Prosperous Economy, and Strategic Growth.

Section 5 of the Municipal Development Plan provides direction on strategic growth to achieve the best possible social, environmental, and economic outcomes. Section 4.3 of the New Community Planning Guidebook (Volume 2, Part 1 of the Municipal Development Plan) contains policy guidance on the development, design, and implementation of new communities, including policies that set out the applicability and evaluation considerations for Growth Applications.



## Application Overview GA2024-001: Belvedere Liberty Stage 2

This attachment summarizes information about this Growth Application and its evaluation by Administration according to defined criteria outlined at [www.calgary.ca/growthapplications](http://www.calgary.ca/growthapplications).



### Growth Application At-a-Glance

Area Structure Plan: Belvedere Area Structure Plan

Community: Huxley

Gross Developable Hectares: ±15.6ha

Proposed Homes: 248 Single/Semi homes 187 Multi-Residential homes

Applicants Anticipated Occupancy Timeline:  
Q2 2026

### Municipal Development Plan/Calgary Transportation Plan Alignment:

- Final stage of Liberty development
- Favourable proximity to nearby transit hub, employment centre and activity centre

### Market Demand

- The East sector has 3 to 4 years of serviced land and 23 to 31 years of approved but not yet serviced land.

### Financial Impact

- Requires unfunded capital infrastructure investment totalling ±\$111M (±51% being levy eligible)
- Favourable result (incremental costs compared to incremental revenues) from the New Community Incremental Operating Cost Model
- Unfunded capital infrastructure investment provide sector benefits

## **Evaluation Criteria Introduction**

### *Municipal Development Plan/Calgary Transportation Plan Alignment*

Within a citywide context of strategic and sustainable growth and change, planning and investment in new communities plays a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against well established, empirical criteria as set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent these applications enable complete communities where people live close to amenities and services.

### *Market Demand*

The Growth Application process identifies investments that strategically balance absorption with the provision of new supply. The City strives to maintain a balanced supply of land for housing in new communities, and as of 2023 May there is 10-13 years supply (for ~76,000 homes) of "approved – serviced" land. The serviced land supply is above the target of three to five years set out in section 5.2.3 of the Municipal Development Plan. Currently, there is additional "approved – not yet serviced" capacity for ~51,000 homes as of 2023 May. Significant City capital infrastructure investments will be required in upcoming budget cycles to service these lands. The criteria under Market Demand focus on the supply contribution of a Growth Application in relation to existing levels of supply in the relevant sector, and citywide.

### *Financial Impact*

Assessing the financial impact of a new community Growth Application includes both the costs as well as revenues, and other benefits. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. New communities previously approved by Council that are not yet serviced still require significant City investment in infrastructure. Expansion in city infrastructure creates future financial obligations as that infrastructure will require maintenance and renewal over its lifecycle. The criteria under Financial Impact evaluate the impact on The City's financial position by analyzing the anticipated cost impacts (capital and operating) of the development proposed in the Growth Application, as well as the direct revenue impacts (property tax, franchise fees, transit).



**Table 1 - Growth Application Criteria Evaluation Summary**

Criteria Category	Result	Select Evaluation Criteria (full criteria available on Calgary.ca/growthapplications)	Administration Comments
<b>Policy Alignment</b>	Favourable	<ul style="list-style-type: none"> <li>• Criterion 3 – Completing Community</li> <li>• Criterion 4 – Activity Centre, Main Streets, Employment Proximity</li> <li>• Criterion 7 – Transit Proximity</li> </ul>	<ul style="list-style-type: none"> <li>• Favourably located to transit hub, employment centre and activity centre</li> <li>• Represents a continuation and completion of the Liberty development, adjacent to the developing community of Belvedere.</li> </ul>
<b>Market Demand</b>	Favourable	<ul style="list-style-type: none"> <li>• Criterion 10 – Land Use, Outline Plan, Subdivision Timing</li> <li>• Criterion 12 – Technical Studies Status</li> <li>• Criterion 13/14 – Citywide/Sectoral Land Supply</li> </ul>	<ul style="list-style-type: none"> <li>• Aiming for occupancy in mid 2026</li> <li>• Stage 2 of the Belvedere Global Transportation Impact Assessment is complete and has determined mobility infrastructure required to service the area (Table 2).</li> <li>• This growth area would enable growth in the East sector which has relatively low (3-4 years) remaining approved and serviced land supply.</li> <li>• Forecasts (2023-2027) indicate an increase in absorption rates in this sector as more serviced land becomes available.</li> </ul>
<b>Financial Impact</b>	Favourable and Unfavourable Aspects	<ul style="list-style-type: none"> <li>• Criterion 18 – Required Capital Investment</li> </ul>	<p>Capital Costs (Table 2)</p> <ul style="list-style-type: none"> <li>• Capital costs are required to enable this development.</li> <li>• Additional investment in long-term infrastructure would enable and benefit current and future growth in this sector</li> </ul>
	Favourable	<ul style="list-style-type: none"> <li>• Criterion 16 – Incremental Operating Cost Assessment</li> <li>• Criterion 17 – Revenue Assessment</li> </ul>	<p>Operating Costs (Table 3)</p> <ul style="list-style-type: none"> <li>• Favourable when comparing anticipated property tax and franchise fee revenue with estimated incremental direct and indirect operating costs for the proposed Growth Application area</li> </ul>

**Table 2 – Capital Infrastructure Benefitting the Growth Application**

Infrastructure	Total Estimated Cost (\$M)	Remaining Required Budget (\$M)	Funding Status	Planned in Service Date	Notes	In Off-Site Levy Bylaw (Y/N)	Maximum Levy Funding (\$M) (% OF TOTAL)	City Funded Amount (\$M)
Belvedere Feedermain Phase 1	9.0	-	Funded	2025	<b>Required to service the Growth Application and other lands in the Belvedere ASP.</b> Development phasing will rely on developer funded extensions to the planned feedermain and completion of adjacent local water network connections.	Y	9.0 (100%)	-
Belvedere Feedermain Phase 2	18.0	-	Funded	2025	<b>Required to service the Growth Application and other lands in the Belvedere ASP.</b> Development phasing will rely on developer funded extensions to the planned feedermain and completion of adjacent local water network connections. To be delivered by Construction Agreement.	Y	18.0 (100%)	-
Belvedere Feedermain Phase 3	30.4	30.4	Unfunded	Future	<b>Not required</b> to progress development in the Growth Application area, but lands will benefit from this future investment.	N	TBD	TBD
Chestermere Water Meter Location & Transfer of 300 mm water main within City Municipal Boundary	1.4	-	Funded	2024	<b>Required</b> to progress development in the Growth Application area.	N	1.4 (100%)	-
Great Plains Sanitary Trunk Upgrades	139.1	139.1	Unfunded	Future	<b>Not required</b> to progress development in the Growth Application area, but growth in subject lands will contribute to this future downstream upgrade that is required to service the overall sanitary trunk catchment. The Growth Application will benefit from this investment.	N	TBD	TBD

Infrastructure	Total Estimated Cost (\$M)	Remaining Required Budget (\$M)	Funding Status	Planned in Service Date	Notes	In Off-Site Levy Bylaw (Y/N)	Maximum Levy Funding (\$M) (% OF TOTAL)	City Funded Amount (\$M)
Forest Lawn Creek Improvements Phase 1 – 51 <sup>st</sup> St Avenue & CN Rail Crossing Upgrade	1.1	-	Funded	2026	<b>Not required</b> to progress development in the Growth Application area, but lands will benefit from this future investment.	Y	0.3 (30%)	0.7
Forest Lawn Creek Improvements (Remaining Phases)	2.4	2.4	Unfunded	2027+	<b>Not required</b> to progress development in the Growth Application area, but lands will benefit from this future investment.	N	0.7 (30%)	1.7
MAX Purple BRT from Hubalta to 84 Street S.E.	51.0	51.0	Unfunded	TBD	<b>Required</b> to service Growth Application and other lands in Belvedere ASP. Infrastructure is required for growth to proceed in the area, including buildout of previously approved land and any additional growth.	Y	26.0 (51%)	25.0
MAX Purple BRT from 84 Street E. to city limits	84.0	84.0	Unfunded	TBD	<b>Not required</b> to progress development in the Growth Application area, but lands will benefit from this future investment.	Y	42.8 (51%)	41.2
Stoney Trail/Memorial Drive Flyover	60.0	60.0	Unfunded	TBD	<b>Required</b> to service Growth Application and other lands in Belvedere ASP. Infrastructure is required for growth to proceed in the area, including buildout of previously approved land and any additional growth.	Y	30.5 (51%)	29.5
<b>Total Unfunded Upfront Investments</b>	<b>111.0</b>	<b>111.0</b>					<b>56.5</b>	<b>54.5</b>
<b>Total</b>	<b>396.4</b>	<b>366.9</b>					<b>128.7</b>	<b>98.2</b>

**Note 1:** Table 2 includes all capital infrastructure investments related to the full build out of the Growth Application. Rows shaded in blue identify unfunded investments that are needed upfront to enable development in the Growth Application. Unshaded rows identify infrastructure investments that are already funded or are required to support the full build out of the Growth Application but will be triggered and brought forward in future budget cycles. Note that all identified investments benefit areas beyond the Growth Application, including previously approved lands as well as the broader Belvedere area.

**Note 2:** The total anticipated capital costs required to service this Growth Application reflected in this report and attachments are estimates only and are subject to change. The level of accuracy of project costs related to infrastructure delivery evolve throughout the stages of a project as design progresses, as construction methodologies are confirmed and as procurement strategies are developed. Infrastructure pricing is also influenced by availability of materials and contractors, and market demand.

**Note 3:** Administration has endeavoured to reflect the most current anticipated capital costs at the time of preparation of this report. As some of the infrastructure projects are still in conceptual and early planning stages, there is a high degree of variability. As costs are documented at a given point in time, they may also not align with infrastructure costs that are published in the annual Offsite Levy Report, as these two sources are developed at different timeframes.

**Table 3 – Operating Cost Summary (\$000s)**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
<b>Total Revenue</b>	\$ 80	\$ 380	\$ 568	\$ 832	\$ 876	\$ 964	\$ 964	\$ 994	\$ 1,006	\$ 1,006	\$ 1,006	\$ 1,006	\$ 1,006	\$ 1,006	\$ 1,006
<b>Less: Total Operating Costs</b>	\$ (12)	\$ (82)	\$ (89)	\$ (123)	\$ (125)	\$ (166)	\$ (166)	\$ (166)	\$ (199)	\$ (199)	\$ (199)	\$ (199)	\$ (199)	\$ (199)	\$ (199)
<b>Net Balance</b>	\$ 68	\$ 298	\$ 479	\$ 709	\$ 751	\$ 798	\$ 798	\$ 828	\$ 806	\$ 806	\$ 806	\$ 806	\$ 806	\$ 806	\$ 806

**Note 4:** Total revenue reflects the anticipated City portion of property taxes, franchise fee and transit revenues to be generated by the Growth Application area only, at prevailing tax rates, and is not implied to be additional unbudgeted tax revenue. Total operating costs reflect anticipated incremental direct and indirect service level operating costs within the Growth Application area only, including Transit and Fire, and does not consider total citywide operating costs, operating costs of capital, nor costs beyond the 15-year timeframe. This analysis also does not consider that anticipated citywide growth could shift to this area from others (i.e., the growth cannot be assumed to necessarily be net new to Calgary).

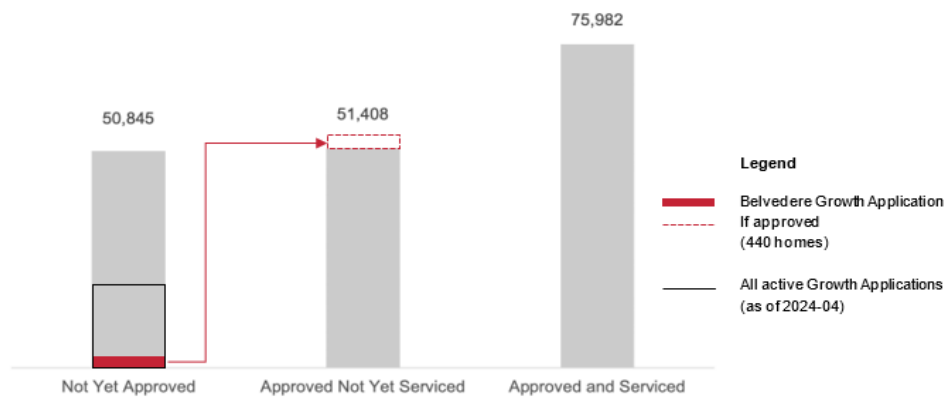
## Overview of New Community Land Supply

Growth Applications are a strategic step in the development approvals continuum. Approval of a Growth Application has the effect of moving the subject lands from “planned” to “approved - not yet serviced”. Once the capital infrastructure is delivered and available to development, the lands would move from “approved – not yet serviced to “approved – serviced”. In cases where no City capital infrastructure is required, it is possible to move directly to “approved – serviced”.

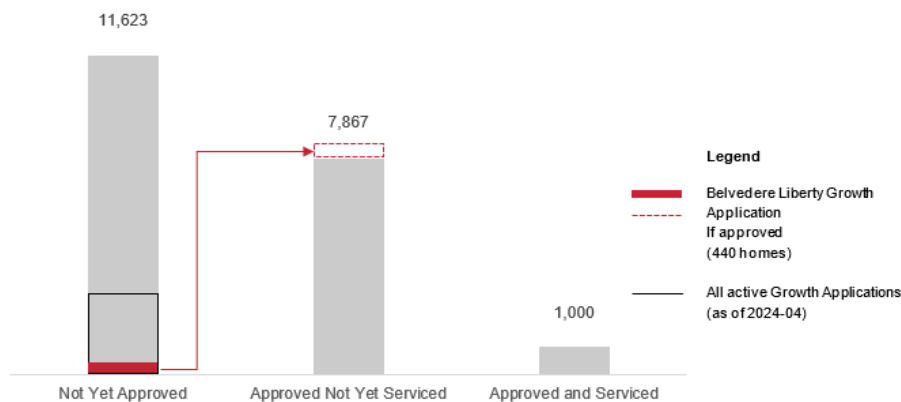
As of 2023 April, the citywide supply of land that is approved - not yet serviced can accommodate ~51,400 homes, subject to funding of capital infrastructure needed to service these lands. In addition to the \$342M allocated to servicing these lands, a further \$1.8B+ of funding is needed to fully service these approved lands with major utilities, fire and mobility infrastructure. Land that can accommodate a further ~76,000 homes is already serviced and ready for developer-funded subdivision and build-out.

The two charts that follow show the impact on land supply of moving forward with the **Belvedere Liberty Growth Application**, both citywide and in the East sector specifically.

**Figure 1. Belvedere Liberty Growth Application in the Context of Citywide Land Supply**



**Figure 2. Belvedere Liberty Growth Application in the Context of East Sector Land Supply**

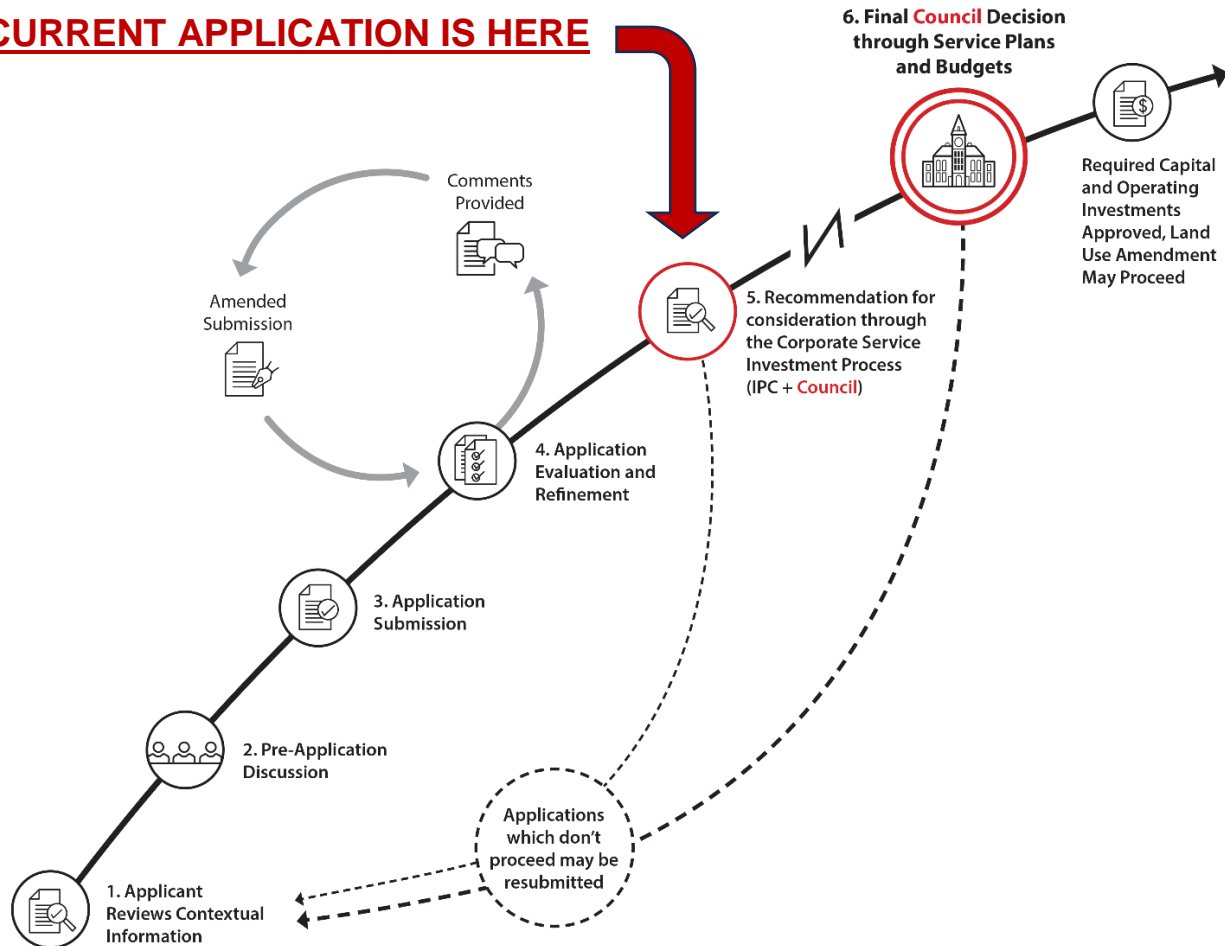




## Process for Growth Applications

This attachment outlines the steps of the Growth Application evaluation and decisions.

### CURRENT APPLICATION IS HERE



### 1. Applicant Reviews Contextual Information:

The review begins with reviewing information about land status (planning, existing and needed infrastructure and services, land supply) and maps of enabling infrastructure, amenities, and services referred to in the evaluation criteria. This information is available online, so that applicants can access it in a timely manner that works for their business needs and provides transparency on important information.

### 2. Pre-Application Discussion:

A pre-application discussion provides a chance for applicants and Administration to discuss early-stage perspectives on the potential Growth Application. Administration advises applicants on the value of a concurrent Outline Plan submission, to link technical planning elements (Outline Plan) and strategic growth investment considerations (Growth Application).

### **3. Application Submission:**

The applicant makes the decision to submit a Growth Application, provides relevant information as outlined in the Complete Application Requirements List (CARL) and pays the requisite fee.

### **4. Application Evaluation and Refinement:**

Administration evaluates the Growth Application, with reference to the evaluation criteria. The applicant may choose to refine their application based on the results of Administration's evaluation.

### **5. Recommendation for Further Consideration through the Corporate Service Investment Process via IPC and Council (CURRENT APPLICATION IS HERE):**

Administration brings a recommendation on the Growth Application to Infrastructure and Planning Committee and Council, which then make recommendations regarding further consideration through the Corporate Service Investment Process. The recommendation may be that the Growth Application is suitably ready for strategic growth and that Administration should consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process.

If the recommendation is that the Growth Application is *not* suitably ready for strategic growth and Administration should *not* consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process, the Growth Application may be revised and resubmitted for consideration ahead of the following year's budget prioritization.

### **6. Final Council Decision through Service Plans and Budgets:**

The operating and capital investments required to enable a Growth Application are considered through the Corporate Service Investment Process and ultimately Council's approval and adoption of the Service Plans and Budgets. If the required investments are included in the approved Service Plans and Budgets, the Growth Application is considered approved. If not, the Growth Application may be resubmitted for evaluation ahead of the following year's Corporate Service Investment Process. The first opportunity for consideration in budget is 2024 November.

Although the recommendation and decision are focused on necessary operating and leading capital infrastructure investments required to enable the Growth Application to proceed, analysis and reporting also consider investments beyond the current budget cycle and those that span multiple budget cycles, including community-completing infrastructure such as libraries and recreation centres.

### **Required Capital and Operating Investments Approved, Land Use Amendment May Proceed**

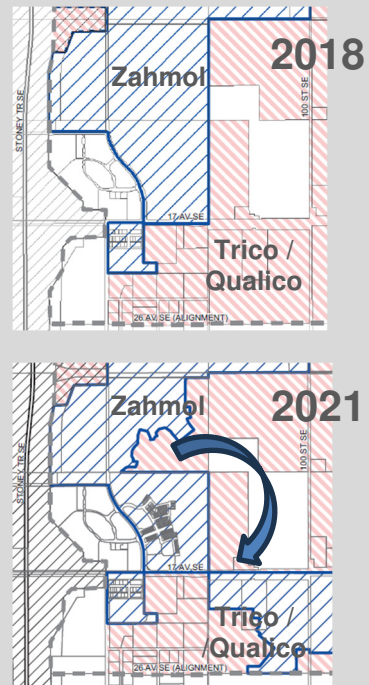
If the required investments are approved and the Growth Application approved, land use amendment applications can be supported from a growth perspective. Outline Plan applications can be submitted and approved before or after the associated Growth Applications are approved, however land use amendments can only be considered after the associated Growth Applications are approved.



# BELVEDERE LIBERTY STAGE 2 GA2024-001 GROWTH RATIONALE

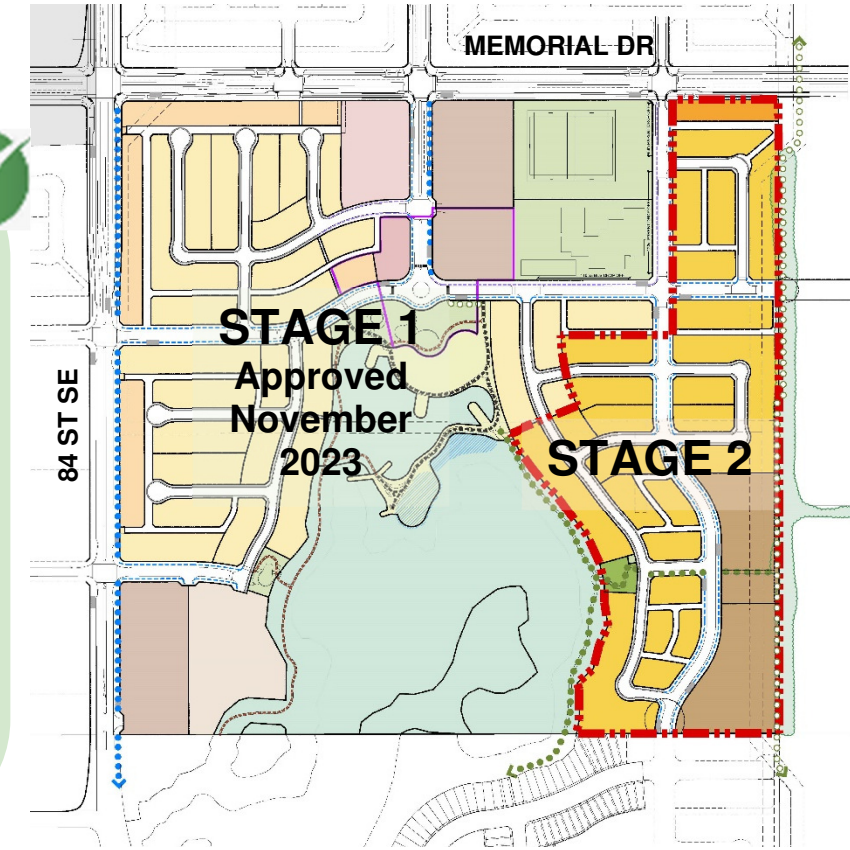
The 15.6 hectares (38.6 acres) Liberty Stage 2 Growth Application is a small business case that completes the comprehensively designed Liberty neighbourhood in the community of Huxley in Belvedere. Stage 1 of Liberty was unanimously approved on November 15, 2023.

The Growth Overlay for Liberty Stage 2 lands was previously removed in 2018, following approval of the Business Case by Council. In 2021, Zahmol voluntarily swapped the Growth Overlay area with Trico / Qualico's 17 Avenue lands with the intent of facilitating 17 Avenue Transit Corridor construction. An Outline Plan for Trico / Qualico's 17 Avenue lands has not yet been submitted.



## Housing Strategy Alignment

Liberty Stage 2 is strongly aligned with the City's Housing Strategy. Liberty Stage 2 Outline Plan & Land Use (LOC2024-0016) is projected to provide 270 low density and 165 multi residential units in Calgary's diverse and affordable East sector. Liberty Stage 2 will help provide a stable housing supply in the East sector and stop further leakage to Chestermere.



## Evaluation Criteria Alignment

City Growth Strategy's review of Liberty Stage 2 indicates alignment with all the New Community Growth Applications Evaluation Criteria.

Growth Strategy's financial review indicates the annual revenues for Liberty Stage 2 exceed incremental direct and indirect operating costs.

### Growth Factor

MDP-CTP Alignment



### Growth Factor

Market Demand



### Growth Factor

Financial Impact



**1 Housing Diversity:** a variety of housing types with opportunities for multigenerational housing and variety of multi residential

**2 Memorial DR / 84 ST Interface** includes street front townhouses, multi & neighbourhood commercial.



ISC: Unrestricted



**3 Eco Sensitive Multi-functional Liberty Park & NAC** 32% of the Liberty neighbourhood is dedicated in open space.



**4 Multimodal Connectivity:** transit routes, pathway network and green corridor provide multimodal connectivity and facilitate walking & cycling to key destination areas.

# BELVEDERE LIBERTY STAGE 2 GA2024-001 GROWTH RATIONALE

## Community Amenities

The Liberty lands benefit from adjacency to full scale commercial amenities located in East Hills Shopping Centre including the MAX Purple Station and the recently completed Belvedere Fire Station.

Belvedere Fire Station MAX Purple



## East Hills Shopping Centre



ISC: Unrestricted

## Utility & Mobility Infrastructure

- ❖ Liberty Stage 2 will utilize existing / funded infrastructure for deep utility servicing for water, wastewater and stormwater. All deep utility servicing infrastructure that is not developer funded has been budgeted as part of capital works projects and requires no additional municipal budget allocation.
- ❖ Liberty Stage 2 is contiguous with Tristar's development to the south. With the completion of Belvedere Boulevard on Tristar's lands, access and utility services are right at the doorstep of Liberty Stage 2.
- ❖ Belvedere Boulevard in Liberty Stage 2 will help establish an alternate N-S transportation network to 84 Street, providing access & egress for Liberty and Genesis Huxley to 17 Avenue.

The mobility infrastructure identified by Growth Strategy benefits a much larger area and is required for residential growth to continue in all of Belvedere, including the already approved plans.

Liberty Stage 2 is required to achieve dirt balance for Stage 1, which in turn provides stormwater solution for upstream Genesis and Truman Huxley developments. Approval of Liberty Stage 2 provides the ability for the City to realize payment of offsite levies from Liberty Stage 1, as development of Liberty Stage 1 is contingent on obtaining engineered fill from Liberty Stage 2.



## Risks Analysis for Growth Applications

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These risks concern new community Growth Application approvals in general.

### *Dispersion Risk*

Investing to enable growth in many new communities simultaneously means that finite resources are diluted, infrastructure and service delivery may be inefficient, and individual communities may build at a slow pace. This can impact return on investment as revenues are generated at a slower pace, while operating costs are still required. Risk is lower during periods of high growth and is mitigated through a strategic approach to investment and monitoring.

### *Affordability Risk*

If the supply of serviced land is insufficient relative to demand, housing prices can rise and affordability is eroded. The Growth Application process includes consideration of serviced land supply to inform servicing recommendations for new community development, aiming for a balance between too much and too little supply. That said, there are many factors that impact affordability beyond The City's provision of serviced land supply in new communities.

### *Financial Risk*

Infrastructure investment is typically required in stages as communities build out. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. Approval of a Growth Application may include immediately triggered infrastructure that needs to be funded in the short term (i.e. at Mid-Cycle Adjustments) and a list of unfunded infrastructure that will be required in future budget cycles, when the community build out triggers are reached. The 2023-2026 budget includes \$342M in [growth enabling capital infrastructure investments](#), with a further \$1.8B+ of unfunded investments in major utilities, fire and mobility infrastructure needed in future budget cycles to fully service previously approved communities. This excludes additional investments in LRT, recreation and utility upgrades triggered by cumulative growth such as treatment plants. The unfunded investments will be brought forward for budget consideration as the appropriate infrastructure triggers are met, which is dependent on the pace of growth.

This infrastructure is funded through a mix of funding sources, only a portion of which is from off-site levies. Availability of off-site levy funding and other funding sources impacts the timing of infrastructure investments and delivery. This carries a risk of increasing the infrastructure deficit which may lead to lower levels of service in approved communities. This can be mitigated through budget prioritization emphasizing community completion and alignment with the pace of growth, and current and anticipated revenues.

The New Community Incremental Operating Cost Model, used in application evaluation, is subject to continuous refinement and only reflects a portion of citywide operating costs over a 15-year timeframe. It is not intended to be a complete representation of a new community's lifetime operating cost impact to The City. Approval of new communities creates a commitment to services and infrastructure indefinitely into the future.

Based on serviced land supply levels as of 2023 May and considering the unfunded infrastructure costs, adding additional investments required by this Growth Application within the 2023-2026 budget cycle could impact The City's capacity to support other capital priorities.

*Expectation Risk*

Multiple Growth Applications requiring investment are concurrently under review. If numerous Growth Applications and related investments are recommended for consideration in the Mid-Cycle Adjustments, expectations for funding and approval in the November budget deliberations may be created that cannot be met. Administration is working to mitigate this risk by proactively considering financial capacity and citywide needs (both growth-related and non-growth) before and after the Growth Application is brought forward to Infrastructure and Planning Committee.

*Environmental and Climate Risk*

New community development increases greenhouse gas emissions at a faster pace than established area development, which leads to increased climate risk by removing natural assets that enhance resilience and increasing the exposure of infrastructure assets to climate hazards. Opportunities to mitigate these risks are introduced in subsequent stages of the approvals continuum.



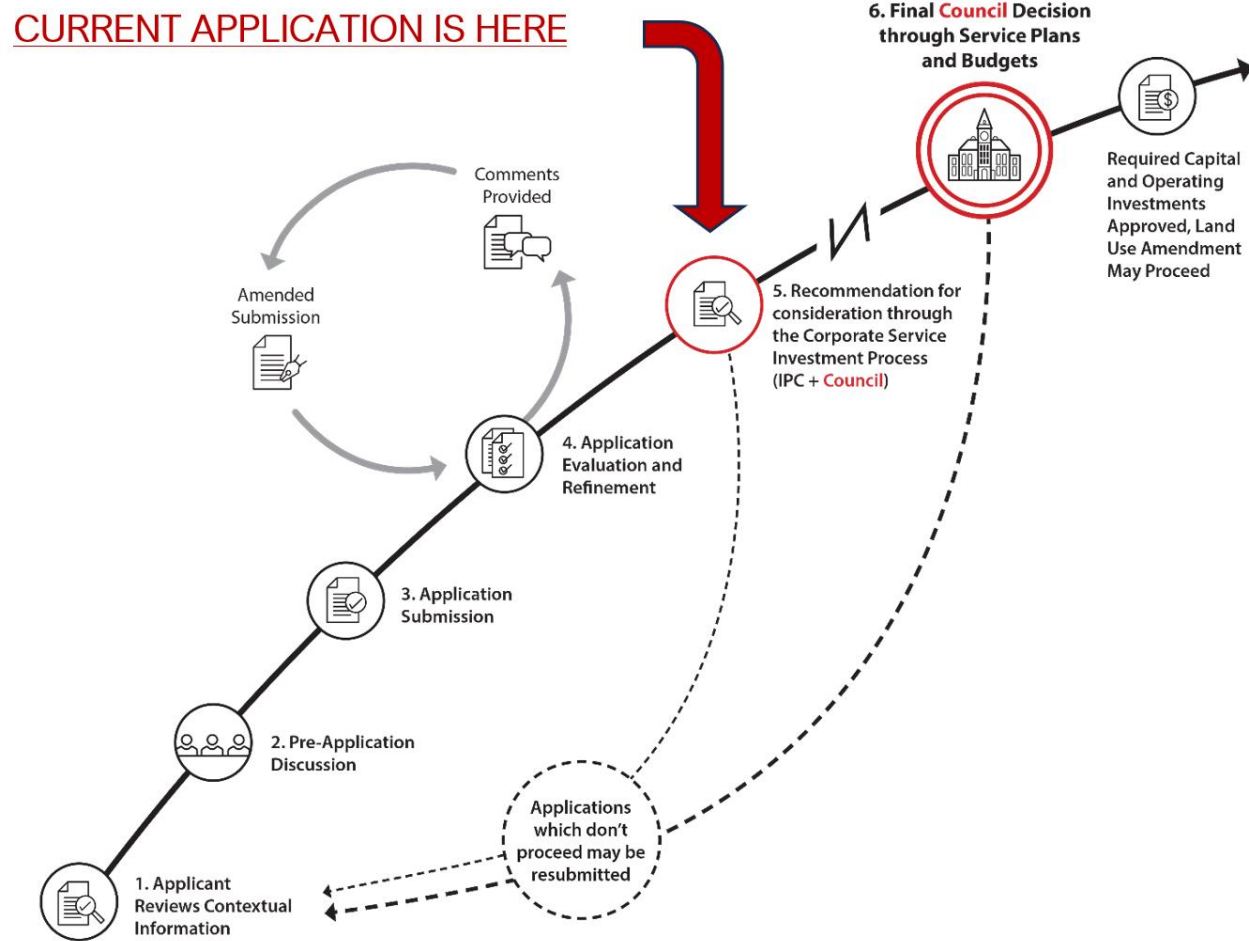
# Growth Application in the Belvedere Area Structure Plan (Ward 9), GA2024-001

Citywide Growth Strategy | IP2024-0568

Infrastructure and Planning Committee | 2024 May 15



- July 2023 redesigned approach for evaluating new community **Growth Applications**
- **Individual** Council decisions
- **To be considered (or not)** in annual budget process
- **November** Mid-Cycle Adjustments provides final decision
- **Funded investments** result in approved Growth Applications



That the Infrastructure and Planning Committee recommend that Council direct Administration **to consider** the capital infrastructure and operating investments needed to enable this Growth Application (**GA2024-001**) alongside other potential investments in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

Growth-enabling investment must be strategic to support an economically, socially, and environmentally resilient city.

Administration concludes that it **is** the right time for the capital and operating investments to be made to enable growth in this East sector growth area.

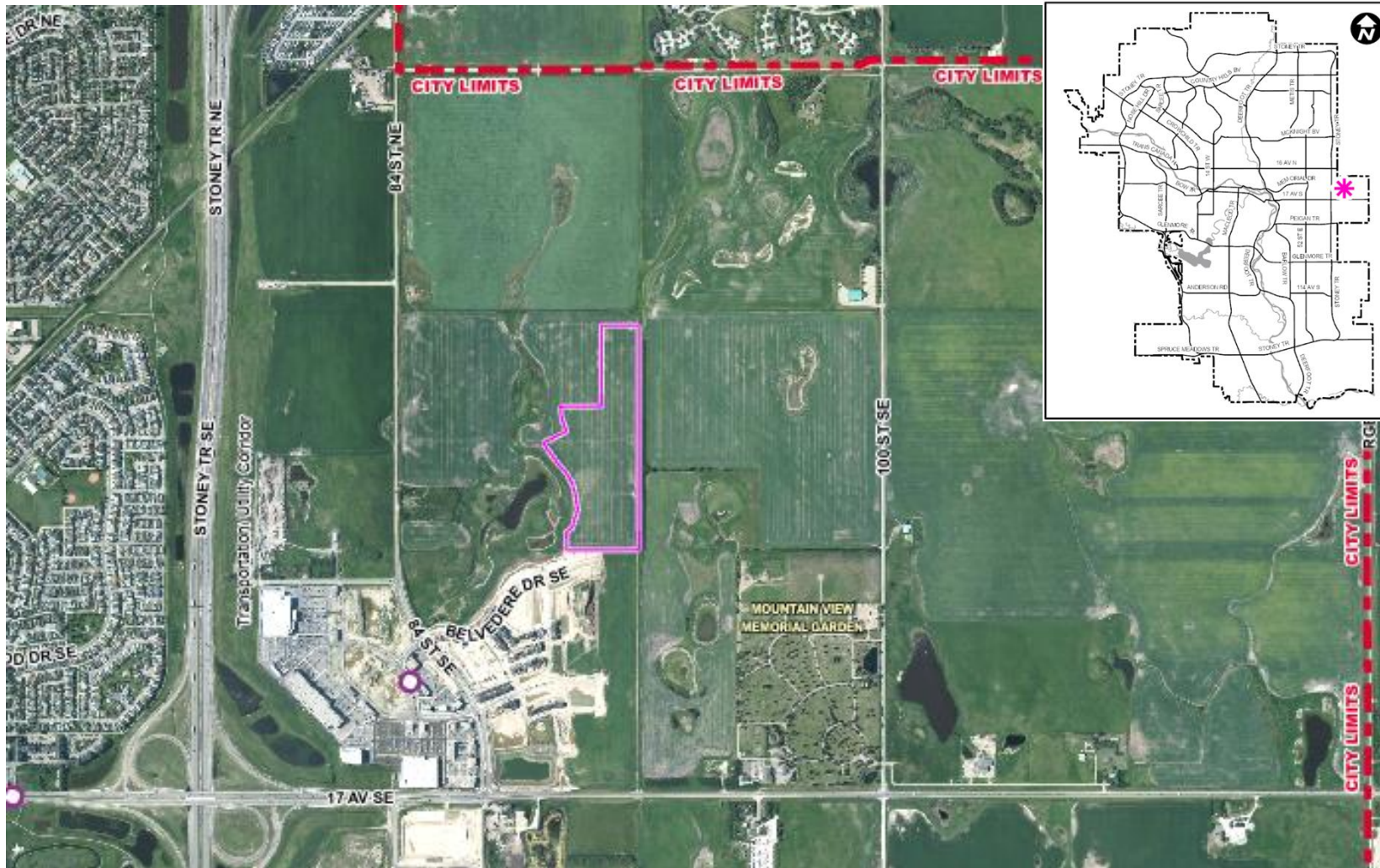
This Growth Application:

- Completes the Liberty development
- Is favourably located to transit, retail and employment centres
- Requires ±\$111M in unfunded capital investment, which enables development across Belvedere, including previously approved lands
- Boost relatively low land supply in the area, directly servicing approximately 440 new homes as part of enabling supply for 15,000 homes in the East sector





# Growth Application Context Map



**Area Structure Plan:**  
Belvedere Area Structure Plan

**Community:**  
Huxley

**Gross Developable Hectares:**  
±15.6ha

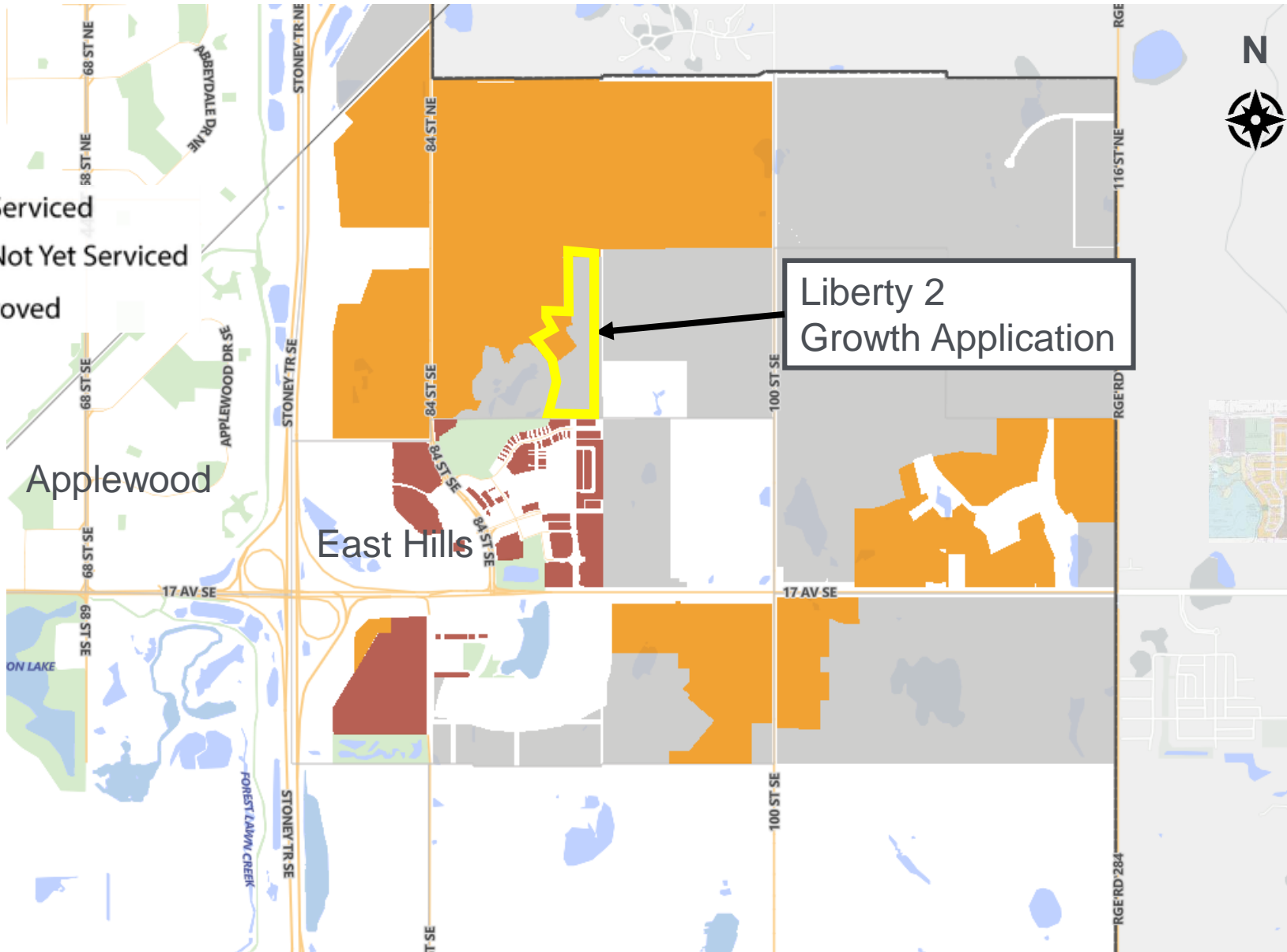
**Proposed Development:**  
250 Single/Semi homes  
190 Multi-Residential homes

**Commercial and Retail:**  
None



# East Sector Overview

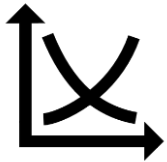
- Approved - Serviced
- Approved - Not Yet Serviced
- Not Yet Approved





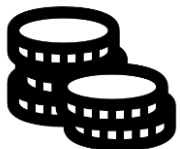
## Municipal Development Plan Alignment:

- Contiguous with adjacent development
- Final stage of the Liberty development in Belvedere
- Favourably located relative to amenities and downtown



## Market Demand (as of May 2023)

- East sector has 3-4 years of serviced land capacity and 23-31 years supply of approved - not yet serviced land
- Sector is forecast to see increase (from 1% to 5%) in new community market share over next five years



## Financial Impact

- Requires ±\$111M in unfunded capital investment
- Capital investment benefits will extend to previously approved, current, and future growth in the Area Structure Plan a
- Favourable operating cost model review; operating funding requests would be brought forward as required in future years

That the Infrastructure and Planning Committee recommend that Council direct Administration **to consider** the capital infrastructure and operating investments needed to enable this Growth Application (**GA2024-001**) alongside other potential investments in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

## **Growth Application in the West View Area Structure Plan (Ward 1), GA2023-006**

### **PURPOSE**

A Growth Application has been submitted for the West View Area Structure Plan, which proposes a primarily residential development. The purpose of this report is to provide Administration's recommendation on whether the capital infrastructure and operating investments required to initiate development should be considered for funding in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets in 2024 November.

For the West View Growth Application, Administration is recommending that the required capital and operating investment not be considered in the Mid-Cycle Adjustment, due to sanitary servicing capacity not being available until the end of 2026, the need for additional work to be completed to inform unfunded capital infrastructure investments needed (Attachment 2), including a storm feasibility study, water feedermain alignment feasibility and water pump station condition assessment. Further study to support the future interchange at the Trans-Canada Highway and 133 Street NW will provide greater certainty around alignment and design for enabling infrastructure.

### **PREVIOUS COUNCIL DIRECTION**

On 2023 July 26, Council endorsed a redesigned approach for how The City evaluates and enables growth opportunities to ensure that new community growth happens in the right place at the right time. This process was implemented on 2023 August 1.

### **RECOMMENDATION:**

That the Infrastructure and Planning Committee recommend that Council direct Administration:

1. To continue working with the applicant on the planning for future stages of capital infrastructure, including optimal timing of funding and delivery, to ensure the ability for continuity of growth in the West View Area Structure Plan; and
2. Not to consider the capital and operating investments needed to enable this Growth Application (GA2023-006) in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

### **CITY MANAGER/GENERAL MANAGER COMMENTS**

General Manager Tim Keane concurs with this report. The City's updated approach to evaluating growth opportunities improves on our longstanding commitment to enabling growth in the right places at the right times. This approach advances environmental sustainability, financial responsibility and, critically, a high-quality of life for Calgarians.

### **HIGHLIGHTS**

- After review, Administration recommends that it is not the right time for the capital and operating investments required by this Growth Application to be considered in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.
- Enabling new communities in the right places at the right time ensures that homes are built close to amenities and services, that supply is balanced with demand to support housing affordability and choice, that new investments are operating efficiently and

## **Growth Application in the West View Area Structure Plan (Ward 1), GA2023-006**

balanced with existing financial commitments, and that the environmental sustainability of the city is considered.

- This Growth Application would enable ±1,800 homes in the West sector; at present it is unfavourably located to existing schools and transit, however future development in the area may improve this. This growth area can contribute to a sector that has limited master planned community supply.
- This Growth Application requires capital infrastructure investment in the current budget cycle to enable development, and further capital infrastructure investment in future budget cycles to continue supporting growth. These investments are outlined in Service and Financial Implications section of this report and Attachment 2.

### **DISCUSSION**

#### *Evaluation Overview*

Within a citywide context of strategic and sustainable growth and change, planning and investment in new communities continues to play a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against established criteria is set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent these applications enable complete communities where people live close to amenities and services, align with the pace of absorption of serviced land, and work within The City's financial capacity.

The evaluation approach (Attachment 4) involves an Administrative review of a developer submission, followed by a recommendation that identifies whether or not Council should direct Administration to consider the necessary investments to initiate development in the Mid-Cycle Adjustments. If Council approves the budget with the investments included, the Growth Application is approved, and the next steps towards development can proceed.

#### *Growth Application Evaluation*

The subject site is located in the West View Area Structure Plan (see map in Attachment 2), within the existing community of Crestmont, in the West sector.

The application was received 2023 December 8 and evaluated by a cross corporate team according to the criteria published at [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication). The evaluation is summarized in Attachment 2.

#### **Municipal Development Plan/Calgary Transportation Plan Alignment**

- Is not in favourable proximity to schools, commercial or employment centres, public facilities, and transit hubs; however, this is a comparable situation for adjacent communities such as the existing Crestmont and Valley Ridge.
- Represents a contiguous development and would add an extension to the existing community of Crestmont.

## Growth Application in the West View Area Structure Plan (Ward 1), GA2023-006

### Market Demand

- The overall West Sector currently includes 6 new communities at various stages of development. As of May 2023, this sector has 17 to 23 years of vacant serviced land supply. Due to landowner structure in the West Sector, serviced land does not always reflect developer readiness or market demand. While the *2024-2028 Suburban Residential Growth Report* has not yet been released, land supply levels are likely to fall given increased citywide absorption forecasts.

### Financial Impact

- The Growth Application is favourable when comparing anticipated property tax and franchise fee revenue with estimated incremental direct and indirect operating costs for the proposed Growth Application area.
- This Growth Application requires additional investment in unfunded capital infrastructure, while also leveraging existing and/or funded infrastructure in the area. See the Service and Financial Implications section of this report and Attachment 2 for more information.

Overall, Administration found that this is not the right time to recommend approval of required investments for this Growth Application due to unknowns surrounding utility requirements and the capital investments required. Ongoing work with the developer is progressing to confirm utility servicing for this growth area, but more work is needed to understand storm feasibility, water feedermain alignment, and water pump station upgrades/replacement needs. Further beneficial studies such as a functional planning study for the anticipated Trans-Canada Highway interchange will help refine projected costs and support Provincial approvals.

## EXTERNAL ENGAGEMENT AND COMMUNICATION

- |   |  |
|---|--|
| <input type="checkbox"/> Public engagement was undertaken                   | <input type="checkbox"/> Dialogue with interested parties was undertaken     |
| <input checked="" type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required |

As new communities are planned and designed, public engagement occurs at the Area Structure Plan and Outline Plan/Land Use Amendment stages. These steps inform the Growth Application review. Any member of the public is also able to speak on individual Growth Applications at both the Infrastructure and Planning Committee step and as part of the public component that is held as part of Mid-Cycle Adjustments in November.

Administration uses [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication) to share information about this and other Growth Applications with regards to decision points. An applicant's statement (Attachment 5) is also provided.

## IMPLICATIONS

### Social

The City supports Calgary's market housing needs through investing in a balanced supply of serviced land in new community areas. This can increase housing choice and affordability, and if well located, increase access to public and private amenities.

## **Growth Application in the West View Area Structure Plan (Ward 1), GA2023-006**

This Growth Application presents an opportunity to provide an extension to the existing Crestmont community and proposes a neighbourhood activity centre, however at present is it located unfavourably to existing or funded schools, commercial centres, transit hubs, and public facilities. These challenges may be lessened as the community builds out and connections improve.

### **Environmental**

New community growth involves greater greenhouse gas emissions relative to redevelopment of established areas (particularly with respect to mobility), increases climate risk, and removes natural assets. While the Growth Application process informs the sequencing of growth to prioritize access to amenities and services and efficient use of existing infrastructure, climate resilience considerations are best considered through policy and planning approvals from Outline Plan to Development and Building Permit stages. City development standards and design guidelines can have significant carbon reduction and resilience benefits when applied universally to all development through these processes.

The geographic location of the Growth Application will likely result in it being vehicle dependent, increasing greenhouse gas emissions. Opportunities exist to enable housing forms that are more sustainable or take advantage of more efficient building materials and appliances.

### **Economic**

At the appropriate time, this Growth Application will present an opportunity to enable growth that leverages existing and funded infrastructure while creating jobs and economic activity; however, this Growth Application is currently dependent on design, costing and alignment work before additional City capital investments can be considered for approval.

### **Service and Financial Implications**

#### **New capital funding request**

This Growth Application requires unfunded capital funding investment totalling ±\$160.3M (as detailed in Attachment 2). An estimated \$108.2M is eligible to be funded through the Off-Site Levy, with the remainder, approximately \$52.1M, to be funded through other City funding sources (such as property taxes and/or utility rates). These capital investments would benefit areas beyond this individual Growth Application. This area benefits from earlier capital investments already made.

Additional base tax-supported operating funding of approximately \$1.1M per year, by the time of buildout, would be required by this Growth Application, based on analysis done using the New Community Incremental Operating Cost Model (IP2023-0981). Should this Growth Application proceed, this additional base tax-supported operating funding will be requested by the impacted services through their Service Plans and Budgets submissions as this area builds out and services are required over time.

The City budgets for additional revenues from redevelopment and new development, meaning the estimate of property taxes used in the model is not implied to be additional unbudgeted tax revenue. Rather, this indicates how much property tax could be generated by the anticipated units in the Growth Application (at current tax rates).



Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 May 15

ISC: UNRESTRICTED  
IP2024-0462

**Growth Application in the West View Area Structure Plan (Ward 1), GA2023-006**

**RISK**

New community growth presents several risks, such as dispersion of services and infrastructure, affordability through planned land supply, financial impacts, funding expectations and environmental impacts. These risks are discussed in further detail in attachment 6.

**ATTACHMENTS**

1. Background and Previous Council Direction
2. Application Overview GA2023-006: West View Crestmont
3. Overview of New Community Land Supply
4. Process for Growth Applications
5. Applicant Submission
6. Risk
7. Presentation

Department Circulation

General Manager	Department	Approve/Consult/Inform
T Keane	Planning and Development Services	Approve
C Male	Corporate Planning and Financial Services	Consult
M Thompson	Infrastructure Services	Consult

Author: Grayson Rathwell, City and Regional Planning



## Background and Previous Council Direction

This attachment provides a summary of the background and previous Council direction related to the proposed Growth Application considered in this report, as well as new community growth decision-making in general.

### Background

2024 May represents the first time that new community Growth Applications are being brought forward in alignment with the redesigned system approved by Council in 2023 July ([IP2023-0559](#)). The redesigned approach adopts a more responsive application-based model, driven by improved growth information awareness and more empirical evaluation criteria. An applicant can apply at any time, but final decisions will be made through the annual Service Plans and Budgets process.

Between the implementation date of the redesigned system (2023 August 1) and this report, nine new Growth Applications have been submitted. Many of these were resubmissions of business cases reviewed in 2022. Additionally, there are two active business cases in the Belvedere area that are still under review from 2022.

### Previous Council Direction

A comprehensive summary of previous reports related to this work is listed below.

DATE	REPORT NUMBER	DIRECTION / DESCRIPTION
2023 October 17	IP2023-0924	<p><b>Citywide Growth Strategy: Growth Applications Fee Adjustment</b></p> <p>Council approved an adjustment to Growth Application fees. The adjustment applies a prorated fee based on area for smaller applications (up to 16 hectares). The fees for applications over 16 hectares in size did not change.</p>
2023 July 25	IP2023-0559	<p><b>Citywide Growth Strategy: New Approach to Growth Applications</b></p> <p>Council approved the redesigned Growth Applications system, which introduced changes and improvements to the approach for strategically evaluating new community growth. As of 2023 August 1 an applicant can apply at any time, but final decisions will be made through the Service Plans and Budgets process in November of each year.</p> <p>As part of this report, all Growth Management Overlays in relevant Area Structure Plans were removed from the plans via bylaw amendment, and the Growth Application process was added via bylaw amendment to the New Community Planning Guidebook.</p>

2022 September 20	C2022- 1057	<b>Motions Arising on IP2022-0545 Citywide Growth Strategy</b> Council provided direction on how to proceed with redesigning the New Community Business Case process.
2022 July 26	IP2022- 0545	<b>Citywide Growth Strategy in the 2023-2026 Service Plans and Budget Cycle</b>  This report provided Council with recommendations of growth-enabling investments and new community growth areas ahead of the 2023 – 2026 Service Plan and Budget process. Eight new community business cases were recommended for consideration at budget time, all eight were subsequently approved.
2022 January 11	IP2021- 1554	<b>Citywide Growth Strategy: Aligning the Outline Plan Approval Process for All Growth Management Overlay Areas</b>  This report approved an amendment to the New Community Guidebook to address an inconsistency where Outline Plans applications were treated differently in the approval continuum if the relevant Area Structure Plans was approved before or after 2014.
2021 June 21	PFC2021 -0639	<b>Citywide Growth Strategy: Growth Management Overlay Review</b>  This report recommended numerous process improvements for the Growth Management Overlay policy tool and the New Community Growth Strategy Business Case process, including short-term actions that were implemented ahead of the 2022 round of reviews, and long-term actions that considered the phasing out the Overlay in place of another tool.
2020 November 2	PFC2020 -0962	<b>New Community Growth Strategy 2020</b> This report concluded the 2020 business case process. No Growth Management Overlays were removed, and 11 Business Case proponents were invited to resubmit during the next review process in 2022.
2019 November 18	PFC2019 -1062	<b>Growth Strategy Monitoring Report</b> Council direction received to explore the phasing out of the growth management overlay, and report back to Priorities and Finance Committee no later than Q2 2020 with options to better align to our current economic situation and that creates policy that encourages a business-friendly environment and further development investment and retention in Calgary. Report back was subsequently deferred as part of COVID-19 related deferrals.
2018 July 30	C2018- 0900	<b>New Community Growth Strategy 2018 – Further Review and Analysis Directed through PFC2018-0678</b> Approval of funding and direction to pursue Growth Management Overlay removal for 14 new communities.

2018 March 19	PFC2018 -0200	<b>New Community Growth Strategy</b> Introduction of the Business Case review process.
2013 March 14	C2013- 0057	<b>New Community Growth Strategy</b> Introduction of the Growth Management Overlay mechanism.

## Bylaws, Regulations, Council Policies

Growth decisions and authorities are governed by the following policies and regulations.

### **Municipal Development Plan, 2020**

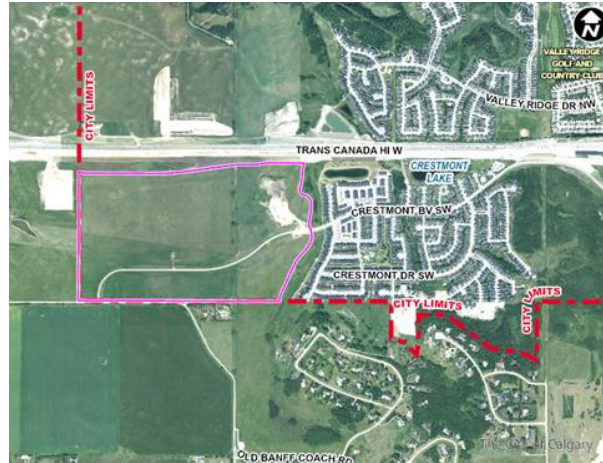
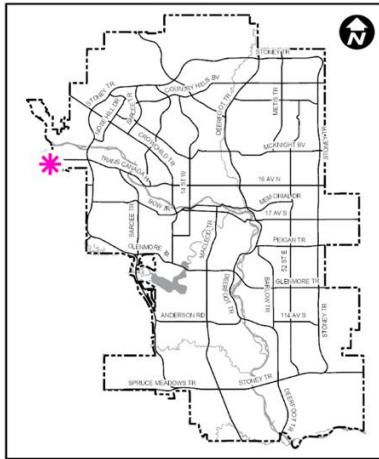
In accordance with the Municipal Government Act, Calgary's Municipal Development Plan provides the long-term strategic framework for growth and development to achieve the following seven goals: Compact Urban Form, Urban Design Excellence, Greening the City, Great Communities, Connected City, Prosperous Economy, and Strategic Growth.

Section 5 of the Municipal Development Plan provides direction on strategic growth to achieve the best possible social, environmental, and economic outcomes. Section 4.3 of the New Community Planning Guidebook (Volume 2, Part 1 of the Municipal Development Plan) contains policy guidance on the development, design, and implementation of new communities, including policies that set out the applicability and evaluation considerations for Growth Applications.



## Application Overview GA2023-006: West View Qualico Crestmont

This attachment summarizes information about this Growth Application and its evaluation by Administration according to defined criteria outlined at [www.calgary.ca/growthapplications](http://www.calgary.ca/growthapplications).



### Growth Application At-a-Glance

**Area Structure Plan:** West View Area Structure Plan

**Community:** Crestmont

**Gross Developable Hectares:** ±79ha

**Proposed Homes:** 1,338 Single/Semi homes 485 Multi-Residential homes

**Commercial or Retail:** 3,700m<sup>2</sup>

### Municipal Development Plan/Calgary Transportation Plan Alignment

- Unfavourably located to existing or funded transit, commercial, and schools. Represents a contiguous development and would add an extension to the existing and approved community of Crestmont.

### Market Demand

- West Sector has 17-23 years of vacant serviced land supply remaining as of May 2023 and currently includes 6 new communities at various stages of development.
- Anticipated strong market demand due to geographic location and development type. Due to landowner structure, West Sector serviced land does not always reflect developer readiness.

### Financial Impact

- Requires unfunded capital funding investment of ±\$160M.
- Favourable result (incremental costs compared to incremental revenues) from the New Community Incremental Operating Cost Model.

## **Evaluation Criteria Introduction**

### *Municipal Development Plan/Calgary Transportation Plan Alignment*

Within a citywide context of strategic and sustainable growth and change, planning and investment in new communities plays a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against well established, empirical criteria as set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent these applications enable complete communities where people live close to amenities and services.

### *Market Demand*

The Growth Application process identifies investments that strategically balance absorption with the provision of new supply. The City strives to maintain a balanced supply of land for housing in new communities, and as of 2023 May there is 10-13 years supply (for ~76,000 homes) of "approved – serviced" land. The serviced land supply is above the target of three to five years set out in section 5.2.3 of the Municipal Development Plan. Currently, there is additional "approved – not yet serviced" capacity for ~51,000 homes as of 2023 May. Significant City capital infrastructure investments will be required in upcoming budget cycles to service these lands. The criteria under Market Demand focus on the supply contribution of a Growth Application in relation to existing levels of supply in the relevant sector, and citywide.

### *Financial Impact*

Assessing the financial impact of a new community Growth Application includes both the costs as well as revenues, and other benefits. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. New communities previously approved by Council that are not yet serviced still require significant City investment in infrastructure. Expansion in city infrastructure creates future financial obligations as that infrastructure will require maintenance and renewal over its lifecycle. The criteria under Financial Impact evaluate the impact on The City's financial position by analyzing the anticipated cost impacts (capital and operating) of the development proposed in the Growth Application, as well as the direct revenue impacts (property tax, franchise fees, transit).



Table 1 - Growth Application Criteria Evaluation Summary

Criteria Category	Result	Select Evaluation Criteria (full criteria available on Calgary.ca/growthapplications)	Administration Comments
Policy Alignment	Unfavourable	<ul style="list-style-type: none"> <li>• Criterion 4 – Activity Centre, Main Streets, Employment Proximity</li> <li>• Criterion 5 – Employment Area Contribution</li> <li>• Criterion 6 – Civic Facility Proximity</li> <li>• Criterion 7 – Transit Proximity</li> </ul>	<ul style="list-style-type: none"> <li>• Is not in favourable proximity to schools, commercial or employment centres, public facilities, and transit hubs; however, this is a comparable situation for adjacent communities.</li> <li>• Represents a contiguous development and would add an extension to the existing and approved community of Crestmont.</li> </ul>
Market Demand	Favourable and Unfavourable Aspects	<ul style="list-style-type: none"> <li>• Criterion 10 – Land Use, Outline Plan, Subdivision Timing</li> <li>• Criterion 12 – Technical Studies Status</li> <li>• Criterion 13/14 – Citywide/Sectoral Land Supply</li> </ul>	<ul style="list-style-type: none"> <li>• Applicant is seeking outline plan approval in 2024, and seeking land servicing in late 2025, subject to interim servicing solutions, which cannot be supported until further study is completed and there is more certainty on capital infrastructure timing.</li> <li>• Infrastructure certainty is needed to inform the detailed engineering required to advance development at the outline plan stage. The City is advancing an alignment study for the feedermain and a pump station condition assessment in 2024 to refine water servicing options and costs. The City is advancing study in 2024-2025 to identify storm trunk pipe alignment and construction methodologies for required storm servicing. Supplemental transportation analysis addressing proposed staging scenarios and broader regional network connectivity would provide support for this application.</li> <li>• The West sector includes 6 new communities at various stages of development, which has 17 to 23 years of vacant serviced land supply as of May 2023. Due to the uniqueness of the West sector (e.g., some lands are serviced but landowners may not be motivated developers), this supply number is likely high.</li> </ul>
Financial Impact	Unfavourable	<ul style="list-style-type: none"> <li>• Criterion 18 – Required Capital Investment</li> </ul>	<p>Capital Cost (Table 2)</p> <ul style="list-style-type: none"> <li>• Capital costs are required to initiate development, including sanitary (funded), water (unfunded), and storm (unfunded). Eventually, mobility (unfunded) investment will be required.</li> <li>• Some benefits of the capital costs would extend to the proposed Melcor Growth Application</li> </ul>

Favourable	<ul style="list-style-type: none"> <li>• Criterion 16 – Incremental Operating Cost Assessment</li> <li>• Criterion 17 – Revenue Assessment</li> </ul>	<p>Operating Costs</p> <ul style="list-style-type: none"> <li>• Favourable when comparing anticipated property tax and franchise fee revenue with estimated incremental direct and indirect operating costs for the proposed Growth Application area.</li> </ul>
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**Table 2 – Capital Infrastructure Benefitting the Growth Application**

Infrastructure	Total Estimated Cost (\$M)	Remaining Required Budget (\$M)	Funding Status	Planned in Service Date	Notes	In Off-Site Levy Bylaw (Y/N)	Maximum Levy Funding (\$M) (% OF TOTAL)	City Funded Amount (\$M)
Crestmont/Valley Ridge Feedermain Loop (Phases 1-3)	24.0	24.0	Unfunded	Future	<b>Required</b> to progress development in the Growth Application area. The City is progressing preliminary design in 2024 to inform alignment options and project costs.	Y	24.0 (100%)	-
Valley Ridge Pump Station #41 Upgrades	15.0	15.0	Unfunded	Future	<b>Required</b> to progress development in the Growth Application area. The City is progressing a Pump Station condition assessment and study in 2024 to inform upgrade options and cost.	Y	15.0 (100%)	-
TransCanada Sanitary Trunk	119.2	-	Funded	2026	<b>Required</b> to progress development in the Growth Application area. Development cannot proceed within the Growth Application area until this infrastructure is operational.	Y	43.2 (36%)	76.0
Inglewood Sanitary Trunk Upgrades Phase 2	33.2	-	Funded	2024	<b>Not required</b> to progress development in the Growth Application area, but growth in subject lands will contribute to this downstream upgrade that is required to service the overall sanitary trunk catchment.	Y	6.9 (21%)	26.3
Shouldice Sanitary Trunk Upgrades	30.2	30.2	Unfunded	Future	<b>Not required</b> to progress development in the Growth Application area, but growth in subject lands will contribute to this future downstream upgrade that is required to service the overall sanitary trunk catchment	Y	2.1 (7%)	28.1

Infrastructure	Total Estimated Cost (\$M)	Remaining Required Budget (\$M)	Funding Status	Planned in Service Date	Notes	In Off-Site Levy Bylaw (Y/N)	Maximum Levy Funding (\$M) (% OF TOTAL)	City Funded Amount (\$M)
Westview Storm Trunk	36.3	36.3	Unfunded	Future	<b>Required</b> to progress development in the Growth Application area. The City plans to advance the feasibility study in 2024-25 to evaluate the alignment options and cost of the proposed West View Storm Trunk.	N	36.3 (100%)	-
TransCanada Highway/133 Street NW Partial Interchange	50.0	50.0	Unfunded	Future	<b>Required</b> for full build-out of the Growth Application area and adjacent lands, but not required for the initial phase of development described in the application.	N	25.5 (51%)	24.6
BRT Service – Route 305 West Improvements	35.0	35.0	Unfunded	Future	<b>Required.</b> Providing a new transit line along the West Bow corridor, this project improves transit service between Downtown and new and developed communities in NW Calgary. Exact routing to be determined through a functional planning study.	N	7.5 (21%)	27.5
<b>Total Unfunded Upfront Investments</b>	<b>160.3</b>	<b>160.3</b>					<b>108.2</b>	<b>52.1</b>
<b>Total</b>	<b>342.9</b>	<b>190.5</b>					<b>160.5</b>	<b>182.4</b>

**Note 1:** Table 2 includes all capital infrastructure investments related to the full build out of the Growth Application. Rows shaded in blue identify unfunded investments that are needed upfront to enable development in the Growth Application. Unshaded rows identify infrastructure investments that are already funded or are required to support the full build out of the Growth Application but will be triggered and brought forward in future budget cycles. Note that all identified investments benefit areas beyond the Growth Application, including previously approved lands as well as the broader West View area.

**Note 2:** The total anticipated capital costs required to service this Growth Application reflected in this report and attachments are estimates only and are subject to change. The level of accuracy of project costs related to infrastructure delivery evolve throughout the stages of a project as design progresses, as construction methodologies are confirmed and as procurement strategies are developed. Infrastructure pricing is also influenced by availability of materials and contractors, and market demand.

**Note 3:** Administration has endeavoured to reflect the most current anticipated capital costs at the time of preparation of this report.

As some of the infrastructure projects are still in conceptual and early planning stages, there is a high degree of variability. As costs are documented at a given point in time, they may also not align with infrastructure costs that are published in the annual Offsite Levy Report, as these two sources are developed at different timeframes.

**Table 3 – Operating Cost Summary (\$000s)**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
Total Revenue	\$ 223	\$ 580	\$ 937	\$ 1,293	\$ 1,650	\$ 2,186	\$ 2,546	\$ 2,907	\$ 3,268	\$ 3,628	\$ 3,989	\$ 4,605	\$ 5,030	\$ 5,030	\$ 5,030
Less: Total Operating Costs	\$ (24)	\$ (44)	\$ (81)	\$ (102)	\$ (122)	\$ (653)	\$ (702)	\$ (818)	\$ (849)	\$ (884)	\$ (915)	\$ (1,012)	\$ (1,102)	\$ (1,111)	\$ (1,111)
Net Balance	\$ 199	\$ 536	\$ 855	\$ 1,192	\$ 1,528	\$ 1,533	\$ 1,844	\$ 2,089	\$ 2,418	\$ 2,744	\$ 3,073	\$ 3,593	\$ 3,928	\$ 3,919	\$ 3,919

**Note 4:** Total revenue reflects the anticipated City portion of property taxes, franchise fee and transit revenues to be generated by the Growth Application area only, at prevailing tax rates, and is not implied to be additional unbudgeted tax revenue. Total operating costs reflect anticipated incremental direct and indirect service level operating costs within the Growth Application area only, including Transit and Fire, and does not consider total citywide operating costs, operating costs of capital, nor costs beyond the 15-year timeframe. This analysis also does not consider that anticipated citywide growth could shift to this area from others (i.e., the growth cannot be assumed to necessarily be net new to Calgary).

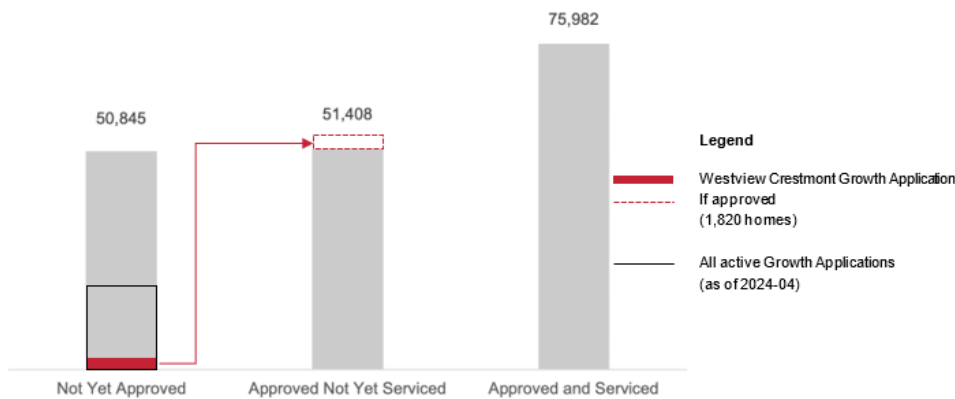
## Overview of New Community Land Supply

Growth Applications are a strategic step in the development approvals continuum. Approval of a Growth Application has the effect of moving the subject lands from “planned” to “approved - not yet serviced”. Once the capital infrastructure is delivered and available to development, the lands would move from “approved – not yet serviced to “approved – serviced”. In cases where no City capital infrastructure is required, it is possible to move directly to “approved – serviced”.

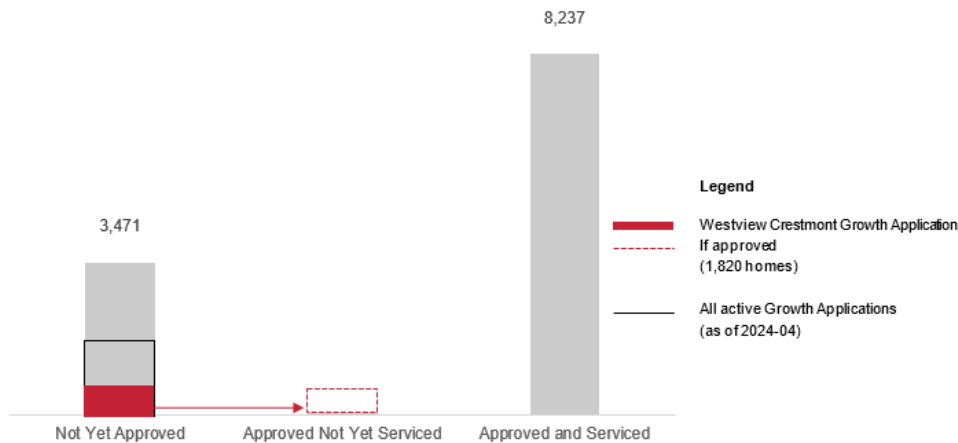
As of 2023 April, the citywide supply of land that is approved - not yet serviced can accommodate ~51,400 homes, subject to funding of capital infrastructure needed to service these lands. In addition to the \$342M allocated to servicing these lands, a further \$1.8B+ of funding is needed to fully service these approved lands with major utilities, fire and mobility infrastructure. Land that can accommodate a further ~76,000 homes is already serviced and ready for developer-funded subdivision and build-out.

The two charts that follow show the impact on land supply of moving forward with the **West View Crestmont Growth Application**, both citywide and in the West sector specifically.

### West View Crestmont in the context of Citywide land supply



### West View Crestmont in the context of West Sector land supply

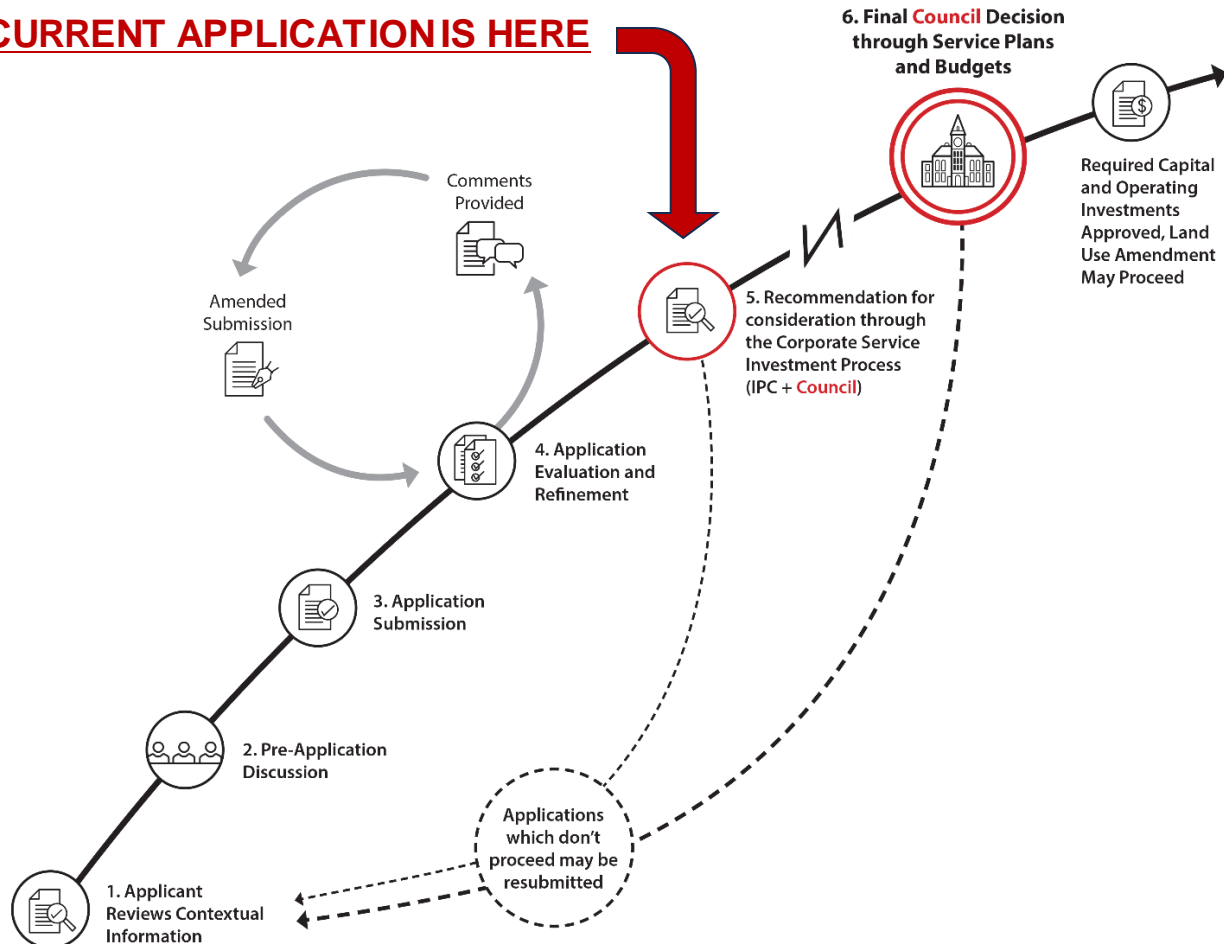




## Process for Growth Applications

This attachment outlines the steps of the Growth Application evaluation and decisions.

### CURRENT APPLICATION IS HERE



### 1. Applicant Reviews Contextual Information:

The review begins with reviewing information about land status (planning, existing and needed infrastructure and services, land supply) and maps of enabling infrastructure, amenities, and services referred to in the evaluation criteria. This information is available online, so that applicants can access it in a timely manner that works for their business needs and provides transparency on important information.

### 2. Pre-Application Discussion:

A pre-application discussion provides a chance for applicants and Administration to discuss early-stage perspectives on the potential Growth Application. Administration advises applicants on the value of a concurrent Outline Plan submission, to link technical planning elements (Outline Plan) and strategic growth investment considerations (Growth Application).

### **3. Application Submission:**

The applicant makes the decision to submit a Growth Application, provides relevant information as outlined in the Complete Application Requirements List (CARL) and pays the requisite fee.

### **4. Application Evaluation and Refinement:**

Administration evaluates the Growth Application, with reference to the evaluation criteria. The applicant may choose to refine their application based on the results of Administration's evaluation.

### **5. Recommendation for Further Consideration through the Corporate Service Investment Process via IPC and Council (CURRENT APPLICATION IS HERE):**

Administration brings a recommendation on the Growth Application to Infrastructure and Planning Committee and Council, which then make recommendations regarding further consideration through the Corporate Service Investment Process. The recommendation may be that the Growth Application is suitably ready for strategic growth and that Administration should consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process.

If the recommendation is that the Growth Application is *not* suitably ready for strategic growth and Administration should *not* consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process, the Growth Application may be revised and resubmitted for consideration ahead of the following year's budget prioritization.

### **6. Final Council Decision through Service Plans and Budgets:**

The operating and capital investments required to enable a Growth Application are considered through the Corporate Service Investment Process and ultimately Council's approval and adoption of the Service Plans and Budgets. If the required investments are included in the approved Service Plans and Budgets, the Growth Application is considered approved. If not, the Growth Application may be resubmitted for evaluation ahead of the following year's Corporate Service Investment Process. The first opportunity for consideration in budget is 2024 November.

Although the recommendation and decision are focused on necessary operating and leading capital infrastructure investments required to enable the Growth Application to proceed, analysis and reporting also consider investments beyond the current budget cycle and those that span multiple budget cycles, including community-completing infrastructure such as libraries and recreation centres.

### **Required Capital and Operating Investments Approved, Land Use Amendment May Proceed**

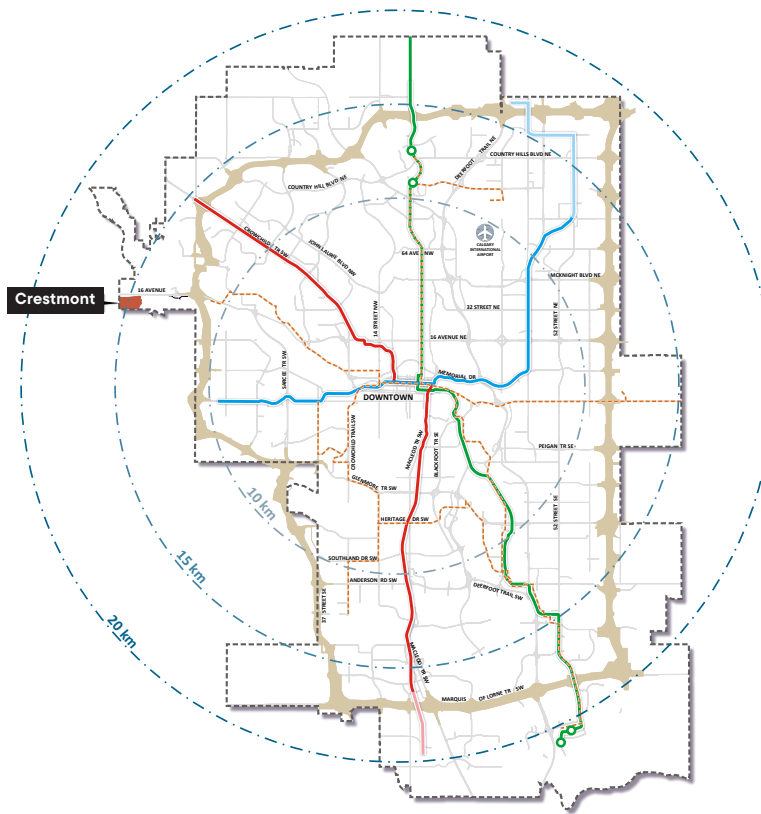
If the required investments are approved and the Growth Application approved, land use amendment applications can be supported from a growth perspective. Outline Plan applications can be submitted and approved before or after the associated Growth Applications are approved, however land use amendments can only be considered after the associated Growth Applications are approved.





**Qualico is a proud community builder, active in the City Region for more than 70 years. Qualico Communities' 2023 Growth Application highlights opportunities to continue investing in West Calgary.**

This business case aligns with the Municipal Development Plan (MDP), Calgary Transportation Plan (CTP), and West View Area Structure Plan (ASP), addresses market demand, and is financially viable. Currently funding is required for the ultimate water/stormwater infrastructure which leaves all development in the West View ASP stranded. The first phase of the new Crestmont area is readily serviceable within existing infrastructure capacity, with an interim water/stormwater solution. If the growth proposal for the business case area is approved, construction of the first phase could start as early as 2025.



<b>OVERVIEW</b>	<b>+79 ha</b> GROSS AREA	<b>1,800</b> UNITS	<b>3,600</b> DIRECT/INDIRECT JOBS
	<b>\$4.1M</b> ANNUAL PROPERTY TAX	<b>\$42.2M</b> IN LEVIES	<b>\$884M</b> TOTAL PROJECT VALUE
	<b>\$0</b> CAPITAL COST TO THE CITY FOR INITIAL PHASES   IN 2022 THE CITY ANALYSIS DETERMINED THAT THIS AREA WAS A <b>NET POSITIVE</b> TO THE OPERATIONS BUDGET.		



ISC: Unrestricted











## Communities in Calgary’s west sector are sought after because they provide the perfect combination of urban amenities and a quick escape to the mountains.

The Crestmont neighbourhood holds a unique place at the western gateway to Calgary. Crestmont embraces mountain views and accessibility to nature, blending them with an urban design that places recreation, retail and neighbourhood amenities close to home.

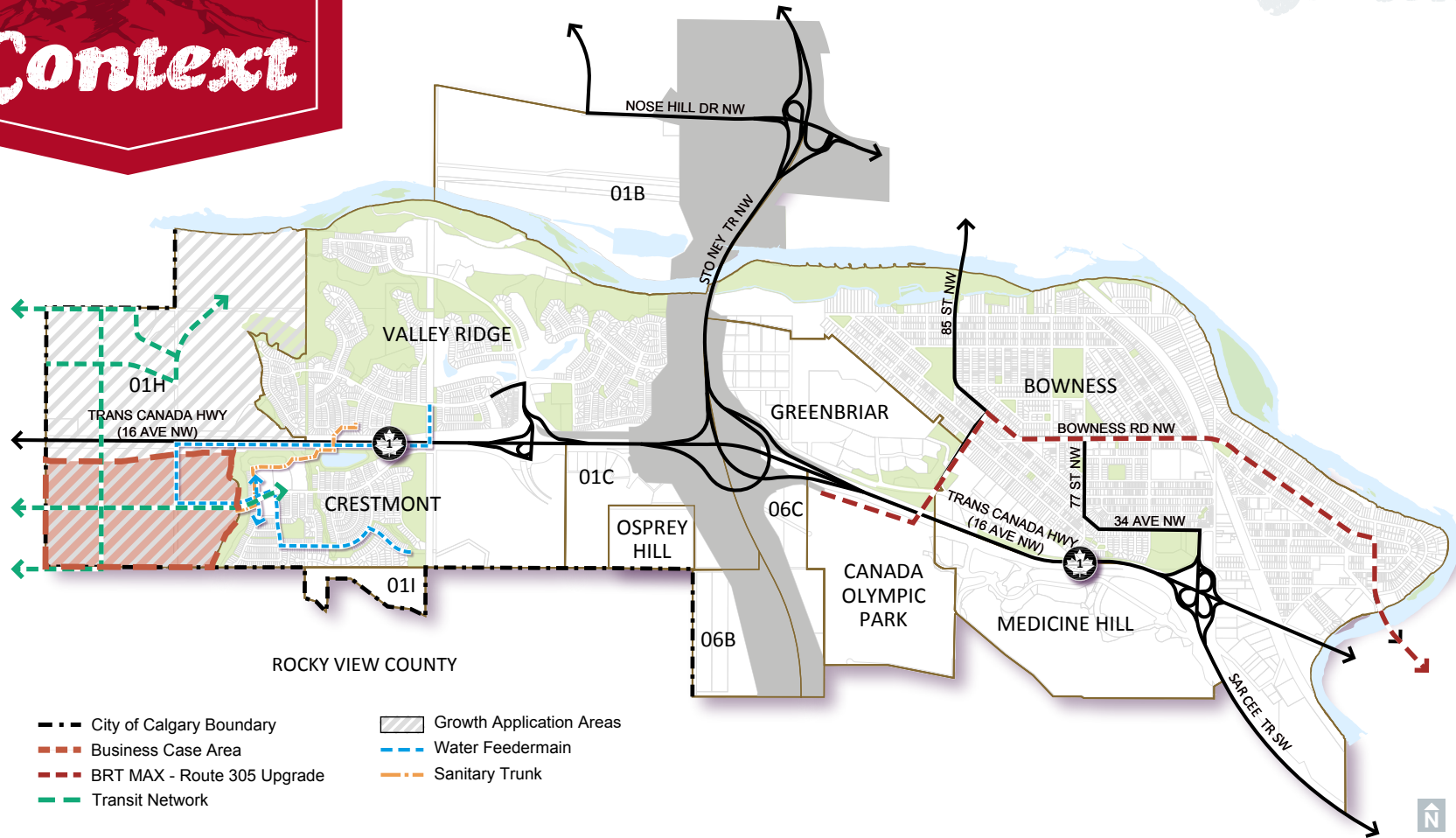
This Qualico growth application proposes the completion of the Crestmont community that was first established over 20 years ago. Crestmont is designed as a complete neighbourhood offering an inclusive range of housing options, mixed use commercial development, and both local and neighbourhood level amenities to meet the needs of its residents.

### Key elements of the vision for this neighbourhood include:

-  **VISTAS AND OPEN SPACE:** excellent viewsheds to the rocky mountains, combined with a wide range of natural and planned open spaces.
-  **ACTIVE CONNECTIONS:** An interconnected street, sidewalk and pathway network that promotes walkability and active recreation.
-  **NEIGHBOURHOOD HUB:** A social focal point for the neighbourhood including a mixed use activity centre, school, community centre, recreation centre and library.
-  **HOUSING DIVERSITY:** A mix of housing forms providing housing choice for consumers, ranging from single detached to townhouses, mixed use apartment and potentially live/work.
-  **RURAL CONTEXT SENSITIVITY:** The Plan Area provides a context-sensitive interface to surrounding rural areas. Low-density residential uses provide a transition from urban uses and densities located internal to the plan.
-  **COMPLETING THE COMMUNITY:** This growth application completes the existing Crestmont community and provides amenities, through the neighbourhood hub, that will service all communities at the western edge of the City along the TransCanada.



# Context



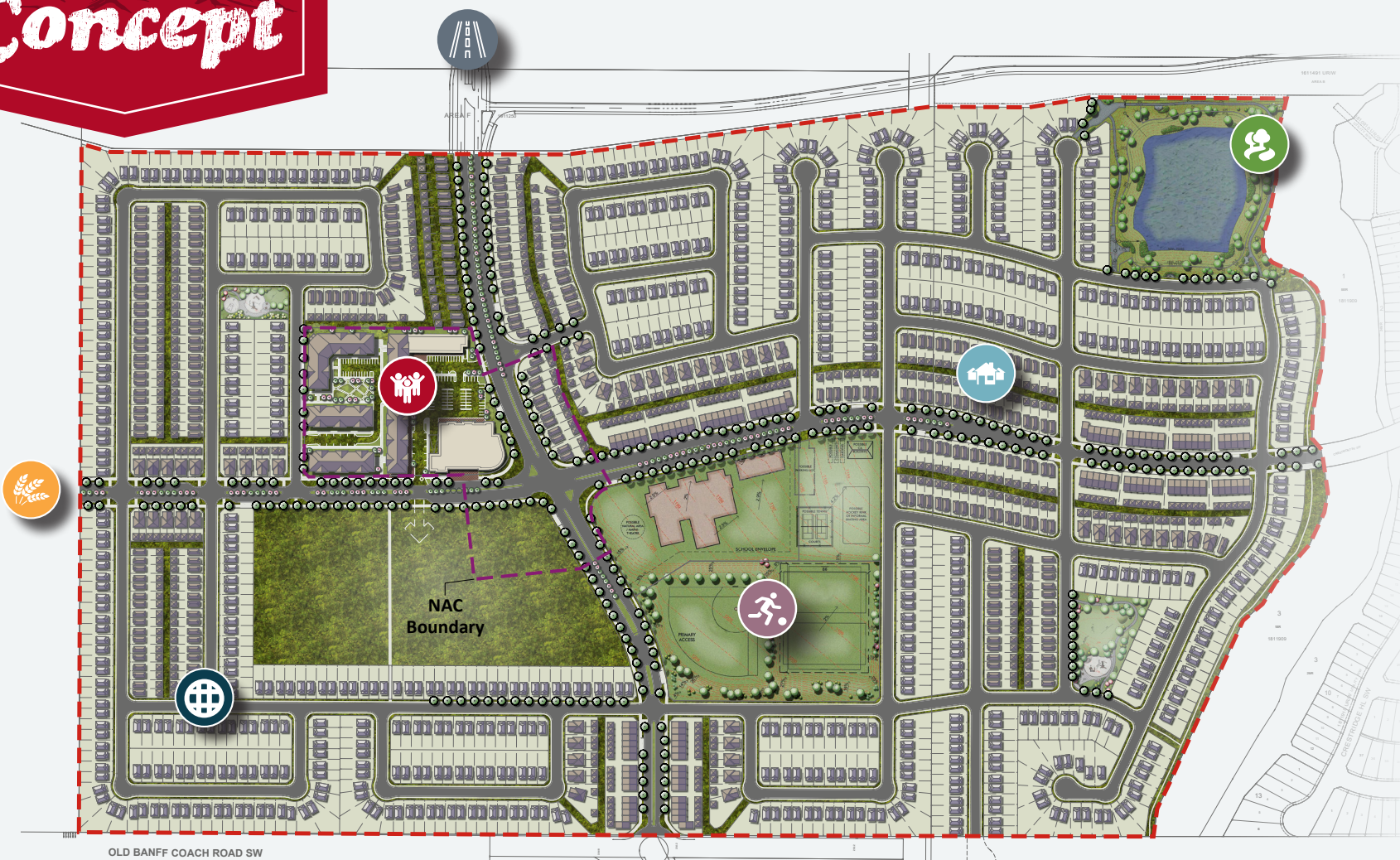
## Leveraging Existing Infrastructure

Initial phase does not require capital infrastructure.

- **Transportation** accommodated by the existing road network in Crestmont, access to the TransCanada Highway, and the now open West Calgary Ring Road.
- **Fire Services** utilize the existing Valley Ridge station.
- **Stormwater management** can be provided on an interim basis by constructing a zero-discharge storm pond at developer cost until an ultimate solution is able to be funded. Request made to fund remaining infrastructure through mid-cycle budget adjustment in 2024.
- **Sanitary sewer** provided through Crestmont and Valley Ridge, utilizing existing spare capacity and the recently funded TransCanada Sanitary Trunk.
- **Water servicing** extended from Crestmont, utilizing existing spare capacity for initial phase. Request made to fund remaining infrastructure through mid-cycle adjustment in 2024, see Capital Proposal below.



# Concept



### A MODIFIED GRID ROAD NETWORK

connected to a central collector ensures clear and direct routes and creates distinct “cells” within the neighbourhood.



### HOUSING DENSITY

is located along future transit routes and near the NAC, maximizing accessibility to neighbourhood amenities.



### NEIGHBOURHOOD ACTIVITY CENTRE

central to the plan providing pedestrian-oriented mixed-use including multi-residential and neighbourhood retail commercial.



### CONTEXT SENSITIVITY

includes connections to existing and future development while presenting a low-density interface to adjacent rural lands.



### 31+ ACRES OF PUBLIC OPEN SPACE

distributed throughout the plan area including a joint use school site, neighbourhood parks, and recreational pathways.



### TRANSPORTATION CONNECTIONS

The partial interchange at the TransCanada connects all of the West View ASP. The current interim connection to Old Banff Coach Road will be made permanent. These are both significant connections that benefit the whole West side of the City.



### REGIONAL & NEIGHBOURHOOD AMENITIES

including a recreation centre, library, neighbourhood centre and school site with playfields.

# Market + Phasing

**In 2022, the City's review of this sector uncovered that this sector is significantly deficient of supply.**



## Measuring Years of Supply Why Supply Flexibility is Important...

### Consumer Priorities

Consumer data suggests buyers top priorities are price and product type. Consumers will look to different municipalities rather than compromising their top priorities. If approvals are not in place, new product cannot be mobilized fast enough to meet consumer demand within City limits.

### Growth in Developing Communities

Over the past 5 years 62% of Calgary growth has been in developing communities. Using Administration's projections could put the City at risk of under-supplying and losing market share to surrounding communities.

### Market Share by Housing Types

Recent study has identified that during 2023 the breakdown of Absorption within Calgary, is the following:  
2023 YTD Absorption of apartment product: 76.3%  
2023 YTD Absorption of low profile product: 75.6%  
(CREB 2023 YTD Sales, September 2023)

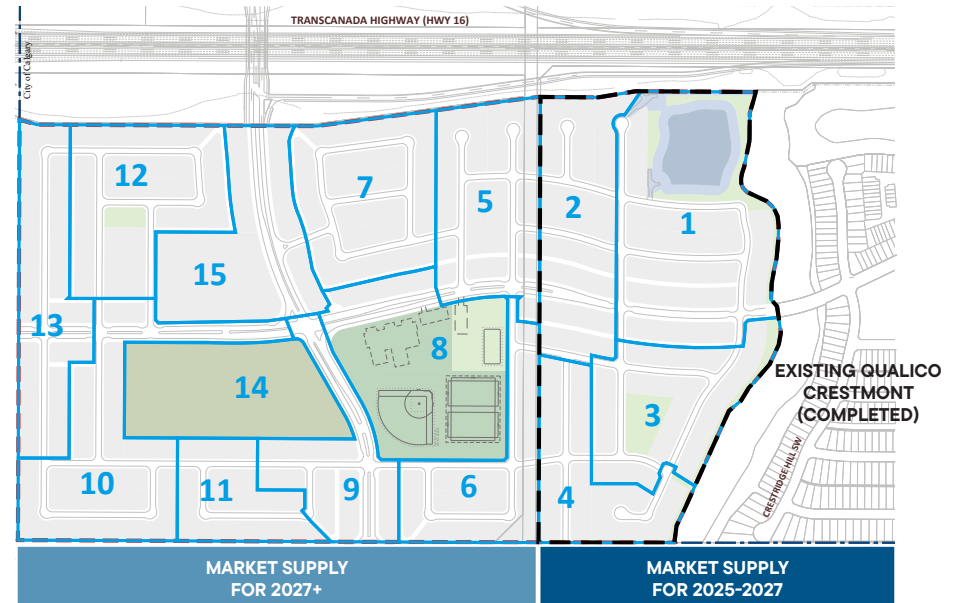
### Existing Supply

Currently in the West sector there is one actively developing community: Crestmont. The existing Crestmont is built out, with the remaining undeveloped lands located in West View requiring growth application approval to proceed with Outline Planning and Land Use.

### Compound Impacts

Calgary's Economic Opportunity - There is a nation-wide housing crisis. Restricted housing supply in other regions of the country have resulted in rapid price escalation. Shovel-ready developments, such as the new Crestmont Phase 1 can add housing supply quickly to accommodate these shortages.

## CRESTMONT PHASING



### Growth Application approval for the Crestmont Business Case area will:

- ✓ Deliver market supply to the West Sector.
- ✓ Provide a logical extension and completion of development from existing Crestmont community.
- ✓ Facilitate the provision of neighbourhood amenities including a school, recreation centre, community association site and a local commercial area.

# Capital Proposal

**Completion of these infrastructure projects will permit development of both the Qualico and Melcor West View Growth Applications, completing the West View ASP.**

## \$ Making Use of Approved Infrastructure

### Sanitary Preparation

Qualico has an active Outline Plan application that is in the final stages of approval, and we understand Administration is requesting \$81M in capital to proceed with the sanitary projects highlighted below in red. While a significant investment, it does not provide an immediate financial return to the City (levies and property taxes) because a potential limiting factor limiting development is the Westview Storm Trunk, which is being requested in the 2027+ budget. **Initial phases can move forward if an interim stormwater solution, as approved in other locations in the City, is approved.**

### Water and Storm Capacity

While the ultimate solution for water and stormwater is desired, Qualico understands that initial phases (up to 315 homes) could be developed within the existing capacities, bridging the gap between existing and ultimate capacities. To align capital spending with planning and development timelines, Qualico requests that \$69M (projects highlighted in green below) be added to the 2023-2026 budget, through the mid-cycle budget adjustment in 2024. This closely aligns with Administration's recent update that they are proceeding with feasibility studies for the Westview Storm Trunk and Stage 2/3 Water infrastructure.

### Stranded Development

Presently, the development is being stranded without the City requesting even a portion of the water/stormwater funding required to align with anticipated development timing. If an effort was made to align with sanitary infrastructure, development of Crestmont would be enabled to proceed in 2025 at a minimum. If Administration does not accept any interim solution for the proposed Phase 1, Crestmont will not be able to proceed until sometime in the 2027+ budget cycle when storm and water are requested. Realistically, not likely until at least 2028.

### The Interim Solution

With the sanitary investment in the 2023-2026 capital budget (to be delivered sometime in the next 3 years) we feel it now makes sense to proceed with Phase 1 of Crestmont with an interim storm solution (when the sanitary upgrade is complete). The levies collected for Crestmont for Phase 1 will help contribute in advance to the storm budget in the next cycle. This will permit homes in Crestmont to be family ready in the next 4-7 years instead of 7-10 years or more. If the City does approve mid-cycle funding for the remaining water and stormwater projects, the whole development process can be expedited to bring much needed housing on-line as soon as possible.

**To maintain development continuity with the West View ASP and provide immediate revenue to the City, Qualico Proposes the following:**

- Approval of the Outline Plan based on interim servicing solutions understanding that Phase 1 Stormwater Feasibility Study and Phase 2- 3 Water Feasibility Design are under way.
- The City approve Water and Stormwater funding in the 2024 mid-cycle budget adjustments ~\$69M.

## REQUIRED INFRASTRUCTURE (\$M'S)

PROJECT	SERVICE LINE	2023-2026	2027+	TOTAL
Hwy 1 / 133 Street Interchange	Streets	<del>-\$50</del> \$0	<del>-\$0</del> \$50	\$50
Crestmont / Valley Ridge Feedermain Loop	Water	\$0 \$24	\$24 \$0	\$24
TransCanada Sanitary Trunk	Sanitary	<del>-\$50</del> \$81.9	<del>-\$31.9</del> \$0	\$81.9
West View Storm Trunk	Storm	\$0 \$30	\$30 \$0	\$30
Valley Ridge Pump Station #41 Upgrades	Water	\$0 \$15	\$15 \$0	\$15
	<b>Total</b>	<del>-\$100</del> <b>\$81.9 + \$69 = \$150.9</b>	<del>-\$100.9</del> <b>\$50</b>	<b>\$200.9</b>

## Risks Analysis for Growth Applications

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These risks concern new community Growth Application approvals in general.

### *Dispersion Risk*

Investing to enable growth in many new communities simultaneously means that finite resources are diluted, infrastructure and service delivery may be inefficient, and individual communities may build at a slow pace. This can impact return on investment as revenues are generated at a slower pace, while operating costs are still required. Risk is lower during periods of high growth and is mitigated through a strategic approach to investment and monitoring.

### *Affordability Risk*

If the supply of serviced land is insufficient relative to demand, housing prices can rise and affordability is eroded. The Growth Application process includes consideration of serviced land supply to inform servicing recommendations for new community development, aiming for a balance between too much and too little supply. That said, there are many factors that impact affordability beyond The City's provision of serviced land supply in new communities.

### *Financial Risk*

Infrastructure investment is typically required in stages as communities build out. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. Approval of a Growth Application may include immediately triggered infrastructure that needs to be funded in the short term (i.e. at Mid-Cycle Adjustments) and a list of unfunded infrastructure that will be required in future budget cycles, when the community build out triggers are reached. The 2023-2026 budget includes \$342M in [growth enabling capital infrastructure investments](#), with a further \$1.8B+ of unfunded investments in major utilities, fire and mobility infrastructure needed in future budget cycles to fully service previously approved communities. This excludes additional investments in LRT, recreation and utility upgrades triggered by cumulative growth such as treatment plants. The unfunded investments will be brought forward for budget consideration as the appropriate infrastructure triggers are met, which is dependent on the pace of growth.

This infrastructure is funded through a mix of funding sources, only a portion of which is from off-site levies. Availability of off-site levy funding and other funding sources impacts the timing of infrastructure investments and delivery. This carries a risk of increasing the infrastructure deficit which may lead to lower levels of service in approved communities. This can be mitigated through budget prioritization emphasizing community completion and alignment with the pace of growth, and current and anticipated revenues.

The New Community Incremental Operating Cost Model, used in application evaluation, is subject to continuous refinement and only reflects a portion of citywide operating costs over a 15-year timeframe. It is not intended to be a complete representation of a new community's lifetime operating cost impact to The City. Approval of new communities creates a commitment to services and infrastructure indefinitely into the future.

Based on serviced land supply levels as of 2023 May and considering the unfunded infrastructure costs, adding additional investments required by this Growth Application within the 2023-2026 budget cycle could impact The City's capacity to support other capital priorities.

*Expectation Risk*

Multiple Growth Applications requiring investment are concurrently under review. If numerous Growth Applications and related investments are recommended for consideration in the Mid-Cycle Adjustments, expectations for funding and approval in the November budget deliberations may be created that cannot be met. Administration is working to mitigate this risk by proactively considering financial capacity and citywide needs (both growth-related and non-growth) before and after the Growth Application is brought forward to Infrastructure and Planning Committee.

*Environmental and Climate Risk*

New community development increases greenhouse gas emissions at a faster pace than established area development, which leads to increased climate risk by removing natural assets that enhance resilience and increasing the exposure of infrastructure assets to climate hazards. Opportunities to mitigate these risks are introduced in subsequent stages of the approvals continuum.





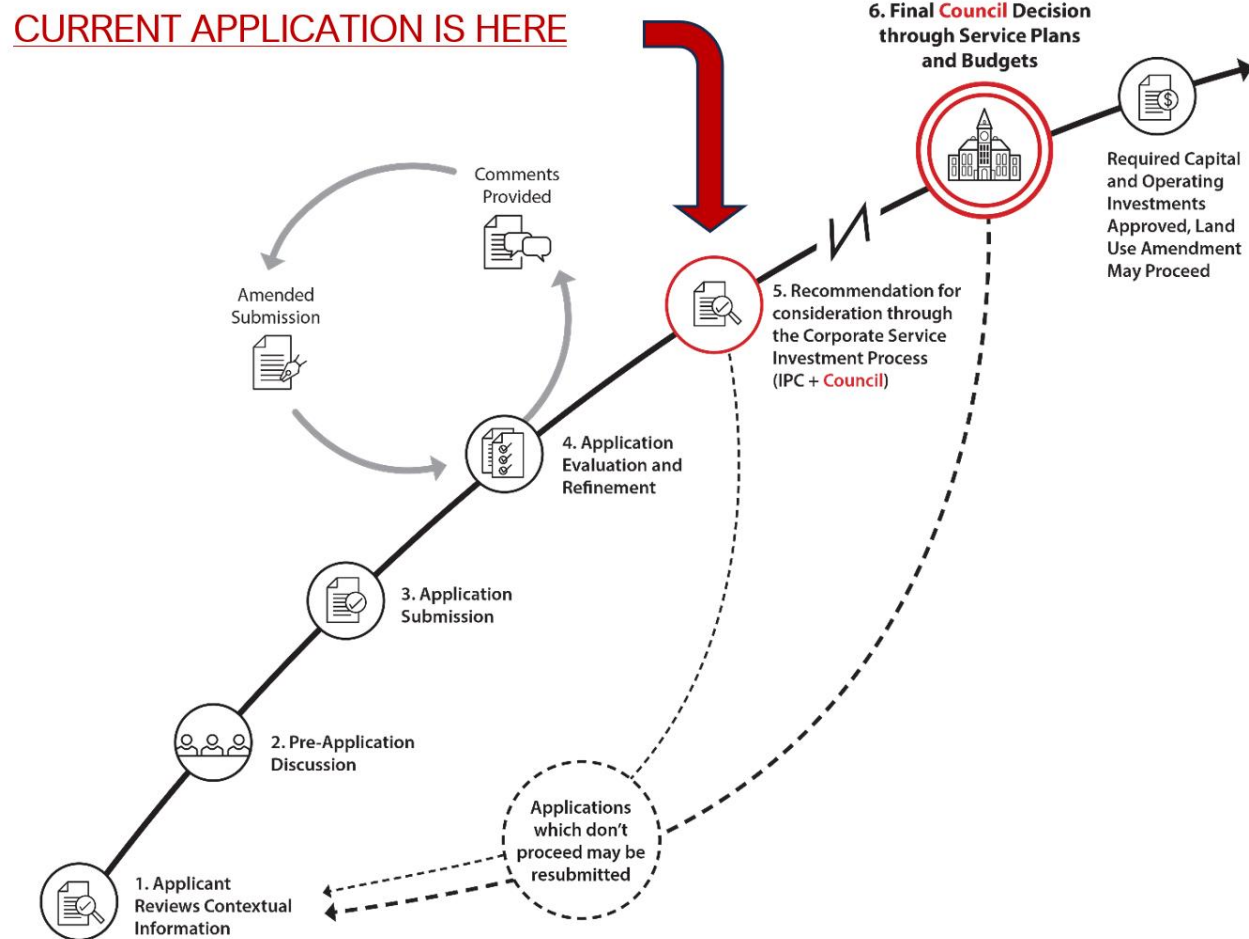
# Growth Application in the West View Area Structure Plan (Ward 1), GA2023-006

Citywide Growth Strategy | IP2024-0462

Infrastructure and Planning Meeting | 2024 May 15



- July 2023 redesigned approach for evaluating new community **Growth Applications**
- **Individual** Council decisions
- **To be considered (or not)** in annual budget process
- **November** Mid-Cycle Adjustments provides final decision
- **Funded investments** result in approved Growth Applications



That the Infrastructure and Planning Committee recommend that Council direct Administration:

1. To continue working with the applicant on the planning for future stages of capital infrastructure, including optimal timing of funding and delivery, to ensure the ability for continuity of growth in the West View Area Structure Plan; and
2. Not to consider the capital and operating investments needed to enable this Growth Application (GA2023-006) in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

Growth-enabling investment must be strategic to support an economically, socially, and environmentally resilient city.

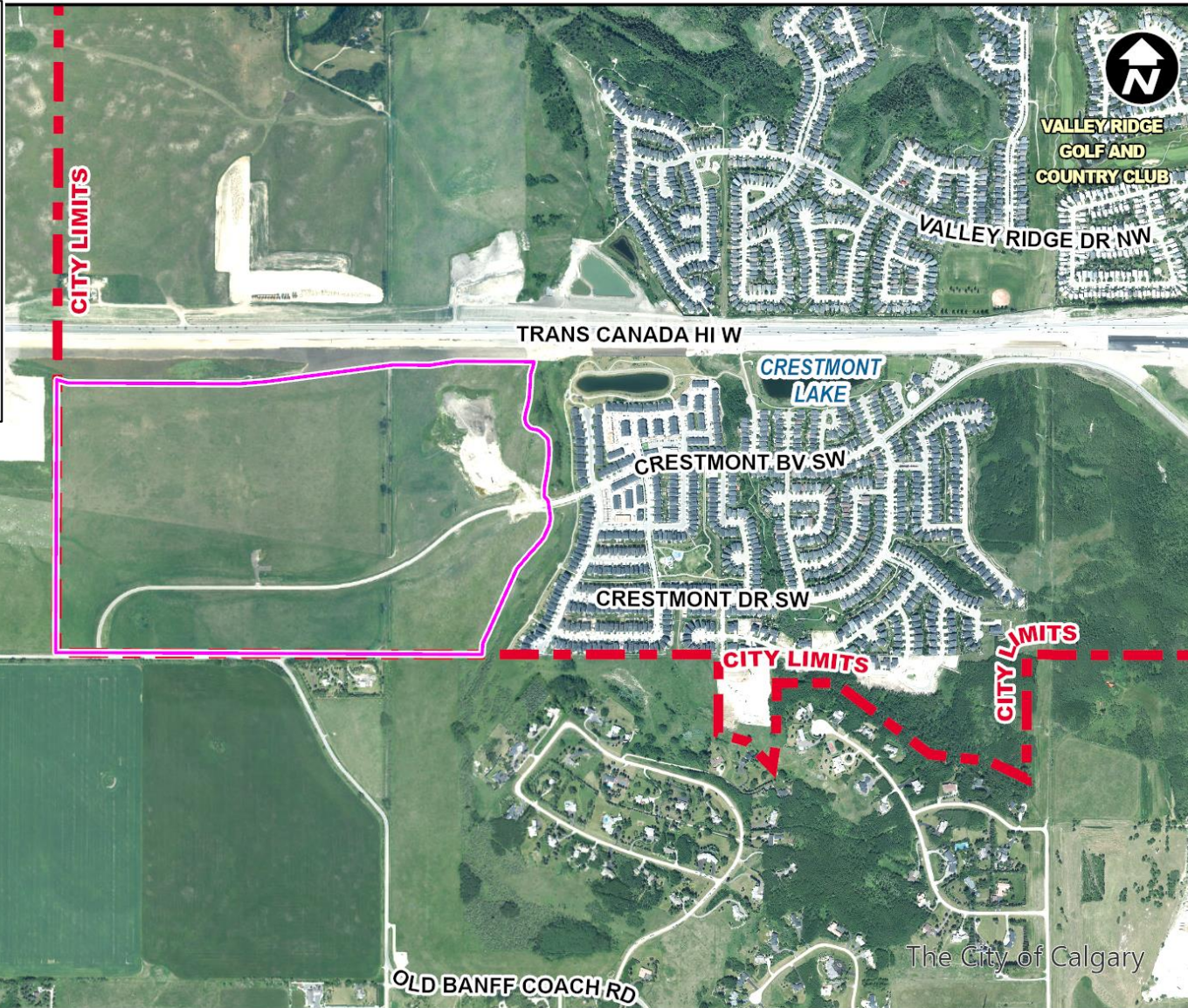
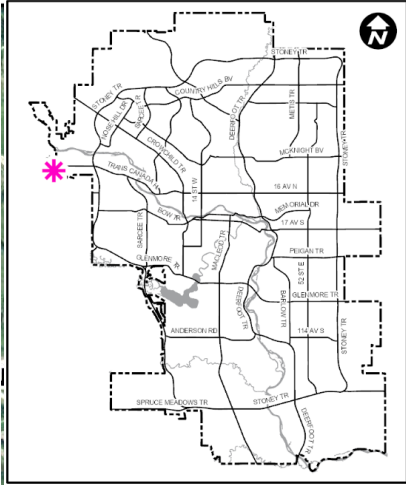
Administration concludes that it **is not** the right time for the operating investments to be made to enable growth in this West sector Growth Application.

This Growth Application:

- Represents an extension of Crestmont in the West sector
- Requires unfunded capital funding investment totalling  $\pm$ \$160M to enable growth
- Sanitary utility infrastructure would not be serviceable until at least 2026
- Requires additional engineering analyses for water, stormwater and mobility to support budget request.



# Growth Application Context Map



**Area Structure Plan:**  
West View

**Community:**  
Crestmont

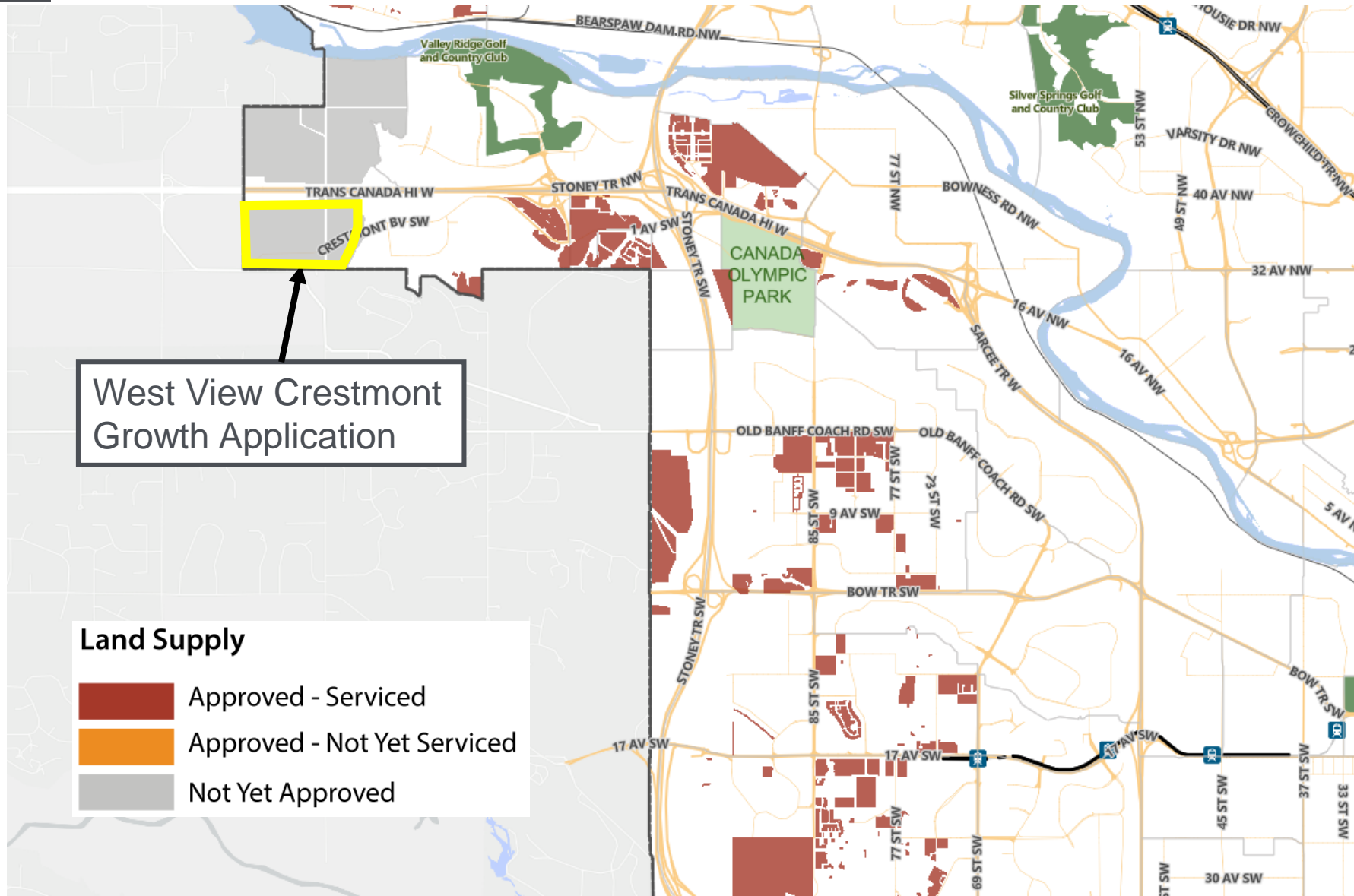
**Gross Developable Hectares:**  
±79ha

**Proposed New Homes:**  
±1,800

**Commercial or Retail:**  
±3,700sqm



# West Sector Overview



West View Crestmont  
Growth Application

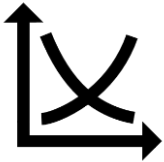
**Land Supply**

- Approved - Serviced
- Approved - Not Yet Serviced
- Not Yet Approved



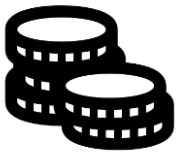
## Municipal Development Plan Alignment:

- Contiguous with the rest of Crestmont community
- Unfavourable proximity to schools, commercial centres, public facilities and transit hubs



## Market Demand (as of May 2023)

- West sector has a 6 new communities at various stages of development
- 17-23 years of serviced land remaining, however much is fragmented and little is in master planned communities



## Financial Impact

- Requires unfunded capital funding investment of  $\pm$ \$160M
- Favourable operating cost model review; operating funding requests would be brought forward as required in future years

That the Infrastructure and Planning Committee recommend that Council direct Administration:

1. To continue working with the applicant on the planning for future stages of capital infrastructure, including optimal timing of funding and delivery, to ensure the ability for continuity of growth in the West View Area Structure Plan;
2. Not to consider the capital and operating investments needed to enable this Growth Application (GA2023-006) in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.



Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 May 15

ISC: UNRESTRICTED  
IP2024-0567

## Growth Application in the Keystone Hills Area Structure Plan (Ward 3), GA2023-003

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### PURPOSE

A Growth Application has been submitted in the Keystone Hills Area Structure Plan, which proposes a new residential development. The purpose of this report is to provide Administration's recommendation on whether the capital infrastructure and operating investments required to initiate development in the application area should be considered for funding in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets in 2024 November. The recommendation is based on a criteria-based evaluation that considered Municipal Development Plan/Calgary Transportation Plan alignment, market demand and financial impact.

For this Growth Application, "Prairiesong", Administration is recommending that capital and operating investments be considered in the Mid-Cycle Adjustments, to complete the Keystone Hills Area Structure Plan, and to enable additional housing in an area that can be serviced with capital costs entirely eligible to be funded through the off-site levy. While recognizing the ±\$11.6M capital requirement to enable growth, Prairiesong represents an opportunity to invest in a growth area that would improve sector infrastructure servicing, update the location of the critical infrastructure components, enable 2,400 new homes, and add population to a growing sector of the city.

### PREVIOUS COUNCIL DIRECTION

On 2023 July 26, Council endorsed a redesigned approach for how The City evaluates and enables growth opportunities to ensure that new community growth happens in the right place at the right time. This process was implemented starting 2023 August 1.

### RECOMMENDATION(S):

That the Infrastructure and Planning Committee recommend that Council direct Administration to consider the capital infrastructure and operating investments needed to enable this Growth Application (GA2023-003) alongside other potential investments in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

### CITY MANAGER/GENERAL MANAGER COMMENTS

General Manager Tim Keane concurs with this report. The City's updated approach to evaluating growth opportunities improves on our longstanding commitment to enabling growth in the right places at the right times. This approach advances environmental sustainability, financial responsibility and, critically, a high-quality of life for Calgarians.

### HIGHLIGHTS

- After review, Administration recommends that it **is** the right time for the capital infrastructure and operating investments required by this Growth Application to be considered in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.
- Enabling new communities in the right places at the right time ensures that homes are built close to amenities and services, that supply is balanced with demand to support

## Growth Application in the Keystone Hills Area Structure Plan (Ward 3), GA2023-003

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housing affordability and choice, that new investments are operating efficiently and balanced with existing financial commitments, and that the environmental sustainability of the city is considered.

- This Growth Application requires capital infrastructure investment in the current budget cycle to enable development, and further capital infrastructure investment in future budget cycles to continue supporting growth. These investments are outlined in Service and Financial Implications section of this report and Attachment 2.
- Development of lands within this application will complete the Keystone Hills Area Structure Plan and would enable an estimated 2,400 homes. It is serviceable by existing fire and mobility coverage.
- At present is unfavourably located relative to existing schools and transit. It is located near the Centre Street activity centre in Livingston, and the amenities at Country Hills Village.

## DISCUSSION

### *Evaluation Overview*

Within a citywide context of strategic and sustainable growth and change, planning and investment in new communities continues to play a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against established criteria is set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent these applications enable complete communities where people live close to amenities and services, align with the pace of absorption of serviced land, and work within The City's financial capacity.

The evaluation approach (Attachment 4) involves an Administrative review of a developer submission, followed by a recommendation that identifies whether or not Council should direct Administration to consider the necessary investments to initiate development in the Mid-Cycle Adjustments. If Council approves the budget with the investments included, the Growth Application is approved, and the next steps towards development can proceed.

### *Growth Application Evaluation*

The subject site in the North Sector is located within the Keystone Hills Area Structure Plan, in the community of Lewisburg and is adjacent to the developing Livingston. The application was received 2023 November 23 and evaluated by a cross corporate team according to the criteria published at [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication).

### Municipal Development Plan/Calgary Transportation Plan Alignment

- Within 2-5km of existing employment centre, activity centre and a transit hub
- Will provide a continuation of a proposed 5A network component (pending Outline Plan finalization)

### Market Demand

- As of May 2023, the North sector has 8 to 11 years of Approved – Not Yet Serviced Land and 9 to 12 years of Serviced land capacity with a total of 17 to 23 years of

## Growth Application in the Keystone Hills Area Structure Plan (Ward 3), GA2023-003

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approved vacant land supply. While the 2024-2028 Suburban Residential Growth Report has not yet been released, land supply levels are likely to fall given increased citywide absorption forecasts.

- The sector currently includes 10 new communities at various stages of development with more new communities being added through business cases approved in the 2023-2026 Service Plans and Budgets.

### Financial Impact

- Favourable when comparing anticipated property tax and franchise fee revenue with estimated incremental direct and indirect operating costs for the proposed Growth Application area.
- This Growth Application requires additional investment in unfunded capital infrastructure, while also leveraging existing and/or funded infrastructure in the area. See the Service and Financial Implications section of this report and Attachment 2 for more information.

This Growth Application is contiguous and complementary with existing development. It provides an opportunity to add to available serviced land supply in the North Sector during a time of record growth. It is relatively close to several important amenities, while increasing the service population that supports those amenities. It does trigger capital costs; however, the costs are not large. As more information becomes available from the applicant as the land use/outline plan design progresses, Administration will continue to work iteratively with the applicant to seek opportunities to further reduce capital costs through innovative design and cost-conscious solutions to water and sanitary servicing.

## EXTERNAL ENGAGEMENT AND COMMUNICATION

- |   |  |
|---|--|
| <input type="checkbox"/> Public engagement was undertaken                   | <input type="checkbox"/> Dialogue with interested parties was undertaken     |
| <input checked="" type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required |

As new communities are planned and designed, public engagement occurs at the Area Structure Plan and Outline Plan/Land Use Amendment stages. These steps inform the Growth Application review. Any member of the public is also able to speak on individual Growth Applications at both the Infrastructure and Planning Committee step and as part of the public component that is held as part of Mid-Cycle Adjustments in November.

Administration uses [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication) to share information about this and other Growth Applications with regards to decision points. An applicant's statement (Attachment 5) is also provided.

## IMPLICATIONS

### Social

The City supports Calgary's market housing needs through investing in a balanced supply of serviced land in new community areas. This can increase housing choice and affordability, and if well located, increase access to public and private amenities.

## **Growth Application in the Keystone Hills Area Structure Plan (Ward 3), GA2023-003**

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This Growth Application presents an opportunity to enable growth that creates additional housing and completes an Area Structure Plan. It is unfavourably located at present to some amenities. As this area and adjacent developments build out, there will be improvements to access of these amenities over time.

### **Environmental**

New community growth involves greater greenhouse gas emissions relative to redevelopment of established areas (particularly with respect to mobility), increases climate risk, and removes natural assets. While the Growth Application process informs the sequencing of growth to prioritize access to amenities and services and efficient use of existing infrastructure, climate resilience considerations are best considered through policy and planning approvals from Outline Plan to Development and Building Permit stages. City development standards and design guidelines can have significant carbon reduction and resilience benefits when applied universally to all development through these processes.

This Growth Application presents an opportunity to enable growth that is contiguous, however does not support population growth in a location conducive to low carbon mobility options. Environmentally conscious opportunities exist for the developer such as utilizing more sustainable and energy efficient construction materials and appliances.

### **Economic**

While this application does require capital investment it also presents an opportunity to enable growth that leverages existing and funded infrastructure, while supporting private investment, jobs, and housing choice. Furthermore, the analysis done using the New Community Incremental Operating Cost Model (IP2023-0981) demonstrates that anticipated property tax, franchise fee and transit revenues will support anticipated operating costs.

### **Service and Financial Implications**

#### **Other: New operating and capital funding request**

This Growth Application requires unfunded, short term capital infrastructure investment totalling ±\$11.6M (as detailed in Attachment 2), with this entire amount being eligible to be funded through the Off-Site Levy. This Growth Application is serviced by the North Hill pressure zone and benefits from earlier capital investments already made. While not within a pressure zone directly impacted by the North Water Service Option (NWSO), a further \$378.5M investment will be required in future budget cycles to complete the NWSO which benefits the full North Sector, including full build out of this growth application. The NWSO is expected to be completed and operational in 2030 before there are expected impacts to the North Hill pressure zone. However, if the NWSO is significantly delayed, development restrictions in the North Hill pressure zone may be required.

Additional base tax-supported operating funding averaging approximately \$1.1M per year over the first 15 years of buildout, starting in 2028, would be required by this Growth Application, based on analysis done using the New Community Incremental Operating Cost Model (IP2023-0981) (as detailed in Attachment 2). Should this Growth Application proceed, this additional base tax-supported operating funding will be requested by the impacted services through their Service Plans and Budgets submissions as this area builds out and services are required.

Planning & Development Services Report to  
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2024 May 15

ISC: UNRESTRICTED  
IP2024-0567

**Growth Application in the Keystone Hills Area Structure Plan (Ward 3),  
GA2023-003**

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The City budgets for additional revenues from redevelopment and new development, meaning the estimate of property taxes used in the model is not implied to be additional unbudgeted tax revenue. Rather, this indicates how much property tax could be generated by the anticipated units in the Growth Application (at current tax rates).

**RISK**

New community growth presents several risks, such as dispersion of services and infrastructure, affordability through planned land supply, financial impacts, funding expectations and environmental impacts. These risks are discussed in further detail in Attachment 6.

**ATTACHMENT(S)**

1. Background and Previous Council Direction
2. Application Overview GA2023-003: Prairiesong
3. Overview of New Community Land Supply
4. Process for Growth Applications
5. Applicant Submission
6. Risk
7. Presentation

Department Circulation

General Manager	Department	Approve/Consult/Inform
T Keane	Planning and Development Services	Approve
C Male	Corporate Planning and Financial Services	Consult
M Thompson	Infrastructure Services	Consult

Author: Grayson Rathwell, City and Regional Planning



## Background and Previous Council Direction

This attachment provides a summary of the background and previous Council direction related to the proposed Growth Application considered in this report, as well as new community growth decision-making in general.

### Background

2024 May represents the first time that new community Growth Applications are being brought forward in alignment with the redesigned system approved by Council in 2023 July ([IP2023-0559](#)). The redesigned approach adopts a more responsive application-based model, driven by improved growth information awareness and more empirical evaluation criteria. An applicant can apply at any time, but final decisions will be made through the annual Service Plans and Budgets process.

Between the implementation date of the redesigned system (2023 August 1) and this report, nine new Growth Applications have been submitted. Many of these were resubmissions of business cases reviewed in 2022. Additionally, there are two active business cases in the Belvedere area that are still under review from 2022.

### Previous Council Direction

A comprehensive summary of previous reports related to this work is listed below.

DATE	REPORT NUMBER	DIRECTION / DESCRIPTION
2023 October 17	IP2023-0924	<p><b>Citywide Growth Strategy: Growth Applications Fee Adjustment</b></p> <p>Council approved an adjustment to Growth Application fees. The adjustment applies a prorated fee based on area for smaller applications (up to 16 hectares). The fees for applications over 16 hectares in size did not change.</p>
2023 July 25	IP2023-0559	<p><b>Citywide Growth Strategy: New Approach to Growth Applications</b></p> <p>Council approved the redesigned Growth Applications system, which introduced changes and improvements to the approach for strategically evaluating new community growth. As of 2023 August 1 an applicant can apply at any time, but final decisions will be made through the Service Plans and Budgets process in November of each year.</p> <p>As part of this report, all Growth Management Overlays in relevant Area Structure Plans were removed from the plans via bylaw amendment, and the Growth Application process was added via bylaw amendment to the New Community Planning Guidebook.</p>

2022 September 20	C2022- 1057	<b>Motions Arising on IP2022-0545 Citywide Growth Strategy</b> Council provided direction on how to proceed with redesigning the New Community Business Case process.
2022 July 26	IP2022- 0545	<b>Citywide Growth Strategy in the 2023-2026 Service Plans and Budget Cycle</b>  This report provided Council with recommendations of growth-enabling investments and new community growth areas ahead of the 2023 – 2026 Service Plan and Budget process. Eight new community business cases were recommended for consideration at budget time, all eight were subsequently approved.
2022 January 11	IP2021- 1554	<b>Citywide Growth Strategy: Aligning the Outline Plan Approval Process for All Growth Management Overlay Areas</b>  This report approved an amendment to the New Community Guidebook to address an inconsistency where Outline Plans applications were treated differently in the approval continuum if the relevant Area Structure Plans was approved before or after 2014.
2021 June 21	PFC2021 -0639	<b>Citywide Growth Strategy: Growth Management Overlay Review</b>  This report recommended numerous process improvements for the Growth Management Overlay policy tool and the New Community Growth Strategy Business Case process, including short-term actions that were implemented ahead of the 2022 round of reviews, and long-term actions that considered the phasing out the Overlay in place of another tool.
2020 November 2	PFC2020 -0962	<b>New Community Growth Strategy 2020</b> This report concluded the 2020 business case process. No Growth Management Overlays were removed, and 11 Business Case proponents were invited to resubmit during the next review process in 2022.
2019 November 18	PFC2019 -1062	<b>Growth Strategy Monitoring Report</b> Council direction received to explore the phasing out of the growth management overlay, and report back to Priorities and Finance Committee no later than Q2 2020 with options to better align to our current economic situation and that creates policy that encourages a business-friendly environment and further development investment and retention in Calgary. Report back was subsequently deferred as part of COVID-19 related deferrals.
2018 July 30	C2018- 0900	<b>New Community Growth Strategy 2018 – Further Review and Analysis Directed through PFC2018-0678</b> Approval of funding and direction to pursue Growth Management Overlay removal for 14 new communities.



2018 March 19	PFC2018 -0200	<b>New Community Growth Strategy</b> Introduction of the Business Case review process.
2013 March 14	C2013- 0057	<b>New Community Growth Strategy</b> Introduction of the Growth Management Overlay mechanism.

## Bylaws, Regulations, Council Policies

Growth decisions and authorities are governed by the following policies and regulations.

### **Municipal Development Plan, 2020**

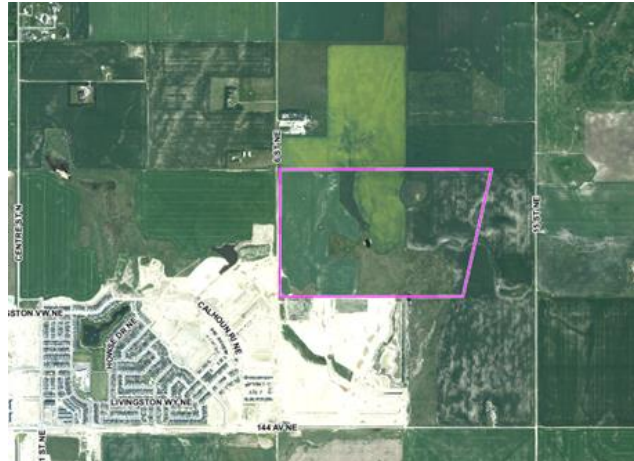
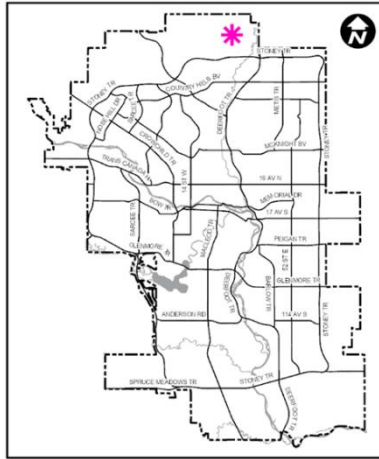
In accordance with the Municipal Government Act, Calgary's Municipal Development Plan provides the long-term strategic framework for growth and development to achieve the following seven goals: Compact Urban Form, Urban Design Excellence, Greening the City, Great Communities, Connected City, Prosperous Economy, and Strategic Growth.

Section 5 of the Municipal Development Plan provides direction on strategic growth to achieve the best possible social, environmental, and economic outcomes. Section 4.3 of the New Community Planning Guidebook (Volume 2, Part 1 of the Municipal Development Plan) contains policy guidance on the development, design, and implementation of new communities, including policies that set out the applicability and evaluation considerations for Growth Applications.



## Application Overview GA2023-003: Prairiesong

This attachment summarizes information about this Growth Application and its evaluation by Administration according to defined criteria outlined at [www.calgary.ca/growthapplications](http://www.calgary.ca/growthapplications).



### Growth Application At-a-Glance

**Area Structure Plan:** Keystone Hills

**Community:** Lewisburg (at present, but likely to change name to Prairiesong if development progresses)

**Gross Developable Hectares:** ±99ha

**Proposed Homes:** ±1449 Single/Semi homes; ±907 Multi-Residential homes

**Municipal/Environmental Reserve:** ±19.4ha

**Anticipated First Occupancy:** Q4 2026 and into 2027

### Municipal Development Plan/Calgary Transportation Plan Alignment

- Within 2-5km of existing employment centre, activity centre and transit hub
- Completes the Keystone Hills Area Structure Plan

### Market Demand

- The North sector has 9-12 years of serviced land and 8-11 years of approved but not yet serviced land.
- Provides supply to North sector ahead of the North Water Servicing Option project

### Financial Impact

This Growth Application requires unfunded, short-term capital infrastructure investment totaling ±\$11.6M, with this entire amount being eligible to be funded through the Off-Site Levy. This Growth Application is serviced by the North Hill pressure zone and benefits from earlier capital investments already made. While not within a pressure zone directly impacted by the North Water Servicing Option (NWSO) project, a further \$378.5M investment will be required in future budget cycles to complete delivery of the NWSO which benefits the full North sector, including full build out of this Growth Application area. The NWSO is expected to be completed and operational in 2030 before there are expected impacts to the North Hill pressure zone. However, if the NWSO is significantly delayed, development restrictions in the North Hill pressure zone may be required.

## **Evaluation Criteria Introduction**

### *Municipal Development Plan/Calgary Transportation Plan Alignment*

Within a citywide context of strategic and sustainable growth and change, planning and investment in new communities plays a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against well established, empirical criteria as set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent these applications enable complete communities where people live close to amenities and services.

### *Market Demand*

The Growth Application process identifies investments that strategically balance absorption with the provision of new supply. The City strives to maintain a balanced supply of land for housing in new communities, and as of 2023 May there is 10-13 years supply (for ~76,000 homes) of "approved – serviced" land. The serviced land supply is above the target of three to five years set out in section 5.2.3 of the Municipal Development Plan. Currently, there is additional "approved – not yet serviced" capacity for ~51,000 homes as of 2023 May. Significant City capital infrastructure investments will be required in upcoming budget cycles to service these lands. The criteria under Market Demand focus on the supply contribution of a Growth Application in relation to existing levels of supply in the relevant sector, and citywide.

### *Financial Impact*

Assessing the financial impact of a new community Growth Application includes both the costs as well as revenues, and other benefits. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. New communities previously approved by Council that are not yet serviced still require significant City investment in infrastructure. Expansion in city infrastructure creates future financial obligations as that infrastructure will require maintenance and renewal over its lifecycle. The criteria under Financial Impact evaluate the impact on The City's financial position by analyzing the anticipated cost impacts (capital and operating) of the development proposed in the Growth Application, as well as the direct revenue impacts (property tax, franchise fees, transit).

Table 1 - Growth Application Criteria Evaluation Summary

Criteria Category	Result	Select Evaluation Criteria (full criteria available on Calgary.ca/growthapplications)	Administration Comments
Policy Alignment	Favourable	<ul style="list-style-type: none"> <li>• Criterion 4 – Activity Centre, Main Streets, Employment Proximity</li> <li>• Criterion 5 – Employment Area Contribution</li> <li>• Criterion 7 – Transit Proximity</li> <li>• Criterion 8 – 5A Network Contribution</li> </ul>	<ul style="list-style-type: none"> <li>• Within 2-5km of existing employment centre, activity centre and transit hub</li> <li>• Anticipated to provide a continuation of a proposed 5A network</li> <li>• Completes the Keystone Hills Area Structure Plan</li> </ul>
Market Demand	Favourable and Unfavourable Aspects	<ul style="list-style-type: none"> <li>• Criterion 10 – Land Use, Outline Plan, Subdivision Timing</li> <li>• Criterion 12 – Technical Studies Status</li> <li>• Criterion 13/14 – Citywide/Sectoral Land Supply</li> </ul>	<ul style="list-style-type: none"> <li>• Additional study is required to confirm the delivery details for the required water infrastructure (meter chamber relocation and connection to the feedermain) and related capital investment.</li> <li>• Opportunities for alternative sanitary servicing arrangements may reduce capital investment needs. The City remains open to exploring alternative servicing options, which will require the developer to advance Outline Plan level grading and design to support exploration.</li> <li>• Requires commitments from adjacent area developers on the timing and extent of required developer-funded servicing.</li> <li>• Site plan concepts include consideration for land planning and connectivity to lands located within the Nose Creek Area Structure Plan, which are subject to a pending future amendment. Outline Plan, Land Use and subsequent Subdivision and infrastructure planning for the Growth Application area will need to consider dependencies with this other work.</li> <li>• As of May 2023, the North sector has 9-12 years of serviced land capacity and 8-11 years of approved-not yet serviced supply. This Growth Application represents an opportunity to increase supply in the north that is not initially impacted by the North Water Servicing Option project.</li> <li>• This sector currently has 10 new communities at varying stages of development</li> </ul>
Financial Impact	Favourable	<ul style="list-style-type: none"> <li>• Criterion 18 – Required Capital Investment</li> </ul>	<p>Capital Costs</p> <ul style="list-style-type: none"> <li>• Capital investment is needed to both initiate and realize full buildout out of this growth area (Table 2)</li> </ul>
	Favourable	<ul style="list-style-type: none"> <li>• Criterion 16 – Incremental Operating Cost Assessment</li> <li>• Criterion 17 – Revenue Assessment</li> </ul>	<p>Operating Costs</p> <ul style="list-style-type: none"> <li>• Favourable when comparing anticipated property tax and franchise fee revenue with estimated incremental direct and indirect operating costs for the proposed Growth Application area.</li> </ul>

**Table 2 - Capital Infrastructure Benefitting the Growth Application**

Infrastructure	Total Estimated Cost (\$M)	Remaining Required Budget (\$M)	Funding Status	Planned in Service Date	Notes	In Off-Site Levy Bylaw (Y/N)	Maximum Levy Funding (\$M) (% OF TOTAL)	City Funded Amount (\$M)
North Water Servicing Option (NWSO)	460.0	378.5	Partially Funded	2029	<b>Not required</b> to commence development in the Growth Application area; however should there be significant delays in the delivery of this infrastructure, development restrictions may need to be applied. This Growth Application will benefit from this investment.	Y	102.5 (22%)	357.5
600 mm Feedermain Airdrie Meter Chamber Relocation	4.0	4.0	Unfunded	Future	<b>Required</b> to progress development in the Growth Application. Newly identified project. Will benefit growth in Nose Creek and Keystone ASPs. Development is dependent on both Capital infrastructure investments and completion of developer funded water networks both adjacent to and offside of the Growth Application area.	N	4.0 (100%)	-
East Keystone Sanitary Trunk	7.6	7.6	Unfunded	Future	<b>Required</b> to progress development in the Growth Application area. Development cannot proceed within the Growth Application area until this infrastructure is operational.	N	7.6 (100%)	-
144 Avenue NE Sanitary Trunk (East Keystone)	-	-	In Service	In Service	Completed at a cost of \$7.6M. In service.	Y	-	-
Nose Creek Sanitary Trunk Upgrades (Phase B, Contract 4)	33.5	-	Funded	2025	<b>Not required</b> to progress development in the Growth Application area, but growth in subject lands will contribute to this downstream upgrade that is required to service the overall sanitary trunk catchment. This Growth Application will benefit from this investment.	Y	14.3 (43%)	19.2

Infrastructure	Total Estimated Cost (\$M)	Remaining Required Budget (\$M)	Funding Status	Planned in Service Date	Notes	In Off-Site Levy Bylaw (Y/N)	Maximum Levy Funding (\$M) (% OF TOTAL)	City Funded Amount (\$M)
Inglewood Sanitary Trunk Upgrades Phase 2	33.2	-	Funded	2024	<b>Not required</b> to progress development in the Growth Application area, but growth in subject lands will contribute to this downstream upgrade that is required to service the overall sanitary trunk catchment. This Growth Application will benefit from this investment.	Y	6.9 (21%)	26.3
144 Avenue NE (East Keystone) Storm Trunk & Outfall	-	-	In Service	In Service	Completed at an estimated cost of \$20.3M. In service.	Y	-	-
<b>Total Unfunded Upfront Investments</b>	<b>11.6</b>	<b>11.6</b>					<b>11.6</b>	
<b>Total</b>	<b>538.3</b>	<b>390.1</b>					<b>135.3</b>	<b>403.0</b>

**Note 1:** Table 2 includes all capital infrastructure investments related to the full build out of the Growth Application. Rows shaded in blue identify unfunded investments that are needed upfront to enable development in the Growth Application. Unshaded rows identify infrastructure investments that are already funded or are required to support the full build out of the Growth Application but will be triggered and brought forward in future budget cycles. Note that all identified investments benefit areas beyond the Growth Application, including previously approved lands as well as the broader Keystone area.

**Note 2:** The total anticipated capital costs required to service this Growth Application reflected in this report and attachments are estimates only and are subject to change. The level of accuracy of project costs related to infrastructure delivery evolve throughout the stages of a project as design progresses, as construction methodologies are confirmed and as procurement strategies are developed. Infrastructure pricing is also influenced by availability of materials and contractors, and market demand.

**Note 3:** Administration has endeavoured to reflect the most current anticipated capital costs at the time of preparation of this report. As some of the infrastructure projects are still in conceptual and early planning stages, there is a high degree of variability. As costs are documented at a given point in time, they may also not align with infrastructure costs that are published in the annual Offsite Levy Report, as these two sources are developed at different timeframes.

**Table 3 – Operating Cost Summary (\$000s)**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
<b>Total Revenue</b>	\$ -	\$ 156	\$ 376	\$ 848	\$ 1,068	\$ 1,255	\$ 1,475	\$ 1,694	\$ 1,994	\$ 2,212	\$ 2,421	\$ 2,623	\$ 2,722	\$ 2,759	\$ 2,765
<b>Less: Total Operating Costs</b>	\$ (7)	\$ (144)	\$ (209)	\$ (1,007)	\$ (1,072)	\$ (1,068)	\$ (1,107)	\$ (1,171)	\$ (1,437)	\$ (1,481)	\$ (1,516)	\$ (1,591)	\$ (1,618)	\$ (1,635)	\$ (1,652)
<b>Net Balance</b>	\$ (7)	\$ 12	\$ 167	\$ (159)	\$ (4)	\$ 187	\$ 367	\$ 523	\$ 557	\$ 731	\$ 905	\$ 1,031	\$ 1,104	\$ 1,124	\$ 1,113

**Note 4:** Total revenue reflects the anticipated City portion of property taxes, franchise fee and transit revenues to be generated by the Growth Application area only, at prevailing tax rates, and is not implied to be additional unbudgeted tax revenue. Total operating costs reflect anticipated incremental direct and indirect service level operating costs within the Growth Application area only, including Transit and Fire, and does not consider total citywide operating costs, operating costs of capital, nor costs beyond the 15-year timeframe. This analysis also does not consider that anticipated citywide growth could shift to this area from others (i.e., the growth cannot be assumed to necessarily be net new to Calgary).



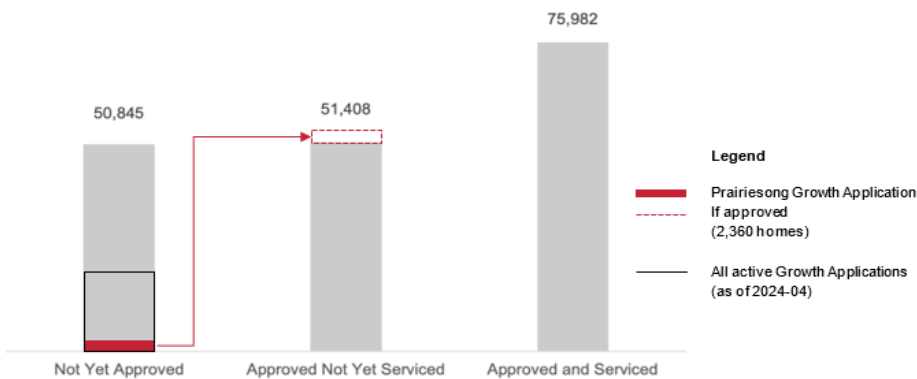
## Overview of New Community Land Supply

Growth Applications are a strategic step in the development approvals continuum. Approval of a Growth Application has the effect of moving the subject lands from “planned” to “approved - not yet serviced”. Once the capital infrastructure is delivered and available to development, the lands would move from “approved – not yet serviced to “approved – serviced”. In cases where no City capital infrastructure is required, it is possible to move directly to “approved – serviced”.

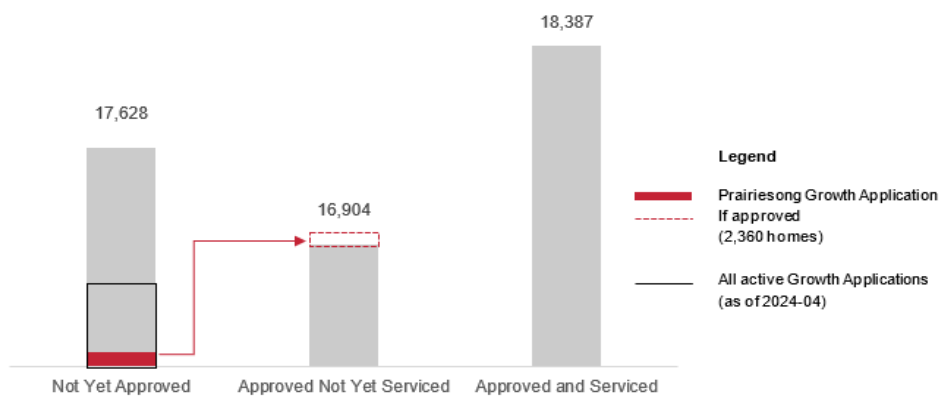
As of 2023 April, the citywide supply of land that is approved - not yet serviced can accommodate ~51,400 homes, subject to funding of capital infrastructure needed to service these lands. In addition to the \$342M allocated to servicing these lands, a further \$1.8B+ of funding is needed to fully service these approved lands with major utilities, fire and mobility infrastructure. Land that can accommodate a further ~76,000 homes is already serviced and ready for developer-funded subdivision and build-out.

The two charts that follow show the impact on land supply of moving forward with the **Prairiesong Growth Application**, both citywide and in the North sector specifically.

**Figure 1. Prairiesong Growth Application in the Context of Citywide Land Supply**



**Figure 2. Prairiesong Growth Application in the Context of North Sector Land Supply**

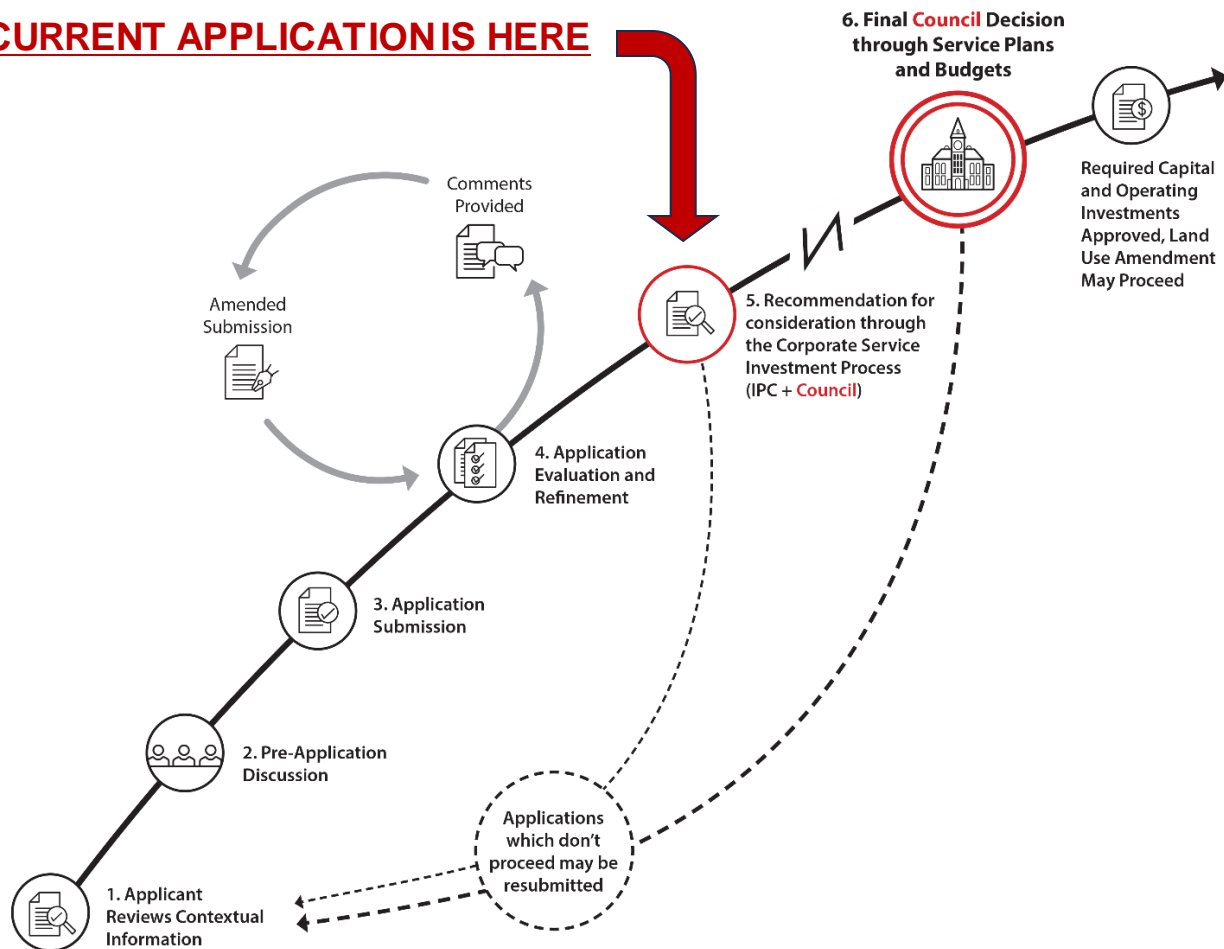




## Process for Growth Applications

This attachment outlines the steps of the Growth Application evaluation and decisions.

### CURRENT APPLICATION IS HERE



### 1. Applicant Reviews Contextual Information:

The review begins with reviewing information about land status (planning, existing and needed infrastructure and services, land supply) and maps of enabling infrastructure, amenities, and services referred to in the evaluation criteria. This information is available online, so that applicants can access it in a timely manner that works for their business needs and provides transparency on important information.

### 2. Pre-Application Discussion:

A pre-application discussion provides a chance for applicants and Administration to discuss early-stage perspectives on the potential Growth Application. Administration advises applicants on the value of a concurrent Outline Plan submission, to link technical planning elements (Outline Plan) and strategic growth investment considerations (Growth Application).

### **3. Application Submission:**

The applicant makes the decision to submit a Growth Application, provides relevant information as outlined in the Complete Application Requirements List (CARL) and pays the requisite fee.

### **4. Application Evaluation and Refinement:**

Administration evaluates the Growth Application, with reference to the evaluation criteria. The applicant may choose to refine their application based on the results of Administration's evaluation.

### **5. Recommendation for Further Consideration through the Corporate Service Investment Process via IPC and Council (CURRENT APPLICATION IS HERE):**

Administration brings a recommendation on the Growth Application to Infrastructure and Planning Committee and Council, which then make recommendations regarding further consideration through the Corporate Service Investment Process. The recommendation may be that the Growth Application is suitably ready for strategic growth and that Administration should consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process.

If the recommendation is that the Growth Application is *not* suitably ready for strategic growth and Administration should *not* consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process, the Growth Application may be revised and resubmitted for consideration ahead of the following year's budget prioritization.

### **6. Final Council Decision through Service Plans and Budgets:**

The operating and capital investments required to enable a Growth Application are considered through the Corporate Service Investment Process and ultimately Council's approval and adoption of the Service Plans and Budgets. If the required investments are included in the approved Service Plans and Budgets, the Growth Application is considered approved. If not, the Growth Application may be resubmitted for evaluation ahead of the following year's Corporate Service Investment Process. The first opportunity for consideration in budget is 2024 November.

Although the recommendation and decision are focused on necessary operating and leading capital infrastructure investments required to enable the Growth Application to proceed, analysis and reporting also consider investments beyond the current budget cycle and those that span multiple budget cycles, including community-completing infrastructure such as libraries and recreation centres.

### **Required Capital and Operating Investments Approved, Land Use Amendment May Proceed**

If the required investments are approved and the Growth Application approved, land use amendment applications can be supported from a growth perspective. Outline Plan applications can be submitted and approved before or after the associated Growth Applications are approved, however land use amendments can only be considered after the associated Growth Applications are approved.



**Stantec Consulting Ltd.**  
200-325 25 Street SE  
Calgary AB T2A 7H8

30 April 2024

Project/File: 116500933

Grayson Rathwell  
Planner 2, Growth Strategy  
City and Regional Planning, The City of Calgary  
Via e-mail: [Grayson.Rathwell@calgary.ca](mailto:Grayson.Rathwell@calgary.ca)

### **Reference: Prairiesong Growth Application – GA2023-003 – May 2024 IPC Meeting**

Stantec, on behalf of Jayman Living, is proud to submit a Growth Application for Prairiesong, a community in the North Sector of Calgary that will develop the final land within the Keystone Hills Area Structure Plan (ASP). With minimal capital investment required to proceed, development of the Prairiesong community will leverage significant existing infrastructure investment made by The City of Calgary to date.

Covering 320 acres in total, Prairiesong is located within the rapidly developing Keystone Hills ASP, with a smaller portion of the land within the Nose Creek ASP. Based on feedback received by Administration through the Growth Application process, only the portion of Prairiesong community within the Keystone Hills ASP will proceed under the proposed Growth Application. This area will be the final development phase of the Keystone Hills ASP, completing the vision set forth by the Keystone Hills ASP that was approved by Council in July 2012. It is recognized that the north sector remains the fastest growing area of Calgary, with production over the last two years significantly exceeding the average annual new residential lot production (+500 lots above the average).

This application is a testament to Jayman's unwavering commitment to develop a sustainable, vibrant community and demonstrates close collaboration with various City departments over the last six months through the Growth Application process. This collaboration included extensive meetings between December 2023 and March 2024 that will result in cost-effective, well planned, interim and ultimate solutions for water and sanitary services, demonstrating our proactive approach to infrastructure planning. Our work on the Prairiesong Outline Plan is well underway, with an anticipated submission date to The City of Calgary in early Q3 2024, demonstrating Jayman's commitment and eagerness to proceed with development of the Prairiesong lands in a timely fashion.

By leveraging infrastructure investment to date by The City and surrounding communities already in development, we are requesting a budget allocation of **\$11.6 million** to enable Prairiesong to proceed, a modest sum in the context of the overall economic benefits development of Prairiesong will generate. This investment includes:

- East Keystone Sanitary Trunk: Essential for Prairiesong's service, estimated at **\$7.6 million**.
- Airdrie Meter Chamber Relocation: Critical for operational efficiency, estimated at **\$4.0 million**.

Design with community in mind

The development of Prairiesong promises significant economic benefits, including:

- Total Project Value: \$1.5 billion
- Property Tax Revenue: An estimated \$5.9 million annually
- Total Levies: Generating \$70 million over the project's lifespan

As the final piece of Keystone ASP, the Prairiesong community leverages existing capital infrastructure investments to support the development, including:

- 144th Avenue Storm trunk (covered as part of 2018 GMO approvals at ~\$10.4m)
- 11th Street/Stoney Trail Interchange (covered as part of 2018 GMO approvals at ~\$25-35m)
- 14th Street/Stoney Trail Interchange
- Centre Street/Stoney Trail Interchange
- North Ridge Pressure Zone infrastructure
- East Keystone Sanitary Trunk Extension (partial)
- Livingston Fire Station

Prairiesong directly responds to the Calgary housing crisis by offering diverse and affordable housing options. This development will significantly help reduce the strain on Calgary's housing market, providing quality homes for a growing population.

The Prairiesong Growth Application is a project that exemplifies strategic utilization of existing infrastructure investment and forward-thinking community design. With a minimal initial investment, we aim to deliver immediate housing solutions and set a precedent for future development. The Prairiesong growth application demonstrates Jayman Living's commitment to holistic benefits for the City of Calgary. The development prioritizes sustainability, resilience, economic growth, social inclusion, and ensuring a vibrant and liveable community for its residents.

Regards,



**Marcus Paterson** MPlan RPP MCIP  
Manager, Urban Planning  
Community Development

Mobile: (403) 619-6984

Direct: (403) 207-7531

[Marcus.Paterson@stantec.com](mailto:Marcus.Paterson@stantec.com)

**STANTEC CONSULTING LTD.**

Design with community in mind

## Risks Analysis for Growth Applications

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These risks concern new community Growth Application approvals in general.

### *Dispersion Risk*

Investing to enable growth in many new communities simultaneously means that finite resources are diluted, infrastructure and service delivery may be inefficient, and individual communities may build at a slow pace. This can impact return on investment as revenues are generated at a slower pace, while operating costs are still required. Risk is lower during periods of high growth and is mitigated through a strategic approach to investment and monitoring.

### *Affordability Risk*

If the supply of serviced land is insufficient relative to demand, housing prices can rise and affordability is eroded. The Growth Application process includes consideration of serviced land supply to inform servicing recommendations for new community development, aiming for a balance between too much and too little supply. That said, there are many factors that impact affordability beyond The City's provision of serviced land supply in new communities.

### *Financial Risk*

Infrastructure investment is typically required in stages as communities build out. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. Approval of a Growth Application may include immediately triggered infrastructure that needs to be funded in the short term (i.e. at Mid-Cycle Adjustments) and a list of unfunded infrastructure that will be required in future budget cycles, when the community build out triggers are reached. The 2023-2026 budget includes \$342M in [growth enabling capital infrastructure investments](#), with a further \$1.8B+ of unfunded investments in major utilities, fire and mobility infrastructure needed in future budget cycles to fully service previously approved communities. This excludes additional investments in LRT, recreation and utility upgrades triggered by cumulative growth such as treatment plants. The unfunded investments will be brought forward for budget consideration as the appropriate infrastructure triggers are met, which is dependent on the pace of growth.

This infrastructure is funded through a mix of funding sources, only a portion of which is from off-site levies. Availability of off-site levy funding and other funding sources impacts the timing of infrastructure investments and delivery. This carries a risk of increasing the infrastructure deficit which may lead to lower levels of service in approved communities. This can be mitigated through budget prioritization emphasizing community completion and alignment with the pace of growth, and current and anticipated revenues.

The New Community Incremental Operating Cost Model, used in application evaluation, is subject to continuous refinement and only reflects a portion of citywide operating costs over a 15-year timeframe. It is not intended to be a complete representation of a new community's lifetime operating cost impact to The City. Approval of new communities creates a commitment to services and infrastructure indefinitely into the future.

Based on serviced land supply levels as of 2023 May and considering the unfunded infrastructure costs, adding additional investments required by this Growth Application within the 2023-2026 budget cycle could impact The City's capacity to support other capital priorities.

*Expectation Risk*

Multiple Growth Applications requiring investment are concurrently under review. If numerous Growth Applications and related investments are recommended for consideration in the Mid-Cycle Adjustments, expectations for funding and approval in the November budget deliberations may be created that cannot be met. Administration is working to mitigate this risk by proactively considering financial capacity and citywide needs (both growth-related and non-growth) before and after the Growth Application is brought forward to Infrastructure and Planning Committee.

*Environmental and Climate Risk*

New community development increases greenhouse gas emissions at a faster pace than established area development, which leads to increased climate risk by removing natural assets that enhance resilience and increasing the exposure of infrastructure assets to climate hazards. Opportunities to mitigate these risks are introduced in subsequent stages of the approvals continuum.





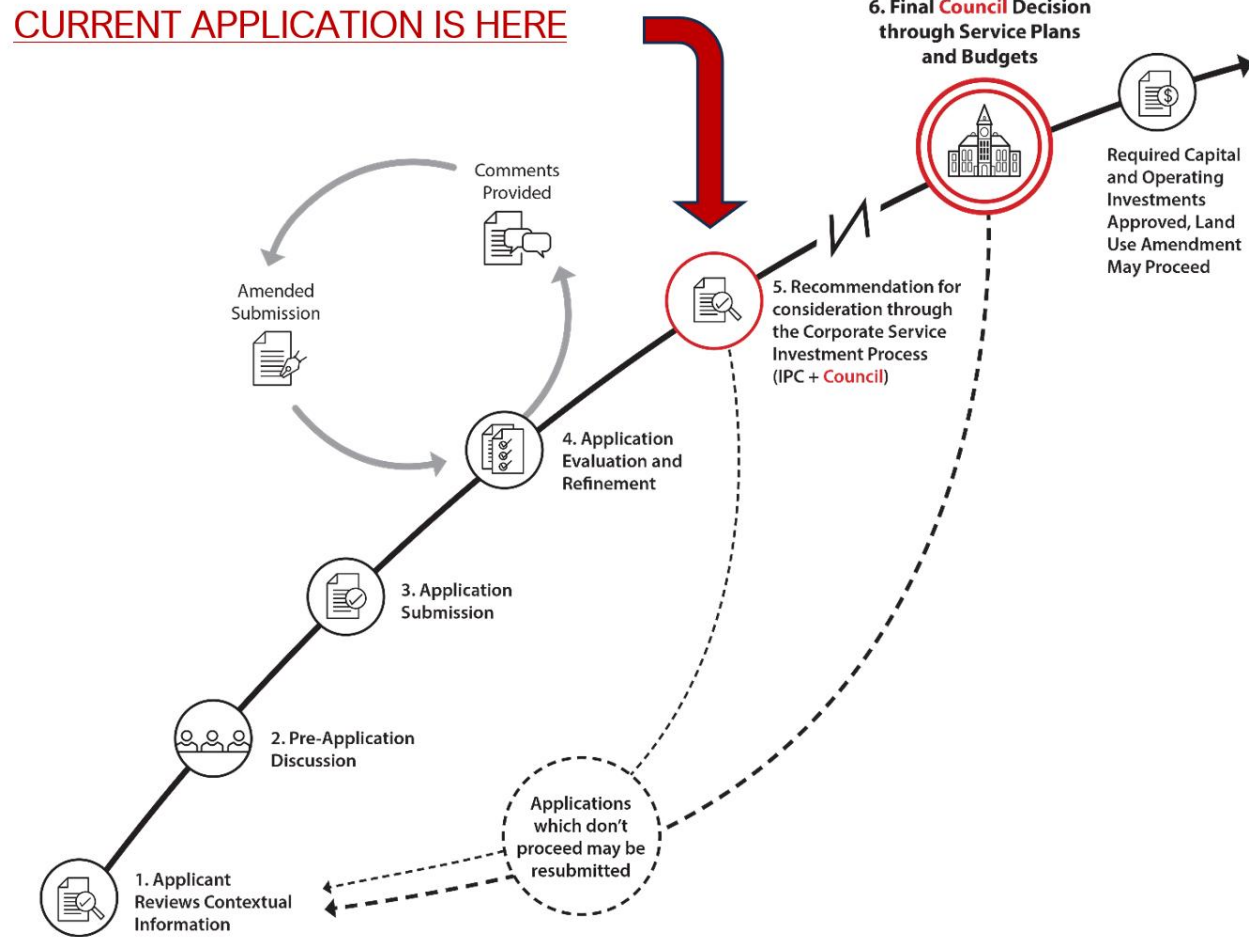
# Growth Application in the Keystone Hills Area Structure Plan (Ward 3), GA2023-003

Citywide Growth Strategy | IP2024-0567 |

Infrastructure and Planning Committee | 2024 May 15



- July 2023 redesigned approach for evaluating new community **Growth Applications**
- **Individual** Council decisions
- **To be considered (or not)** in annual budget process
- **November** Mid-Cycle Adjustments provides final decision
- **Funded investments** result in approved Growth Applications



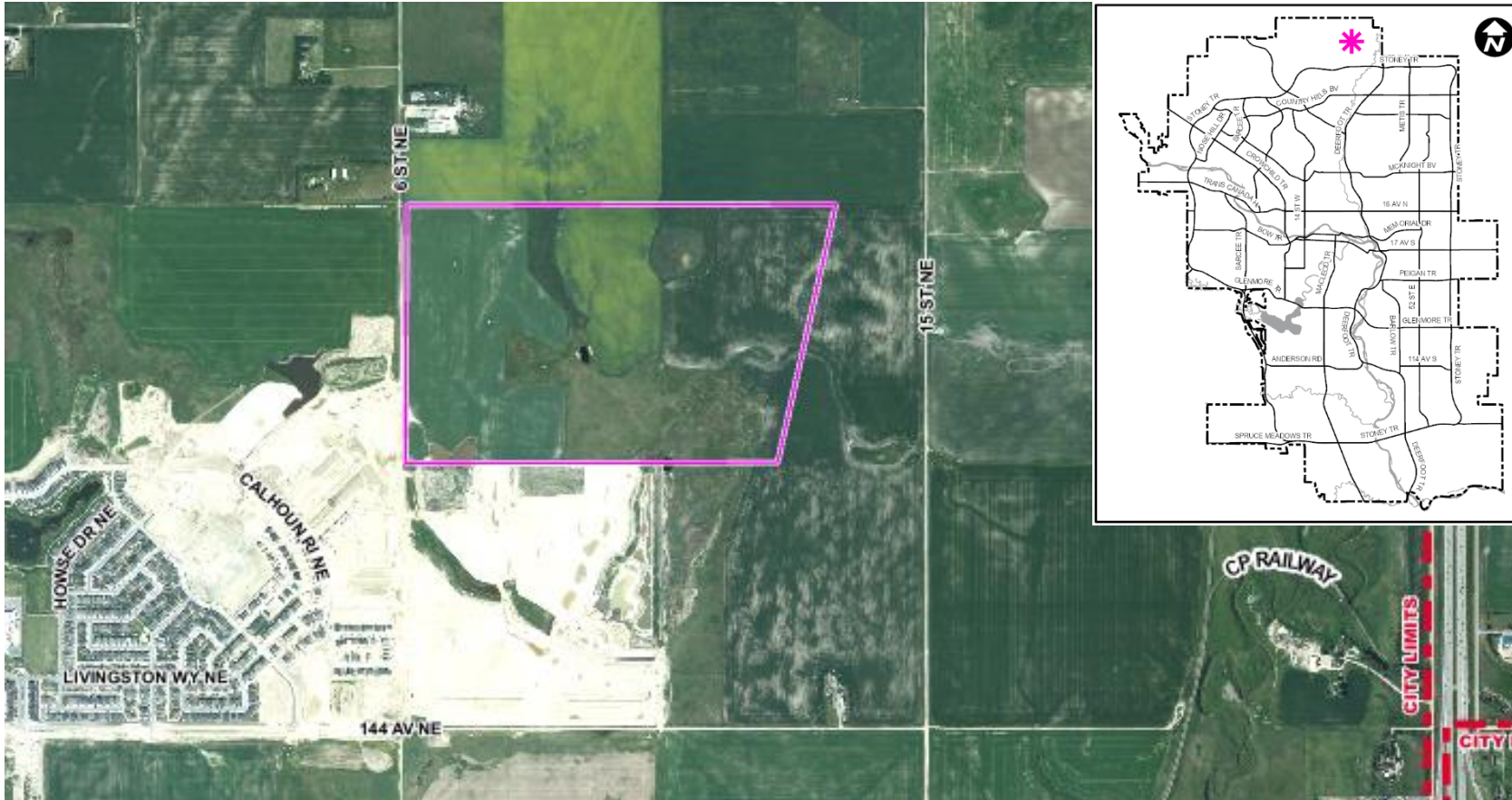
That the Infrastructure and Planning Committee recommend that Council direct Administration **to consider** the capital infrastructure and operating investments needed to enable this Growth Application (GA2023-003) alongside other potential investments in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

Growth-enabling investment must be strategic to support an economically, socially, and environmentally resilient city.

Administration concludes that it **is** the right time for the capital and operating investments to be made to enable growth in this North sector Growth Application.

This Growth Application:

- Would enable ±2,400 homes
- Completes the Keystone Area Structure Plan from a growth perspective
- Requires ±\$11.6M in unfunded capital infrastructure
- Benefits from the North Water Servicing Option, but does not immediately require it for water servicing

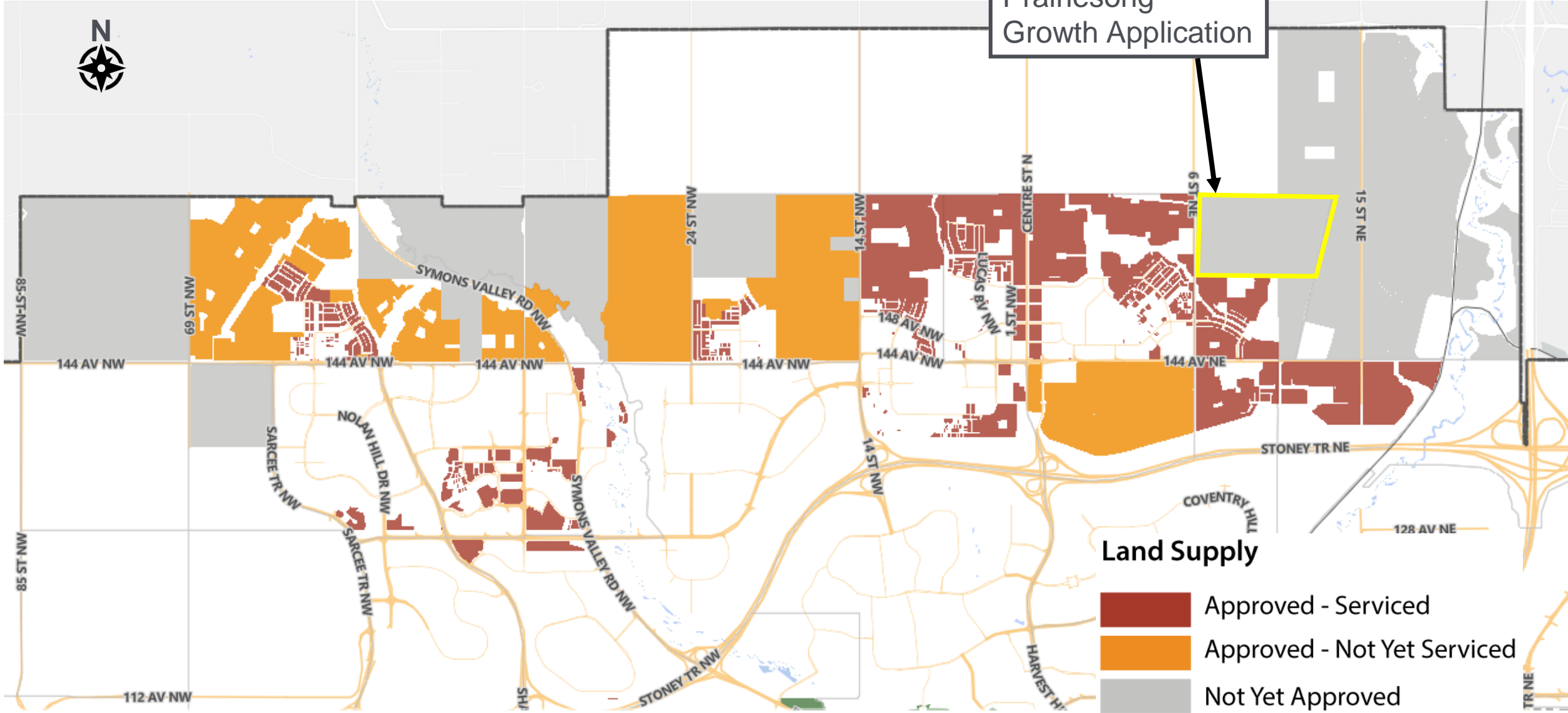


**Area Structure Plan:**  
Keystone Hills

**Community:**  
Lewisburg

**Gross Developable Hectares:**  
±99

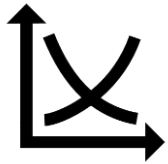
**Proposed Development:**  
±2,400 homes  
±3,700sqm commercial or retail





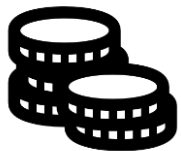
## Municipal Development Plan Alignment:

- Contiguous with development, completes Lewisburg community
- Favourably located relative to existing activity centre and transit



## Market Demand (as of May 2023)

- North sector has 9-12 years of serviced land capacity and 8-11 year supply of approved - not yet serviced land
- Introduces new supply in the North that is not initially dependent on the North Water Servicing Option project



## Financial Impact

- ±\$11.6M in unfunded short term capital infrastructure
- Favourable operating cost model result; operating funding requests will be brought forward as required in future years

That the Infrastructure and Planning Committee recommend that Council direct Administration **to consider** the capital infrastructure and operating investments needed to enable this Growth Application (GA2023-003) alongside other potential investments in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.



Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 May 15

ISC: UNRESTRICTED  
IP2024-0566

## **Growth Application in the Providence Area Structure Plan (Ward 13), GA2023-001**

### **PURPOSE**

A Growth Application has been submitted within Alpine Park and Community B of the Providence Area Structure Plan, which proposes ±9,600 homes as well as ±47,600 sqm of commercial space. The purpose of this report is to provide Administration's recommendation on whether the capital infrastructure and operating investments required to initiate development in the application area should be considered for funding in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets in 2024 November. This recommendation is based on a criteria-based evaluation that considered Municipal Development Plan/Calgary Transportation Plan alignment, market demand, and financial impact.

Administration is recommending that capital and operating investments not be considered in the Mid-Cycle Adjustments. There is substantial serviced land supply available in this sector and there are significant known capital costs required to enable the development. Funded utility infrastructure currently in delivery in Providence can support a total population of up to 5,000 homes for previously approved lands before servicing triggers are met that would require additional investment. Enabling development beyond lands previously approved would prematurely advance the timing of significant capital investments for both utilities and mobility.

### **PREVIOUS COUNCIL DIRECTION**

On 2023 July 26, Council endorsed a redesigned approach for how The City evaluates and enables growth opportunities to ensure that new community growth happens in the right place at the right time. This process was implemented starting 2023 August 1.

### **RECOMMENDATION(S):**

That the Infrastructure and Planning Committee recommend that Council direct Administration:

1. To continue working with the applicant on the planning for future stages of capital infrastructure, including optimal timing of funding and delivery, to ensure the ability for continuity of growth in the Providence Area Structure Plan; and
2. Not to consider the capital infrastructure and operating investments needed to enable this Growth Application (GA2023-001) in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

### **CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

General Manager Tim Keane concurs with this report. The City's updated approach to evaluating growth opportunities improves on our longstanding commitment to enabling growth in the right places at the right times. This approach advances environmental sustainability, financial responsibility and, critically, a high-quality of life for Calgarians.

### **HIGHLIGHTS**

- After review, Administration recommends that it is **not** the right time for the capital infrastructure and operating investments required by this Growth Application to be considered in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

## Growth Application in the Providence Area Structure Plan (Ward 13), GA2023-001

- Enabling new communities in the right places at the right time ensures that homes are built close to amenities and services, that supply is balanced with demand to support housing affordability and choice, that new investments are operating efficiently and balanced with existing financial commitments, and that the environmental sustainability of the city is considered.
- This Growth Application would require capital infrastructure investment in the current budget cycle to enable development, and further capital infrastructure investment in future budget cycles to continue supporting growth. These investments are outlined in Service and Financial Implications section of this report and Attachment 2.
- Development of lands within this application will advance the completion of the Providence Area Structure Plan and would enable an estimated 9,600 homes.
- This Growth Application is **not** considered feasible at this time as there is substantial serviced land supply presently available in this sector and there are significant known capital costs required to enable the development. Further study with the applicants on expected housing and population amounts, timing of required mobility infrastructure, and refining capital cost design and costing is needed.

## DISCUSSION

### *Evaluation Overview*

Within a citywide context of strategic and sustainable growth and change, planning and investment in new communities continues to play a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against established criteria is set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent these applications enable complete communities where people live close to amenities and services, align with the pace of absorption of serviced land, and work within The City's financial capacity.

The evaluation approach (Attachment 4) involves an Administrative review of a developer submission, followed by a recommendation that identifies whether or not Council should direct Administration to consider the necessary investments to initiate development in the Mid-Cycle Adjustments. If Council approves the budget with the investments included, the Growth Application is approved, and the next steps towards development can proceed.

### *Growth Application Evaluation*

The subject site (see map in Attachment 2) is in the South Sector. The application was received in its current form 2024 January 17 and evaluated by a cross corporate team according to the criteria published at [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication).

### Municipal Development Plan/Calgary Transportation Plan Alignment

- This application is favourably located in relation to services, amenities, and facilities including activity centres, employment areas, public schools, and recreation facilities. It is marginally unfavourably located in relation to existing libraries and transit.
- It would be contiguous with existing development and provide community completion of Alpine Park and Vermillion Hill in the Providence Area Structure Plan, while initiating incomplete development of Community B of the area structure plan.

## Growth Application in the Providence Area Structure Plan (Ward 13), GA2023-001

### Market Demand

- As of 2023 May, the South Sector has 7 to 10 years of approved and serviced land capacity plus an additional 7 to 10 years of approved but not yet serviced land. This level of supply will allow for a number of years of development to proceed before additional investments are made, which better balances levy revenues and expenditures. While the *2024-2028 Suburban Residential Growth Report* has not yet been released, land supply levels are likely to fall given increased citywide absorption forecasts.
- Funded investments (\$24M completed, and \$39M under construction in the current budget) are increasing capacity from 900 (current) to 5,000 homes within the Providence Area Structure Plan.

### Financial Impact

- Favourable when comparing anticipated property tax and franchise fee revenue with estimated incremental direct and indirect operating costs for the proposed Growth Application area.
- This Growth Application requires additional investment in unfunded capital infrastructure, while also leveraging existing and/or funded infrastructure in the area. See the Service and Financial Implications section of this report and Attachment 2 for more information.

While this Growth Application is contiguous and complementary with existing development, there remains a substantial supply of serviced land in the South sector, which is increasing as previously funded utility investments come into service. Enabling development beyond lands previously approved would prematurely advance the timing of significant capital investments for both utilities and mobility.

Further study/analysis could be undertaken by the applicant to determine the expected population and timing triggers for required mobility infrastructure and to better refine estimated capital costs in advance of bringing forward budget requests for capital infrastructure investment. Administration is available to work with the applicants on these matters.

## EXTERNAL ENGAGEMENT AND COMMUNICATION

- |   |  |
|---|--|
| <input type="checkbox"/> Public engagement was undertaken                   | <input type="checkbox"/> Dialogue with interested parties was undertaken     |
| <input checked="" type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required |

As new communities are planned and designed, public engagement occurs at the Area Structure Plan and Outline Plan/Land Use Amendment stages. These steps inform the Growth Application review. Any member of the public is also able to speak on individual Growth Applications at both the Infrastructure and Planning Committee step and as part of the public component that is held as part of Mid-Cycle Adjustments in November.

Administration uses [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication) to share information about this and other Growth Applications with regards to decision points. An applicant's statement (Attachment 5) is also provided.

## **Growth Application in the Providence Area Structure Plan (Ward 13), GA2023-001**

### **IMPLICATIONS**

#### **Social**

The City supports Calgary's market housing needs through investing in a balanced supply of serviced land in new community areas. This can increase housing choice and affordability, and if well located, increase access to public and private amenities.

Once servicing capacity is enabled at the appropriate time, this Growth Application will present an opportunity for growth that is contiguous, well-located with respect to some amenities and services (including the Bridlewood commercial area, Our Lady of the Evergreens School, and Woodbine Athletic Park).

#### **Environmental**

New community growth involves greater greenhouse gas emissions relative to redevelopment of established areas (particularly with respect to mobility), increases climate risk, and removes natural assets. While the Growth Application process informs the sequencing of growth to prioritize access to amenities and services and efficient use of existing infrastructure, climate resilience considerations are best considered through policy and planning approvals from Outline Plan to Development and Building Permit stages. City development standards and design guidelines can have significant carbon reduction and resilience benefits when applied universally to all development through these processes.

This Growth Application presents an opportunity to enable growth that is contiguous, however does not support growth in a location conducive to low carbon mobility options. Environmentally conscious opportunities exist for the developer such as utilizing more sustainable and energy efficient construction materials and appliances.

#### **Economic**

The Providence Growth Application requires significant capital infrastructure investment to enable growth beyond areas that have previously been approved. At the appropriate time, this Growth Application will present an opportunity to enable growth that leverages existing and funded infrastructure, as well as job creation and economic investment. The analysis done using the New Community Incremental Operating Cost Model (IP2023-0981) demonstrates that anticipated property tax, franchise fee and transit revenues will support anticipated operating costs as this area builds out.

#### **Service and Financial Implications**

#### **Other: New Capital funding request; New Operating funding request**

This Growth Application requires ±\$96M in unfunded infrastructure investment up front and an additional ±\$415M for full build-out (as detailed in Attachment 2). Approximately ±\$405M is eligible to be funded through the Off-Site Levy, with the remainder to be funded through other City funding sources (such as property taxes and/or utility rates). These capital investments would benefit areas beyond this individual Growth Application. This area benefits from capital investments already made.

Additional base tax-supported operating funding of ±\$5M starting in year 2030, increasing to ±\$16M at full build out in 2039, would be required by this Growth Application, based on analysis done using the New Community Incremental Operating Cost Model (IP2023-0981). Should this

**Growth Application in the Providence Area Structure Plan (Ward 13), GA2023-001**

Growth Application proceed, this additional base tax-supported operating funding will be requested by the impacted services through their Service Plans and Budgets submissions as this area builds out and services are required over time.

The City budgets for additional revenues from redevelopment and new development, meaning the estimate of property taxes used in the model is not implied to be additional unbudgeted tax revenue. Rather, this indicates how much property taxes could be generated by the anticipated units in Growth Application (at prevailing tax rates).

**RISK**

New community growth presents several risks, such as dispersion of services and infrastructure, affordability through planned land supply, financial, funding expectations and environmental. These general risks are discussed in further detail in attachment 6.

*Population and Development Assumption Misalignment Risk*

Particular to this application, there were several inconsistencies in the assumptions around population, homes, land use and phasing that came about throughout the review, which were not resolved between the applicant and Administration prior to reporting deadlines. While not substantial enough to shift Administration's recommendation, these assumptions are critical for determining infrastructure timing and sizing. This can be mitigated by the applicant working with Administration to ensure alignment prior to returning to Council, in order to inform future infrastructure investment recommendations.

**ATTACHMENT(S)**

1. Background and Previous Council Direction
2. Application Overview GA2023-001: Providence
3. Overview of New Community Land Supply
4. Process for Growth Applications
5. Applicant Submission
6. Risk
7. Presentation

Department Circulation

General Manager	Department	Approve/Consult/Inform
T Keane	Planning and Development Services	Approve
C Male	Corporate Planning and Financial Services	Consult
M Thompson	Infrastructure Services	Consult

Author: Lesley Kalmakoff, City and Regional Planning



## Background and Previous Council Direction

This attachment provides a summary of the background and previous Council direction related to the proposed Growth Application considered in this report, as well as new community growth decision-making in general.

### Background

2024 May represents the first time that new community Growth Applications are being brought forward in alignment with the redesigned system approved by Council in 2023 July ([IP2023-0559](#)). The redesigned approach adopts a more responsive application-based model, driven by improved growth information awareness and more empirical evaluation criteria. An applicant can apply at any time, but final decisions will be made through the annual Service Plans and Budgets process.

Between the implementation date of the redesigned system (2023 August 1) and this report, nine new Growth Applications have been submitted. Many of these were resubmissions of business cases reviewed in 2022. Additionally, there are two active business cases in the Belvedere area that are still under review from 2022.

### Previous Council Direction

A comprehensive summary of previous reports related to this work is listed below.

DATE	REPORT NUMBER	DIRECTION / DESCRIPTION
2023 October 17	IP2023-0924	<p><b>Citywide Growth Strategy: Growth Applications Fee Adjustment</b></p> <p>Council approved an adjustment to Growth Application fees. The adjustment applies a prorated fee based on area for smaller applications (up to 16 hectares). The fees for applications over 16 hectares in size did not change.</p>
2023 July 25	IP2023-0559	<p><b>Citywide Growth Strategy: New Approach to Growth Applications</b></p> <p>Council approved the redesigned Growth Applications system, which introduced changes and improvements to the approach for strategically evaluating new community growth. As of 2023 August 1 an applicant can apply at any time, but final decisions will be made through the Service Plans and Budgets process in November of each year.</p> <p>As part of this report, all Growth Management Overlays in relevant Area Structure Plans were removed from the plans via bylaw amendment, and the Growth Application process was added via bylaw amendment to the New Community Planning Guidebook.</p>

2022 September 20	C2022- 1057	<b>Motions Arising on IP2022-0545 Citywide Growth Strategy</b> Council provided direction on how to proceed with redesigning the New Community Business Case process.
2022 July 26	IP2022- 0545	<b>Citywide Growth Strategy in the 2023-2026 Service Plans and Budget Cycle</b>  This report provided Council with recommendations of growth-enabling investments and new community growth areas ahead of the 2023 – 2026 Service Plan and Budget process. Eight new community business cases were recommended for consideration at budget time, all eight were subsequently approved.
2022 January 11	IP2021- 1554	<b>Citywide Growth Strategy: Aligning the Outline Plan Approval Process for All Growth Management Overlay Areas</b>  This report approved an amendment to the New Community Guidebook to address an inconsistency where Outline Plans applications were treated differently in the approval continuum if the relevant Area Structure Plans was approved before or after 2014.
2021 June 21	PFC2021 -0639	<b>Citywide Growth Strategy: Growth Management Overlay Review</b>  This report recommended numerous process improvements for the Growth Management Overlay policy tool and the New Community Growth Strategy Business Case process, including short-term actions that were implemented ahead of the 2022 round of reviews, and long-term actions that considered the phasing out the Overlay in place of another tool.
2020 November 2	PFC2020 -0962	<b>New Community Growth Strategy 2020</b> This report concluded the 2020 business case process. No Growth Management Overlays were removed, and 11 Business Case proponents were invited to resubmit during the next review process in 2022.
2019 November 18	PFC2019 -1062	<b>Growth Strategy Monitoring Report</b> Council direction received to explore the phasing out of the growth management overlay, and report back to Priorities and Finance Committee no later than Q2 2020 with options to better align to our current economic situation and that creates policy that encourages a business-friendly environment and further development investment and retention in Calgary. Report back was subsequently deferred as part of COVID-19 related deferrals.
2018 July 30	C2018- 0900	<b>New Community Growth Strategy 2018 – Further Review and Analysis Directed through PFC2018-0678</b> Approval of funding and direction to pursue Growth Management Overlay removal for 14 new communities.



2018 March 19	PFC2018 -0200	<b>New Community Growth Strategy</b> Introduction of the Business Case review process.
2013 March 14	C2013- 0057	<b>New Community Growth Strategy</b> Introduction of the Growth Management Overlay mechanism.

## Bylaws, Regulations, Council Policies

Growth decisions and authorities are governed by the following policies and regulations.

### **Municipal Development Plan, 2020**

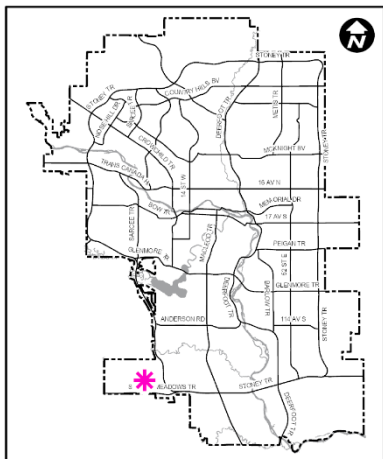
In accordance with the Municipal Government Act, Calgary's Municipal Development Plan provides the long-term strategic framework for growth and development to achieve the following seven goals: Compact Urban Form, Urban Design Excellence, Greening the City, Great Communities, Connected City, Prosperous Economy, and Strategic Growth.

Section 5 of the Municipal Development Plan provides direction on strategic growth to achieve the best possible social, environmental, and economic outcomes. Section 4.3 of the New Community Planning Guidebook (Volume 2, Part 1 of the Municipal Development Plan) contains policy guidance on the development, design, and implementation of new communities, including policies that set out the applicability and evaluation considerations for Growth Applications.



## Application Overview GA2023-001: Providence

This attachment summarizes information about this Growth Application and its evaluation by Administration according to defined criteria outlined at [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication).



### Growth Application At-a-Glance

Area Structure Plan: Providence

Community: Providence ASP Community A and B

Gross Developable Hectares: 445

Proposed Homes: 6,970 Single/Semi homes; 2,620 Multi-Residential homes

### Municipal Development Plan/Calgary Transportation Plan Alignment

- Contiguous with existing development while completing Community A of the Area Structure Plan, and initiating incomplete development of Community B.
- Favourably located in relation to activity centres, employment areas, public schools, and recreation facilities. It is marginally unfavourably located in relation to existing libraries and transit.

### Market Demand

- The South Sector has 7 to 10 years of serviced land and 7 to 10 years of approved but not yet serviced land across eight new communities. This will allow for a number of years of development to proceed before additional investments are required, which helps balance levy revenues and expenditures.
- Funded investments (\$24M completed, \$39M under construction) are increasing serviced land capacity from 900 (current) to 5,000 homes. This should enable short and medium-term growth.

### Financial Impact

- ±\$96M in new capital infrastructure investment is required up front and an additional ±\$415M for full build-out, totalling ±\$511M. Approximately ±\$405M eligible to be funded by Off-Site Levies.

## **Evaluation Criteria Introduction**

### *Municipal Development Plan/Calgary Transportation Plan Alignment*

Within a citywide context of strategic and sustainable growth and change, planning and investment in new communities plays a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against well established, empirical criteria as set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent these applications enable complete communities where people live close to amenities and services.

### *Market Demand*

The Growth Application process identifies investments that strategically balance absorption with the provision of new supply. The City strives to maintain a balanced supply of land for housing in new communities, and as of 2023 May there is 10-13 years supply (for ~76,000 homes) of "approved – serviced" land. The serviced land supply is above the target of three to five years set out in section 5.2.3 of the Municipal Development Plan. Currently, there is additional "approved – not yet serviced" capacity for ~51,000 homes as of 2023 May. Significant City capital infrastructure investments will be required in upcoming budget cycles to service these lands. The criteria under Market Demand focus on the supply contribution of a Growth Application in relation to existing levels of supply in the relevant sector, and citywide.

### *Financial Impact*

Assessing the financial impact of a new community Growth Application includes both the costs as well as revenues, and other benefits. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. New communities previously approved by Council that are not yet serviced still require significant City investment in infrastructure. Expansion in city infrastructure creates future financial obligations as that infrastructure will require maintenance and renewal over its lifecycle. The criteria under Financial Impact evaluate the impact on The City's financial position by analyzing the anticipated cost impacts (capital and operating) of the development proposed in the Growth Application, as well as the direct revenue impacts (property tax, franchise fees, transit).

Table 1 - Growth Application Criteria Evaluation Summary

Criteria Category	Result	Select Evaluation Criteria (full criteria available on Calgary.ca/growthapplications)	Administration Comments
Policy Alignment	Favourable and Unfavourable Aspects	<ul style="list-style-type: none"> <li>• Criterion 1 – Contiguous Area</li> <li>• Criterion 3 – Completing Community</li> <li>• Criterion 4 – Activity Centre, Main Streets, Employment Proximity</li> <li>• Criterion 6 – Civic Facility Proximity</li> <li>• Criterion 7 – Transit Proximity</li> </ul>	<ul style="list-style-type: none"> <li>• Contiguous with existing development.</li> <li>• Provides completion of Community A of the Providence Area Structure Plan, while initiating incomplete development of Community B.</li> <li>• Favourably located in relation to activity centres, employment areas, public schools, and recreation facilities. It is marginally unfavourably located in relation to existing libraries and transit.</li> </ul>
Market Demand	Unfavourable	<ul style="list-style-type: none"> <li>• Criterion 10 – Land Use, Outline Plan, Subdivision Timing</li> <li>• Criterion 12 – Technical Studies Status</li> <li>• Criterion 13/14 – Citywide/Sectoral Land Supply</li> </ul>	<ul style="list-style-type: none"> <li>• The vast majority of the Growth Application area is not the subject of an under review or approved Outline Plan. Developers have indicated that Outline Plans may be submitted in the short term. They also anticipate subdivision for 2025-2026, pending Growth Application decision.</li> <li>• As of May 2023, the South sector has 7 to 10 years of approved and serviced land; and an additional 7 to 10 years of approved but not yet serviced land. Funded investments (\$24M completed, and \$39M under construction in the current budget) are increasing capacity from 900 (current) to 5,000 homes.</li> </ul>
Financial Impact	Unfavourable	<ul style="list-style-type: none"> <li>• Criterion 18 – Required Capital Investment</li> </ul>	<p>Capital Costs (Table 2)</p> <ul style="list-style-type: none"> <li>• Upfront infrastructure is triggered for stormwater and sanitary to enable development within the Growth Application area. Should a capital sized sanitary servicing solution be needed, The City will plan to initiate design in 2025. Additional water infrastructure will be triggered as development progresses and when population triggers of 20,000 and 40,000 in the catchment area are met. Depending on the pace of development and exact densities, the 20,000 population trigger may be reached by already approved lands or by the Growth Application area. The 40,000 population trigger may be reached at latter stages of the Growth Application area.</li> <li>• A Global Transportation Impact Assessment is required to identify mobility infrastructure triggers and phasing, specifically for the 53 St SW interchange.</li> </ul>
	Favourable	<ul style="list-style-type: none"> <li>• Criterion 16 – Incremental Operating Cost Assessment</li> <li>• Criterion 17 – Revenue Assessment</li> </ul>	<p>Operating Costs (Table 3)</p> <ul style="list-style-type: none"> <li>• Base tax-supported operating funding is required by this Growth Application</li> <li>• Property tax and franchise fee revenue is anticipated to cover these costs.</li> </ul>

**Table 2 - Capital Infrastructure Benefitting the Growth Application**

Infrastructure	Total Estimated Cost (\$M)	Remaining Required Budget (\$M)	Funding Status	Planned in Service Date	Notes	In Off-Site Levy Bylaw (Y/N)	Maximum Levy Funding (\$M) (% OF TOTAL)	City Funded Amount (\$M)
Providence Storm Trunk Stage 2	13.8	-	Funded	2024	N/A	Y	13.8 (100%)	-
Providence Storm Trunk Stage 3 & 4	20.0	20.0	Unfunded	Future	Required to progress development in the Growth Application area.	N	20.0 (100%)	-
Starlight PZ Pump Station Phase 1 & 2 (154th Avenue)	-	-	In Service	In Service	Completed at a cost of \$19.9M. In service.	Y	-	-
Starlight PZ Pump Station Phase 3 - Permanent Pump Station STN052, located at the Starlight Dual Zone Pump Station	21.6	-	Funded	2025	N/A	Y	21.6 (100%)	-
Starlight Feedermain Phase 1 (154th Ave, 800 m)	3.8	-	Funded	2024	Delivery underway via Construction Agreement.	Y	3.8 (100%)	-
Westview Reservoir Land Purchase	1.8	-	Funded	2024	Required when total population in Starlight Pressure Zone reaches 20,000 (see Note 5). Conceptual design has progressed in 2023-2024 to support planned land acquisition this budget cycle.	Y	1.8 (100%)	-
Westview Reservoir	35.6	35.6	Unfunded	Future	Required when total population within the Starlight PZ reaches 20,000 (see Note 5).	N	35.6 (100%)	-

Infrastructure	Total Estimated Cost (\$M)	Remaining Required Budget (\$M)	Funding Status	Planned in Service Date	Notes	In Off-Site Levy Bylaw (Y/N)	Maximum Levy Funding (\$M) (% OF TOTAL)	City Funded Amount (\$M)
Starlight Pump Station STN049 located at the Westview Reservoir Site	31.8	31.8	Unfunded	Future	<b>Required</b> when total population within the starlight reservoir reaches 20,000 (see Note 5). Align with delivery of the Westview Reservoir.	N	31.8 (100%)	-
Westview Feedermain (TUC)	39.5	39.5	Unfunded	Future	<b>Required</b> when total population within the starlight reservoir reaches 20,000 (see Note 5). Align with delivery of the Westview Reservoir.	N	39.5 (100%)	-
Westview Feedermain (162nd Avenue)	9.5	9.5	Unfunded	Future	<b>Required</b> when total population within the starlight reservoir reaches 20,000 (see Note 5). Align with delivery of the Westview Reservoir.	N	9.5 (100%)	-
Westview Pump Station STN056, located at the Starlight Dual Zone PS	1.2	1.2	Unfunded	Future	<b>Required</b> when total population within the starlight reservoir reaches 20,000 (see Note 5). Align with delivery of the Westview Reservoir.	N	1.2 (100%)	-
Starlight Feedermain Phase 2 (37th Street to 53rd Street)	24.9	24.9	Unfunded	Future	<b>Required</b> when total population within the Starlight PZ reaches 40,000 (see Note 5). Align with the delivery of the Starlight Reservoir.	N	24.9 (100%)	-
Starlight Feedermain (Future Phases)	62.3	62.3	Unfunded	Future	<b>Required</b> when total population within the Starlight PZ reaches 40,000 (see Note 5). Align with the delivery of the Starlight Reservoir.	N	62.3 (100%)	-

Infrastructure	Total Estimated Cost (\$M)	Remaining Required Budget (\$M)	Funding Status	Planned in Service Date	Notes	In Off-Site Levy Bylaw (Y/N)	Maximum Levy Funding (\$M) (% OF TOTAL)	City Funded Amount (\$M)
Starlight Reservoir Land Purchase	2.0	2.0	Unfunded	Future	<b>Required</b> when total population within the Starlight PZ reaches 40,000 (see Note 5). The City is advancing exploratory work to identify locations for the future Starlight Reservoir, which will likely require land acquisition outside of the Municipal boundary and coordination with regional partners. Planning for ultimate Capital water infrastructure to support the Growth Application build out will be dependent upon the location and success of land acquisition.	N	2.0 (100%)	-
Starlight Reservoir	30.0	30.0	Unfunded	Future	<b>Required</b> when total population within the Starlight PZ reaches 40,000. Planning for ultimate Capital water infrastructure to support the Growth Application build out will be dependent upon the location and success of land acquisition.	N	30.0 (100%)	-
West Pine Creek Sanitary Trunk Phase 3	46.2	46.2	Unfunded	Future	<b>Required</b> to progress development in the Growth Application area. Development cannot proceed within the Growth Application area until this infrastructure is operational. The City continues to work with the applicant to explore opportunities for a developer funded servicing solution. Should a capital sized pipe be confirmed, design will be undertaken in 2024-2026 to refine the capital investment required.	N	46.2 (100%)	-
Providence Sanitary Trunks	30.2	30.2	Unfunded	Future	<b>Required</b> to progress development in the Growth Application area. Development cannot proceed within the Growth Application area until this infrastructure is operational. The City continues to work with the applicant to explore opportunities for a developer funded servicing solution. Should a capital sized pipe be confirmed, design will be undertaken in 2024-2026 to refine the capital investment required.	N	30.2 (100%)	-



Infrastructure	Total Estimated Cost (\$M)	Remaining Required Budget (\$M)	Funding Status	Planned in Service Date	Notes	In Off-Site Levy Bylaw (Y/N)	Maximum Levy Funding (\$M) (% OF TOTAL)	City Funded Amount (\$M)
Highway 22X/53 Street S.W. Interchange	66.0	66.0	Unfunded	2027+	<b>Required</b> for build out of the Growth Application area. A global TIA could be undertaken by the Applicant to determine a specific trigger for the interchange.	Y	33.6 (51%)	32.4
162 Avenue S.W. BRT from Shawnessy to S.W. Ring Road	65.0	65.0	Unfunded	2027+	This project completes the BRT on 162 Ave to connect to the LRT and is <b>likely required</b> to support the full development. A global TIA could be undertaken by the Applicant to determine a specific trigger for the BRT.	Y	13.9 (21%)	51.1
162 Avenue S.W. BRT from S.W. Ring Road to west side of Providence	47.0	47.0	Unfunded	2027+	<b>Required</b> for build out of the Growth Application area. A global TIA could be undertaken by the Applicant to determine a specific trigger for the BRT.	Y	23.9 (51%)	23.1
<b>Total Unfunded Upfront Investments</b>	<b>96.4</b>	<b>96.4</b>					<b>96.4</b>	<b>-</b>
<b>Total</b>	<b>552.2</b>	<b>511.2</b>					<b>445.6</b>	<b>106.6</b>

**Note 1:** Table 2 includes all capital infrastructure investments related to the full build out of the Growth Application. Rows shaded in blue identify unfunded investments that are needed upfront to enable development in the Growth Application. Unshaded rows identify infrastructure investments that are already funded or are required to support the full build out of the Growth Application but will be triggered and brought forward in future budget cycles. Note that all identified investments benefit areas beyond the Growth Application, including previously approved lands as well as the broader Providence area.

**Note 2:** The total anticipated capital costs required to service this Growth Application reflected in this report and attachments are estimates only and are subject to change. The level of accuracy of project costs related to infrastructure delivery evolve throughout the stages of a project as design progresses, as construction methodologies are confirmed and as procurement strategies are developed. Infrastructure pricing is also influenced by availability of materials and contractors, and market demand.

**Note 3:** Administration has endeavoured to reflect the most current anticipated capital costs at the time of preparation of this report. As some of the infrastructure projects are still in conceptual and early planning stages, there is a high degree of variability. As costs are documented at a given point in time, they may also not align with infrastructure costs that are published in the annual Offsite Levy Report, as these two sources are developed at different timeframes.

**Table 3 – Operating Cost Summary (\$000s)**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
Total Revenue	\$ 503	\$ 754	\$ 1,131	\$ 4,255	\$ 6,569	\$ 11,060	\$ 14,867	\$ 17,937	\$ 20,520	\$ 22,148	\$ 26,974	\$ 27,449	\$ 27,950	\$ 28,348	\$ 28,780
Less: Total Operating Costs	\$ (39)	\$ (74)	\$ (108)	\$ (356)	\$ (771)	\$ (3,172)	\$ (3,892)	\$ (5,049)	\$ (5,722)	\$ (6,163)	\$ (15,966)	\$ (16,105)	\$ (16,153)	\$ (16,305)	\$ (16,432)
Net Balance	\$ 463	\$ 680	\$ 1,023	\$ 3,899	\$ 5,799	\$ 7,888	\$ 10,976	\$ 12,888	\$ 14,798	\$ 15,984	\$ 11,008	\$ 11,343	11,797	12,042	12,348

**Note 4:** Total revenue reflects the anticipated City portion of property taxes, franchise fee and transit revenues to be generated by the Growth Application area only, at prevailing tax rates, and is not implied to be additional unbudgeted tax revenue. Total operating costs reflect anticipated incremental direct and indirect service level operating costs within the Growth Application area only, including Transit and Fire, and does not consider total citywide operating costs, operating costs of capital, nor costs beyond the 15-year timeframe. This analysis also does not consider that anticipated citywide growth could shift to this area from others (i.e., the growth cannot be assumed to necessarily be net new to Calgary).

**Note 5:** Within the Providence Growth Application specifically, there remains a degree of uncertainty from the Applicant on housing, population, and land development numbers. While this uncertainty is not sufficient to have impacted the operating cost evaluation or upfront capital infrastructure investment needs, this uncertainty may lengthen timing to comprehensively complete engineering analysis (including alignment and design) for near-term and longer-range capital infrastructure investments. Collaborative work with the applicant to refine housing, population and land development numbers is ongoing.

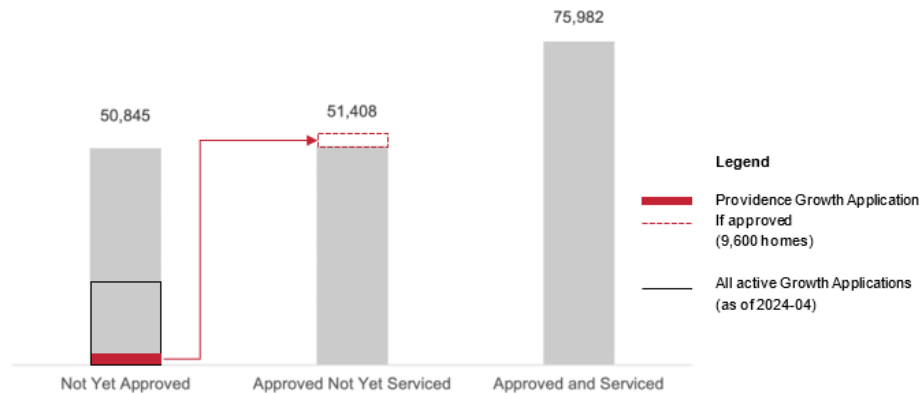
## Overview of New Community Land Supply

Growth Applications are a strategic step in the development approvals continuum. Approval of a Growth Application has the effect of moving the subject lands from “planned” to “approved - not yet serviced”. Once the capital infrastructure is delivered and available to development, the lands would move from “approved – not yet serviced to “approved – serviced”. In cases where no City capital infrastructure is required, it is possible to move directly to “approved – serviced”.

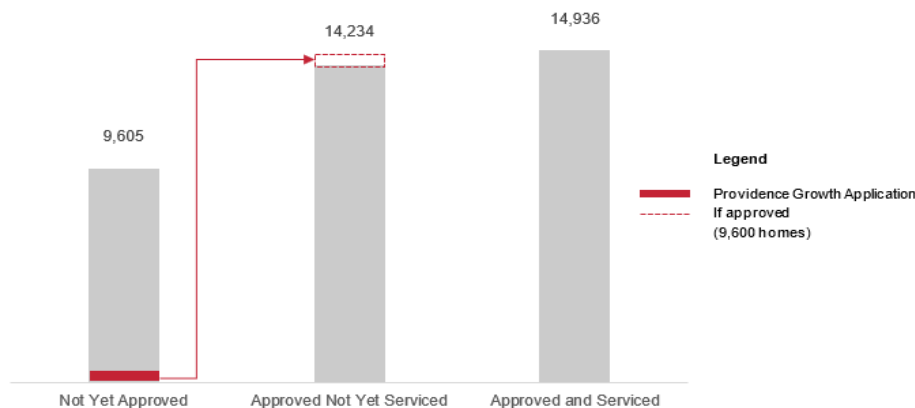
As of 2023 April, the citywide supply of land that is approved - not yet serviced can accommodate ~51,400 homes, subject to funding of capital infrastructure needed to service these lands. In addition to the \$342M allocated to servicing these lands, a further \$1.8B+ of funding is needed to fully service these approved lands with major utilities, fire and mobility infrastructure. Land that can accommodate a further ~76,000 homes is already serviced and ready for developer-funded subdivision and build-out.

The two charts that follow show the impact on land supply of moving forward with the **Providence Growth Application**, both citywide and in the South sector specifically.

**Figure 1. Providence Growth Application in the Context of Citywide Land Supply**



**Figure 2. Providence Growth Application in the Context of South Sector Land Supply**

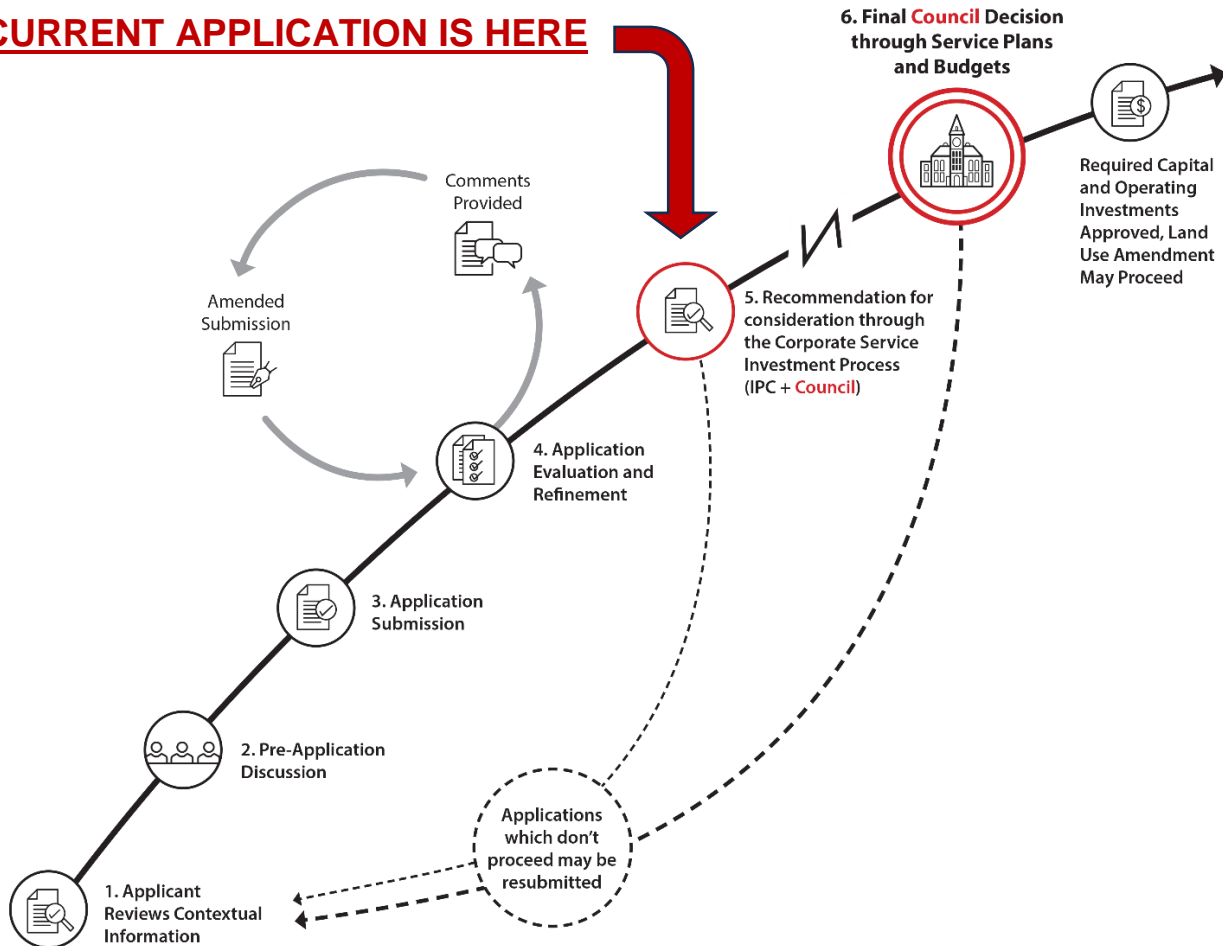




## Process for Growth Applications

This attachment outlines the steps of the Growth Application evaluation and decisions.

### CURRENT APPLICATION IS HERE



### 1. Applicant Reviews Contextual Information:

The review begins with reviewing information about land status (planning, existing and needed infrastructure and services, land supply) and maps of enabling infrastructure, amenities, and services referred to in the evaluation criteria. This information is available online, so that applicants can access it in a timely manner that works for their business needs and provides transparency on important information.

### 2. Pre-Application Discussion:

A pre-application discussion provides a chance for applicants and Administration to discuss early-stage perspectives on the potential Growth Application. Administration advises applicants on the value of a concurrent Outline Plan submission, to link technical planning elements (Outline Plan) and strategic growth investment considerations (Growth Application).

### **3. Application Submission:**

The applicant makes the decision to submit a Growth Application, provides relevant information as outlined in the Complete Application Requirements List (CARL) and pays the requisite fee.

### **4. Application Evaluation and Refinement:**

Administration evaluates the Growth Application, with reference to the evaluation criteria. The applicant may choose to refine their application based on the results of Administration's evaluation.

### **5. Recommendation for Further Consideration through the Corporate Service Investment Process via IPC and Council (CURRENT APPLICATION IS HERE):**

Administration brings a recommendation on the Growth Application to Infrastructure and Planning Committee and Council, which then make recommendations regarding further consideration through the Corporate Service Investment Process. The recommendation may be that the Growth Application is suitably ready for strategic growth and that Administration should consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process.

If the recommendation is that the Growth Application is *not* suitably ready for strategic growth and Administration should *not* consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process, the Growth Application may be revised and resubmitted for consideration ahead of the following year's budget prioritization.

### **6. Final Council Decision through Service Plans and Budgets:**

The operating and capital investments required to enable a Growth Application are considered through the Corporate Service Investment Process and ultimately Council's approval and adoption of the Service Plans and Budgets. If the required investments are included in the approved Service Plans and Budgets, the Growth Application is considered approved. If not, the Growth Application may be resubmitted for evaluation ahead of the following year's Corporate Service Investment Process. The first opportunity for consideration in budget is 2024 November.

Although the recommendation and decision are focused on necessary operating and leading capital infrastructure investments required to enable the Growth Application to proceed, analysis and reporting also consider investments beyond the current budget cycle and those that span multiple budget cycles, including community-completing infrastructure such as libraries and recreation centres.

### **Required Capital and Operating Investments Approved, Land Use Amendment May Proceed**

If the required investments are approved and the Growth Application approved, land use amendment applications can be supported from a growth perspective. Outline Plan applications can be submitted and approved before or after the associated Growth Applications are approved, however land use amendments can only be considered after the associated Growth Applications are approved.



April 12, 2024

**RE: Citywide Growth Strategy: New Communities, 2023 Growth Applications - Providence**

Dear Growth Application Team,

The Developer Group comprised of Qualico, Dream, Hopewell, Jayman, and Ronmor would like to take this opportunity to provide our comments on the Administration evaluation of our Growth Application.

The Developer Group is fully supportive of the opportunity to continue building-out the Providence area as a self-sustaining new community growth node in southwest Calgary. Significant investments from various levels of government and the private sector have been made to ensure sustainable growth in alignment with current City planning policies. These investments encompass essential elements such as community open spaces, transit, access to major roads like Stoney Trail and Highway 22X, employment areas, diverse housing options including affordable housing with secondary suites, and community service facilities.

We are in a housing crisis and demand in the southwest sector of the City has historically been very strong, but has lagged given the recent supply constraints. However, with the completion of infrastructure projects like the southwest leg of Stoney Trail and emerging commercial developments, Providence has become highly desirable. Our Growth Application seeks to provide additional land necessary to fulfill all essential community services and complete the envisioned community.

Based on the attached timeline, and the current rate of sales in Alpine Park and Vermilion Hill (two communities in Providence), the ideal timing to initiate preliminary design work has passed. Further postponement of funding would risk a significant gap in demand and delivery impacting future and current residents of the Providence area. Maintaining the commitment to new growth and ensuring that communities are fully built out requires appropriate staging of infrastructure as well as a continuous supply of land to pay for that infrastructure. At full build out the Providence Growth Application will generate **\$271M in off-site levy** contributions that would be used to fund the required infrastructure in the area. In addition, Providence will generate a **\$21M annual surplus** in property taxes, net revenue generator for the City of Calgary (i.e. taxes and users fees generated in this area are greater than the operating costs expended by the City).

We are formally requesting consideration of full funding for the Providence Growth Application area. Continuity of investment in this area is crucial to ensure that lands already approved for growth are not stranded, and to allow crucial infrastructure supporting existing residents to proceed. If the full funding request cannot be considered, we recommend IPC direct administration to request sanitary design funds in the amount of **\$5M in Q3 2024** to keep pace with ongoing development. Although a 2023 design start would have been necessary to bridge a gap in development, this design funding would ensure that gap does not accumulate, while establishing a logical path to ultimate build-out.

The Developer Group is committed to Providence and Calgary as a whole. We understand the importance of new community growth in maintaining affordability and opportunity for existing and future Calgarians.

Thank you,

The Providence Team





QUALICO · DREAM · HOPEWELL · RONMOR · JAYMAN

# PROVIDENCE

GROWTH APPLICATION  
OPPORTUNITY OVERVIEW



## A logical choice for sensible growth.



The Development Group comprised of Qualico, Dream, Hopewell, Jayman and Ronmor formally request approval of this Growth Proposal to further establish the southwest as a key node for sustainable development that leverages significant capital investment and leading infrastructure.

The long awaited \$2 billion Southwest Ring Road (SWRR) is complete and efficiently integrates Providence to the greater Calgary region and establishes a key growth and commercial corridor along the west edge of the City. The SWRR further unlocks the potential of Providence as a complete community in the Calgary region.



445

HECTARES GDA

9,500+

UNITS

30,000+

DIRECT/INDIRECT JOBS

\$~21M

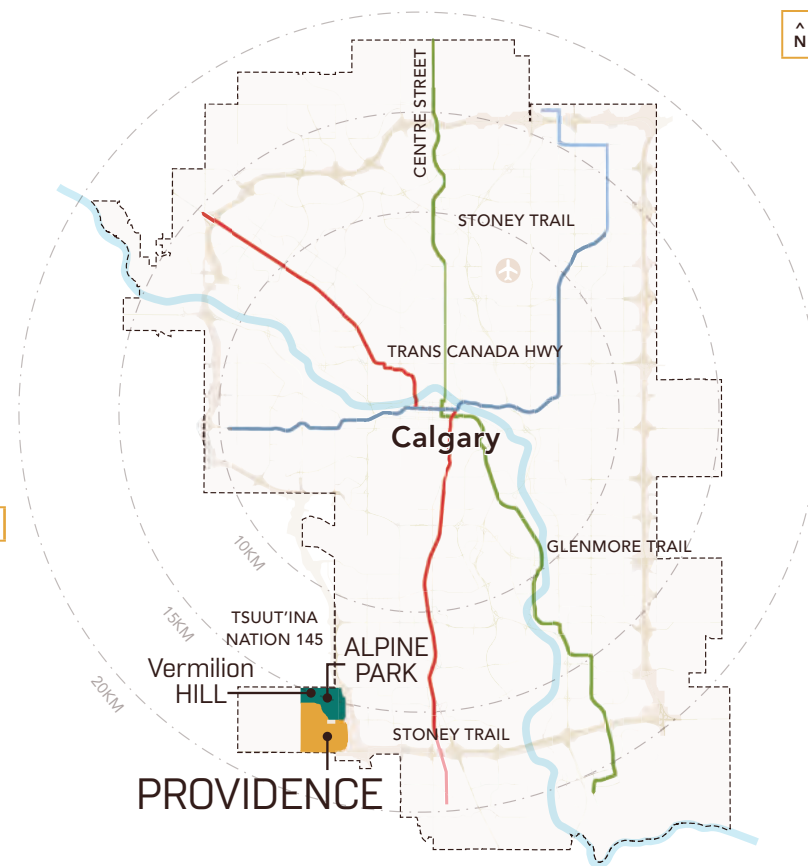
IN PROPERTY TAX

\$271M

IN LEVIES

+ \$5 BILLION

TOTAL PROJECT VALUE



CONSIDERATION N° 1

### Connected and Integrated



The Development Group will continue to invest in Providence, leveraging the recent approvals and ongoing build-out of Alpine Park and Vermilion Hill. They continue to anticipate strong market demand, which presents an opportunity to build a growth node along the southwest edge of the city that supports a diverse residential and commercial offering.

CONSIDERATION N° 2

### Building Capacity to Support Tsuut'ina



Providence will continue to increase demand for commercial development in the TAZA corridor, creating access to jobs and training for the community, as outlined in the 92nd Truth and Reconciliation Commission of Canada Calls to Action. Dream has a working relationship with TAZA (Canderal) which has three villages planned to include office, institutional/educational, medical and research facilities, light industrial, retail, entertainment and other uses. The Development Group established a relationship with the Tsuut'ina Nation Administration through the recent approval processes for Alpine Park, Vermilion Hill and Providence Area Structure Plan.

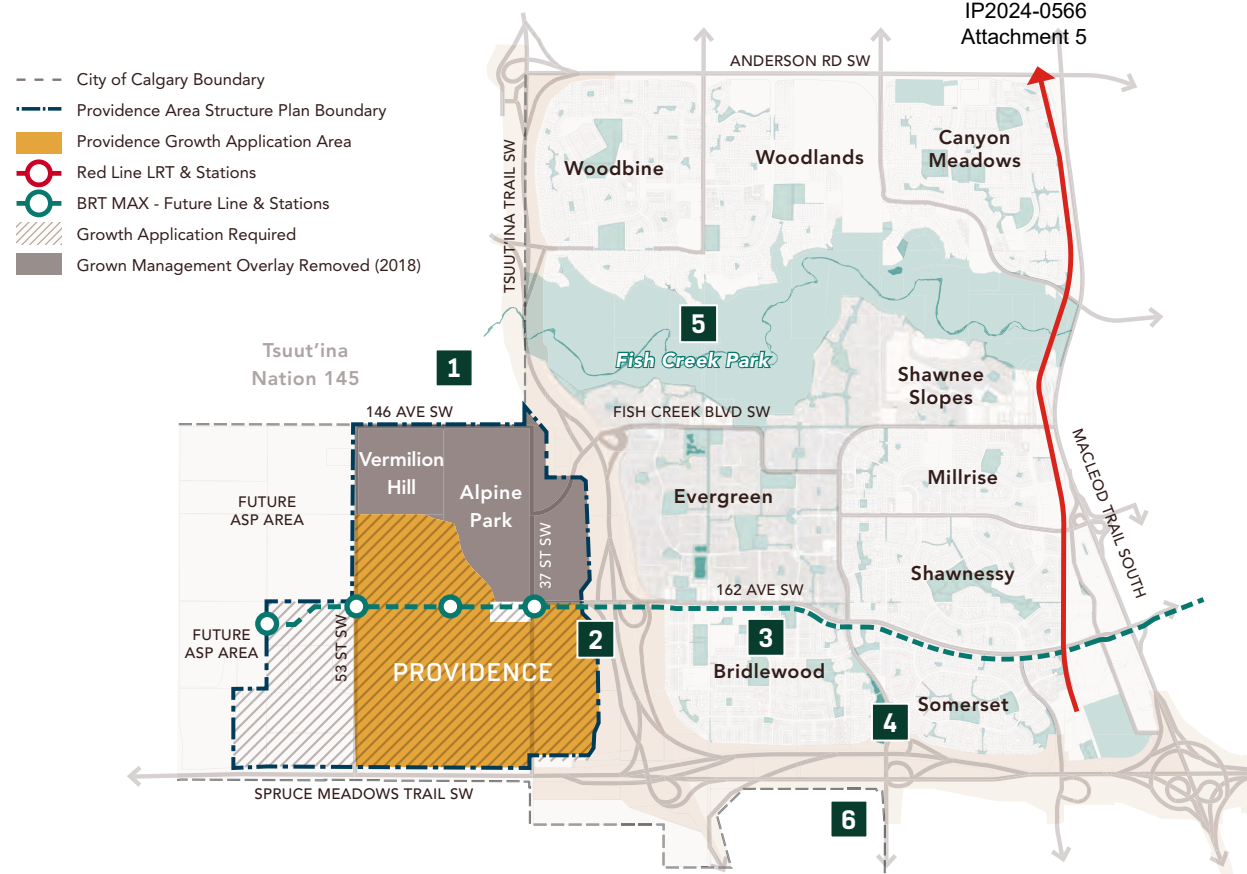
PROVIDENCE

# Growth and Development Context



The Providence Growth Application area integrates with the actively developing communities of Alpine Park and Vermilion Hill, with contiguous connections to Evergreen and Bridlewood. The future 162nd Avenue Transitway, combined with the extension of existing transit routes, the two SWRR interchanges (154 Avenue and 162 Avenue SW), pedestrian and bicycle routes and mix of uses provides for efficient and safe movement for all modes of travel to, from and within Providence.

Servicing extensions are available, and development is anticipated to start from the north, continuing south from Alpine Park and Vermilion Hill. Regional intensification through residential development provides further success to existing amenities in Providence, TAZA, and the Somerset-Bridlewood Major Activity Centre. Increasing the population of the Providence catchment area will translate into increased investment in the future CACs, existing MACs, attracting more local business, services, and organizations to the south sector.



- 1** TAZA Commercial Development
- 3** 162 Avenue Transitway connecting to Red Line LRT
- 5** Fish Creek Park and Regional Pathway Network
- 2** Recently Completed South West Ring Road and Two Providence Interchanges
- 4** Somerset-Bridlewood Major Activity Centre
- 6** Spruce Meadows and Calgary FC ATCO Field

CONSIDERATION N° 3

## Southwest as a Unique Sector



Providence is distinctly located in the southwest, separated from the remainder of the southern sector by the ring road. This portion of the city has limited supply and underlying demand. Support for this Growth Application would ensure continued growth for this portion of the City, supporting the existing actively developing communities.

CONSIDERATION N° 4

## High Return on Investment



The City committed to initial investment in Providence and continual investment is required to ensure capital is not stranded. There is a high return on future capital in levy and tax revenues, as well as direct economic impact. The Development Group will work with the City to clarify specific capital requirements.

CONSIDERATION N° 5

## Continuing the Momentum



The Growth Application area leverages momentum and urban design frameworks established in the actively developing and highly sought after communities of Alpine Park and Vermilion Hill. Build out of the community has been progressing at rates faster than expected as a result of strong sales and demand.

CONSIDERATION N° 6

## Not Your Typical Suburb



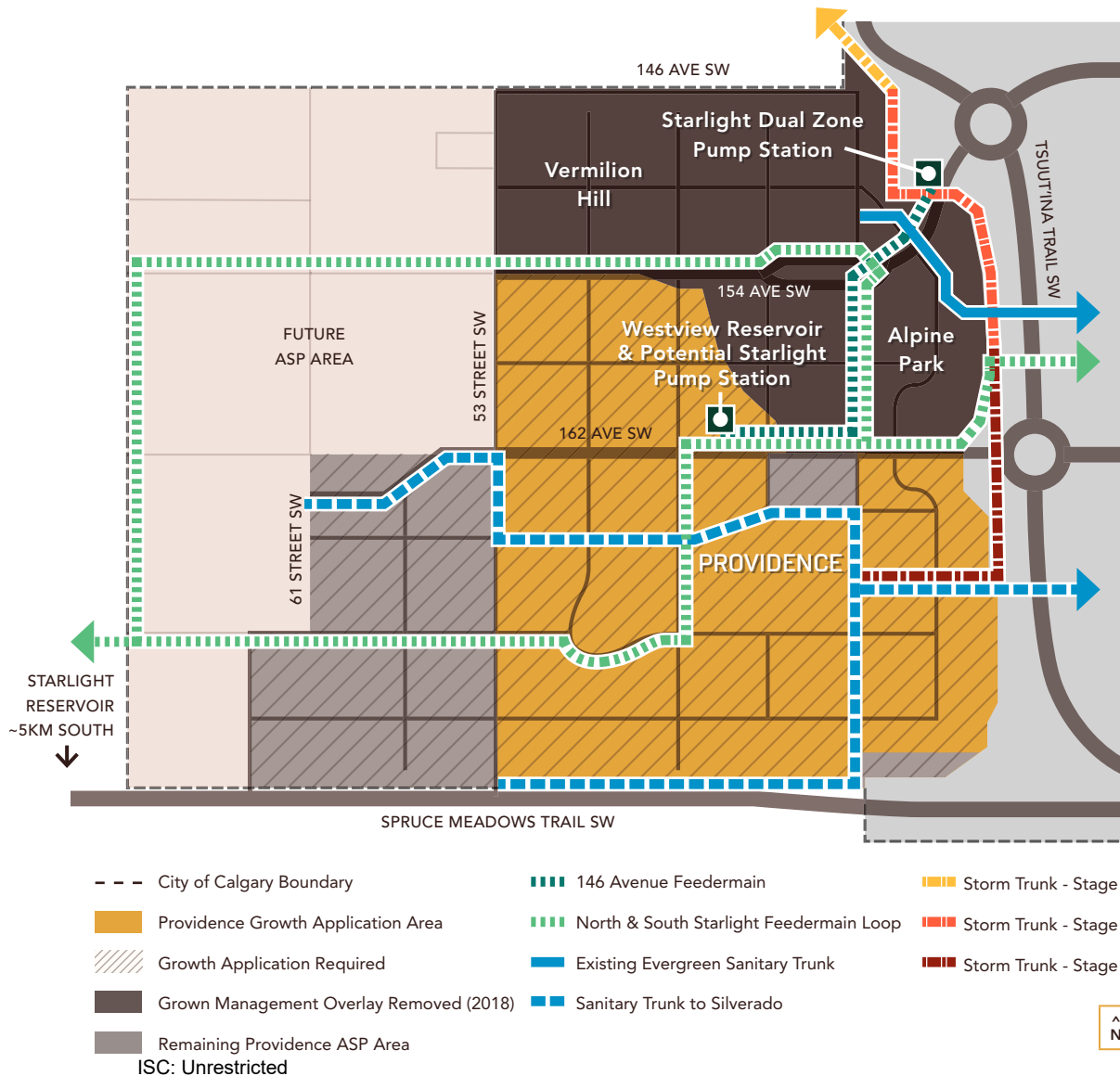
The vision for Providence is one where all of your daily amenities are accessible by active transportation modes, with an emphasis on overall walkability and access to green space.

PROVIDENCE

# Infrastructure and Funding



The Providence Growth Application Area is a large growth area with established leading infrastructure. The Development Group will work with the City to refine capital requirements.



## STORM

- Stage 1 services approved development – Construction 2022 ~\$8M
- Stage 2 to Alpine Park Storm Pond services the remainder of Dream and Qualico land north of 162<sup>nd</sup> - Design is complete, an RFQ has been issued and construction completion is anticipated September 2024 (~\$20M)
- Stages 3 and 4 service the remainder of the subject lands – construction 2026-2028 if added to budget (~\$20M)

## SANITARY

- Continued development will require either interim measures or the West Pine Creek Sanitary Trunk to Silverado (~\$69M)
- Remainder requires Sanitary Trunk to Silverado (~\$25M)

## WATER

- Portions can be serviced by infrastructure underway and estimated to be completed in early 2025
- Full development requires the Westview Reservoir (~\$30m) and the Starlight Pump Station (~\$20m)

## FIRE

- The Evergreen Fire Station serves the majority of the business case area.

## TRANSPORTATION

- The two interchanges (154 Ave & 162 Ave) have capacity to accommodate the application area.

PROVIDENCE

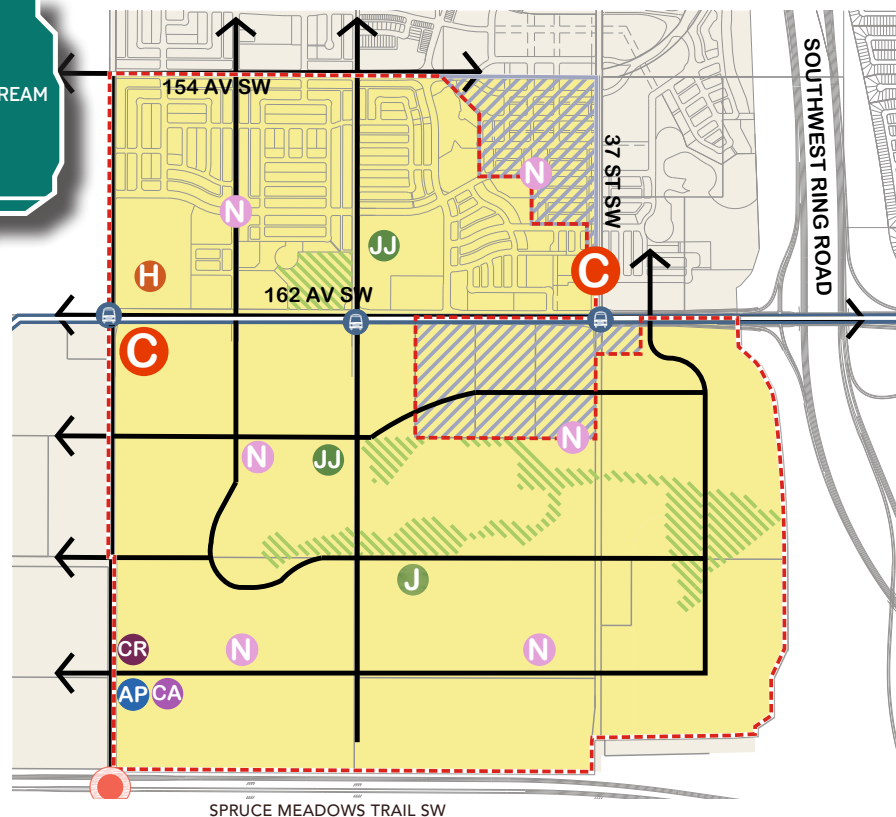
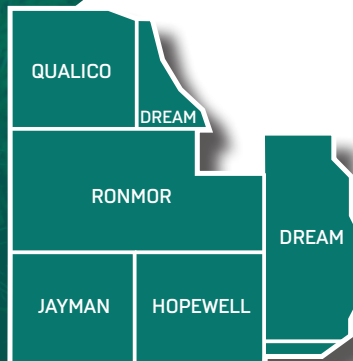
# A Vision for Providence



Qualico, Dream, Hopewell, Jayman and Ronmor have developed a significant portion of Calgary's Communities and have a long-term commitment to the City of Calgary. They offer a track-record of private investment capital required to support Calgary's growth and overall economy.

The Growth Application area will emphasize universal access to safe, inclusive and accessible green and public spaces, in particular for women and children, older persons and persons with disabilities. A multi-modal transportation network provides kilometres of safe and varied routes for bikes, scooters, wheeling or strolling. Design will be human-scaled with a core goal to create safe, affordable, accessible and sustainable systems for all. This includes improving road safety, notably by expanding public transport along 162nd and multi-modal routes, with special attention to the needs of those in vulnerable situations.

Specific developers are planning for residential buildings to be solar ready should the customer choose to incorporate at time of build or in the future and others require solar infrastructure on all residential buildings. Specific developers may also incorporate storm parks as functional amenity spaces.



- ▬ Growth Application Area
- ▨ Area Included for Additional Context
- City of Calgary Boundary
- Providence Area Structure Plan
- Streets
- ▬ Future BRT MAX Transitway
- B Future BRT MAX Transit Station
- C Future Interchange
- Neighbourhood Area
- Environmental Open Space Study Area (Anticipated ER)
- AP Regional Athletic Park
- J Joint Use Site
- JJ Joint/ Joint Use Site
- H High School
- C Community Activity Centre
- N Neighbourhood Activity Centre
- CA Community Association Site
- CR Community Retail Centre

## Risks Analysis for Growth Applications

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These risks concern new community Growth Application approvals in general.

### *Dispersion Risk*

Investing to enable growth in many new communities simultaneously means that finite resources are diluted, infrastructure and service delivery may be inefficient, and individual communities may build at a slow pace. This can impact return on investment as revenues are generated at a slower pace, while operating costs are still required. Risk is lower during periods of high growth and is mitigated through a strategic approach to investment and monitoring.

### *Affordability Risk*

If the supply of serviced land is insufficient relative to demand, housing prices can rise and affordability is eroded. The Growth Application process includes consideration of serviced land supply to inform servicing recommendations for new community development, aiming for a balance between too much and too little supply. That said, there are many factors that impact affordability beyond The City's provision of serviced land supply in new communities.

### *Financial Risk*

Infrastructure investment is typically required in stages as communities build out. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. Approval of a Growth Application may include immediately triggered infrastructure that needs to be funded in the short term (i.e. at Mid-Cycle Adjustments) and a list of unfunded infrastructure that will be required in future budget cycles, when the community build out triggers are reached. The 2023-2026 budget includes \$342M in [growth enabling capital infrastructure investments](#), with a further \$1.8B+ of unfunded investments in major utilities, fire and mobility infrastructure needed in future budget cycles to fully service previously approved communities. This excludes additional investments in LRT, recreation and utility upgrades triggered by cumulative growth such as treatment plants. The unfunded investments will be brought forward for budget consideration as the appropriate infrastructure triggers are met, which is dependent on the pace of growth.

This infrastructure is funded through a mix of funding sources, only a portion of which is from off-site levies. Availability of off-site levy funding and other funding sources impacts the timing of infrastructure investments and delivery. This carries a risk of increasing the infrastructure deficit which may lead to lower levels of service in approved communities. This can be mitigated through budget prioritization emphasizing community completion and alignment with the pace of growth, and current and anticipated revenues.

The New Community Incremental Operating Cost Model, used in application evaluation, is subject to continuous refinement and only reflects a portion of citywide operating costs over a 15-year timeframe. It is not intended to be a complete representation of a new community's lifetime operating cost impact to The City. Approval of new communities creates a commitment to services and infrastructure indefinitely into the future.

Based on serviced land supply levels as of 2023 May and considering the unfunded infrastructure costs, adding additional investments required by this Growth Application within the 2023-2026 budget cycle could impact The City's capacity to support other capital priorities.

*Expectation Risk*

Multiple Growth Applications requiring investment are concurrently under review. If numerous Growth Applications and related investments are recommended for consideration in the Mid-Cycle Adjustments, expectations for funding and approval in the November budget deliberations may be created that cannot be met. Administration is working to mitigate this risk by proactively considering financial capacity and citywide needs (both growth-related and non-growth) before and after the Growth Application is brought forward to Infrastructure and Planning Committee.

*Environmental and Climate Risk*

New community development increases greenhouse gas emissions at a faster pace than established area development, which leads to increased climate risk by removing natural assets that enhance resilience and increasing the exposure of infrastructure assets to climate hazards. Opportunities to mitigate these risks are introduced in subsequent stages of the approvals continuum.



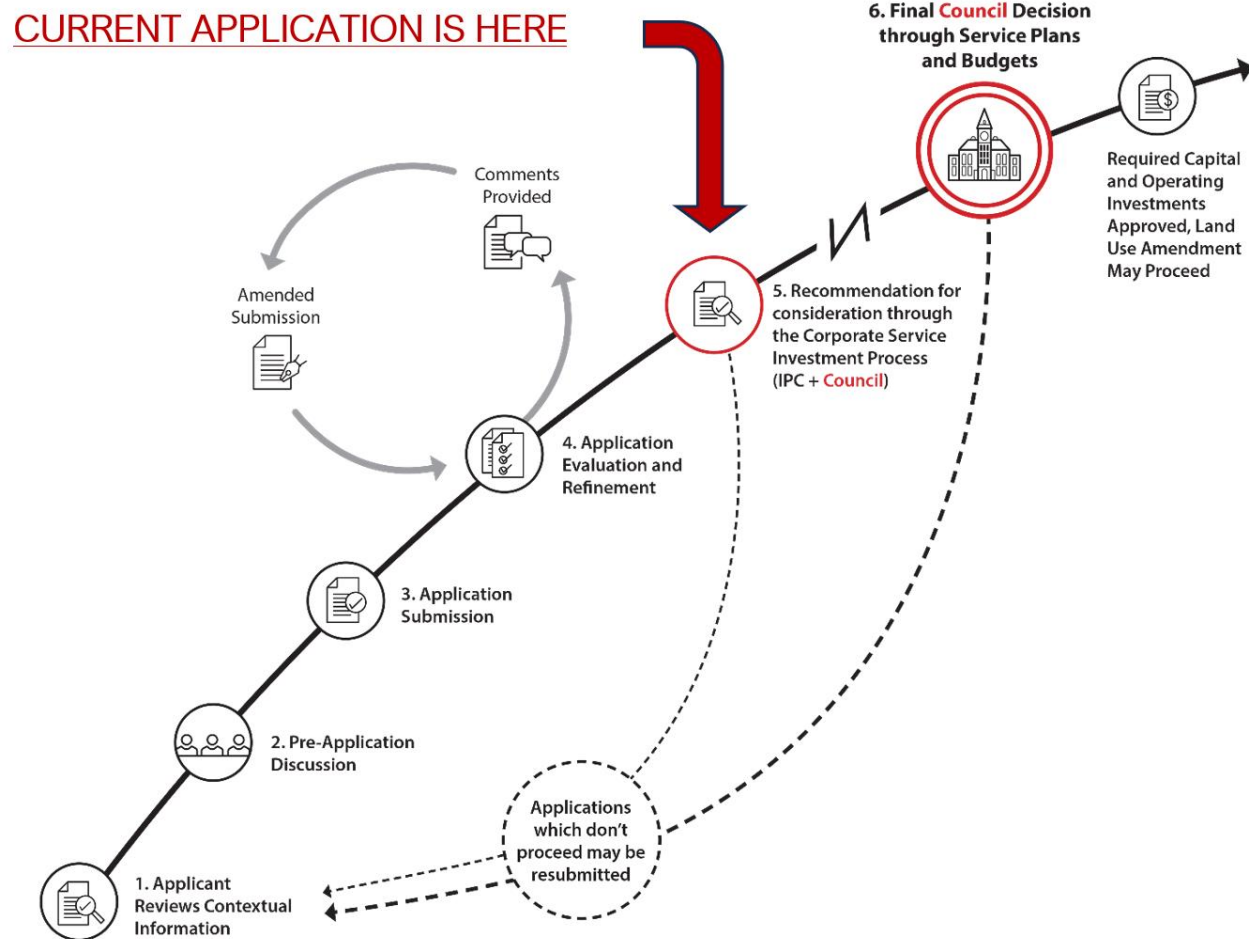
# Growth Application in the Providence Area Structure Plan (Ward 13), GA2023-001

Citywide Growth Strategy | IP2024-0566

Infrastructure and Planning Committee | 2024 May 15



- July 2023 redesigned approach for evaluating new community **Growth Applications**
- **Individual** Council decisions
- **To be considered (or not)** in annual budget process
- **November** Mid-Cycle Adjustments provides final decision
- **Funded investments** result in approved Growth Applications





That the Infrastructure and Planning Committee recommend that Council direct Administration:

1. To continue working with the applicant on the planning for future stages of capital infrastructure, including optimal timing of funding and delivery, to ensure the ability for continuity of growth in the Providence Area Structure Plan; and
2. Not to consider the capital infrastructure and operating investments needed to enable this Growth Application (GA2023-001) in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

Growth-enabling investment must be strategic to support an economically, socially, and environmentally resilient city.

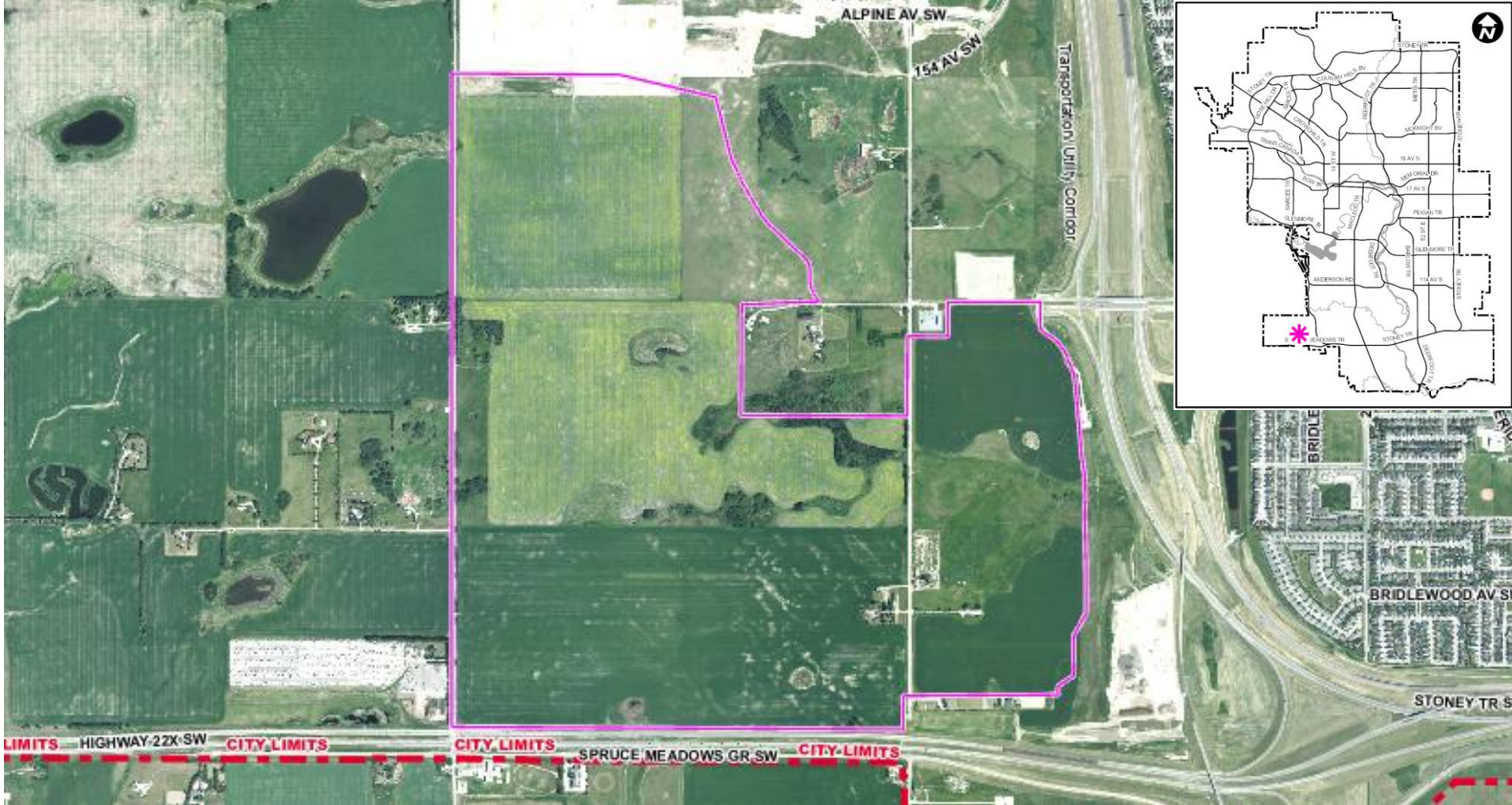
Administration concludes that it is not the right time for the operating and capital investments to be made to enable growth in this South sector Growth Application.

This Growth Application:

- Represents a large comprehensive development
- Is in a sector with significant serviced land supply
- Involves significant known capital costs to enable
- Requires additional engineering analysis to better determine unknown capital costs in advance of bringing forward capital budget requests



# Growth Application Overview



**Area Structure Plan:**

Providence

**Community:**

Alpine Park &  
Community B

**Gross Developable  
Hectares:**

445

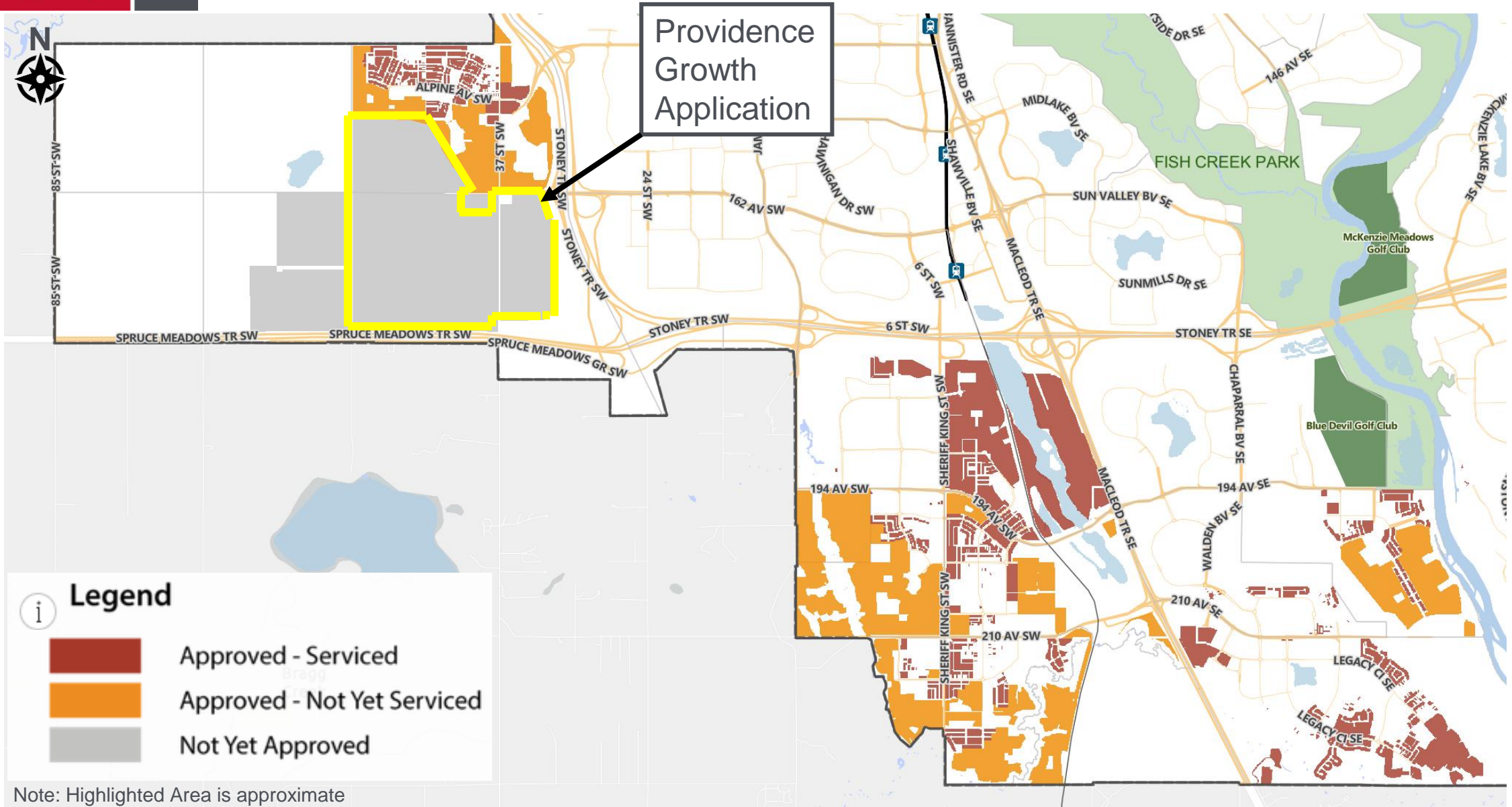
**Proposed Residential:**

7,000 Single/Semi homes  
2,600 Multi-Residential  
homes

**Proposed Commercial**

47,600 sqm

# South Sector Overview

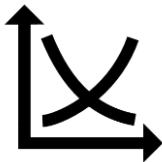


## Municipal Development Plan/Calgary Transportation Plan Alignment:



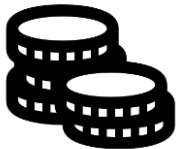
- Contiguous with adjacent development
- Provides completion of Alpine Park in the Providence Area Structure Plan, while initiating incomplete development of Community B
- Favourably located relative to activity centres, employment areas, public schools, and recreation facilities. Marginally unfavourably located relative to existing libraries and transit

## Market Demand



- The South Sector has 7 to 10 years of serviced land and 7 to 10 years of approved - not yet serviced land

## Financial Impact



- \$96M in new capital infrastructure investment is required up front and an additional \$415M for full build-out (\$405M is off-site levy eligible)
- Favourable operating cost model review; operating funding requests would be brought forward as required in future years

That the Infrastructure and Planning Committee recommend that Council direct Administration:

1. To continue working with the applicant on the planning for future stages of capital infrastructure, including optimal timing of funding and delivery, to ensure the ability for continuity of growth in the Providence Area Structure Plan; and
2. Not to consider the capital infrastructure and operating investments needed to enable this Growth Application (GA2023-001) in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 May 15

ISC: UNRESTRICTED  
IP2024-0461

## Growth Application in the South Shepard Area Structure Plan (Ward 12), GA2023-004

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### PURPOSE

A Growth Application ‘Hotchkiss’ has been submitted for the South Shepard Area Structure Plan, which proposes a new residential development. The purpose of this report is to provide Administration’s recommendation on whether the operating investments required to initiate development in the application area should be considered for funding in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets in 2024 November. The recommendation is based on a criteria-based evaluation that considered Municipal Development Plan/Calgary Transportation Plan alignment, market demand and financial impact.

For the Hotchkiss Growth Application, Administration is recommending that operating investments be considered in the Mid-Cycle Adjustments, as it only requires base operating investment, does not trigger unfunded capital costs, and completes the Hotchkiss community in the South Shepard Area Structure Plan.

### PREVIOUS COUNCIL DIRECTION

On 2023 July 26, Council endorsed a redesigned approach for how The City evaluates and enables growth opportunities to ensure that new community growth happens in the right place at the right time. This process was implemented starting 2023 August 1.

### RECOMMENDATION(S):

That the Infrastructure and Planning Committee recommend that Council direct Administration to consider the operating investments needed to enable this Growth Application (GA2023-004) alongside other potential investments in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

### CITY MANAGER/GENERAL MANAGER COMMENTS

General Manager Tim Keane concurs with this report. The City’s updated approach to evaluating growth opportunities improves on our longstanding commitment to enabling growth in the right places at the right times. This approach advances environmental sustainability, financial responsibility and, critically, a high-quality of life for Calgarians.

### HIGHLIGHTS

- After review, Administration recommends that it **is** the right time for the operating investments required by this Growth Application to be considered in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.
- Enabling new communities in the right places at the right time ensures that homes are built close to amenities and services, that supply is balanced with demand to support housing affordability and choice, that new investments are operating efficiently and balanced with existing financial commitments, and that the environmental sustainability of the city is considered.
- This application would enable approximately 1,300 homes in the Southeast sector, anticipated to start building in Q3-Q4 of 2025.

## Growth Application in the South Shepard Area Structure Plan (Ward 12), GA2023-004

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- There are no incremental anticipated capital costs beyond investments already made by The City, and the development can be serviced by existing and developer-funded utility infrastructure. Operating cost analysis is favourable.
- This application is complementary to adjacent developing areas as it enables connection between Hotchkiss (west) and Sora and completes a multi-neighbourhood wetland feature.

### DISCUSSION

#### *Evaluation Overview*

Within a citywide context of strategic and sustainable growth and change, planning and investment in new communities continues to play a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against established criteria is set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent these applications enable complete communities where people live close to amenities and services, align with the pace of absorption of serviced land, and work within The City's financial capacity.

The evaluation approach (Attachment 4) involves an Administrative review of a developer submission, followed by a recommendation that identifies whether or not Council should direct Administration to consider the necessary investments to initiate development in the Mid-Cycle Adjustments. If Council approves the budget with the investments included, the Growth Application is approved, and the next steps towards development can proceed.

#### *Growth Application Evaluation*

This Growth Application was received 2023 December 5 and evaluated by a cross corporate team according to the criteria published at [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication) (Attachment 2).

#### Municipal Development Plan/Calgary Transportation Plan Alignment

- Complementary to adjacent communities of Hotchkiss (west) and Sora as it enables additional connections and completes features spanning neighbourhoods.
- Considered unfavourable in terms of proximity to schools, recreation centres, public facilities such as libraries, employment and commercial areas, and transit access.

#### Market Demand

- The Southeast sector includes six actively developing communities with 15-21 years of serviced land supply. While the *2024-2028 Suburban Residential Growth Report* has not yet been released, land supply levels are likely to fall given increased citywide absorption forecasts.
- The Southeast sector accounted for 22 per cent of total new community housing growth between 2018-2022, adding 1,525 homes per year on average. Forecasts for 2023-2027 estimate a decrease to 17 per cent with an average of 1,171 homes per year.



## Growth Application in the South Shepard Area Structure Plan (Ward 12), GA2023-004

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### Financial Impact

- No incremental capital infrastructure costs or requirements to enable this Growth Application, beyond what has already been invested by The City and other developers.
- Favourable when comparing anticipated property tax and franchise fee revenue with estimated incremental direct and indirect operating costs for the proposed Growth Application area.

In summary, the evaluation found that this Growth Application is contiguous and complementary with ongoing development. While not favourably located to nearby amenities and services, it is serviceable by existing or funded water, sanitary, storm and fire coverage. By not requiring any incremental capital costs, and by utilizing existing or funded utilities and fire coverage, and by providing more housing to make future transit investments more efficient, the recommendation of this application is based on financial efficiency.

### EXTERNAL ENGAGEMENT AND COMMUNICATION

- |   |  |
|---|--|
| <input type="checkbox"/> Public engagement was undertaken                   | <input type="checkbox"/> Dialogue with interested parties was undertaken     |
| <input checked="" type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required |

As new communities are planned and designed, public engagement occurs at the Area Structure Plan and Outline Plan/Land Use Amendment stages. These steps inform the Growth Application review. Any member of the public is also able to speak on individual Growth Applications at both the Infrastructure and Planning Committee step and as part of the public component that is held as part of Mid-Cycle Adjustments in November.

Administration uses [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication) to share information about this and other Growth Applications with regards to decision points. An applicant's statement (Attachment 5) is also provided.

### IMPLICATIONS

#### Social

The City supports Calgary's market housing needs through investing in a balanced supply of serviced land in new community areas. This can increase housing choice and affordability, and if well located, increase access to public and private amenities.

This Growth Application, while not favourably located in terms of access to services and amenities, presents an opportunity to enable contiguous growth in a location adjacent to existing approved developments, potentially increasing the viability of employment and commercial centres, transit service, public facilities, and recreation centres in the area.

#### Environmental

Generally speaking, new community growth involves greater greenhouse gas emissions relative to redevelopment of established areas (particularly with respect to mobility), increases climate risk, and removes natural assets. While the Growth Application process informs the sequencing

## **Growth Application in the South Shepard Area Structure Plan (Ward 12), GA2023-004**

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of growth to prioritize access to amenities and services and efficient use of existing infrastructure, climate resilience considerations are best considered through policy and planning approvals from Outline Plan to Development and Building Permit stages. City development standards and design guidelines can have significant carbon reduction and resilience benefits when applied universally to all development through these processes.

The geographic location of the Growth Application will result in private vehicles as the dominant mobility choice, increasing greenhouse gas emissions. It does present an opportunity to enable more sustainable housing options, utilizing more energy efficient materials and appliances.

### **Economic**

This Growth Application presents an opportunity to enable growth that leverages existing and funded infrastructure, while supporting private investment, jobs, and housing choice. Furthermore, the analysis done using the New Community Incremental Operating Cost Model (IP2023-0981) demonstrates that anticipated property tax, franchisee fee and transit revenues will support anticipated operating costs as this area builds out.

### **Service and Financial Implications**

#### **New operating funding request**

This Growth Application requires no unfunded capital funding investments (as detailed in Attachment 2). Additional base tax-supported operating funding of approximately \$2.2M per year would be required by this Growth Application, based on analysis done using the New Community Incremental Operating Cost Model (IP2023-0981). Should this Growth Application proceed, this additional base tax-supported operating funding will be requested by the impacted services through their Service Plans and Budgets submissions as this area builds out and services are required over time.

The City budgets for additional revenues from redevelopment and new development, meaning the estimate of property taxes used in the model is not implied to be additional unbudgeted tax revenue. Rather, this indicates how much property tax could be generated by the anticipated units in the Growth Application (at current tax rates).

### **RISK**

New community growth presents several risks, such as dispersion of services and infrastructure, affordability through planned land supply, financial impacts, funding expectations and environmental impacts. These risks are discussed in further detail in attachment 6.

### **ATTACHMENT(S)**

1. Background and Previous Council Direction
2. Application Overview GA2023-004: Hotchkiss
3. Overview of New Community Land Supply
4. Process for Growth Applications
5. Applicant Submission
6. Risks
7. Presentation

Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 May 15

ISC: UNRESTRICTED  
IP2024-0461

**Growth Application in the South Shepard Area Structure Plan (Ward 12),  
GA2023-004**

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Department Circulation

General Manager	Department	Approve/Consult/Inform
T Keane	Planning and Development Services	Approve
C Male	Corporate Planning and Financial Services	Consult
M Thompson	Infrastructure Services	Consult

Author: Grayson Rathwell, City and Regional Planning



## Background and Previous Council Direction

This attachment provides a summary of the background and previous Council direction related to the proposed Growth Application considered in this report, as well as new community growth decision-making in general.

### Background

2024 May represents the first time that new community Growth Applications are being brought forward in alignment with the redesigned system approved by Council in 2023 July ([IP2023-0559](#)). The redesigned approach adopts a more responsive application-based model, driven by improved growth information awareness and more empirical evaluation criteria. An applicant can apply at any time, but final decisions will be made through the annual Service Plans and Budgets process.

Between the implementation date of the redesigned system (2023 August 1) and this report, nine new Growth Applications have been submitted. Many of these were resubmissions of business cases reviewed in 2022. Additionally, there are two active business cases in the Belvedere area that are still under review from 2022.

### Previous Council Direction

A comprehensive summary of previous reports related to this work is listed below.

DATE	REPORT NUMBER	DIRECTION / DESCRIPTION
2023 October 17	IP2023-0924	<p><b>Citywide Growth Strategy: Growth Applications Fee Adjustment</b></p> <p>Council approved an adjustment to Growth Application fees. The adjustment applies a prorated fee based on area for smaller applications (up to 16 hectares). The fees for applications over 16 hectares in size did not change.</p>
2023 July 25	IP2023-0559	<p><b>Citywide Growth Strategy: New Approach to Growth Applications</b></p> <p>Council approved the redesigned Growth Applications system, which introduced changes and improvements to the approach for strategically evaluating new community growth. As of 2023 August 1 an applicant can apply at any time, but final decisions will be made through the Service Plans and Budgets process in November of each year.</p> <p>As part of this report, all Growth Management Overlays in relevant Area Structure Plans were removed from the plans via bylaw amendment, and the Growth Application process was added via bylaw amendment to the New Community Planning Guidebook.</p>

2022 September 20	C2022- 1057	<b>Motions Arising on IP2022-0545 Citywide Growth Strategy</b> Council provided direction on how to proceed with redesigning the New Community Business Case process.
2022 July 26	IP2022- 0545	<b>Citywide Growth Strategy in the 2023-2026 Service Plans and Budget Cycle</b>  This report provided Council with recommendations of growth-enabling investments and new community growth areas ahead of the 2023 – 2026 Service Plan and Budget process. Eight new community business cases were recommended for consideration at budget time, all eight were subsequently approved.
2022 January 11	IP2021- 1554	<b>Citywide Growth Strategy: Aligning the Outline Plan Approval Process for All Growth Management Overlay Areas</b>  This report approved an amendment to the New Community Guidebook to address an inconsistency where Outline Plans applications were treated differently in the approval continuum if the relevant Area Structure Plans was approved before or after 2014.
2021 June 21	PFC2021 -0639	<b>Citywide Growth Strategy: Growth Management Overlay Review</b>  This report recommended numerous process improvements for the Growth Management Overlay policy tool and the New Community Growth Strategy Business Case process, including short-term actions that were implemented ahead of the 2022 round of reviews, and long-term actions that considered the phasing out the Overlay in place of another tool.
2020 November 2	PFC2020 -0962	<b>New Community Growth Strategy 2020</b> This report concluded the 2020 business case process. No Growth Management Overlays were removed, and 11 Business Case proponents were invited to resubmit during the next review process in 2022.
2019 November 18	PFC2019 -1062	<b>Growth Strategy Monitoring Report</b> Council direction received to explore the phasing out of the growth management overlay, and report back to Priorities and Finance Committee no later than Q2 2020 with options to better align to our current economic situation and that creates policy that encourages a business-friendly environment and further development investment and retention in Calgary. Report back was subsequently deferred as part of COVID-19 related deferrals.
2018 July 30	C2018- 0900	<b>New Community Growth Strategy 2018 – Further Review and Analysis Directed through PFC2018-0678</b> Approval of funding and direction to pursue Growth Management Overlay removal for 14 new communities.

2018 March 19	PFC2018 -0200	<b>New Community Growth Strategy</b> Introduction of the Business Case review process.
2013 March 14	C2013- 0057	<b>New Community Growth Strategy</b> Introduction of the Growth Management Overlay mechanism.

## Bylaws, Regulations, Council Policies

Growth decisions and authorities are governed by the following policies and regulations.

### **Municipal Development Plan, 2020**

In accordance with the Municipal Government Act, Calgary's Municipal Development Plan provides the long-term strategic framework for growth and development to achieve the following seven goals: Compact Urban Form, Urban Design Excellence, Greening the City, Great Communities, Connected City, Prosperous Economy, and Strategic Growth.

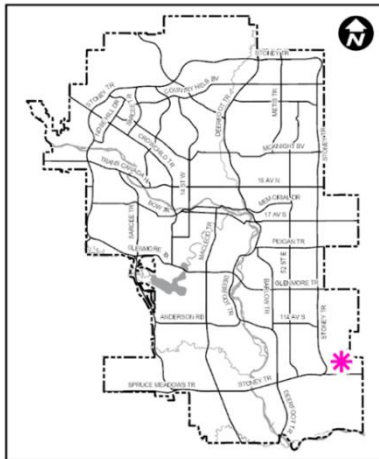
Section 5 of the Municipal Development Plan provides direction on strategic growth to achieve the best possible social, environmental, and economic outcomes. Section 4.3 of the New Community Planning Guidebook (Volume 2, Part 1 of the Municipal Development Plan) contains policy guidance on the development, design, and implementation of new communities, including policies that set out the applicability and evaluation considerations for Growth Applications.





## Application Overview GA2023-004: Hotchkiss

This attachment summarizes information about this Growth Application and its evaluation by Administration according to defined criteria outlined at [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication).



### Growth Application At-a-Glance

Area Structure Plan: South Shepard

Community: Hotchkiss

Gross Developable Hectares: ±65

Proposed Homes: 1,184 Single/Semi homes; 137 Multi-Residential homes

Expected Population: ±3,500

Anticipated Construction Start: Q3-Q4 2025

### Municipal Development Plan/Calgary Transportation Plan Alignment

- Unfavourable location relative to services and amenities, which will likely lead to auto dependent mobility patterns.
- Helps preserve and establish a large wetland open space.

### Market Demand

- The Southeast sector has 15 to 21 years of serviced land and 5 to 6 years of approved but not yet serviced land. This sector currently has 6 new communities in various stages of development.
- Lands within this Growth Application would add to the serviced land capacity as no capital costs are initially required.

### Financial Impact

- Evaluation concluded that no additional capital costs are triggered to initiate development.
- Favourable result (incremental costs compared to incremental revenues) from the New Community Incremental Operating Cost Model.

## Evaluation Criteria Introduction

### *Municipal Development Plan/Calgary Transportation Plan Alignment*

Within a citywide context of strategic and sustainable growth and change, planning and investment in new communities plays a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against well established, empirical criteria as set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent these applications enable complete communities where people live close to amenities and services.

### *Market Demand*

The Growth Application process identifies investments that strategically balance absorption with the provision of new supply. The City strives to maintain a balanced supply of land for housing in new communities, and as of 2023 May there is 10-13 years supply (for ~76,000 homes) of "approved – serviced" land. The serviced land supply is above the target of three to five years set out in section 5.2.3 of the Municipal Development Plan. Currently, there is additional "approved – not yet serviced" capacity for ~51,000 homes as of 2023 May. Significant City capital infrastructure investments will be required in upcoming budget cycles to service these lands. The criteria under Market Demand focus on the supply contribution of a Growth Application in relation to existing levels of supply in the relevant sector, and citywide.

### *Financial Impact*

Assessing the financial impact of a new community Growth Application includes both the costs as well as revenues, and other benefits. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. New communities previously approved by Council that are not yet serviced still require significant City investment in infrastructure. Expansion in city infrastructure creates future financial obligations as that infrastructure will require maintenance and renewal over its lifecycle. The criteria under Financial Impact evaluate the impact on The City's financial position by analyzing the anticipated cost impacts (capital and operating) of the development proposed in the Growth Application, as well as the direct revenue impacts (property tax, franchise fees, transit).

**Table 1 - Growth Application Criteria Evaluation Summary**

Criteria Category	Result	Select Evaluation Criteria (full criteria available on Calgary.ca/growthapplications)	Administration Comments
Policy Alignment	Favourable and Unfavourable Aspects	<ul style="list-style-type: none"> <li>• Criterion 3 – Completing Community</li> <li>• Criterion 4 – Activity Centre, Main Streets, Employment Proximity</li> <li>• Criterion 6 - Civic Facility Proximity</li> </ul>	<ul style="list-style-type: none"> <li>• Primarily residential, representing a continuation of residential development in the area.</li> <li>• Unfavourably located in terms of access to existing or funded facilities, schools, transit, and activity centres.</li> <li>• Would complete 'Community A' within the South Shepard Area Structure Plan.</li> </ul>
Market Demand	Unfavourable	<ul style="list-style-type: none"> <li>• Criterion 10 – Land Use, Outline Plan, Subdivision Timing</li> <li>• Criterion 12 – Technical Studies Status</li> <li>• Criterion 13/14 – Citywide/Sectoral Land Supply</li> </ul>	<ul style="list-style-type: none"> <li>• Concurrent outline plan, applicant anticipates construction for late 2025</li> <li>• The outline plan will require the following studies to be completed (some may be in progress): Transportation Impact Assessment, Stormwater Staged Master Drainage Plan, Biophysical Inventory, and Sanitary Servicing Study</li> <li>• Sector currently includes six new communities at various stages of development with more new communities being added via business cases approved through the 2023-2026 Service Plans and Budgets.</li> <li>• As of May 2023, the Southeast sector has 15-21 years of serviced land and 5-6 years of approved—not yet serviced land capacity</li> </ul>
Financial Impact	Favourable	<ul style="list-style-type: none"> <li>• Criterion 18 – Required Capital Investment</li> </ul>	<p>Capital Costs (Table 2)</p> <ul style="list-style-type: none"> <li>• Serviceable through existing or funded City infrastructure (Water, Sanitary, Storm and Fire).</li> <li>• Full build out of Hotchkiss (Hotchkiss, Sora, and Hotchkiss Northeast) will require mobility developer-funded improvements to the regional roadway network e.g., Stage 2 improvements to the intersection of Highway 22X and 104 Street SE; improvements to 84 Street SE from 146 Avenue SE to 114 Avenue SE (including improvements to the signalized intersection at 114 Avenue SE and 84 Street SE).</li> </ul>
	Favourable	<ul style="list-style-type: none"> <li>• Criterion 16 – Incremental Operating Cost Assessment</li> <li>• Criterion 17 – Revenue Assessment</li> </ul>	<p>Operating Costs (Table 3)</p> <ul style="list-style-type: none"> <li>• Favourable when comparing anticipated property tax and franchise fee revenue with estimated incremental direct and indirect operating costs for the proposed Growth Application area.</li> </ul>

**Table 2 – Capital Infrastructure Benefitting the Growth Application**

Infrastructure	Total Estimated Cost (\$M)	Remaining Required Budget (\$M)	Funding Status	Planned in Service Date	Notes	In Off-Site Levy Bylaw (Y/N)	Maximum Levy Funding (\$M) (% OF TOTAL)	City Funded Amount (\$M)
Cranston Reservoir & Pump Station	-	-	Unfunded	TBD	<b>Not required</b> to progress development in the Growth Application area, but lands will benefit from this future investment.	N	TBD	TBD
Cranston Sanitary Trunk Upgrade	TBD	-	Unfunded	TBD	<b>Not required</b> to progress development in the Growth Application area, but growth in subject lands will contribute to this future downstream upgrade that is required to service the overall sanitary trunk catchment.	N	TBD	TBD
<b>Total</b>	-	-						

**Note 1:** Table 2 includes all capital infrastructure investments related to the full build out of the Growth Application. Rows shaded in blue identify unfunded investments that are needed upfront to enable development in the Growth Application. Unshaded rows identify infrastructure investments that are already funded or are required to support the full build out of the Growth Application but will be triggered and brought forward in future budget cycles. Note that all identified investments benefit areas beyond the Growth Application, including previously approved lands as well as the broader South Shepard area.

**Note 2:** The total anticipated capital costs required to service this Growth Application reflected in this report and attachments are estimates only and are subject to change. The level of accuracy of project costs related to infrastructure delivery evolve throughout the stages of a project as design progresses, as construction methodologies are confirmed and as procurement strategies are developed. Infrastructure pricing is also influenced by availability of materials and contractors, and market demand.

**Note 3:** Administration has endeavoured to reflect the most current anticipated capital costs at the time of preparation of this report. As some of the infrastructure projects are still in conceptual and early planning stages, there is a high degree of variability. As costs are documented at a given point in time, they may also not align with infrastructure costs that are published in the annual Offsite Levy Report, as these two sources are developed at different timeframes.

**Table 3 – Operating Cost Summary (\$000s)**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
Total Revenue	\$ -	\$ 432	\$ 849	\$ 1,374	\$ 1,719	\$ 2,352	\$ 2,697	\$ 3,042	\$ 3,387	\$ 3,743	\$ 3,743	\$ 3,743	\$ 3,743	\$ 3,743	\$ 3,743
Less: Total Operating Costs	\$ -	\$ (780)	\$ (797)	\$ (1,127)	\$ (1,143)	\$ (1,995)	\$ (2,011)	\$ (2,026)	\$ (2,042)	\$ (2,145)	\$ (2,152)	\$ (2,152)	\$ (2,152)	\$ (2,152)	\$ (2,152)
Net Balance	\$ -	\$ (348)	\$ 52	\$ 247	\$ 576	\$ 356	\$ 686	\$ 1,016	\$ 1,345	\$ 1,598	\$ 1,591	\$ 1,591	\$ 1,591	\$ 1,591	\$ 1,591

**Note 4:** Total revenue reflects the anticipated City portion of property taxes, franchise fee and transit revenues to be generated by the Growth Application area only, at prevailing tax rates, and is not implied to be additional unbudgeted tax revenue. Total operating costs reflect anticipated incremental direct and indirect service level operating costs within the Growth Application area only, including Transit and Fire, and does not consider total citywide operating costs, operating costs of capital, nor costs beyond the 15-year timeframe. This analysis also does not consider that anticipated citywide growth could shift to this area from others (i.e., the growth cannot be assumed to necessarily be net new to Calgary).



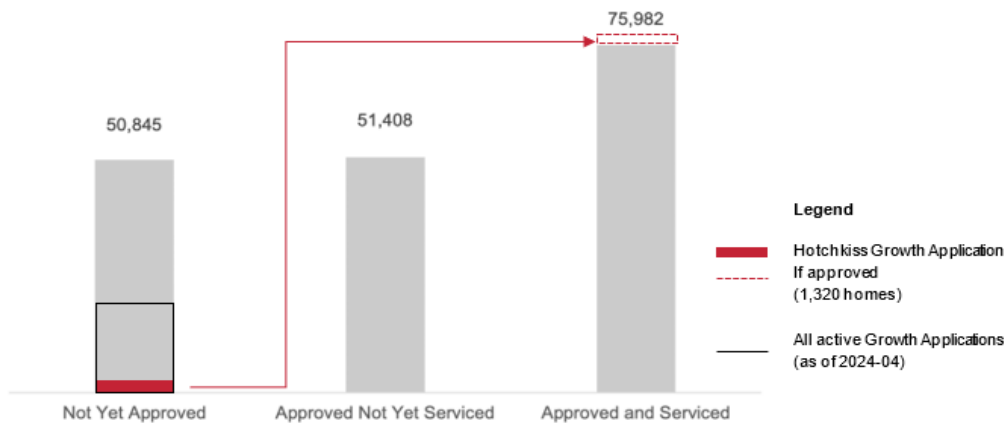
## Overview of New Community Land Supply

Growth Applications are a strategic step in the development approvals continuum. Approval of a Growth Application has the effect of moving the subject lands from “planned” to “approved - not yet serviced”. Once the capital infrastructure is delivered and available to development, the lands would move from “approved – not yet serviced to “approved – serviced”. In cases where no City capital infrastructure is required, it is possible to move directly to “approved – serviced”.

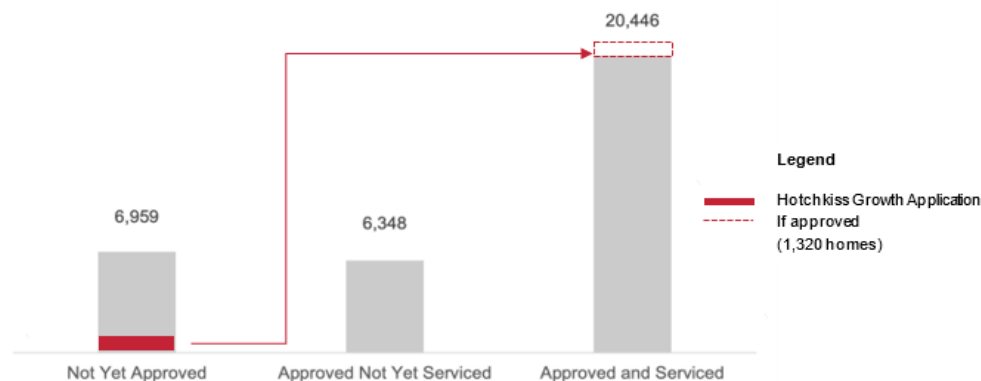
As of 2023 April, the citywide supply of land that is approved - not yet serviced can accommodate ~51,400 homes, subject to funding of capital infrastructure needed to service these lands. In addition to the \$342M allocated to servicing these lands, a further \$1.8B+ of funding is needed to fully service these approved lands with major utilities, fire and mobility infrastructure. Land that can accommodate a further ~76,000 homes is already serviced and ready for developer-funded subdivision and build-out.

The two charts that follow show the impact of moving forward with the **Hotchkiss Growth Application** on land supply both citywide and in the Southeast sector specifically.

**Figure 1. Hotchkiss in the Context of Citywide Land Supply**



**Figure 2. Hotchkiss in the Context of Southeast Sector Land Supply**



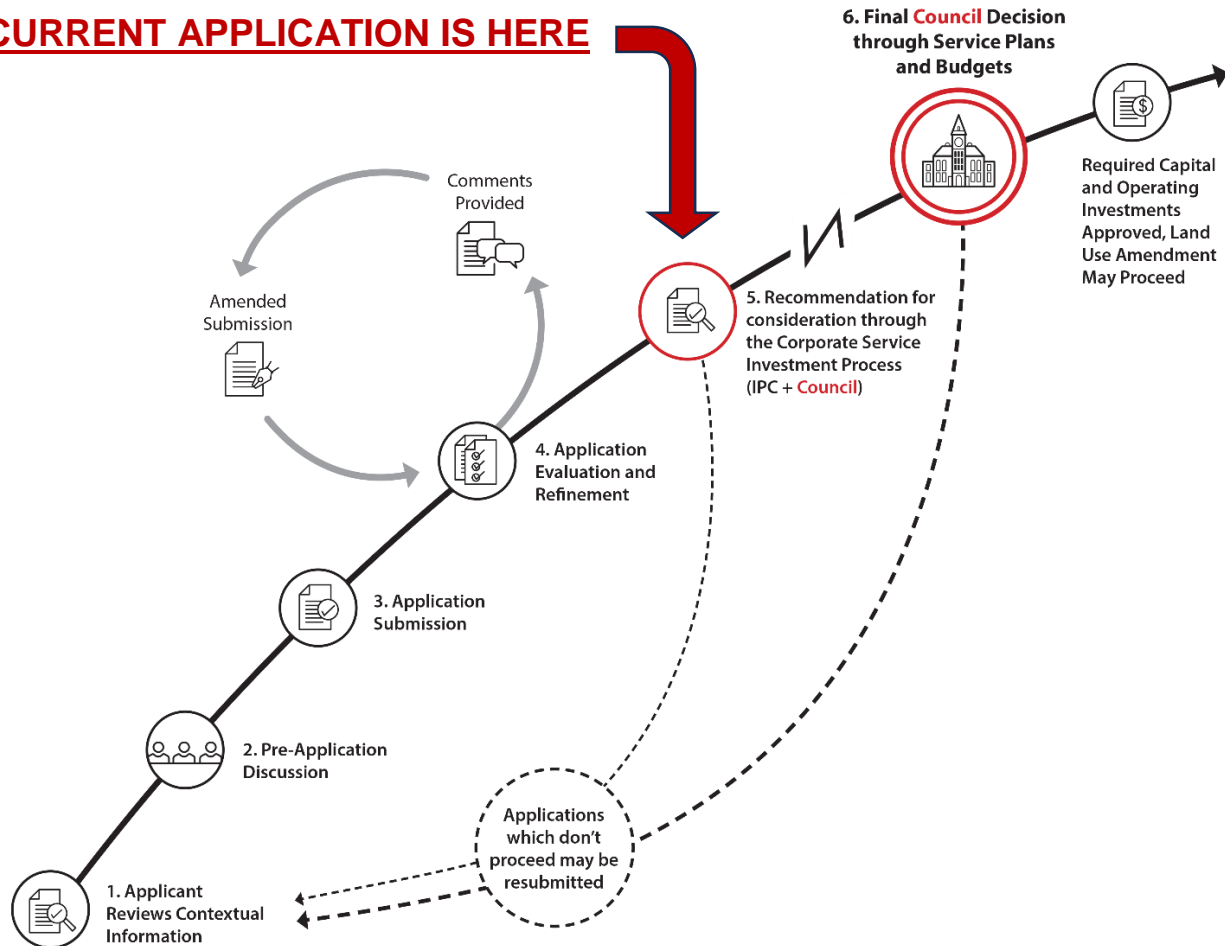




## Process for Growth Applications

This attachment outlines the steps of the Growth Application evaluation and decisions.

### CURRENT APPLICATION IS HERE



### 1. Applicant Reviews Contextual Information:

The review begins with reviewing information about land status (planning, existing and needed infrastructure and services, land supply) and maps of enabling infrastructure, amenities, and services referred to in the evaluation criteria. This information is available online, so that applicants can access it in a timely manner that works for their business needs and provides transparency on important information.

### 2. Pre-Application Discussion:

A pre-application discussion provides a chance for applicants and Administration to discuss early-stage perspectives on the potential Growth Application. Administration advises applicants on the value of a concurrent Outline Plan submission, to link technical planning elements (Outline Plan) and strategic growth investment considerations (Growth Application).

### **3. Application Submission:**

The applicant makes the decision to submit a Growth Application, provides relevant information as outlined in the Complete Application Requirements List (CARL) and pays the requisite fee.

### **4. Application Evaluation and Refinement:**

Administration evaluates the Growth Application, with reference to the evaluation criteria. The applicant may choose to refine their application based on the results of Administration's evaluation.

### **5. Recommendation for Further Consideration through the Corporate Service Investment Process via IPC and Council (CURRENT APPLICATION IS HERE):**

Administration brings a recommendation on the Growth Application to Infrastructure and Planning Committee and Council, which then make recommendations regarding further consideration through the Corporate Service Investment Process. The recommendation may be that the Growth Application is suitably ready for strategic growth and that Administration should consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process.

If the recommendation is that the Growth Application is *not* suitably ready for strategic growth and Administration should *not* consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process, the Growth Application may be revised and resubmitted for consideration ahead of the following year's budget prioritization.

### **6. Final Council Decision through Service Plans and Budgets:**

The operating and capital investments required to enable a Growth Application are considered through the Corporate Service Investment Process and ultimately Council's approval and adoption of the Service Plans and Budgets. If the required investments are included in the approved Service Plans and Budgets, the Growth Application is considered approved. If not, the Growth Application may be resubmitted for evaluation ahead of the following year's Corporate Service Investment Process. The first opportunity for consideration in budget is 2024 November.

Although the recommendation and decision are focused on necessary operating and leading capital infrastructure investments required to enable the Growth Application to proceed, analysis and reporting also consider investments beyond the current budget cycle and those that span multiple budget cycles, including community-completing infrastructure such as libraries and recreation centres.

### **Required Capital and Operating Investments Approved, Land Use Amendment May Proceed**

If the required investments are approved and the Growth Application approved, land use amendment applications can be supported from a growth perspective. Outline Plan applications can be submitted and approved before or after the associated Growth Applications are approved, however land use amendments can only be considered after the associated Growth Applications are approved.

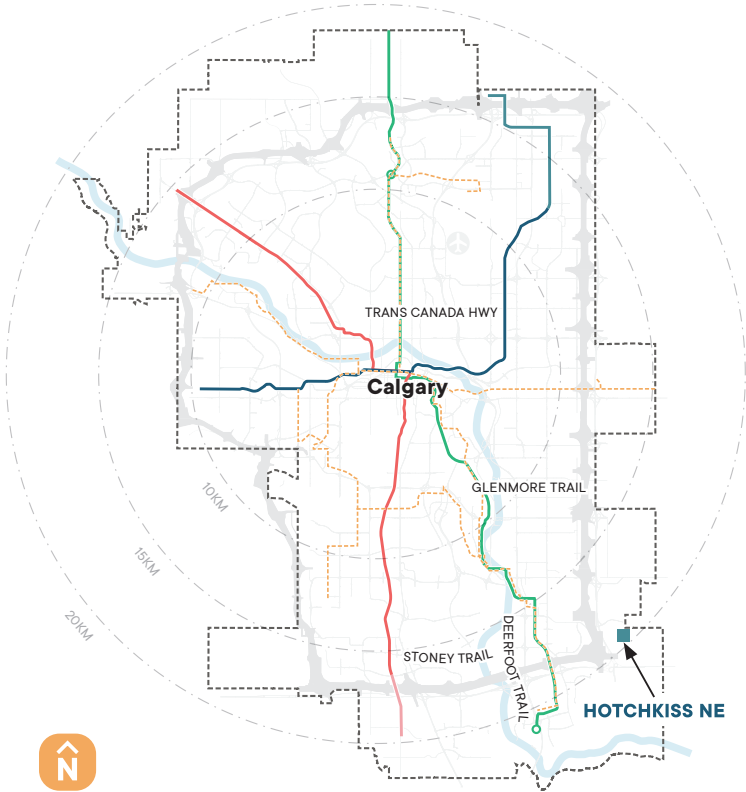


# HOTCHKISS NE

## GROWTH APPLICATION



Hotchkiss NE proposes a residential neighbourhood aligned with the policies of the South Shepard Area Structure Plan (ASP), the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP). This Growth Application has been contemplated as part of the Outline Planning process and is being submitted concurrently with an Outline Plan / Land Use Redesignation application.



**64.88 ha**  
Total Area



**58.31 ha**  
Gross Developable Area



**1,184 units**  
Low-Density Residential



**137 units**  
Multi-Family Residential



**3,500+**  
Population

**Located in southeast Calgary and represents the final piece of the South Shepard ASP's 'Community A' which includes the developing neighbourhoods of Hotchkiss (west) and Sora.**

### Why Hotchkiss NE?

**N°1 COMPLETING A DEVELOPING COMMUNITY**  
This proposal contemplates a logical completion of Hotchkiss as a comprehensively planned community. Enabling Hotchkiss NE provides connectivity between the two developing neighbourhoods.

**N°2 OPTIMIZING INFRASTRUCTURE & INVESTMENT**  
Hotchkiss NE utilizes existing infrastructure within contiguous developing neighbourhoods and brings additional investment to support any additional infrastructure requirements.

# The Southeast Advantage

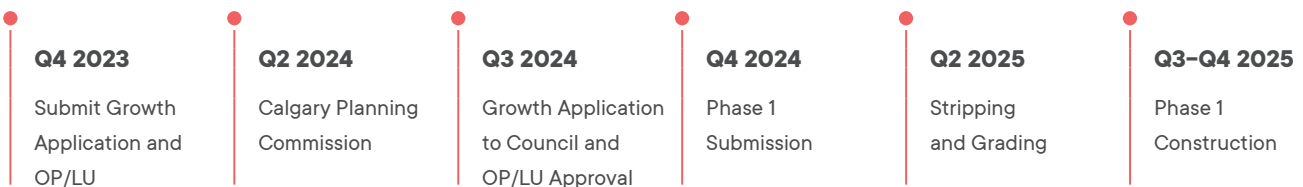
**Calgary’s southeast sector has been one of the fastest growing in the city, with significant investment in growth, major employment centers such as South Health Campus, and the extension of transit services with the Green Line project.**

Regional intensification through residential development will provide a supportive population and bring additional investment to the sector to further validate these investments.

Introducing an additional neighbourhood will provide more choices for existing and future Calgarians and will create further competition in the market to maintain affordability. By making more housing readily available, Hotchkiss NE will directly impact the cost of housing and inaffordability as a result of limited supply. The additional population will support major employment generators, and attract more local businesses, services and organizations to the area.



## Anticipated Development Timeline



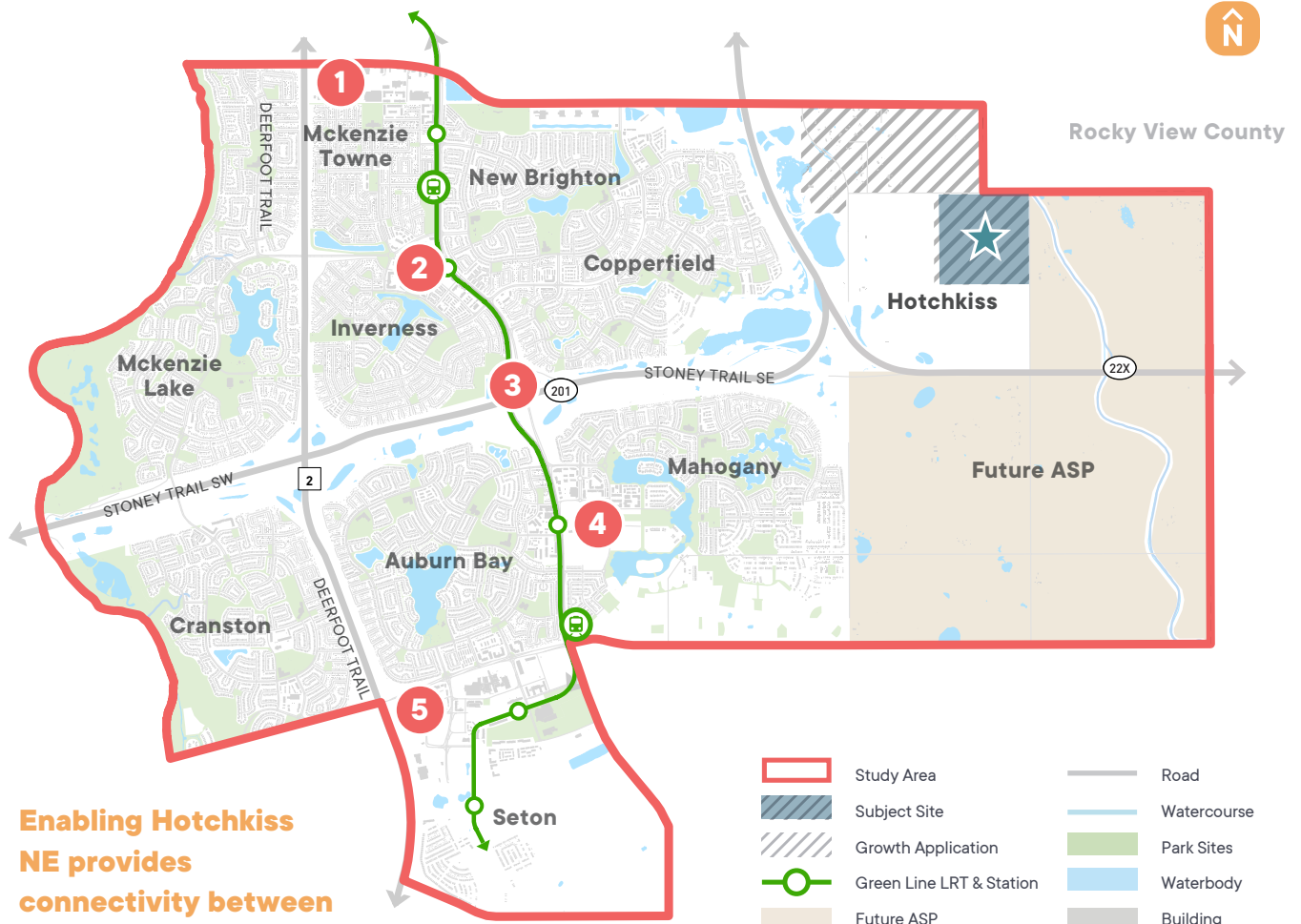
## Why Hotchkiss NE?

### N°3 PROVIDES HOUSING DIVERSITY

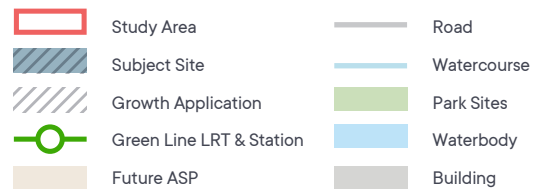
The Hotchkiss NE neighbourhood will help the city maintain its relative affordability and meet market demand by providing diverse housing supply and variety within the southeast sector of the city. DC land use addresses the 'missing middle' for the SSASP area.

### N°4 RECONSTRUCTION OF NATURAL FEATURES

A defining feature of the application area is a large, shared wetland complex. This permanent wetland will be reconstructed ensuring the health, longevity and sustainability of the wetland in a developed context.



**Enabling Hotchkiss NE provides connectivity between the two developing neighbourhoods.**



- 1** South Trail Shopping Centre
- 2** McKenzie Towne Shopping Centre
- 3** Future Green Line LRT
- 4** Westman Village in Mahogany
- 5** Seton Urban District (MAC)



## Why Hotchkiss NE?

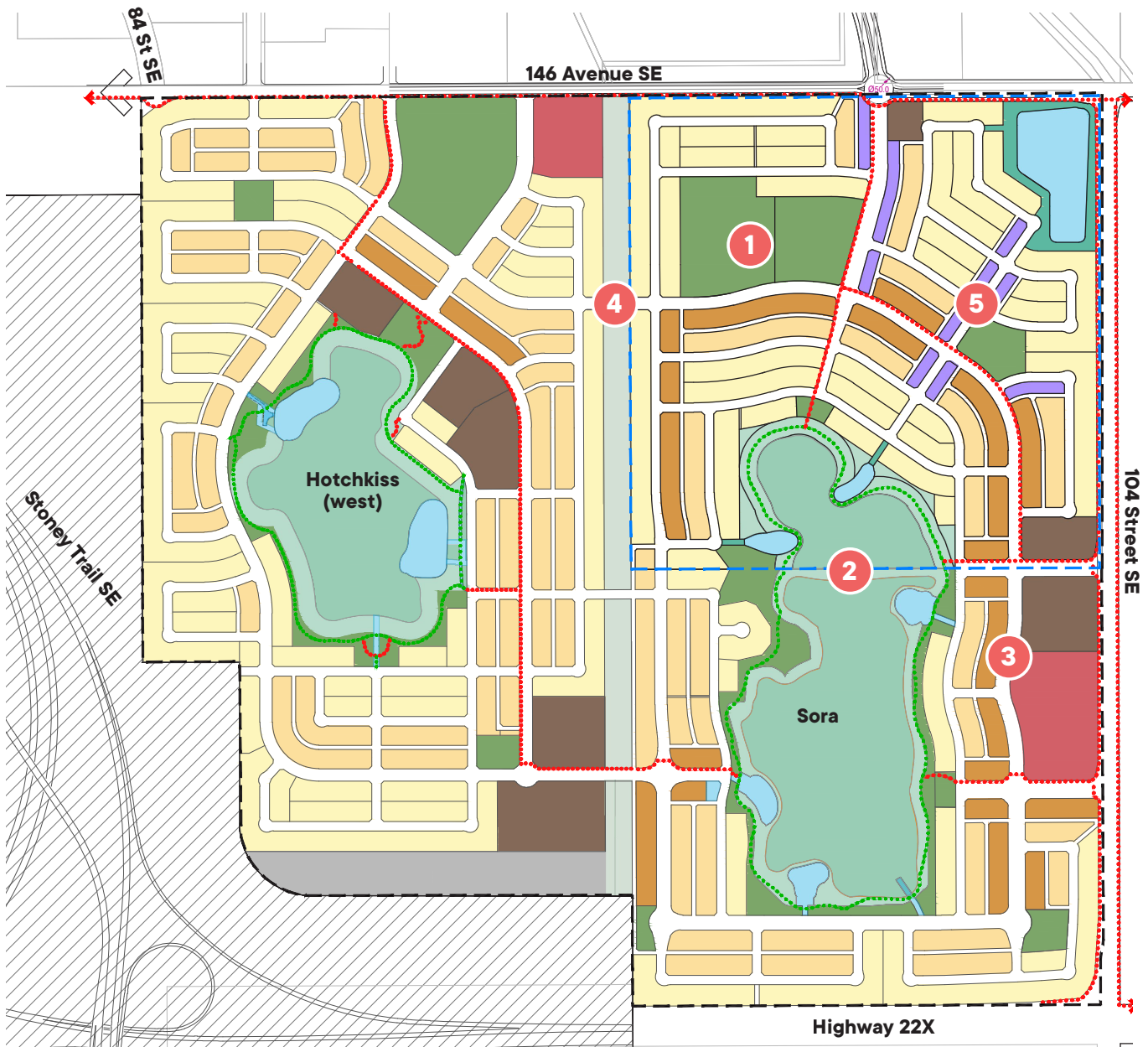
### N°5 UTILIZES EXISTING FACILITY INVESTMENTS

Hotchkiss NE contributes to the viability of facility investments including the Green Line extension by supplying residents, employees, and customers to contribute to the critical population thresholds necessary for efficient infrastructure investments.

### N°6 DEVOTED TO CREATING AMAZING PLACES

Genesis is a committed and active developer with recent investment in the City's southeast sector. As a builder, Genesis has the opportunity to directly influence the design and construction standards.

This application area has been planned comprehensively and is contiguous to the aforementioned developing neighbourhoods.



- 1 A future school site as contemplated by the South Shepard ASP.
  - 2 Completion of the Sora wetland reconstruction and surrounding open space amenity area.
  - 3 Supportive population for the future NAC contemplated by the Sora neighbourhood.
  - 4 Providing the missing link for vehicular and pedestrian connectivity throughout the entire Hotchkiss community.
  - 5 A range of housing forms that offer choice and variety at all levels of home ownership.
- - - - Hotchkiss (Community 'A') Boundary  
 - - - - Growth Application Area

## Risks Analysis for Growth Applications

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These risks concern new community Growth Application approvals in general.

### *Dispersion Risk*

Investing to enable growth in many new communities simultaneously means that finite resources are diluted, infrastructure and service delivery may be inefficient, and individual communities may build at a slow pace. This can impact return on investment as revenues are generated at a slower pace, while operating costs are still required. Risk is lower during periods of high growth and is mitigated through a strategic approach to investment and monitoring.

### *Affordability Risk*

If the supply of serviced land is insufficient relative to demand, housing prices can rise and affordability is eroded. The Growth Application process includes consideration of serviced land supply to inform servicing recommendations for new community development, aiming for a balance between too much and too little supply. That said, there are many factors that impact affordability beyond The City's provision of serviced land supply in new communities.

### *Financial Risk*

Infrastructure investment is typically required in stages as communities build out. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. Approval of a Growth Application may include immediately triggered infrastructure that needs to be funded in the short term (i.e. at Mid-Cycle Adjustments) and a list of unfunded infrastructure that will be required in future budget cycles, when the community build out triggers are reached. The 2023-2026 budget includes \$342M in [growth enabling capital infrastructure investments](#), with a further \$1.8B+ of unfunded investments in major utilities, fire and mobility infrastructure needed in future budget cycles to fully service previously approved communities. This excludes additional investments in LRT, recreation and utility upgrades triggered by cumulative growth such as treatment plants. The unfunded investments will be brought forward for budget consideration as the appropriate infrastructure triggers are met, which is dependent on the pace of growth.

This infrastructure is funded through a mix of funding sources, only a portion of which is from off-site levies. Availability of off-site levy funding and other funding sources impacts the timing of infrastructure investments and delivery. This carries a risk of increasing the infrastructure deficit which may lead to lower levels of service in approved communities. This can be mitigated through budget prioritization emphasizing community completion and alignment with the pace of growth, and current and anticipated revenues.

The New Community Incremental Operating Cost Model, used in application evaluation, is subject to continuous refinement and only reflects a portion of citywide operating costs over a 15-year timeframe. It is not intended to be a complete representation of a new community's lifetime operating cost impact to The City. Approval of new communities creates a commitment to services and infrastructure indefinitely into the future.

Based on serviced land supply levels as of 2023 May and considering the unfunded infrastructure costs, adding additional investments required by this Growth Application within the 2023-2026 budget cycle could impact The City's capacity to support other capital priorities.

*Expectation Risk*

Multiple Growth Applications requiring investment are concurrently under review. If numerous Growth Applications and related investments are recommended for consideration in the Mid-Cycle Adjustments, expectations for funding and approval in the November budget deliberations may be created that cannot be met. Administration is working to mitigate this risk by proactively considering financial capacity and citywide needs (both growth-related and non-growth) before and after the Growth Application is brought forward to Infrastructure and Planning Committee.

*Environmental and Climate Risk*

New community development increases greenhouse gas emissions at a faster pace than established area development, which leads to increased climate risk by removing natural assets that enhance resilience and increasing the exposure of infrastructure assets to climate hazards. Opportunities to mitigate these risks are introduced in subsequent stages of the approvals continuum.





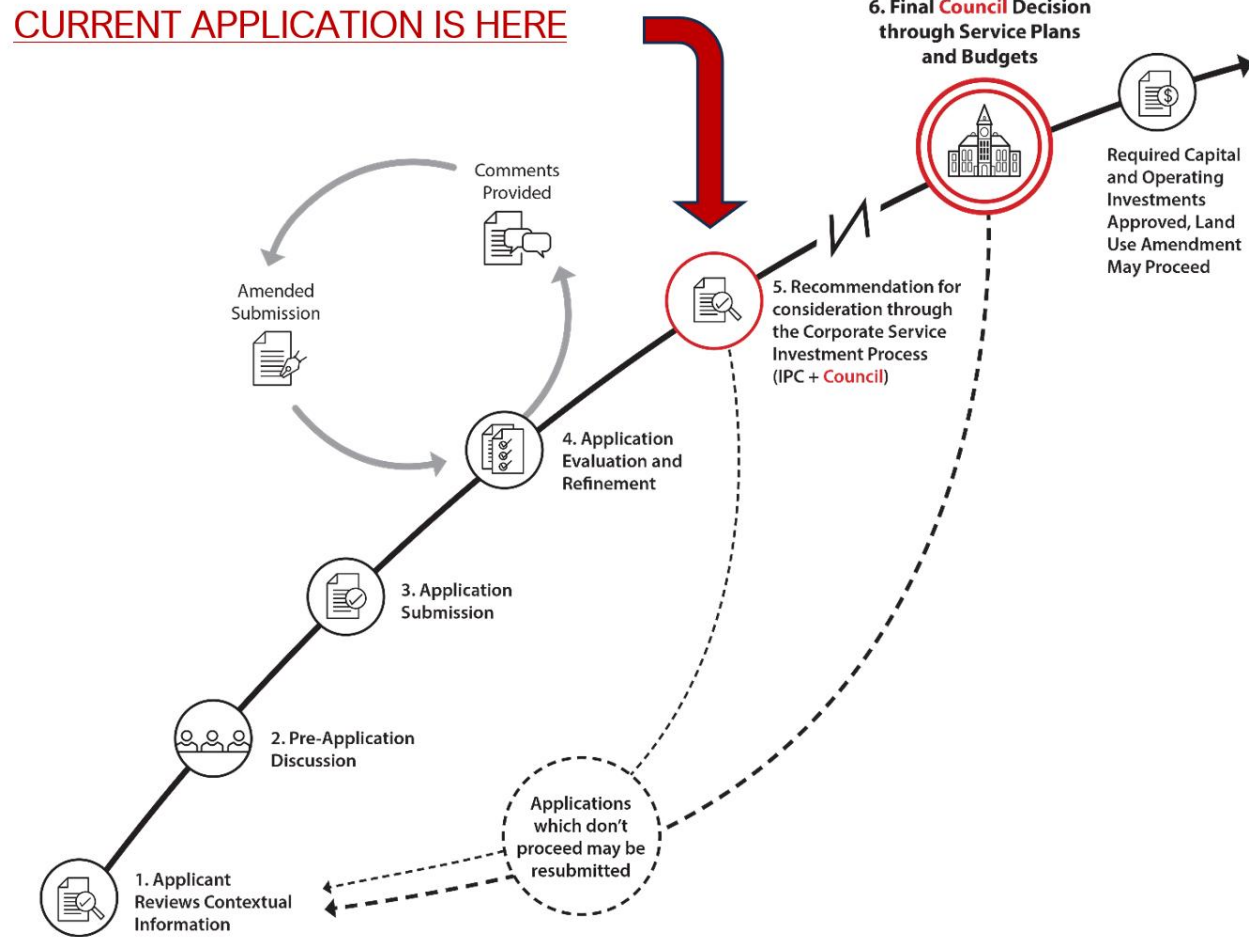
# Growth Application in the South Shepard Area Structure Plan (Ward 12), GA2023-004

Citywide Growth Strategy | IP2024-0461

Infrastructure and Planning Committee | 2024 May 15



- July 2023 redesigned approach for evaluating new community **Growth Applications**
- **Individual** Council decisions
- **To be considered (or not)** in annual budget process
- **November** Mid-Cycle Adjustments provides final decision
- **Funded investments** result in approved Growth Applications



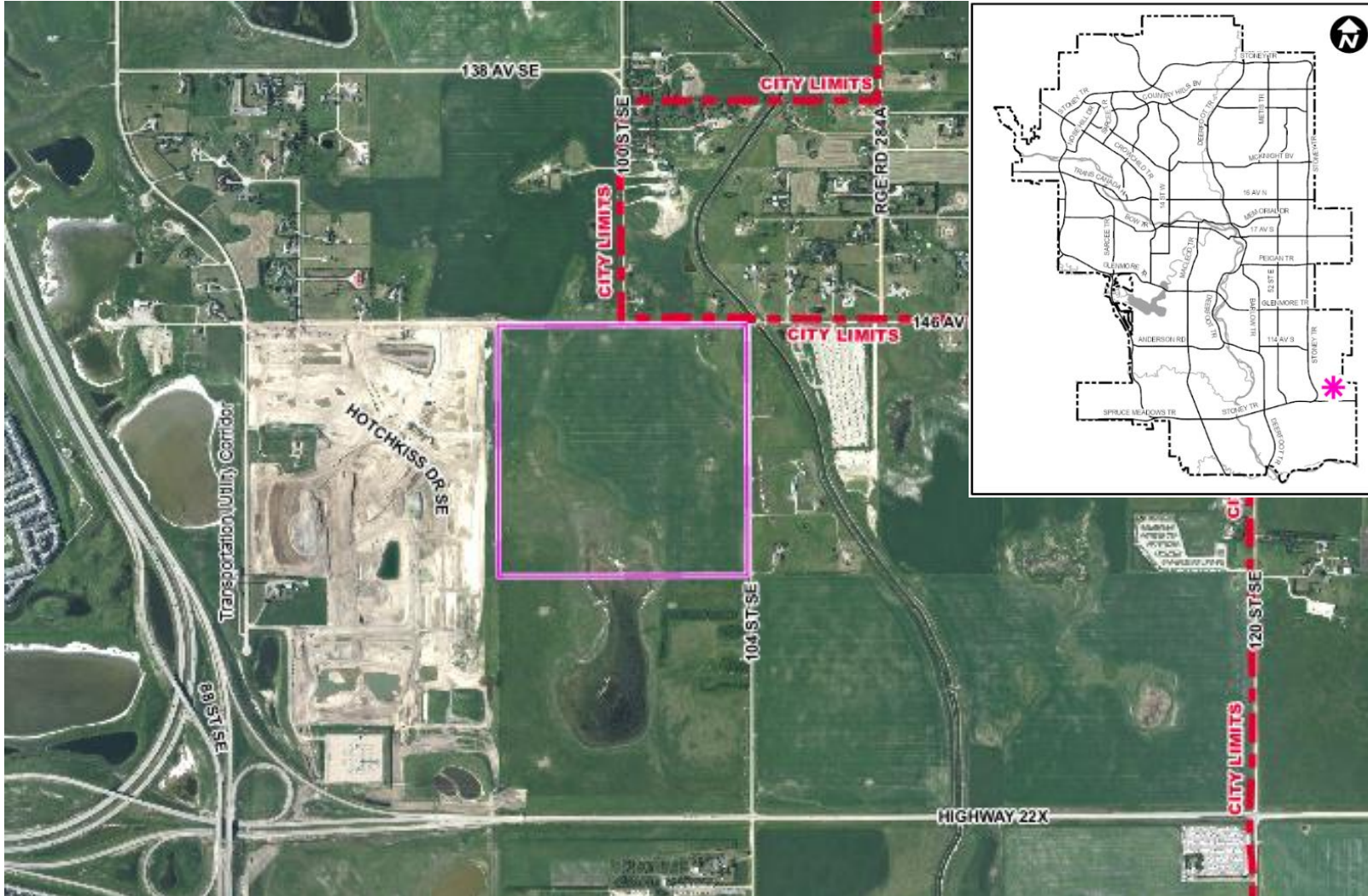
That the Infrastructure and Planning Committee recommend that Council direct Administration **to consider** the operating investments needed to enable this Growth Application (GA2023-004) alongside other potential investments in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

Growth-enabling investment must be strategic to support an economically, socially, and environmentally resilient city.

Administration concludes that it **is** the right time for the operating investments to be made to enable growth in this Southeast sector Growth Application.

This Growth Application:

- Requires no upfront capital infrastructure investment
- Has low initial operational investment, and future operations (e.g., transit) are more viable through development
- Complements and continues buildout of the Hotchkiss and Sora neighbourhoods
- Would enable  $\pm 1,300$  homes, developer anticipates to start in late 2025



**Area Structure Plan:**

South Shepard

**Community:**

Hotchkiss

**Gross Developable Hectares:**

±65

**Proposed Homes:**

1,184 Single/Semi homes

137 Multi-Residential homes




**Commercial or Retail:**

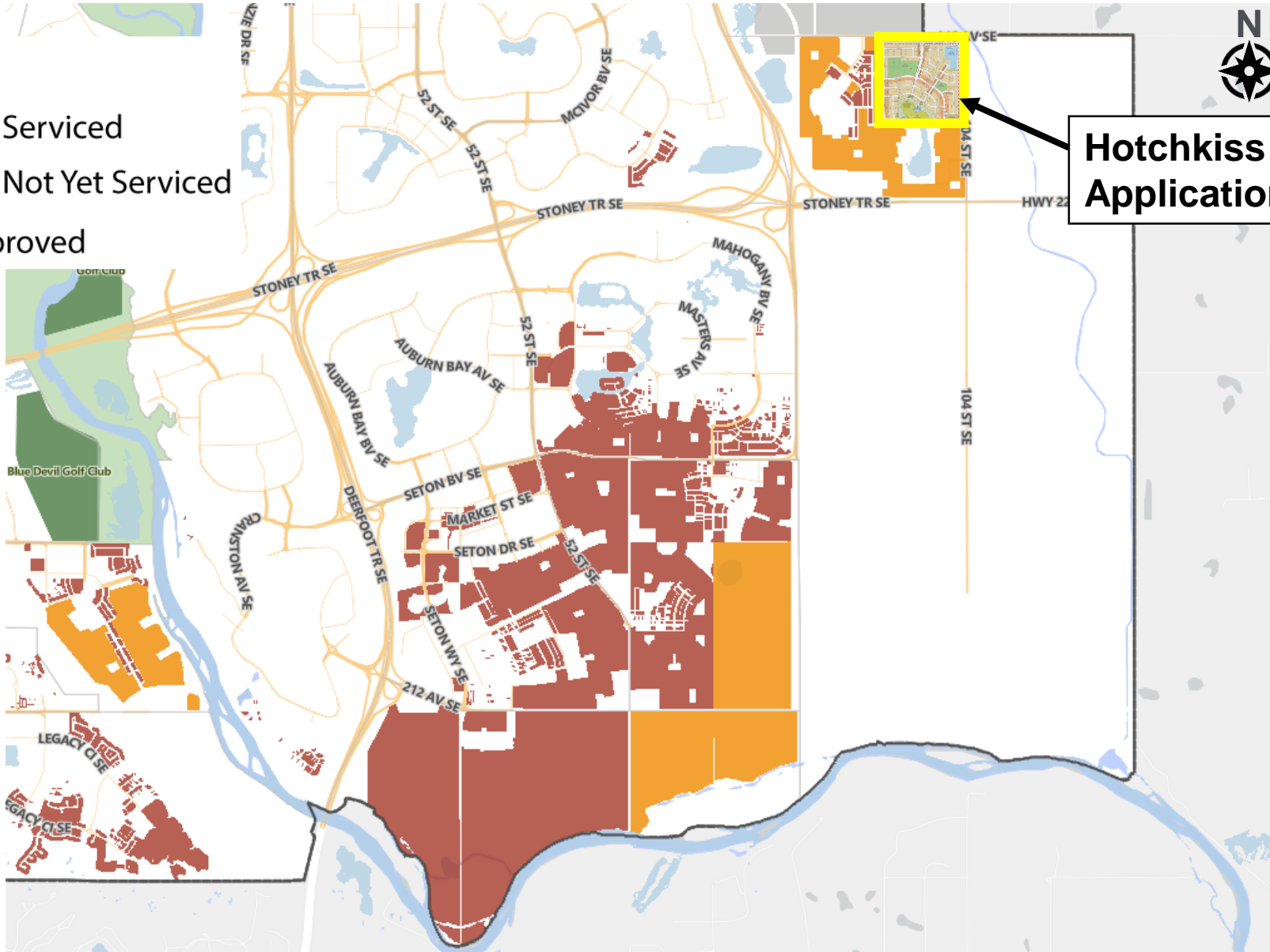
None



# Southeast Sector Overview

## Land Supply

-  Approved - Serviced
-  Approved - Not Yet Serviced
-  Not Yet Approved

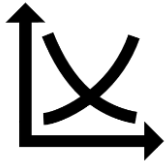


**Hotchkiss Growth Application**



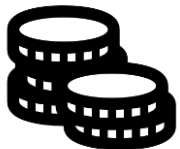
## Municipal Development Plan Alignment:

- Contiguous with adjacent development, completing Hotchkiss within the South Shepard Area Structure Plan
- Unfavourably located relative to amenities



## Market Demand (as of May 2023)

- Southeast sector has 15-21 years of serviced land and 5-6 years of approved–not yet serviced land



## Financial Impact

- No capital cost is required to enable development
- Favourable Operating Cost Model review; operating funding requests will be brought forward as required in future years

That the Infrastructure and Planning Committee recommend that Council direct Administration **to consider** the operating investments needed to enable this Growth Application (**GA2023-004**) alongside other potential investments in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.



Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 May 15

ISC: UNRESTRICTED  
IP2024-0420

## Growth Application in the Glacier Ridge Area Structure Plan (Ward 2), GA2023-005

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### PURPOSE

A Growth Application has been submitted within Community D (Moraine) of the Glacier Ridge Area Structure Plan, which proposes  $\pm 1,500$  homes and  $\pm 900$  m<sup>2</sup> of commercial space. The purpose of this report is to provide Administration's recommendation on whether the capital and operating investments to initiate development in the application area should be considered for funding in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets in 2024 November. The recommendation is based on a criteria-based evaluation that considered Municipal Development Plan/Calgary Transportation Plan alignment, market demand and financial impact.

Administration is recommending that the capital and operating investments required for this Growth Application not be considered in the Mid-Cycle Adjustments. Funding is already allocated to progress design and initial stages of the required North Water Servicing Option (NWSO). Design of the NWSO is underway and needs to be completed to inform more refined cost estimates and construction schedules. When sufficient design and cost estimate information is available, Administration can request the necessary budget to enable maximum flexibility for construction procurement in an effort to expedite delivery timing. Presently there is sufficient serviced land supply available in this sector to accommodate development while this preparatory work continues.

### PREVIOUS COUNCIL DIRECTION

On 2023 July 26, Council endorsed a redesigned approach for how The City evaluates and enables growth opportunities to ensure that new community growth happens in the right place at the right time. This process was implemented starting 2023 August 1.

### RECOMMENDATION(S):

That the Infrastructure and Planning Committee recommend that Council direct Administration:

1. To continue working with the applicant on the planning for future stages of capital infrastructure, including optimal timing of funding and delivery, to ensure the ability of continuity of growth in the Glacier Ridge Area Structure Plan; and
2. Not to consider the capital infrastructure and operating investments needed to enable this Growth Application (GA2023-005) in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

### CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

The Chief Administrative Officer/General Manager concurs with this report.

### HIGHLIGHTS

- After review, Administration recommends that it is **not** the right time for the capital infrastructure and operating investments required by this Growth Application to be considered in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

## Growth Application in the Glacier Ridge Area Structure Plan (Ward 2), GA2023-005

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- Enabling new communities in the right places at the right time ensures that homes are built close to amenities and services, that supply is balanced with demand to support housing affordability and choice, that new investments are operating efficiently and balanced with existing financial commitments, and that the environmental sustainability of the city is considered.
- This Growth Application is dependent on capital infrastructure investment in the current budget cycle, and further capital infrastructure investment in future budget cycles to initiate development. These investments are outlined in Service and Financial Implications section of this report and Attachment 2.
- Enabling growth in this area would complement and continue development of the community of Moraine, northward from the Ambleton neighbourhood alongside.
- This Growth Application is **not** considered feasible at this time as it is not immediately serviceable by existing water infrastructure capacity. Servicing of any new additional land in the broader North Sector is dependent on the detailed design, full funding, and construction of the North Water Servicing Option. Approval of this growth area would be premature until detailed design, full funding and procurement has progressed further to provide more certainty on the timing of availability of infrastructure capacity.

## DISCUSSION

### *Evaluation Overview*

Within a context of strategic and sustainable growth and change, investment in new communities continues to play a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against established criteria is set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent applications enable complete communities where people live close to amenities and services, align with the pace of absorption of serviced land, and work within The City's financial capacity.

The evaluation approach (Attachment 4) involves an Administrative review of a developer submission, followed by a recommendation that identifies whether or not Council should direct Administration to consider the necessary investments to initiate development in the Mid-Cycle Adjustments. If Council approves the budget with the investments included, the Growth Application is approved, and the next steps towards development can proceed.

### *Growth Application Evaluation*

The subject site (see map in Attachment 2) is in the North Sector of Calgary. The application was received 2023 December 5 and evaluated by a cross corporate team according to the criteria published at [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication).

### Municipal Development Plan/Calgary Transportation Plan Alignment

- Favourably located in relation to services, amenities, and facilities including activity centres, employment areas, public schools, recreation facilities, libraries, and transit.
- Contiguous with existing development and, aside from some outstanding small parcels, would complete Community D (Moraine) in the Glacier Ridge Area Structure Plan.

### Market Demand

**Growth Application in the Glacier Ridge Area Structure Plan (Ward 2),  
GA2023-005**

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- The North Sector currently includes 10 new communities at various stages of development.
- As of 2023 May, the North Sector has 9 to 12 years of approved and serviced land capacity plus an additional 8 to 11 years of approved but not yet serviced land. This amount of supply allows for development to proceed while the water infrastructure design and delivery proceeds. While the *2024-2028 Suburban Residential Growth Report* has not yet been released, land supply levels are likely to fall given increased citywide absorption forecasts.

Financial Impact

- The impact is favourable when comparing anticipated property tax and franchise fee revenue with estimated incremental direct and indirect operating costs for the proposed Growth Application area.
- This Growth Application requires additional investment in unfunded capital infrastructure, while also leveraging existing and/or funded infrastructure in the area. See the Service and Financial Implications section of this report and Attachment 2 for more information.

Enabling development beyond lands previously approved requires the completion of the North Water Service Option (NWSO), which is currently under design. The NWSO remains a high priority for Administration as it will provide additional water infrastructure capacity to enable the full build out of previously approved lands, and support additional new growth beyond 2030. Growth Applications dependent on NWSO should only be considered once the design work is completed, the infrastructure is fully funded and there is certainty on the timing of infrastructure capacity availability. In the meantime, previously approved communities in the sector remain well positioned to accommodate growth.

Administration will proactively engage with the applicant, and other landowners and developers in the catchment area, to keep them informed about NWSO progress in order to ensure development can be timed with delivery.

**EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |   |  |
|---|--|
| <input type="checkbox"/> Public engagement was undertaken                   | <input type="checkbox"/> Dialogue with interested parties was undertaken     |
| <input checked="" type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required |

As new communities are planned and designed, public engagement occurs at the Area Structure Plan and Outline Plan/Land Use Amendment stages. These steps inform the Growth Application review. Any member of the public is also able to speak on individual Growth Applications at both the Infrastructure and Planning Committee step and as part of the public component that is held as part of Mid-Cycle Adjustments in November.

Administration uses [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication) to share information about this and other Growth Applications with regards to decision points. An applicant's statement (Attachment 5) is also provided.

**Growth Application in the Glacier Ridge Area Structure Plan (Ward 2),  
GA2023-005**

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**IMPLICATIONS**

**Social**

The City supports market housing needs through investing in a balanced supply of serviced land in new community areas. This can increase housing choice and affordability, and if well located, increase access to public and private amenities.

Once servicing capacity is enabled, this Growth Application will present an opportunity for growth that is contiguous and well-located with respect to amenities and services (including the Shops at Carrington Green, Evanston Town Centre, Our Lady of Grace School, the Livingston Community Centre, the Sage Hill Library and the Sage Hill Primary Transit Hub).

**Environmental**

New community growth involves greater greenhouse gas emissions relative to redevelopment of established areas (particularly with respect to mobility), increases climate risk and removes natural assets. While the Growth Application process informs the sequencing of growth to prioritize access to amenities and services and efficient use of existing infrastructure, climate resilience considerations are best considered through policy and planning approvals from Outline Plan to Development and Building Permit stages. City development standards and design guidelines can have significant carbon reduction and resilience benefits when applied universally to all development through these processes.

**Economic**

At the appropriate time, this Growth Application will present an opportunity to enable growth that leverages existing and funded infrastructure while creating jobs and economic activity; however, for this application to move forward, the detailed design and full funding of the North Water Servicing Option are first required.

**Service and Financial Implications**

**Other: New Capital funding request; New Operating funding request**

This Growth Application requires ±\$379M in unfunded capital infrastructure investment (Attachment 2). Approximately ±\$103M is eligible to be funded through the Off-Site Levy, with the remainder to be funded through other City funding sources. These capital investments would benefit areas beyond this individual Growth Application. This area benefits from earlier capital investments already made.

Additional base tax-supported operating funding of ±\$0.9M per year would be required by this Growth Application, based on analysis done using the New Community Incremental Operating Cost Model (IP2023-0981). Should this Growth Application proceed, this additional base tax-supported operating funding will be requested by the impacted services through their Service Plans and Budgets submissions as this area builds out and services are required over time.

The City budgets for additional revenues from redevelopment and new development, meaning the estimate of property taxes used in the model is not implied to be additional unbudgeted tax revenue. Rather, this indicates how much property tax could be generated by the anticipated units in the Growth Application (at current tax rates).

Planning & Development Services Report to  
Infrastructure and Planning Committee  
2024 May 15

ISC: UNRESTRICTED  
IP2024-0420

**Growth Application in the Glacier Ridge Area Structure Plan (Ward 2),  
GA2023-005**

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**RISK**

New community growth presents several risks, such as dispersion of services and infrastructure, affordability through planned land supply, financial, funding expectations and environmental. These risks are discussed in further detail in attachment 6.

**ATTACHMENT(S)**

1. Background and Previous Council Direction
2. Application Overview GA2023-005: Glacier Ridge Community D
3. Overview of New Community Land Supply
4. Process for Growth Applications
5. Applicant Submission
6. Risks
7. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
T Keane	Planning and Development Services	Approve
C Male	Corporate Planning and Financial Services	Consult
M Thompson	Infrastructure Services	Consult

Author: Tyler Olsen, City and Regional Planning



## Background and Previous Council Direction

This attachment provides a summary of the background and previous Council direction related to the proposed Growth Application considered in this report, as well as new community growth decision-making in general.

### Background

2024 May represents the first time that new community Growth Applications are being brought forward in alignment with the redesigned system approved by Council in 2023 July ([IP2023-0559](#)). The redesigned approach adopts a more responsive application-based model, driven by improved growth information awareness and more empirical evaluation criteria. An applicant can apply at any time, but final decisions will be made through the annual Service Plans and Budgets process.

Between the implementation date of the redesigned system (2023 August 1) and this report, nine new Growth Applications have been submitted. Many of these were resubmissions of business cases reviewed in 2022. Additionally, there are two active business cases in the Belvedere area that are still under review from 2022.

### Previous Council Direction

A comprehensive summary of previous reports related to this work is listed below.

DATE	REPORT NUMBER	DIRECTION / DESCRIPTION
2023 October 17	IP2023-0924	<p><b>Citywide Growth Strategy: Growth Applications Fee Adjustment</b></p> <p>Council approved an adjustment to Growth Application fees. The adjustment applies a prorated fee based on area for smaller applications (up to 16 hectares). The fees for applications over 16 hectares in size did not change.</p>
2023 July 25	IP2023-0559	<p><b>Citywide Growth Strategy: New Approach to Growth Applications</b></p> <p>Council approved the redesigned Growth Applications system, which introduced changes and improvements to the approach for strategically evaluating new community growth. As of 2023 August 1 an applicant can apply at any time, but final decisions will be made through the Service Plans and Budgets process in November of each year.</p> <p>As part of this report, all Growth Management Overlays in relevant Area Structure Plans were removed from the plans via bylaw amendment, and the Growth Application process was added via bylaw amendment to the New Community Planning Guidebook.</p>

2022 September 20	C2022- 1057	<b>Motions Arising on IP2022-0545 Citywide Growth Strategy</b> Council provided direction on how to proceed with redesigning the New Community Business Case process.
2022 July 26	IP2022- 0545	<b>Citywide Growth Strategy in the 2023-2026 Service Plans and Budget Cycle</b>  This report provided Council with recommendations of growth-enabling investments and new community growth areas ahead of the 2023 – 2026 Service Plan and Budget process. Eight new community business cases were recommended for consideration at budget time, all eight were subsequently approved.
2022 January 11	IP2021- 1554	<b>Citywide Growth Strategy: Aligning the Outline Plan Approval Process for All Growth Management Overlay Areas</b>  This report approved an amendment to the New Community Guidebook to address an inconsistency where Outline Plans applications were treated differently in the approval continuum if the relevant Area Structure Plans was approved before or after 2014.
2021 June 21	PFC2021 -0639	<b>Citywide Growth Strategy: Growth Management Overlay Review</b>  This report recommended numerous process improvements for the Growth Management Overlay policy tool and the New Community Growth Strategy Business Case process, including short-term actions that were implemented ahead of the 2022 round of reviews, and long-term actions that considered the phasing out the Overlay in place of another tool.
2020 November 2	PFC2020 -0962	<b>New Community Growth Strategy 2020</b> This report concluded the 2020 business case process. No Growth Management Overlays were removed, and 11 Business Case proponents were invited to resubmit during the next review process in 2022.
2019 November 18	PFC2019 -1062	<b>Growth Strategy Monitoring Report</b> Council direction received to explore the phasing out of the growth management overlay, and report back to Priorities and Finance Committee no later than Q2 2020 with options to better align to our current economic situation and that creates policy that encourages a business-friendly environment and further development investment and retention in Calgary. Report back was subsequently deferred as part of COVID-19 related deferrals.
2018 July 30	C2018- 0900	<b>New Community Growth Strategy 2018 – Further Review and Analysis Directed through PFC2018-0678</b> Approval of funding and direction to pursue Growth Management Overlay removal for 14 new communities.



2018 March 19	PFC2018 -0200	<b>New Community Growth Strategy</b> Introduction of the Business Case review process.
2013 March 14	C2013- 0057	<b>New Community Growth Strategy</b> Introduction of the Growth Management Overlay mechanism.

## Bylaws, Regulations, Council Policies

Growth decisions and authorities are governed by the following policies and regulations.

### **Municipal Development Plan, 2020**

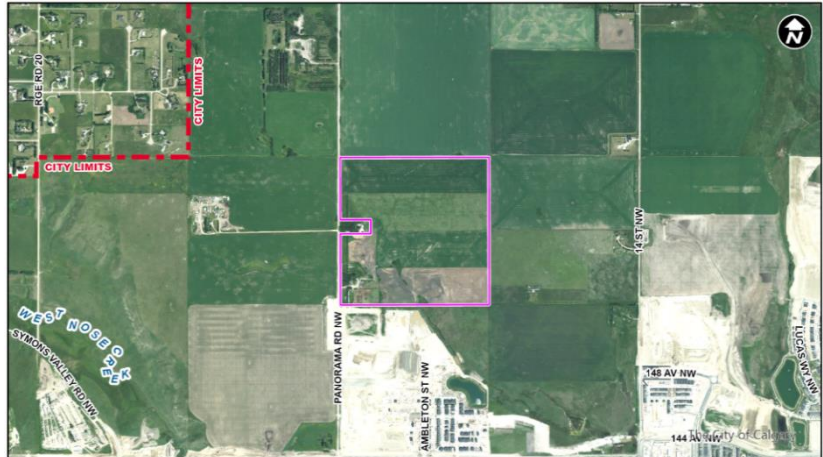
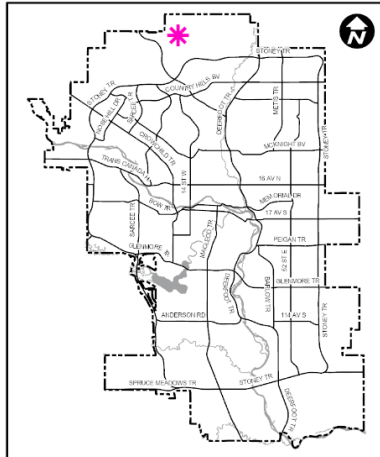
In accordance with the Municipal Government Act, Calgary's Municipal Development Plan provides the long-term strategic framework for growth and development to achieve the following seven goals: Compact Urban Form, Urban Design Excellence, Greening the City, Great Communities, Connected City, Prosperous Economy, and Strategic Growth.

Section 5 of the Municipal Development Plan provides direction on strategic growth to achieve the best possible social, environmental, and economic outcomes. Section 4.3 of the New Community Planning Guidebook (Volume 2, Part 1 of the Municipal Development Plan) contains policy guidance on the development, design, and implementation of new communities, including policies that set out the applicability and evaluation considerations for Growth Applications.



## Application Overview GA2023-005: Glacier Ridge Community D

This attachment summarizes information about this Growth Application and its evaluation by Administration according to defined criteria outlined at [www.calgary.ca/growthapplication](http://www.calgary.ca/growthapplication).



### Growth Application At-a-Glance

Area Structure Plan: Glacier Ridge

Community: Moraine

Gross Developable Hectares: ±64

Proposed Homes: 1,056 Single/Semi homes, 433 Multi-Residential homes

### Municipal Development Plan/Calgary Transportation Plan Alignment:

- Contiguous with adjacent development in “Ambleton” to the south
- Favourably located nearby to services and amenities

### Market Demand

- The North Sector has land supply of 9 to 12 years of serviced land and 8 to 11 years of approved but not yet serviced land.

### Financial Impact

- ±\$379M in new capital infrastructure investment is required up front to deliver the North Water Servicing Option (NWSO), with ±\$150M eligible to be funded through the Off-Site Levy. This Growth Application is located in a pressure zone which requires the NWSO operational to support additional growth. This infrastructure is not fully funded, however design is in progress. Subject to remaining budget approval, delivery is expected by end of 2029 to support continued growth beyond 2030, benefiting the full North sector.
- Favourable result (incremental costs compared to incremental revenues) from the New Community Incremental Operating Cost Model.

## **Evaluation Criteria Introduction**

### *Municipal Development Plan/Calgary Transportation Plan Alignment*

Within a citywide context of strategic and sustainable growth and change, planning and investment in new communities plays a role in supporting The City's long-term vision and objectives. In this context, guidance for how Growth Applications are to be evaluated against well established, empirical criteria as set out in section 5.2.2 of the Municipal Development Plan and section 4.3 of the New Community Planning Guidebook. The criteria focus on evaluating to what extent these applications enable complete communities where people live close to amenities and services.

### *Market Demand*

The Growth Application process identifies investments that strategically balance absorption with the provision of new supply. The City strives to maintain a balanced supply of land for housing in new communities, and as of 2023 May there is 10-13 years supply (for ~76,000 homes) of "approved – serviced" land. The serviced land supply is above the target of three to five years set out in section 5.2.3 of the Municipal Development Plan. Currently, there is additional "approved – not yet serviced" capacity for ~51,000 homes as of 2023 May. Significant City capital infrastructure investments will be required in upcoming budget cycles to service these lands. The criteria under Market Demand focus on the supply contribution of a Growth Application in relation to existing levels of supply in the relevant sector, and citywide.

### *Financial Impact*

Assessing the financial impact of a new community Growth Application includes both the costs as well as revenues, and other benefits. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. New communities previously approved by Council that are not yet serviced still require significant City investment in infrastructure. Expansion in city infrastructure creates future financial obligations as that infrastructure will require maintenance and renewal over its lifecycle. The criteria under Financial Impact evaluate the impact on The City's financial position by analyzing the anticipated cost impacts (capital and operating) of the development proposed in the Growth Application, as well as the direct revenue impacts (property tax, franchise fees, transit).

Table 1 - Growth Application Criteria Evaluation Summary

Criteria Category	Result	Select Evaluation Criteria (full criteria available on Calgary.ca/growthapplications)	Administration Comments
Policy Alignment	Favourable	<ul style="list-style-type: none"> <li>• Criterion 1 - Contiguous Area</li> <li>• Criterion 3 - Completing Community</li> <li>• Criterion 4 – Activity Centre, Main Streets, Employment Proximity</li> </ul>	<ul style="list-style-type: none"> <li>• Contiguous with adjacent development</li> <li>• Helps complete the community of Moraine in the Glacier Ridge Area Structure Plan</li> <li>• Favourably located nearby to services and amenities</li> </ul>
Market Demand	Unfavourable	<ul style="list-style-type: none"> <li>• Criterion 10 – Land Use, Outline Plan, Subdivision Timing</li> <li>• Criterion 12 – Technical Studies Status</li> <li>• Criterion 13/14 – Citywide/Sectoral Land Supply</li> </ul>	<ul style="list-style-type: none"> <li>• Concurrent outline plan</li> <li>• A Transportation Impact Assessment will be required as part of the outline plan</li> <li>• As of May 2023, the North sector has: <ul style="list-style-type: none"> <li>○ 9 to 12 years of approved and serviced land; and</li> <li>○ 8 to 11 years of approved but not yet serviced land</li> </ul> </li> </ul>
Financial Impact	Unfavourable	<ul style="list-style-type: none"> <li>• Criterion 18 – Required Capital Investment</li> </ul>	<p>Capital Costs (Table 2)</p> <ul style="list-style-type: none"> <li>• Significant capital infrastructure investment is required up front via the North Water Servicing Option</li> <li>• Design of the North Water Servicing Option is underway. However, a budget request is premature at this time until the design has progressed further to provide more certainty of delivery timeline and refinement of estimated costs.</li> </ul>
	Favourable	<ul style="list-style-type: none"> <li>• Criterion 16 – Incremental Operating Cost Assessment</li> <li>• Criterion 17 – Revenue Assessment</li> </ul>	<p>Operating Costs (Table 3)</p> <ul style="list-style-type: none"> <li>• Favourable when comparing anticipated property tax and franchise fee revenue with estimated incremental direct and indirect operating costs for the proposed Growth Application area.</li> </ul>

**Table 2 – Capital Infrastructure Benefitting the Growth Application**

Infrastructure	Total Estimated Cost (\$M)	Remaining Required Budget (\$M)	Funding Status	Planned in Service Date	Notes	In Off-Site Levy Bylaw (Y/N)	Maximum Levy Funding (\$M) (% OF TOTAL)	City Funded Amount (\$M)
North Water Servicing Option (NWSO)	460.0	378.5	Partially Funded	2029	NWSO is <b>required</b> to service and/or benefit the entire North Sector. The City is working to complete design. Construction is expected to commence in 2025, and the project is on track to be operational by 2029 to support new growth. No additional growth applications will be considered until the design and construction procurement has progressed to provide certainty on when capacity will be available.	Y	102.5 (22%)	357.5
Northridge Feedermain Phase 1	-	-	In Service	In Service	Completed at a cost of \$40.6M. In service.	Y	N/A	-
Northridge Feedermain Phase 2 (a portion of)	9.8	9.8	Unfunded	Future	<b>May be required.</b> The timing and extent of Northridge Feedermain Phase 2 is dependent on the design and construction sequencing of NWSO. More clarity is expected to be available by the end of 2024. A portion of Northridge Feedmain (approximately 1,600m, TBD) may be required depending on the delivery sequencing plan for NWSO, and proximity to feeder mains for the Growth Application.	N	8.1 (83%)	1.6
Northridge Feedermain Phase 2 (remaining portions)	23.5	23.5	Unfunded	Future	<b>Not required</b> to progress development in the Growth Application area, but lands will benefit in the future from the remaining Northridge water infrastructure by reinforcing the Spyhill PZ.	N	19.5 (83%)	3.9
Northridge Reservoir & Land	25.0	25.0	Unfunded	Future	<b>Not required</b> to progress development in the Growth Application area, but lands will benefit in the future from the remaining Northridge water infrastructure by reinforcing the Spyhill PZ.	N	20.8 (83%)	4.2

Northridge Feedermain West Leg	20.8	20.8	Unfunded	Future	<b>Not required</b> to progress development in the Growth Application area, but lands will benefit in the future from the remaining Northridge water infrastructure by reinforcing the Spyhill PZ.	N	17.3 (83%)	3.5
Top Hill Feedermain	22.5	22.5	Unfunded	Future	<b>Not required</b> to progress development in the Growth Application area, but lands will benefit from this future investment by strengthening water supply.	N	TBD	TBD
Mountain View Pump Station Upgrades	5.0	-	Funded	2024-2026 (TBD)	<b>Not required</b> to progress development in the Growth Application area, but lands will benefit from this future investment by strengthening water supply. A condition assessment is currently underway to inform the required upgrades.	Y	2.2 (43%)	2.9
Glacier Ridge Sanitary Trunk Extension (East Basin)	-	-	In Service	In Service	Completed at a cost of \$8.9M. In service.	Y	N/A	-
Nose Creek Sanitary Trunk Upgrades	33.5	-	Funded	2025	<b>Not required</b> to progress development in the Growth Application area, but growth in subject lands will contribute to this downstream upgrade that is required to service the overall sanitary trunk catchment. Growth Application will benefit from this investment.	Y	14.3 (43%)	19.2
Inglewood Sanitary Trunk Upgrades Phase 2	33.2	-	Funded	2024	<b>Not required</b> to progress development in the Growth Application area, but growth in subject lands will contribute to this downstream upgrade that is required to service the overall sanitary trunk catchment. Growth Application will benefit from this investment.	Y	6.9 (21%)	26.3
144 Ave Creek Crossing (Stage 1- 3 lanes)	24.0	-	Funded	2024-2025	Funding is fully available for 144 Avenue creek crossing for the stage 1 (3 lanes). Future funding needed for ultimate conditions (6 lanes) to support the full build out of Glacier Ridge but is <b>not required</b> for this growth application.	Y	14.5 (60%)	9.5
<b>Total Unfunded Upfront Investments</b>	<b>460.0</b>	<b>378.5</b>					<b>102.5</b>	<b>357.5</b>
<b>Total</b>	<b>657.2</b>	<b>480.0</b>					<b>206.1</b>	<b>428.6</b>

**Note 1:** Table 2 includes all capital infrastructure investments related to the full build out of the Growth Application. Rows shaded in blue identify unfunded investments that are needed upfront to enable development in the Growth Application. Unshaded rows identify infrastructure investments that are already funded or are required to support the full build out of the Growth Application but will be triggered and brought forward in future budget cycles. Note that all identified investments benefit areas beyond the Growth Application, including previously approved lands as well as the broader Glacier Ridge area.

**Note 2:** The total anticipated capital costs required to service this Growth Application reflected in this report and attachments are estimates only and are subject to change. The level of accuracy of project costs related to infrastructure delivery evolve throughout the stages of a project as design progresses, as construction methodologies are confirmed and as procurement strategies are developed. Infrastructure pricing is also influenced by availability of materials and contractors, and market demand.

**Note 3:** Administration has endeavoured to reflect the most current anticipated capital costs at the time of preparation of this report. As some of the infrastructure projects are still in conceptual and early planning stages, there is a high degree of variability. As costs are documented at a given point in time, they may also not align with infrastructure costs that are published in the annual Offsite Levy Report, as these two sources are developed at different timeframes.

**Table 3 – Operating Cost Summary (\$000s)**

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
Total Revenue	\$ 445	\$ 922	\$ 1,350	\$ 1,778	\$ 2,575	\$ 3,166	\$ 3,756	\$ 3,756	\$ 3,756	\$ 3,756	\$ 3,756	\$ 3,756	\$ 3,756	\$ 3,756	\$ 3,756
Less: Total Operating Costs	\$ (33)	\$ (251)	\$ (345)	\$ (439)	\$ (984)	\$ (819)	\$ (880)	\$ (895)	\$ (895)	\$ (895)	\$ (895)	\$ (895)	\$ (895)	\$ (895)	\$ (895)
Net Balance	\$ 412	\$ 671	\$ 1,005	\$ 1,339	\$ 1,591	\$ 2,348	\$ 2,876	\$ 2,861	\$ 2,861	\$ 2,861	\$ 2,861	\$ 2,861	\$ 2,861	\$ 2,861	\$ 2,861

**Note 4:** Total revenue reflects the anticipated City portion of property taxes, franchise fee and transit revenues to be generated by the Growth Application area only, at prevailing tax rates, and is not implied to be additional unbudgeted tax revenue. Total operating costs reflect anticipated incremental direct and indirect service level operating costs within the Growth Application area only, including Transit and Fire, and does not consider total citywide operating costs, operating costs of capital, nor costs beyond the 15-year timeframe. This analysis also does not consider that anticipated citywide growth could shift to this area from others (i.e., the growth cannot be assumed to necessarily be net new to Calgary).



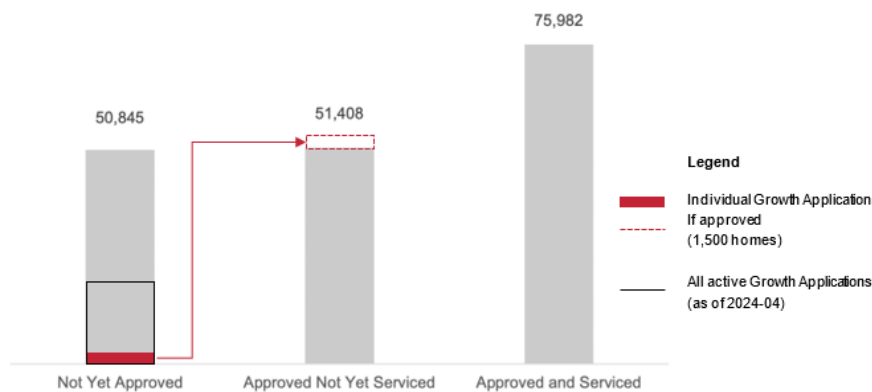
## Overview of New Community Land Supply

Growth Applications are a strategic step in the development approvals continuum. Approval of a Growth Application has the effect of moving the subject lands from “planned” to “approved - not yet serviced”. Once the capital infrastructure is delivered and available to development, the lands would move from “approved – not yet serviced to “approved – serviced”. In cases where no City capital infrastructure is required, it is possible to move directly to “approved – serviced”.

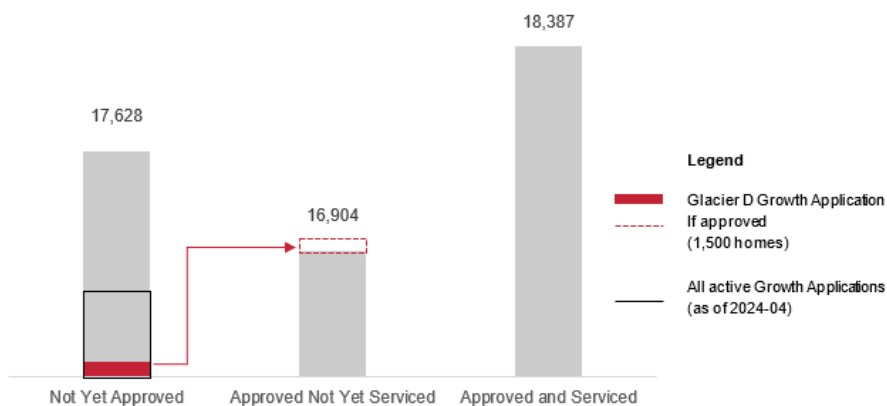
As of 2023 April, the citywide supply of land that is approved - not yet serviced can accommodate ~51,400 homes, subject to funding of capital infrastructure needed to service these lands. In addition to the \$342M allocated to servicing these lands, a further \$1.8B+ of funding is needed to fully service these approved lands with major utilities, fire and mobility infrastructure. Land that can accommodate a further ~76,000 homes is already serviced and ready for developer-funded subdivision and build-out.

The two charts that follow show the impact on land supply of moving forward with the **Glacier D Growth Application**, both citywide and in the North sector specifically.

**Figure 1. Glacier D Growth Application in the Context of Citywide Land Supply**



**Figure 2. Glacier D Growth Application in the Context of North Sector Land Supply**

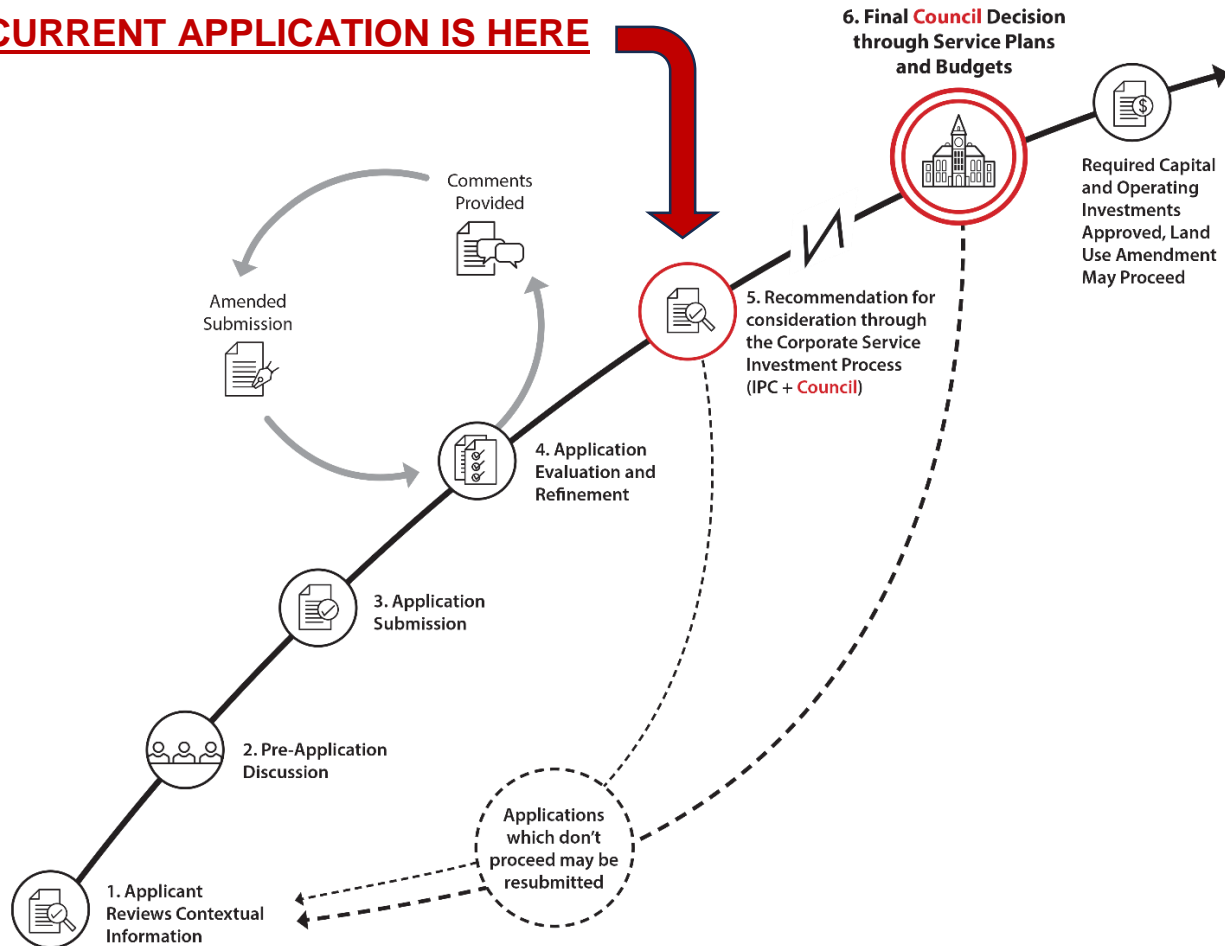




## Process for Growth Applications

This attachment outlines the steps of the Growth Application evaluation and decisions.

### CURRENT APPLICATION IS HERE



### 1. Applicant Reviews Contextual Information:

The review begins with reviewing information about land status (planning, existing and needed infrastructure and services, land supply) and maps of enabling infrastructure, amenities, and services referred to in the evaluation criteria. This information is available online, so that applicants can access it in a timely manner that works for their business needs and provides transparency on important information.

### 2. Pre-Application Discussion:

A pre-application discussion provides a chance for applicants and Administration to discuss early-stage perspectives on the potential Growth Application. Administration advises applicants on the value of a concurrent Outline Plan submission, to link technical planning elements (Outline Plan) and strategic growth investment considerations (Growth Application).

### **3. Application Submission:**

The applicant makes the decision to submit a Growth Application, provides relevant information as outlined in the Complete Application Requirements List (CARL) and pays the requisite fee.

### **4. Application Evaluation and Refinement:**

Administration evaluates the Growth Application, with reference to the evaluation criteria. The applicant may choose to refine their application based on the results of Administration's evaluation.

### **5. Recommendation for Further Consideration through the Corporate Service Investment Process via IPC and Council (CURRENT APPLICATION IS HERE):**

Administration brings a recommendation on the Growth Application to Infrastructure and Planning Committee and Council, which then make recommendations regarding further consideration through the Corporate Service Investment Process. The recommendation may be that the Growth Application is suitably ready for strategic growth and that Administration should consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process.

If the recommendation is that the Growth Application is *not* suitably ready for strategic growth and Administration should *not* consider the operating and capital infrastructure investments required to enable the Growth Application in the Corporate Service Investment Process, the Growth Application may be revised and resubmitted for consideration ahead of the following year's budget prioritization.

### **6. Final Council Decision through Service Plans and Budgets:**

The operating and capital investments required to enable a Growth Application are considered through the Corporate Service Investment Process and ultimately Council's approval and adoption of the Service Plans and Budgets. If the required investments are included in the approved Service Plans and Budgets, the Growth Application is considered approved. If not, the Growth Application may be resubmitted for evaluation ahead of the following year's Corporate Service Investment Process. The first opportunity for consideration in budget is 2024 November.

Although the recommendation and decision are focused on necessary operating and leading capital infrastructure investments required to enable the Growth Application to proceed, analysis and reporting also consider investments beyond the current budget cycle and those that span multiple budget cycles, including community-completing infrastructure such as libraries and recreation centres.

### **Required Capital and Operating Investments Approved, Land Use Amendment May Proceed**

If the required investments are approved and the Growth Application approved, land use amendment applications can be supported from a growth perspective. Outline Plan applications can be submitted and approved before or after the associated Growth Applications are approved, however land use amendments can only be considered after the associated Growth Applications are approved.

Jayman

# Glacier North



GROWTH PROPOSAL • DECEMBER 2023

“Calgary is experiencing a housing crisis... Increase the supply of housing to meet demand and increase affordability”

- City of Calgary, Sept 16, 2023

The Jayman Glacier North Growth Proposal aligns with the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP), is financially viable, provides desperately needed housing supply, and non-residential amenities to support the broader North region. Glacier North is contiguous connecting south, east and west to the developing communities of Cabana and Ambleton and, by extension, existing communities of Evanston and Carrington.

The area is readily serviceable and planning for a draft Outline Plan is soon to be underway.

## Glacier North



**64 Ha**

Gross Area

**59 Ha**

Gross Developable Area

**806 Units**

Single-Detached Residential

**250 Units**

Town/Row House Residential

**433 Units**

Multi-Family Residential

**10,000 Sq.Ft**

Commercial Space



**+3,800**

Population

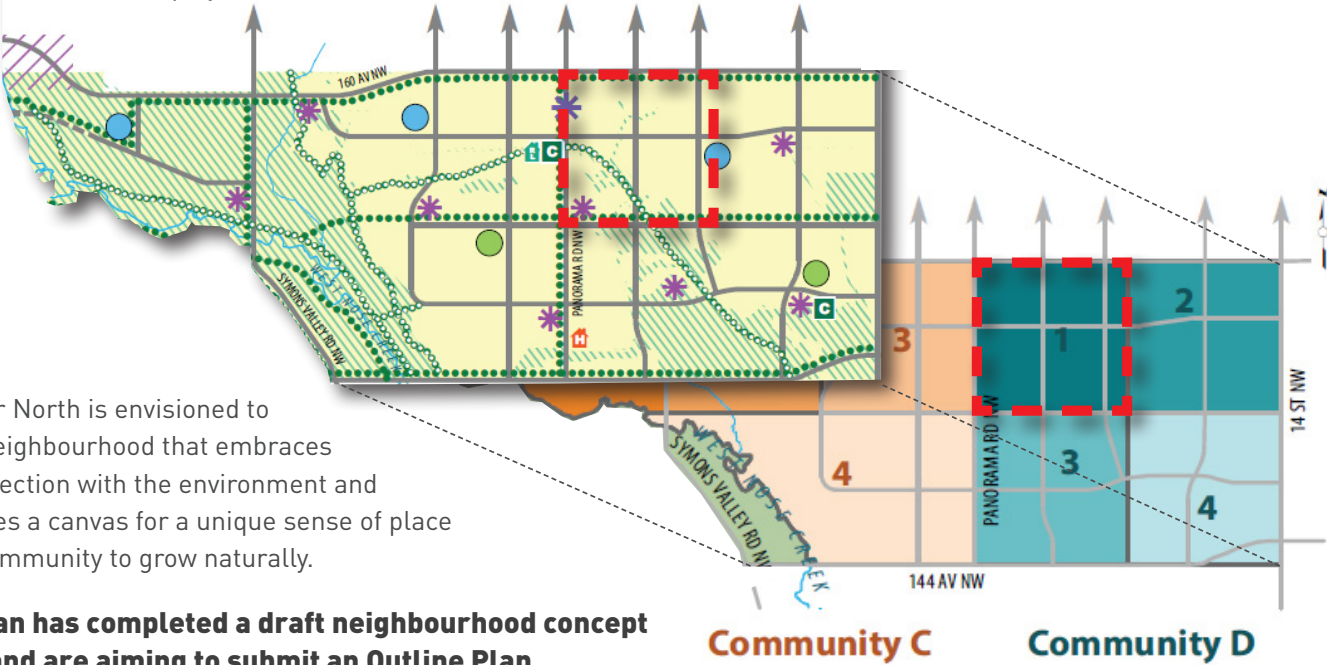




# Growth Context

Jayman Glacier North provides an opportunity to complete development of Community D within the Glacier Ridge ASP area, providing residential housing supply and amenities to one of Calgary’s fastest growing, in demand sectors.

This project is critical in completing the greater Glacier Ridge area as it will provide valuable goods, services, and employment opportunities through the CAC, a wide variety of housing opportunities, a school, and preserves an environmentally sensitive Wetland. Jayman is looking to design the built form within the community to improve public health, promote healthier lifestyles, and foster a community culture of health, designing for better places to live, work, learn, and play.

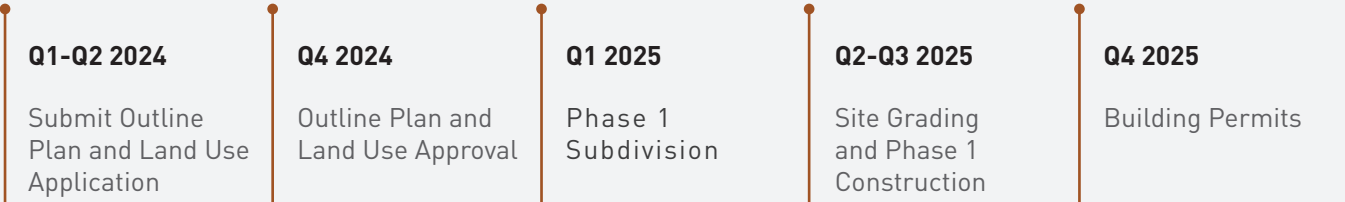


Glacier North is envisioned to be a neighbourhood that embraces a connection with the environment and provides a canvas for a unique sense of place and community to grow naturally.

**Jayman has completed a draft neighbourhood concept plan and are aiming to submit an Outline Plan application by Q2 2024.**

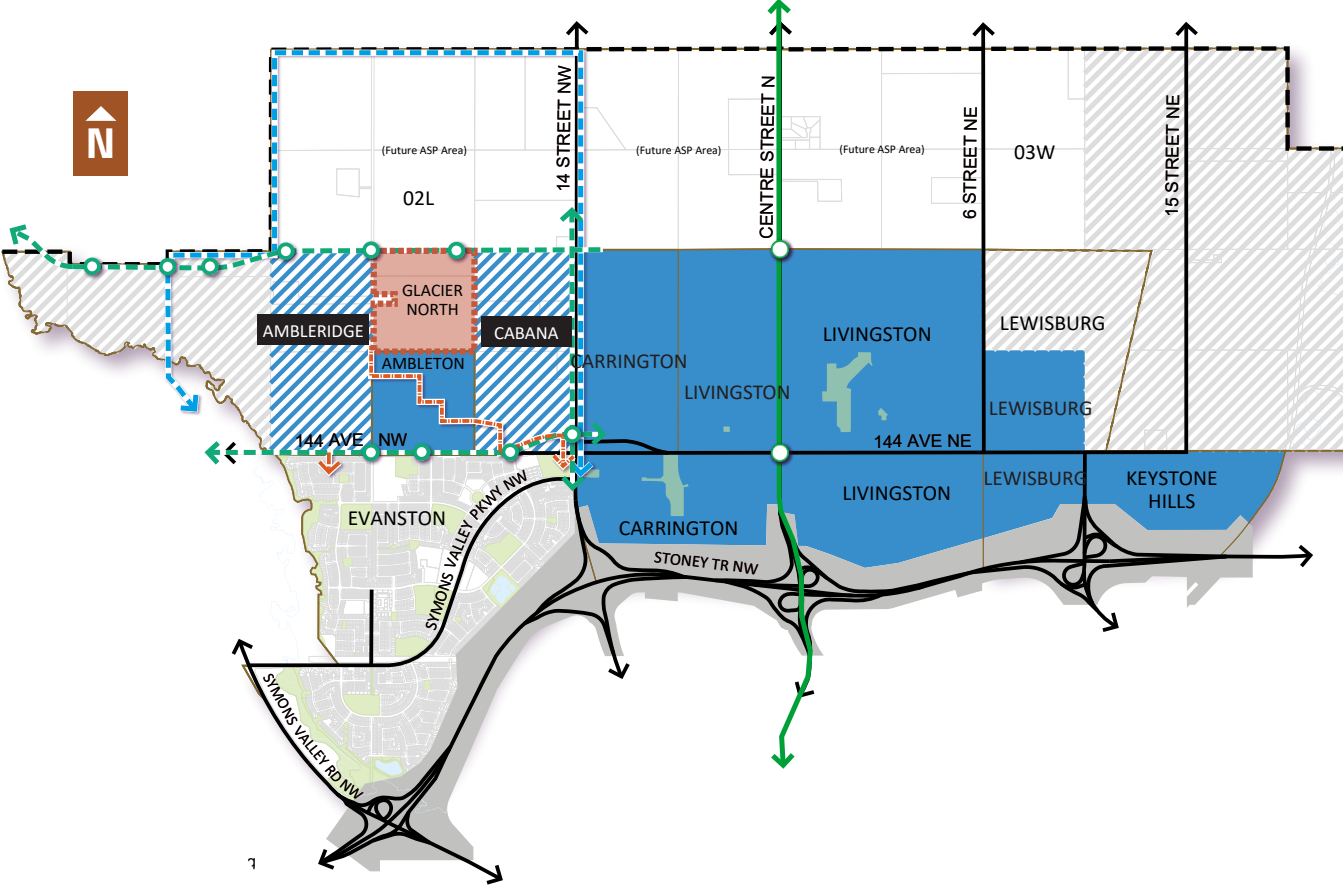
## Anticipated Development Timeline

Demand is strong in the north sector and Jayman is committed to deliver supply. Pending the Outline Plan approval process, Jayman is targeting Phase 1 Subdivision by the early 2025 leveraging all servicing investments that have been made to date.

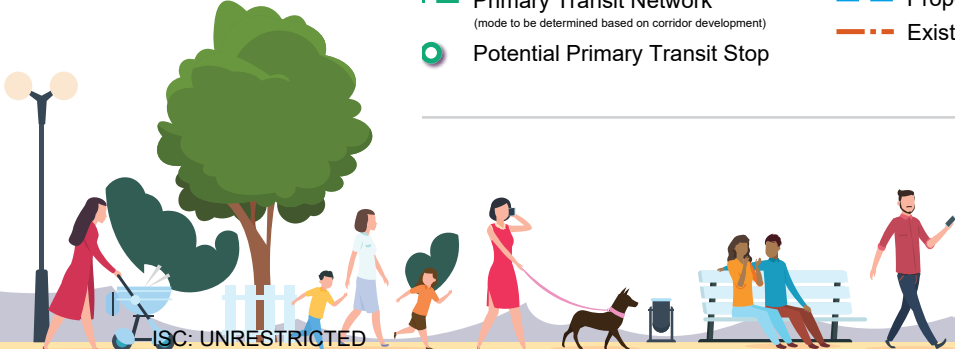


**Jayman Glacier North will leverage key infrastructure that includes:**

- Northridge Feedermain Phase 1
- Northridge Feedermain Phase 2
- Northridge West Leg Feedermain
- Northridge Reservoir
- Keystone Sanitary Trunk
- Glacier Ridge Sanitary Trunk
- Sage Hill Library
- Livingston Temporary Fire Station
- Stoney Trail & 14th Street Interchange



- City of Calgary Boundary
- Glacier North
- Green Line LRT & Station
- - - Primary Transit Network  
(mode to be determined based on corridor development)
- Potential Primary Transit Stop
- ▨ Growth Application Required
- No Growth Application Required
- ▨ Limited Development Due to Current Servicing
- - - Proposed Water Feedermain
- - - Existing Sanitary Trunk





# A Vision for Glacier North

The vision for Glacier North is rooted in Traditional Neighbourhood Design bolstered by innovative building and development practices embodied by Jayman. Glacier North is a Complete Community that provides valuable community assets to the broader Glacier Ridge region.

The Glacier North community has been designed to facilitate the evolution of the existing landscape into a community inspiring a healthy lifestyle through thoughtful design. The neighbourhood will accommodate a range of lifestyles, life-cycles, and incomes through the provision of housing variety and attention to accessibility. Glacier North is well connected to the adjacent neighbourhoods and easily traversed through a grid-like street network.

## A variety of purposeful design features allows for Glacier North to grow with a holistic sense of place:

- Incorporation of the natural drainage system into the community stormwater management system to offer a natural setting for passive recreation
- A linked pedestrian network connecting schools, commercial uses and open spaces
- Connectivity to adjacent neighbourhoods via streets, sidewalks and pathway networks
- A diversity of housing options to accommodate a broad range of incomes and lifestyles and life stages
- Multiple focal points through park spaces and housing intensity, as well as a commercial focal point and Community Centre

## Pioneers in Innovation

Jayman has been raising the bar for innovation and sustainable development for over 25 years.

### BUILT GREEN | 2005

*First builder and founding member of BUILT GREEN Canada*

### Quantum Performance | 2007

*Superior insulation, triple-pane windows, 92% energy efficient furnaces*

### Heat Recovery Ventilators | 2011

*HRVs introduced to improve air quality and energy efficiency*

### Heat and Light Efficiencies | 2014

*Tankless heater for on-demand hot water, 95% energy efficient furnaces, LED lighting*

### Jayman 14% Ahead of Energy Code | 2016

*Standard solar rough-in wiring and 96% energy efficient furnaces.*

### Jayman 20% Ahead of Energy Code | 2019

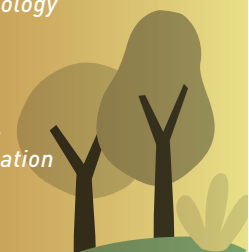
*First in Alberta to include complete solar energy system as a standard.*

### Smart Home + EV Charging | 2020

*Garage 220-volt outlet with 30-amp breaker and Smart Home technology*

### Net Zero Homes | 2021

*Jayman introduces Quantum Performance Ultimate E-Home, able to achieve net zero certification*





160 Avenue NW Arterial Street 2x9.9m/38.8m



- A** The CAC site will accommodate the adjacent CAC across Panorama Rd and create a regional hub of activity
- B** The NAC site includes comprehensive commercial and multi-family sites, contributing to the complete street nature of Panorama Rd
- C** Constructed Wetland ER area make up a south-central natural habitat that aligns with the ER in Ambleton
- D** The road network layout is a modified grid pattern with several core collectors, local residential streets

- E** The school site aligns with the other half of the joint-joint site in Cabana
- F** a central park in the northeast residential node provides a communal space for connection and recreation
- G** Laned detached and semi-detached housing proposed along all collector roads to limit driveway/traffic issues and create a pedestrian oriented environment



# Housing, Amenities, and Capital Focus

## Market Demands and City Investments

Why Alignment is the Key to Success...

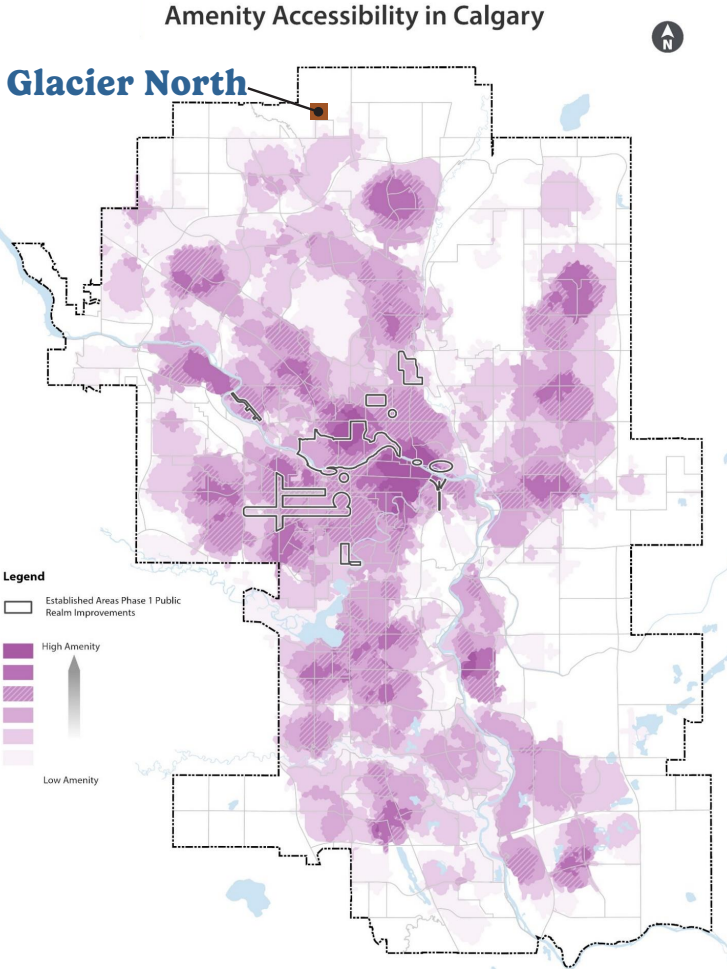
### Homebuyer Needs

Consumer data suggests buyers top priorities are price and product type. With the housing crisis, these considerations are more important now than ever. If approvals are not in place, new product cannot be mobilized fast enough to meet consumer demand within City limits.

### Existing Conditions

As of 2022, the North Sector of the City received by far the most capital spending (\$70M) to upgrade infrastructure to accommodate growth. But as the Amenity Accessibility Map shows, the North is severely lacking amenities, which Jayman Glacier North can provide.

This makes Glacier North a prime candidate for business case approval, as the area will provide housing and amenities, ultimately reducing pressure or distant amenities while simultaneously increasing housing supply.



## Compound Impacts

There is a nation-wide housing crisis and the impact on Calgary is massive. The projected growth of the city may be significantly underestimated as Statistics Canada just released data stating that Alberta broke the record for interprovincial growth, welcoming over 184,000 new Albertans from across Canada between July 2022 to July 2023. Assuming Calgary absorbed approximately 60% of this growth, with an average 2.6 persons per home, these new residents would have required approximately 42,500 homes over the course of a year. Assuming an average of 8 homes per acre, this would mean there would have to have been approximately 5,300 ac of land already developed, ready for residents to move in.

Restricted housing supply in other regions of the country have resulted in rapid price escalation. Shovel-ready developments, such as Jayman Glacier North can quickly respond to the housing crisis by adding housing supply and supporting amenities to the broader region. This directly addresses the number 1 implementation strategy of the City of Calgary Housing Strategy:

***Increase the supply of housing to meet demand and increase affordability***

As a community oriented developer and builder, Jayman is committed to working with the City to facilitate new development through the planning process to increase the supply of housing and create a variety of housing types to meet rapidly growing demand and make housing more affordable.

## Risks Analysis for Growth Applications

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These risks concern new community Growth Application approvals in general.

### *Dispersion Risk*

Investing to enable growth in many new communities simultaneously means that finite resources are diluted, infrastructure and service delivery may be inefficient, and individual communities may build at a slow pace. This can impact return on investment as revenues are generated at a slower pace, while operating costs are still required. Risk is lower during periods of high growth and is mitigated through a strategic approach to investment and monitoring.

### *Affordability Risk*

If the supply of serviced land is insufficient relative to demand, housing prices can rise and affordability is eroded. The Growth Application process includes consideration of serviced land supply to inform servicing recommendations for new community development, aiming for a balance between too much and too little supply. That said, there are many factors that impact affordability beyond The City's provision of serviced land supply in new communities.

### *Financial Risk*

Infrastructure investment is typically required in stages as communities build out. While some infrastructure may be required initially to enable development to start, there is also additional infrastructure that will be needed as the community completes. Approval of a Growth Application may include immediately triggered infrastructure that needs to be funded in the short term (i.e. at Mid-Cycle Adjustments) and a list of unfunded infrastructure that will be required in future budget cycles, when the community build out triggers are reached. The 2023-2026 budget includes \$342M in [growth enabling capital infrastructure investments](#), with a further \$1.8B+ of unfunded investments in major utilities, fire and mobility infrastructure needed in future budget cycles to fully service previously approved communities. This excludes additional investments in LRT, recreation and utility upgrades triggered by cumulative growth such as treatment plants. The unfunded investments will be brought forward for budget consideration as the appropriate infrastructure triggers are met, which is dependent on the pace of growth.

This infrastructure is funded through a mix of funding sources, only a portion of which is from off-site levies. Availability of off-site levy funding and other funding sources impacts the timing of infrastructure investments and delivery. This carries a risk of increasing the infrastructure deficit which may lead to lower levels of service in approved communities. This can be mitigated through budget prioritization emphasizing community completion and alignment with the pace of growth, and current and anticipated revenues.

The New Community Incremental Operating Cost Model, used in application evaluation, is subject to continuous refinement and only reflects a portion of citywide operating costs over a 15-year timeframe. It is not intended to be a complete representation of a new community's lifetime operating cost impact to The City. Approval of new communities creates a commitment to services and infrastructure indefinitely into the future.

Based on serviced land supply levels as of 2023 May and considering the unfunded infrastructure costs, adding additional investments required by this Growth Application within the 2023-2026 budget cycle could impact The City's capacity to support other capital priorities.

*Expectation Risk*

Multiple Growth Applications requiring investment are concurrently under review. If numerous Growth Applications and related investments are recommended for consideration in the Mid-Cycle Adjustments, expectations for funding and approval in the November budget deliberations may be created that cannot be met. Administration is working to mitigate this risk by proactively considering financial capacity and citywide needs (both growth-related and non-growth) before and after the Growth Application is brought forward to Infrastructure and Planning Committee.

*Environmental and Climate Risk*

New community development increases greenhouse gas emissions at a faster pace than established area development, which leads to increased climate risk by removing natural assets that enhance resilience and increasing the exposure of infrastructure assets to climate hazards. Opportunities to mitigate these risks are introduced in subsequent stages of the approvals continuum.



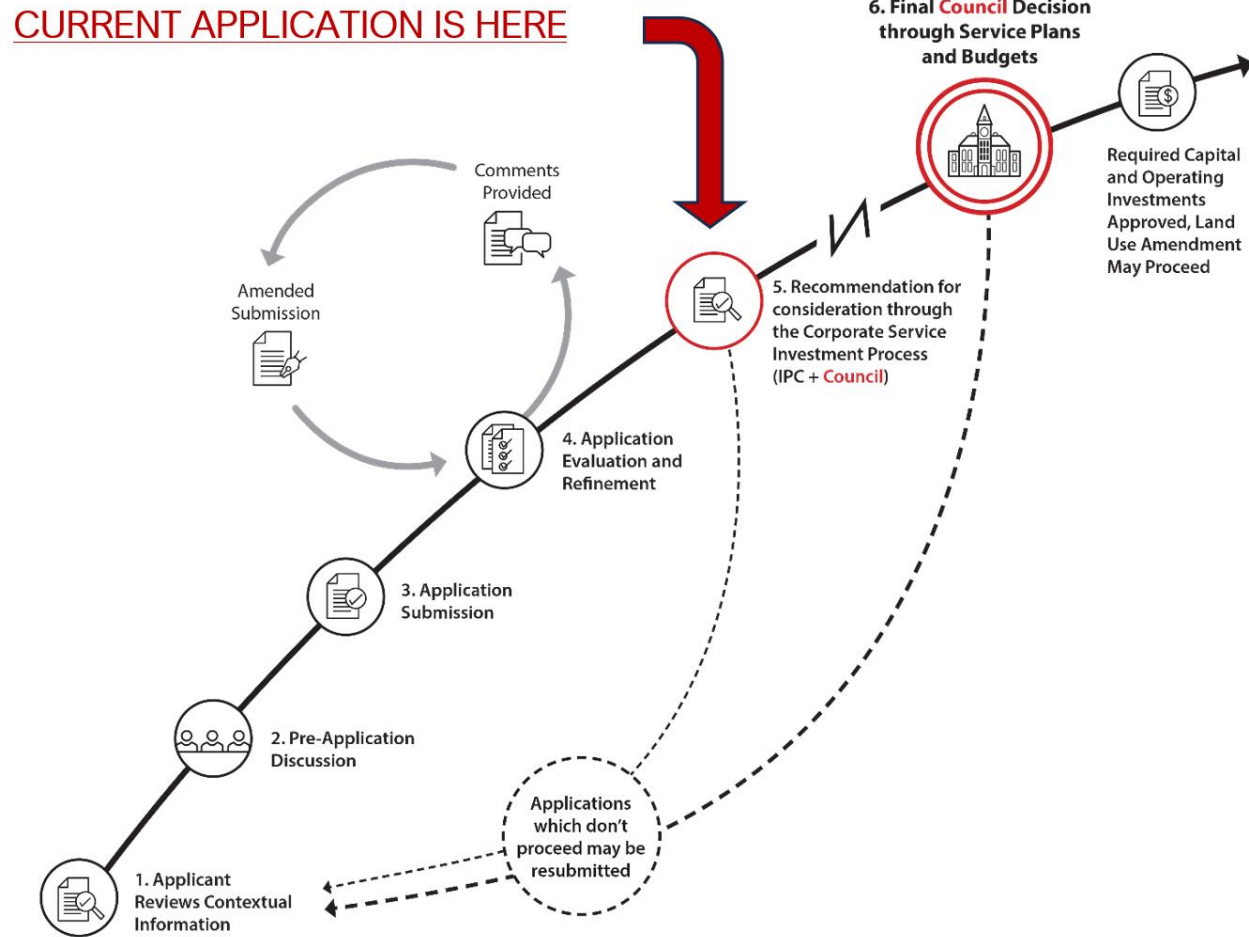
# Growth Application in the Glacier Ridge Area Structure Plan (Ward 2), GA2023-005

Citywide Growth Strategy | IP2024-0420

Infrastructure and Planning Committee | 2024 May 15



- July 2023 redesigned approach for evaluating new community **Growth Applications**
- **Individual** Council decisions
- **To be considered (or not)** in annual budget process
- **November** Mid-Cycle Adjustments provides final decision
- **Funded investments** result in approved Growth Applications



That the Infrastructure and Planning Committee recommend that Council direct Administration:

1. To continue working with the applicant on the planning for future stages of capital infrastructure, including optimal timing of funding and delivery, to ensure the ability for continuity of growth in the Glacier Ridge Area Structure Plan; and
2. Not to consider the capital infrastructure and operating investments needed to enable this Growth Application (GA2023-005) in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

Growth-enabling investment must be strategic to support an economically, socially, and environmentally resilient city.

Administration concludes that it is not the right time for the capital and operating investments to be made to enable growth in this North sector Growth Application.

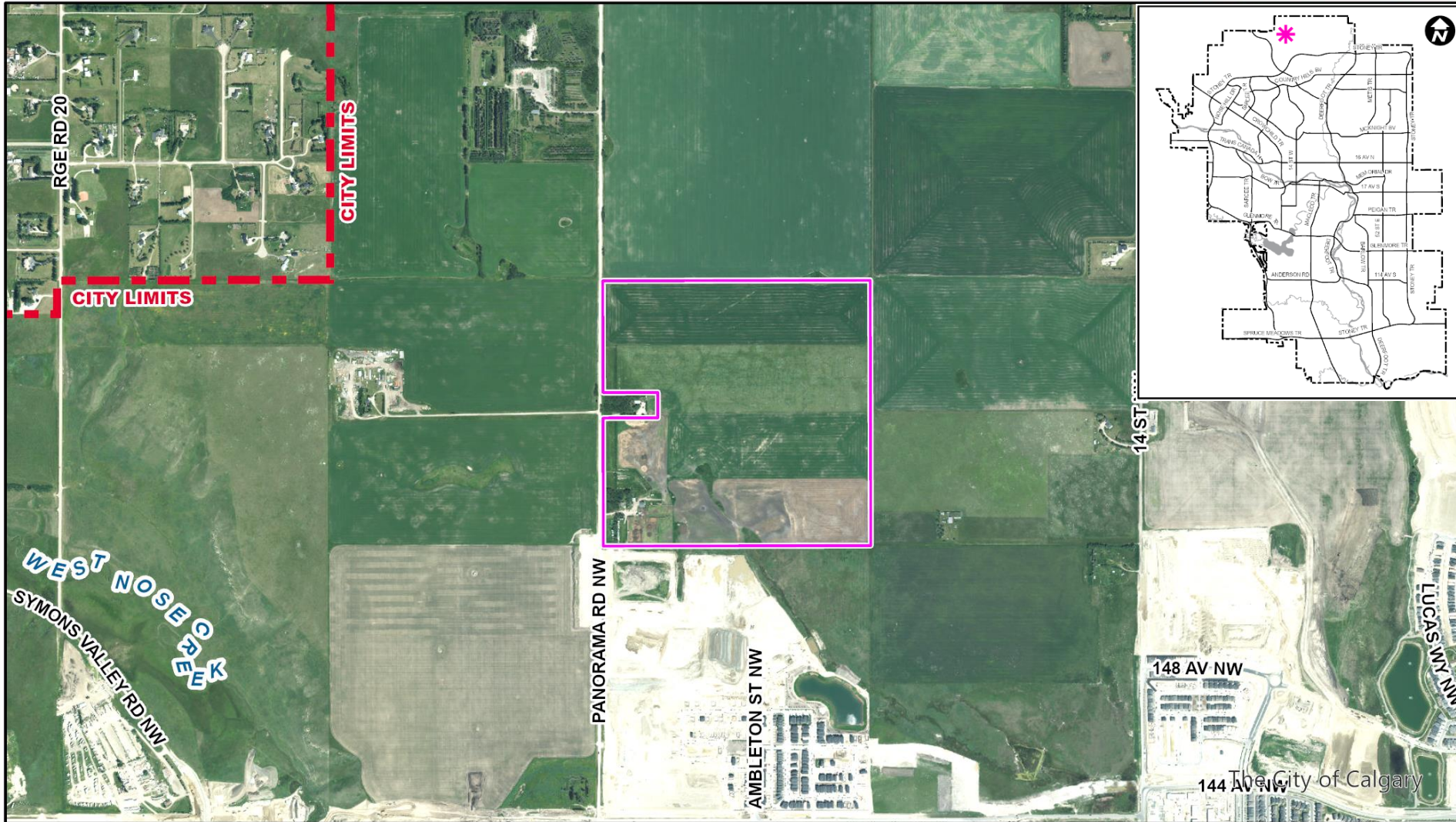
This Growth Application:

- While it is favourable on some criteria (including proximity to amenities) it is not immediately serviceable by existing water infrastructure capacity
- Approval is premature until there is more certainty on when infrastructure capacity through the North Water Servicing Option will be available
- Administration is monitoring land supply in the North Sector to ensure development continues using existing capacity





# Growth Application Overview



Area Structure Plan:

Glacier Ridge

Community:

Moraine

Gross Developable

Hectares:

64

Proposed:

1,100 Single/Semi homes

400 Multi-Residential  
homes

900 m<sup>2</sup> Commercial



# North Sector Overview



Glacier Ridge Growth Application



## Legend

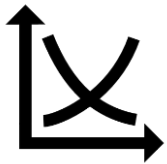
- Approved - Serviced
- Approved - Not Yet Serviced
- Not Yet Approved

Note: Highlighted area is approximate



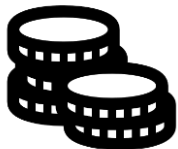
## Municipal Development Plan/Calgary Transportation Plan Alignment:

- Contiguous with adjacent development
- Helps complete the Moraine community in the Glacier Ridge Area Structure Plan
- Favourably located relative to services and amenities



## Market Demand

- North Sector has 9 to 12 years of serviced land and 8 to 11 years of approved–not yet serviced land



## Financial Impact

- \$379M in capital infrastructure investment is required up front, with approximately \$103M funded through the Off-Site Levy
- Favourable operating cost model review; operating funding requests would be brought forward as required in future years

That the Infrastructure and Planning Committee recommend that Council direct Administration:

1. To continue working with the applicant on the planning for future stages of capital infrastructure, including optimal timing of funding and delivery, to ensure the ability for continuity of growth in the Glacier Ridge Area Structure Plan;
2. Not to consider the capital infrastructure and operating investments needed to enable this Growth Application (GA2023-005) in the Mid-Cycle Adjustment to the 2023-2026 Service Plans and Budgets.

## Planning and Development Services Briefing to

Infrastructure and Planning Committee

2024 May 15

ISC: UNRESTRICTED

IP2024-0146

## Joint Use Coordinating Committee and Joint Use Reserve Fund Annual Update

### PURPOSE OF BRIEFING

The purpose of this briefing is to provide an annual update on the Joint Use Coordinating Committee (JUCC) work plan and the status of the Joint Use Reserve Fund (Reserve Fund).

### SUPPORTING INFORMATION

This briefing was prepared collaboratively by all four parties of the Joint Use & Planning Agreement (JUPA): Calgary Board of Education (CBE), Calgary Catholic School District (CCSD), Conseil scolaire FrancoSud (FrancoSud) and The City of Calgary (The City).

The JUCC and JUPA align with the policies contained in Section 2.3.5 Municipal, School, Environmental and Conservation Reserves of the *Municipal Development Plan* (MDP) to improve progress towards complete communities by providing a framework for the members to work together to address the diverse and evolving needs of Calgarians.

### The Joint Use Coordinating Committee: Year in Review

In 2023, the JUCC continued to provide awareness and transparency to its activities through two main initiatives:

- The seventh annual Open House meeting was held on 2023 December 11 in a virtual format with Councillors, School Board Trustees from the CBE, the CCSD and FrancoSud, BILD Calgary Region, the Federation of Calgary Communities and other members of the public. Attendees received an overview of the role of the JUCC and the JUPA. This was followed by a question-and-answer period where the attendees shared their thoughts with the JUCC.
- An annual joint meeting was held between the Site Planning Team (a subcommittee of the JUCC tasked with reviewing application proposals for joint use sites) and the JUCC to discuss issues that the JUCC should be aware of.

### The Reserve Fund

The Reserve Fund enables the four JUCC parties to optimize the location of reserve land and facilitate complete communities by enabling The City to purchase land in open space deficient communities for parks, recreation facilities and schools on an identified, equitable needs basis for all Calgarians.

As per the JUPA, the JUCC provides an annual update to Council on the status of the Reserve Fund and anticipated future demands. Future demands are divided into anticipated demands on the Reserve Fund for the current year, followed by projections within the next five years and projections beyond the next five years.

### The Reserve Fund for 2023

During 2023, the Reserve Fund received cash receipts from development and disposition of reserves totalling \$3.4 million, as well as investment income of \$2.0 million. During this same period, there were no expenditures, which resulted in a fund balance on 2023 December 31 of \$59.6 million.

Below is a summary of the Reserve Fund account in 2023 (\$ millions):

Balance on 2023 January 01	54.2
Receipts	3.4
Investment Income	2.0
Disbursements	-
Balance 2023 December 31	59.6

Refer to Attachment 2 for a detailed summary of the 2023 Reserve Fund Receipts and Disbursements.

**The Reserve Fund for 2024 and Beyond**

Anticipated future demands on the Reserve Fund are divided into anticipated spending for the current year of 2024, followed by future demand projections within the next five years and projections beyond the next five years. These demands are estimated at \$217.7 million (\$nil in 2024, \$18.5 million from 2025 to 2029, and \$199.2 million 2030 and beyond). This is based on a high-level market value estimate for net fully serviced lands as of the date of this report. For a more detailed breakdown and itemization of these demands, see Attachment 3.

With the Reserve Fund balance on 2023 December 31 being \$59.6 million and the future demands projected at \$217.7 million, the Reserve Fund is currently deficient. The Reserve Fund’s revenue stream is predominantly dependent on cash in lieu being paid by industrial and commercial development in place of reserve land upon subdivision application. As future industrial and commercial subdivision takes place, there may be an increase in the Reserve Fund revenue. However, since this is market and application dependent, contributions beyond the next five years are difficult to predict. Historically, the risk has been mitigated as School Board requests for high school sites have been staggered over many years, and similarly the transactions have occurred across multiple years to allow time for the fund to be replenished.

**ATTACHMENTS**

- 1. Background and Previous Council Direction
- 2. 2023 Reserve Fund Receipts and Disbursements
- 3. 2024 Joint Use Coordinating Committee Goals and Joint Use Reserve Fund Demand 2024 and Beyond

Author: B. Bevill, S. Lockwood – Community Planning

General Manager T. Keane concurs with the information in this Briefing.

# Background and Previous Council Direction

## Background

The Joint Use and Planning Agreement (JUPA) is a partnership between The City of Calgary (The City), the Calgary Board of Education (CBE), the Calgary Catholic School District (CCSD) and the Conseil Scolaire FrancoSud (FrancoSud). The JUPA provides the tools and guidance required to achieve complete communities. It also outlines the coordinated approach to the allocation, use, planning and development, and maintenance of municipal reserve, open space, and school sites to address the evolving needs of Calgarians.

The JUPA is implemented by the Joint Use Coordinating Committee (JUCC). The JUCC consists of one representative from the CBE, one representative from the CCSD, one representative from FrancoSud and two representatives from The City (Community Planning and Calgary Parks). This committee operates on a consensus model. The JUCC also provides advice to the subdivision authority on Municipal Reserve, Municipal School Reserve and School Reserve for jointly shared sites. They prioritize the allocation of reserve funds in the order of: neighbourhood (elementary) schools and open space community (junior high/middle) schools and open space regional (high) schools, regional recreation facilities and open space.

The previous Joint Use Agreement (JUA), signed in 1985, was between CBE, CCSD, and The City, regarding the joint allocation, use, planning and development, and maintenance of municipal reserve, open space, and school sites. A separate agreement was previously in place between The City and FrancoSud.

The scope and authority of the JUPA stems from sections 666(1) to (4) and 670 of the Municipal Government Act which require the owner of a parcel of land that is the subject of a proposed subdivision to provide up to 10 percent of their developable land for municipal reserve, open space, or education purposes, and the allocation of those lands to be made pursuant to an agreement.

The JUCC is the body charged with monitoring and implementing the responsibilities under the JUPA.

Under the JUPA, the Reserve Fund is administered by the JUCC and managed by The City of Calgary Treasury as a Trust Account. All land purchases for school sites, parks and open space require authorization by Council. Under the JUPA, the Reserve Fund is held in trust by the four parties. The assets of the Reserve Fund consist of:

- money in place of reserve land;
- proceeds from the disposal of reserve land; and
- interest earned by, and accruing to, the Reserve Fund.

## Previous Council Direction

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In 2022 October, Council directed Administration to execute the JUPA with the Calgary Board of Education (CBE), Calgary Roman Catholic Separate School District and Southern Francophone Education Region (IP2022-0533).

On 2016 June 20, Council adopted Councillor Pincott's motion that the Committee Recommendations contained in the Joint Use Agreement and Joint Use Coordinating Committee Update, PUD2016-0364, be approved, directing a change in the formal reporting period to Council of the Joint Use Reserve Fund to every year by the following May.

On 2012 March 12, Council adopted Alderman Pincott's motion that the Intergovernmental Affairs Committee Recommendations contained in Report IGA2012-10 be adopted, as follows:

"That Council:

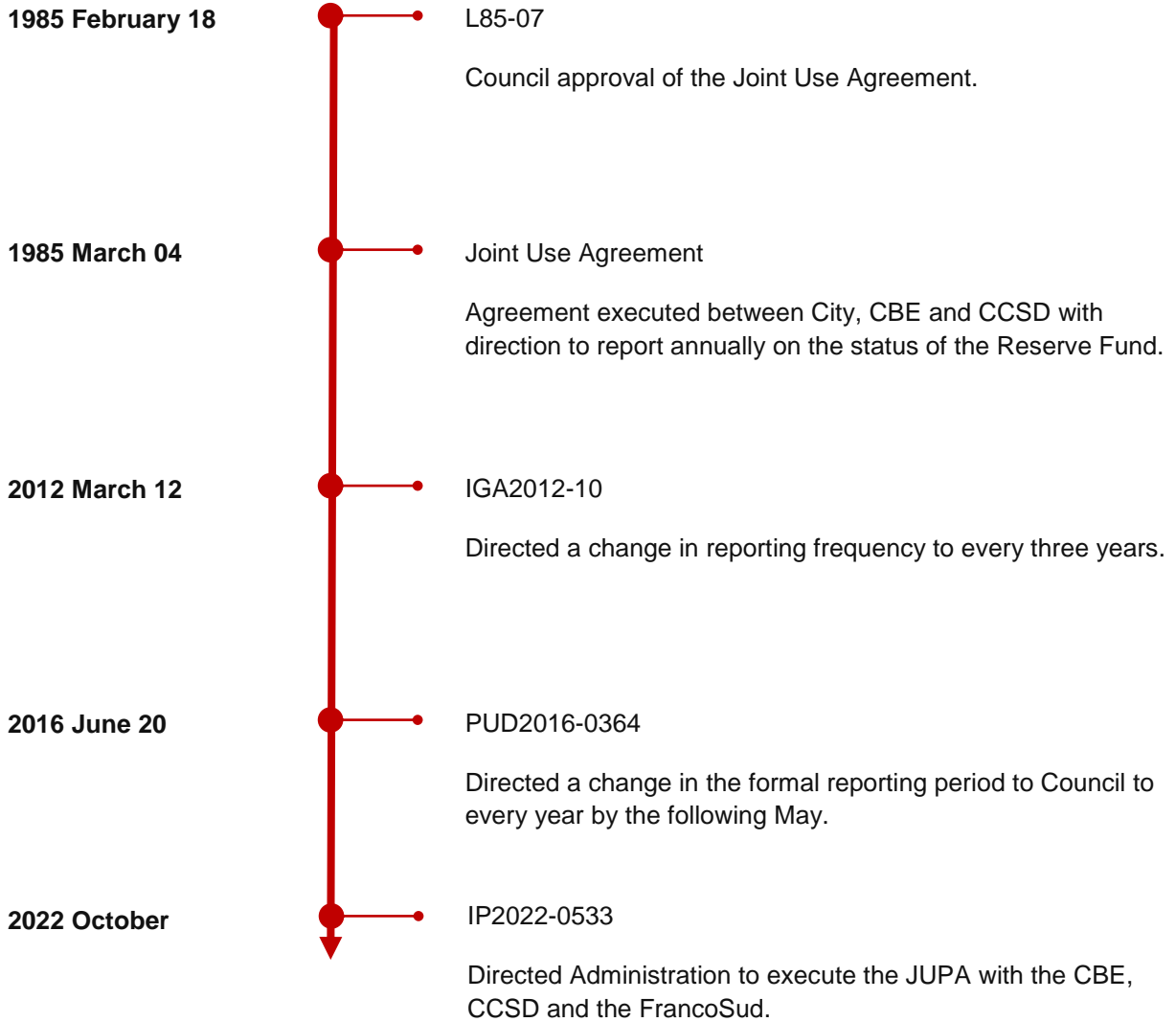
1. Receive this report for information; and
2. Approve a change in the formal reporting to Council, to treat the Joint Use Reserve Fund as though it were a City Reserve, with a formal review and report every three years."

The Joint Use Agreement between the Calgary Board of Education, the Calgary Catholic School District and The City was executed on 1985 March 04. Section 9.2.1.7 of the agreement states: The Joint Use Coordinating Committee shall "Report annually on the status of the Reserve Fund to all three parties".

On 1985 February 18, Council approved L85-07, Joint Use Agreement, and authorized the officers of The City of Calgary (The City) to execute the proposed agreement.



**Timeline**





# 2023 Joint Use Reserve Fund Receipts and Disbursements

## Context

### Joint Use Reserve Fund Receipts in 2023

The following indicates a list of Reserve Fund Receipts within the previous year, with a total sum of \$3.44 million.

Cash or Cash-in-lieu Received:

Development Project	Funds Received (\$ million)
Endorsement fund for subdivision in Manchester Industrial	0.36
Disposition of reserve and land use in Canyon Meadows	0.66
Cash-in-lieu for subdivision in East Shepard Industrial	0.14
Cash-in-lieu for subdivision in Starfield	2.28
<b>Total</b>	<b>3.44</b>

### Joint Use Reserve Fund Disbursements in 2023

There were no Reserve Fund Disbursements within the previous year.



# 2024 Joint Use Coordinating Committee Goals and Joint Use Reserve Fund Demand: 2024 and Beyond

As per the Joint Use & Planning Agreement (JUPA), the Joint Use Coordinating Committee (JUCC) provides an annual update to Council on the status of the Joint Use Reserve Fund (Reserve Fund) and the anticipated future demands. Future demands are divided into anticipated demands on the Reserve Fund for the current year, followed by projections within the next five years, and projections beyond the next five years.

Land estimates are subject to change and do not include other fees or expenses that may arise. Future acquisitions require detailed site-specific market valuations and determination of other costs as part of The City's acquisition process. Yearly demands fluctuate depending on the timing of need for land purchase towards a future high school or recreation site, subject to phasing and development timelines of private industry.

This report was prepared collaboratively by all four parties of the Agreement – Calgary Board of Education (CBE), Calgary Catholic School District (CCSD), Conseil Scolaire FrancoSud (FrancoSud) and The City of Calgary.

## Context

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### **Fund Demands for current year (2024)**

There are no anticipated expenditures for the current year.

### **Projections within the next five years (2025-2029)**

The following is a list of expected obligations that require funding in the next five years. The CBE has indicated that the West McLeod Highschool site will be required within the next five years. This site would require the acquisition of between 4.0 hectares (10 acres) for an estimated cost of \$13.0 million. Additionally, the remaining contributions to the land servicing costs in Seton will become due for an estimated cost of \$5.5 million. The total obligation from 2025 – 2029 is estimated to be \$18.5 million.

#### *High School Site*

- West Macleod CBE High School.

#### *Land Acquisition for Regional Park, Recreation Facilities and Open Space*

- Remaining Contributions to the Land Servicing Costs in Seton.

### **Projections beyond the next five years (2030 and beyond)**

The following is a list of expected obligations that will require funding beyond the next five years. The total land area required for acquisition is approximately 62 hectares (153.2 acres) with an estimated total cost of \$199.2 million.

*High School Sites*

- Glacier Ridge CCSD High School;
- Glacier Ridge CBE High School;
- Belvedere CBE High School;
- Providence CBE High School; and
- Keystone/Livingston CBE High School.

*Regional Park and Recreation Facilities*

- Glacier Ridge Regional Recreation Facility and Library;
- Providence Athletic Park;
- Belvedere Regional Recreation Facility and Library;
- Nose Creek Regional Recreation Facility and Library; and
- West View Regional Recreation Facility and Library.

**Conclusion**

In summary the projection for expected obligations that will require funding from one year to beyond five years (excluding demands for the current year of 2024) are estimated to be \$217.7 million. This estimated total is based on a high-level market value estimate for net fully serviced lands as of the date of this report. An internal valuation or an external appraisal will be prepared at the time of each purchase to determine the fair market value of each property. The estimated total does not include other acquisition costs including survey, appraisal, legal and/or acquisition fees.

**Operational Services Briefing to  
Infrastructure and Planning Committee  
2024 May 15**

**ISC: UNRESTRICTED  
IP2024-0581**

## **RouteAhead 2023 Annual Status Report**

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### **PURPOSE OF BRIEFING**

The purpose of this briefing is to provide an annual status report as to the implementation of the RouteAhead 30-year Strategic Plan for Calgary Transit. The Plan underwent a 10-year update, receiving Council approval in July 2023. It outlines 159 strategies to be advanced, and guides the operating and capital investments alongside work plan priorities of the Public Transit service line across multiple business units. A key priority defined within RouteAhead is a focus on improving public transit in key corridors so that they operate at least every 10 minutes for 15 hours a day, seven days a week. Doing so will make using transit faster, easier, and more convenient, and contribute to transit being a preferred mode of travel for more Calgarians.

### **SUPPORTING INFORMATION**

On 2023 July 4, Council directed Administration to return to Infrastructure and Planning Committee annually with a RouteAhead Annual Status Report, starting for the year 2023, including a report on the status of operating investments and short-term capital projects. The report for the 2023 year should be delivered by Q2 2024. Council further directed Administration that each annual report include an overview of all non-seasonal changes to bus routes that occurred in the previous year, including:

- a. For each bus route change, the total number of residents living within 400 metres of bus stops on the subject bus route(s), before and after the route change(s);
- b. A map showing the geographic areas of the city where the bus route change(s) occurred;
- c. A summary of expected and/or actual ridership changes associated with bus route changes; and,
- d. A summary of how the transit network design principles contained in RouteAhead Section 4.1 informed the bus route changes.

### **Report Executive Summary**

This report provides an annual update on the status of Calgary's public transit service and the implementation of RouteAhead, The City's 30-year strategic plan for transit. It provides updates on operating investments, short-term capital projects, non-seasonal route changes, and other initiatives essential to advancing the state of public transit in Calgary. It also includes a high-level overview of all 159 strategies in RouteAhead and their current status, along with highlighting notable case studies which demonstrate how these strategies were progressed.

2023 marked a significant transition for public transit in Calgary. Strong ridership recovery throughout the year was supported by a focus on reinvesting in service levels. Ridership increased to 90 million annual trips (85 per cent of 2019 levels), while 2.6 million service hours were provided (90 per cent of 2019 levels). In 2024, ridership growth trends continue with monthly ridership now exceeding pre-pandemic levels.

Both fare and non-fare revenue also increased in 2023, with the revenue cost ratio increasing from 32 to 38 per cent. This contributes to a lower amount of tax support required to provide public transit in Calgary. Despite this, Calgary Transit remains an affordable transportation option for Calgarians, with the average trip costing customers \$1.42 in 2023. This is largely due to the continued trend towards subsidized fares and passes as increasing numbers of

customers have benefitted from expanded eligibility in the Low-Income Transit Pass and the introduction of new products such as the Weekend Group Day Pass. These subsidized fare products contribute to reducing cost as a barrier for more Calgarians and enabling them to live, work, and play in the city by transit.

With pandemic recovery largely complete the focus in public transit now shifts towards growth. Making public transit a more convenient and attractive transportation option for Calgarians will be key in supporting The City's economic, social, and environmental goals. Over the course of 2023, Calgary Transit and other Business Units undertook initiatives which progressed 93 of RouteAhead's 159 strategies (58 per cent). Customer experience improvements included considerable investment in public safety, improving integration between transit and cycling by installing bike racks on all standard (12m) buses and allowing bikes on CTrain at all times, and preparing to install 100 additional transit shelters across the network.

Council approval of the RouteAhead update in Fall 2023 calls for prioritizing investment into the Primary Transit Network to deliver fast, frequent, and reliable service across the city. Doing so will require sustained operational investments, including an additional 1 million service hours over the next 10 years into frequent service. Further investments will be required to support reliable Base Service in established areas, promote ridership growth in the Green Line corridor, and extend transit into new and developing communities. Calgary Transit currently achieves 62 per cent of the service levels necessary to achieve these goals. Six major non-seasonal route changes were implemented in 2023 to optimize the network, resulting in improvements to frequency, service span, connectivity, and coverage in 10 wards.

Major transit capital projects also marked important milestones in 2023. Green Line selected Bow Transit Connectors (BTC) as the Development Partner to deliver Phase 1 of the Green Line LRT Project and have progressed through a Development Phase to refine the project design, cost, schedule, and risk allocation. Progress has also continued on several early works projects, including extensive utility relocations in Beltline and Downtown. These are essential steps in preparation for the main construction of Green Line to begin in 2024.

Work has progressed on other rapid transit projects. Six projects were selected to advance design and state of readiness to make the next generation of rapid transit ready when funding opportunities arise. One project, the North Central Bus Rapid Transit project, is partly funded with construction on improvements expected to begin in Spring 2024.

Calgary Transit also advanced work on several projects to maintain, upgrade, or replace existing assets. More than 400 vehicles are in active procurement to replace existing fleet, including 180 community shuttles, up to 259 zero-emission electric buses, and 40 CTrain vehicles to allow the original U2 fleet to be fully retired. Renovations are also underway at the Haysboro Storage Facility to support reliable four-car CTrain service on Red Line into the future.

Looking forward to 2024, priorities will include maintaining momentum on ridership growth, improving safety and reliability of service, continued operational investments in new and existing areas, and advancing the next generation of major transit capital projects for Calgarians.

## **ATTACHMENT(S)**

1. Attachment 1 – RouteAhead 2023 Annual Status Report

Author: Filip Majcherkiewicz, Business Strategy, Calgary Transit

General Manager Doug Morgan concurs with the information in this Briefing.





# RouteAhead Annual Status Update 2023



Document Date: 05/01/2024  
Report#: IP2024-0581

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## Executive Summary

This report provides an annual update on the status of Calgary's public transit service and the implementation of RouteAhead, The City's 30-year strategic plan for transit. It provides updates on operating investments, short-term capital projects, non-seasonal route changes, and other initiatives essential to advancing the state of public transit in Calgary. It also includes a high-level overview of all 159 strategies in RouteAhead, their current status, and highlights notable case studies which demonstrate how these strategies were progressed.

2023 marked a significant transition for public transit in Calgary. Strong ridership recovery ([Section 4.2](#)) throughout the year was supported by a focus on reinvesting in service levels. Ridership increased to 90 million annual trips (85 per cent of 2019 levels), while 2.6 million service hours were provided (90 per cent of 2019 levels). In 2024, ridership growth trends continue with monthly ridership now exceeding pre-pandemic levels.

Both fare and non-fare revenue ([Section 4.3](#)) sources also increased in 2023, with the revenue cost ratio increasing from 32 to 38 per cent. This contributes to a lower amount of tax support required to provide public transit in Calgary. Despite this, Calgary Transit remains an affordable transportation option for Calgarians, with the average trip costing customers \$1.42 in 2023. This is largely due to the continued trend towards subsidized fares and passes as increasing numbers of customers have benefitted from expanded eligibility in the [Low-Income Transit Pass](#) and the introduction of new products such as the [Weekend Group Day Pass](#). These subsidized fare products contribute to reducing cost as a barrier for more Calgarians and enabling them to live, work, and play in the city by transit.

With pandemic recovery largely complete the focus in public transit now shifts towards growth. Making public transit a more convenient and attractive transportation option for Calgarians will be key in supporting The City's economic, social, and environmental goals. Over the course of 2023, Calgary Transit and other Business Units undertook initiatives which progressed 93 of RouteAhead's 159 strategies (58 per cent) ([Appendix 3](#)). Customer experience improvements included considerable investment in public safety ([Section 2.2](#)), improving integration between transit and cycling by [installing bike racks](#) on all standard (12m) buses and [allowing bikes on CTrain](#) at all times, and preparing to install [100 additional transit shelters](#) across the network.

Council approval of the RouteAhead update in Fall 2023 calls for prioritizing investment into the Primary Transit Network to deliver fast, frequent, and reliable service across the city. Doing so will require sustained operational investments ([Section 3.4](#)), including an additional 1 million service hours over the next 10 years into frequent service. Further investments will be required to support reliable Base Service in established areas, promote ridership growth in the Green Line corridor, and extend transit into new and developing communities. Calgary Transit currently achieves 62 per cent of the service levels necessary to achieve these goals. [Six major non-seasonal route changes](#) were implemented in 2023 to optimize the network, resulting in improvements to frequency, service span, connectivity, and coverage in 10 wards.

Major transit capital projects also marked important milestones in 2023. Green Line ([Section 3.2](#)) selected Bow Transit Connectors (BTC) as the Development Partner to deliver Phase 1 of the Green Line LRT Project and have progressed through a Development Phase to refine the project design, cost, schedule, and risk allocation. Progress has also continued on several early works projects, including extensive utility

relocations in Beltline and Downtown. These are essential steps in preparation for the main construction of Green Line to begin in 2024.

Work has progressed on other rapid transit projects ([Section 3.1](#)). Six projects were selected to advance design and state of readiness to make the next generation of rapid transit ready when funding opportunities arise. One project, the North Central Bus Rapid Transit project, is partly funded with construction on improvements expected to begin in Spring 2024.

Calgary Transit also advanced work on several projects to maintain, upgrade, or replace existing assets. More than 400 vehicles are in active procurement ([Section 3.3](#)) to replace existing fleet, including 180 community shuttles, up to 259 zero-emission electric buses, and 40 CTrain vehicles to allow the original U2 fleet to be fully retired. Renovations are also underway at the [Haysboro Storage Facility](#) to support reliable four-car CTrain service on Red Line into the future.

Looking forward to 2024, priorities will include maintaining momentum on ridership growth, improving safety and reliability of service, continued operational investments in new and existing areas, and advancing the next generation of major transit capital projects for Calgarians.

## 1.0 – Introduction

2023 was an important transitional year for Calgary Transit. With COVID-19 restrictions lifted in mid-2022 ridership began to rebound, necessitating increased service to support Calgarians returning to the workplace and other in-person activities. Calgary Transit responded by hiring and training over 730 new operators over the course of 2023, allowing the amount of service provided to approach 85 per cent of pre-pandemic service hours. This support ridership recovery as customers returned to the system. Annual ridership reached 85 per cent of 2019 levels, while CTrain ridership exceeded 100 per cent. The ridership recovery trend has extended in 2024, with overall ridership now exceeding pre-pandemic levels and CTrain ridership at 110 per cent. Specialized Transit trips delivered through Calgary Transit Access (CTA) and its partners has also recovered to 81 per cent of its pre-pandemic level, with similar positive trends heading into 2024.

However, some challenges remain. Staffing shortages in key support areas impact the ability to deploy and sustain service during peak hours. New vehicle procurement for both replacement and growth, delayed through the pandemic and subsequent challenges (including but not limited to supply chain delays), have also affected fleet availability during busy periods and the addition of new service.

Safety and security continue to be top-of-mind with customers, while addressing issues of fare-based equity put pressure on Calgary Transit's ability to recover costs through fare revenue and manage tax-based funding support. Capital project funding and organizational capacity will also require sustained attention and advocacy to deliver on both direct and indirect service improvements to Calgarians.

Addressing and resolving these challenges remain top priorities for Calgary Transit in 2024 and beyond.




In 2023 Calgary Transit's key strategic plan, RouteAhead, underwent a 10-year update; this culminated in its approval by Council in September 2023. The updated plan calls for a bold direction in transforming and improving the transit network for Calgarians. It calls for a significant investment into the Primary Transit Network (PTN) – a network of corridors envisioned to have high frequency transit service – as expanding the backbone of our service enabling faster and more reliable service across the city.



## 1.1 – How to Read This Report

RouteAhead builds on the three core principles (Figure 1) for public transit in Calgary by establishing 159 strategies to guide workplans within Calgary Transit and across The City of Calgary. This report highlights key accomplishments from 2023 in advancing these strategies, with one section devoted to each of the core principles.

**FIGURE 1: Core Principles for Public Transit**

<b>Customer Experience</b> 	<b>Network Planning</b> 	<b>Financing Transit</b> 
<ul style="list-style-type: none"> <li>• Make it easy to use public transit by supporting a variety of options for customers as they plan trips; access and pay for service; wait for and ride transit; and connect to their destination.</li> <li>• Be responsive to attributes of safety, accessibility, cleanliness, convenience, comfort and reliability.</li> <li>• Proactively adapt to changing customer needs and emerging technologies to support current and future customers.</li> </ul>	<ul style="list-style-type: none"> <li>• Match transit with land use by supporting activity centres and main streets, enhancing Primary Transit Network connectivity, and supporting intensification of population and employment along these corridors and in surrounding communities.</li> <li>• Focus investment on frequency to increase ridership by continuing to build the Primary Transit Network.</li> <li>• Design the network for a connective grid, by evolving from a radial network focused on the downtown, to a connective grid that facilitates travel between activity centres in all areas of the city.</li> </ul>	<ul style="list-style-type: none"> <li>• Measure the success of transit service using a suite of key performance indicators.</li> <li>• Align coordinated capital investment portfolios and One Calgary business planning with RouteAhead, to build projects that expand the Primary Transit Network, and ensure operating investments meet RouteAhead goals.</li> <li>• Optimize service performance through safety and reliability focused asset management to maintain a state of good repair.</li> </ul>

Many sections also include case studies which highlight specific initiatives that were advanced in 2023. This will provide context for the actions that Calgary Transit and others in the public transit service line are taking to improve those particular aspects of service. Each case study will also highlight specific RouteAhead strategies which are aligned to that initiative, reinforcing how the actions being taken contribute to progressing those strategies and achieving the overall RouteAhead vision. A full list of all 159 strategies and their current status is also provided in [Appendix 3](#).

The report concludes by highlighting some of the key actions or initiatives that are underway in 2024 to support continued momentum in delivering better transit service to all Calgarians.

## 2.0 – Customer Experience

Delivering a transit service that meets the diverse needs and abilities of customers requires a skilled workforce to ensure service is safe, clean, reliable, informative, and easy to use. The public transit service line currently comprises more than 3,000 people, including front-line transit operators, peace officers, and customer service representatives, support staff in cleaning, maintenance, and security, and administrative staff. All are engaged in delivering on roles and responsibilities that contribute directly to how customers experience and perceive their journey on Calgary Transit.

### 2.1 – Customer Commitment Update

Calgary Transit’s Customer Commitment is a promise to deliver on six qualities of service that customers and employees identify as the most important. These qualities will guide us in the projects and initiatives that we advance to enhance the customer experience.

**Figure 2: Calgary Transit’s Customer Commitment**



Calgary Transit conducts regular customer research to understand customer perceptions, identify and monitor trends, and provide actionable insights that contribute to decision making. This includes regular surveys of both regular and infrequent users of transit, and a combination of high level and in-depth comprehensive surveys.

**Figure 3: Customer Commitment Scores (%) – 2023**

	2023	2024	2025	2026	2027	Change (2023-27)
<b>Safe</b>	72.7					n/a
<b>Reliable</b>	85.3					n/a
<b>Helpful</b>	79.9					n/a
<b>Informative</b>	78.4					n/a
<b>Easy to Use</b>	74.0					n/a
<b>Clean</b>	70.4					n/a

Customer Commitment scores will be added on an annual basis until a five-year running tally is established. Data is available for past years but is heavily influenced by pandemic-related trends, and therefore limited as a baseline for comparison.



Trends in 2023 demonstrate some of the continued impacts of trends from the COVID-19 pandemic. Scores are also influenced by customers who are returning to the system over the last year.

**Safety:** Customer perceptions about safety in using the system continue to factor highly into decisions about whether to take transit. The presence of transit employees – whether operators, security personnel, or other employees – were reported to be major factors in contributing to a feeling of safety. Feelings of safety are also generally more favourable during daylight hours or when the system is busier, and lower at night or when the system is less busy.

**Reliability:** Reliability has been influenced by busier activity both on the transit system and on Calgary's streets. Returning higher ridership in September 2023 challenged on-time performance. Transit schedulers responded to areas with reliability concerns by adjusting route schedules and adding bus trips where necessary.

**Easy to Use:** Two notable trends have influenced the Easy to Use score in opposing directions. Customers have reported a significant increase in satisfaction with the convenience of purchasing fares, supporting the continued success of implementing electronic fare payment through the myFare app. Conversely, there are increasing concerns about both planned and unplanned disruptions to transit service. Notable disruptions in 2023 impacting key areas of the network include accommodating utility relocations and other early works in advance of Green Line as well as a 10-day closure of Red Line South to accommodate the reconstruction of Victoria Park/Stampede Station.

### 2.11 – Transit Ambassador Program

RouteAhead Strategies Aligned To: C1.2, C2.3, C13.4, C13.7, C18.4

At the start of 2023 Calgary Transit launched the Ambassador program. Nearly two dozen ambassadors work in multiple shifts throughout the day across the system, providing visibility, building rapport, and supporting Transit customers with wayfinding or questions on trains and station platforms. They have also been instrumental in reporting medical issues or safety concerns to get the appropriate help.

## 2.2 – Transit Public Safety

One of Calgary Transit's customer commitments is to ensure customers feel secure and safe while using the system. A secure and safe public transit system provides a vital lifeline for fostering community interaction and cohesion. It can cultivate a transportation network that brings people from different backgrounds together, nurturing social connections and a sense of belonging.

In October 2023 Council approved the Public Transit Safety Strategy to expand peace officer visibility on the transit system through hiring additional transit peace officers, enhanced station cleaning, infrastructure improvements, and more frequent partner patrols. Approval of this strategy is essential in meeting our commitment to keeping Calgarians safe while riding transit.

In 2023, Transit Public Safety hired an additional 43 transit peace officers, representing a 60 per cent increase. The full hiring and training to achieve 185 officers is project to be complete by Q3 2024 and will allow 45 officers to be deployed at any given time across the system using the new district model (see case study below).

The Public Transit Safety Strategy team was established in Q1 of 2024 and is committed to the implementation of key objectives and deliverables outlined in the Strategy's roadmap. Implementation

will require cross-corporate collaboration to identify and address public safety concerns. Partnerships are also key to the success of the strategy and will be a focus to develop over the next 24 months. These include working closely with Calgary Police Service, Calgary Transit, Corporate Security, Calgary Alpha House, and the Downtown Safety Leadership table, among others. Quarterly reporting will be used to track and measure success and results.

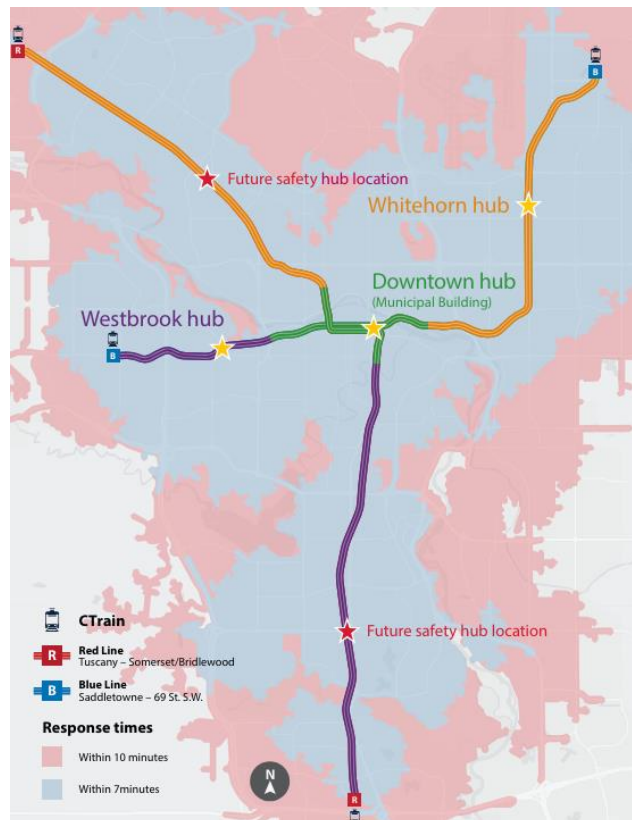
The Strategy is already showing early signs of success through Calgary Transit Rider Surveys. Positive trends are noted with the number of customers indicating they feel the transit system is safe, particularly at LRT stations more than three-quarters of respondents note improvements in perception of safety, a 10 per cent increase from Q1 2023. Further, customers also perceived a 30 per cent increase in Transit Peace Officer interactions over the same period.

### 2.21 – Public Transit Safety District Model

RouteAhead Strategies Aligned To: C13.4, C13.6, C13.7, C13.8

Transit Public Safety transitioned to a district deployment model in 2023. This involved the creation of three offices throughout the city, and allows transit peace officers, security guards, and outreach teams to be located at strategic locations. This contributes to improving response times and increasing the number of response personnel available when incidents occur. The deployment model helps direct resources quickly to locations where they are most needed and is a key step to reach the target response time of seven-to-10 minutes as outlined in the Public Transit Safety Strategy. Initial outcomes since the model was deployed include a 64 per cent reduction in individuals remaining on buses after they have left service, while allowing officers to increase safety and fare evasion patrols.

The current district offices are shown in the map at right, along with two future safety hubs to help achieve the target seven-to-10-minute response time.



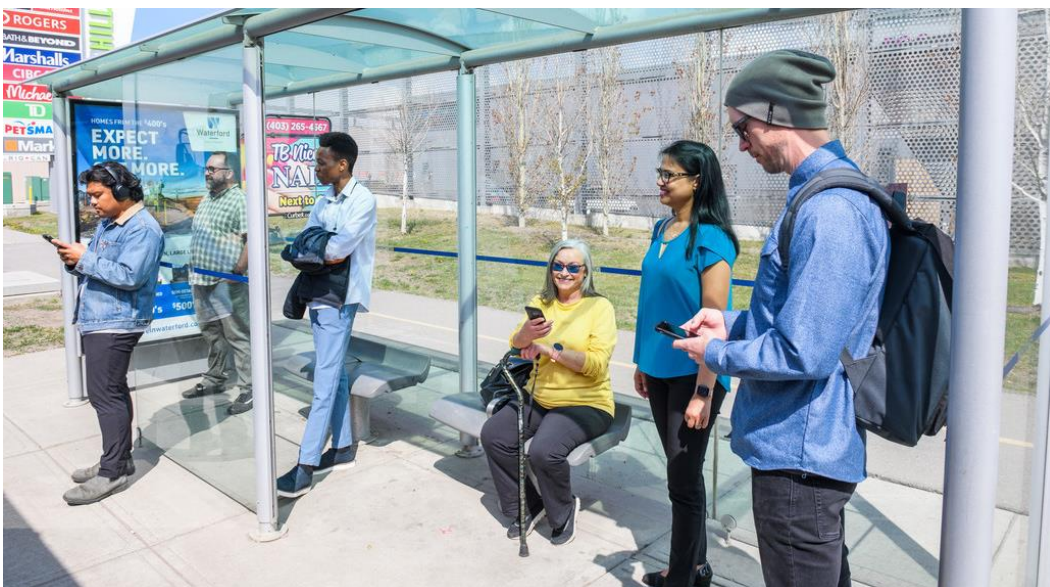
## 2.3 – The Customer’s Journey

Every customer’s travel needs will be unique and is informed by the quality of an integrated system which considers and adapts to these needs. This experience also begins well before customers board a transit vehicle. Through RouteAhead’s strategies Calgary Transit will continue to make improvements which address all aspects of this experience.

Figure 4: Components of a Customer’s Journey



Four selected 2023 projects highlight ways it is possible for customers to understand, access, and use transit. Additional discussion about improvements in riding transit are discussed in [Section 3.0 – Network Planning](#), while fare payment improvements are discussed in [Section 4.3 – Fares and Revenue](#).



2.31 – Shawville LRT Crossing Pedestrian Improvements

RouteAhead Strategies Aligned To: C6.11

Calgary Transit’s LRT Crossing Working Committee regularly reviews pedestrian crossings across the CTrain network. Part of this work includes ongoing engagement with interested parties and users of all abilities. This engagement identified concerns with the existing bedstead design, particularly for those pedestrians with vision loss who rely on tactile information for their wayfinding. The current designs lack a cane detectable horizontal bars and high contrast visual indicators, while the top of the railing is non-contiguous from one bedstead to the next and may cause confusion in navigating through the crossings.

The Crossing Committee worked together with other Calgary Transit staff to redesign the bedsteads to address these accessibility concerns. The new design was installed near Somerset-Bridlewood Station in October 2023. Initial feedback has been very positive, with users stating a desire to see the design expanded systemwide. This new design will be installed going forward as lifecycling or other maintenance activities are required at crossings.

**Typical Bedstead Installation:**



**New Bedstead Design (Shawville Ga SW):**



### 2.32 – Bikes on CTrain

RouteAhead Strategies Aligned To: C6.3

In March 2022 Council adopted a Notice of Motion (EC2022-0363) in support of removing time-based travel restrictions of bicycles on the CTrain. A pilot project was initiated through to Fall 2023, and customer feedback was gathered in an online survey. The challenges identified by customers who both use and do not use bikes on trains were generally consistent with their experience prior to the pilot and therefore not specific to allowing use at all times.

Based on the survey, 70 per cent of respondents agreed that allowing bikes on CTrains is a good option for improving mobility in Calgary. 31 per cent strongly agreed that allowing bikes was not disruptive during rush hour, while 29 per cent stated they were disruptive. Nearly two-thirds of respondents agreed that the pilot should be made permanent, while only one in five disagreed.

In December 2023 Administration presented a briefing report (IP2023-1346) that informed Council and the public that time-based restrictions will be removed. This direction will support Calgary's public transit system being more inclusive of how customers access the system while also supporting the Always Available for All Ages and Abilities (5A) Network Guidelines, Cycling Strategy, and enhancing micromobility options through Mobility as a Service (MaaS).

### 2.33 – Bike Racks on Buses

RouteAhead Strategies Aligned To: C6.3

As part of the 2022 Calgary Transit Recovery Strategy (CD2022-0675) Council directed Administration to invest in the customer experience and access to transit by all modes to expand the number of buses that are equipped with bike racks. Funded through previous savings in operating funding, this would enable the remaining 47 per cent of Standard (12 m) and Articulated (18 m) buses to be equipped with bike racks.

As of the end of 2023 all Articulated Buses and 90 per cent of non-equipped Standard Buses have had bike racks installed. The remaining Standard Buses are slated to be replaced through life-cycling and the replacement buses will arrive with racks installed. Calgary Transit is also resolving design challenges to allow racks to be installed on Community Shuttle vehicles. It is expected that the [current shuttle procurement](#) order will resolve these and allow the new fleet to arrive with bike racks as well.



### 2.34 – Shelter Improvement Program

RouteAhead Strategies Aligned To: C11.1

As part of the 2023-2026 Service Plan and Budget deliberations (C2022-1051), Council provided an additional \$5 million over four years “for additional transit bus shelters and benches.” This funding allows Calgary Transit to increase the number of stops with improved accessibility and customer amenities beyond what is normally provided under annual stop improvement programs.

\$3.2 million of this funding has been allocated for the purchase of 100 additional shelters as well as their ongoing costs of cleaning, maintenance and glass replacement. The balance of \$1.8 million will be used to prepare the selected sites, including: constructing new accessible concrete pads, sidewalk connections to bus stops, utility connections (where required), and the purchase of additional benches. Procurement, planning, and design was undertaken through 2023 to support the construction and installation of these amenities in 2024-2026.

### 2.35 – Brentwood Station Renovation

RouteAhead Strategies Aligned To: C2.4, C5.2, C11.1, C11.3, N5.2

Opened in 1990, Brentwood LRT Station is one of the busiest stations on Red Line Northwest serving more than 10,000 daily customers. The immediate station area has also seen private investment in the emerging Transit-Oriented Development at both University Research Park and along the revitalizing commercial lands nearby.

Under the Annual Investment Plan, Calgary Transit undertook a multi-year renovation program. Phase 1 involved the rehabilitation of the pedestrian bridge, which was completed in 2021. Phase 2, currently underway, will see the refurbishment of the exterior platform to increase the amount of sheltered platform area for customers while installing new lighting, security cameras, and skylights that will increase natural light exposure. Construction for this phase is expected to be substantially complete in Q1 2024.



## 2.4 – Systems and Technology

The customer’s journey is also influenced by systems and processes that they may not directly use or experience on a day-to-day basis. Calgary’s public transit service depends on a comprehensive support system of facilities, technologies, processes, and staff which keep our system running smoothly. Improvements in these areas therefore have a direct influence on meeting the Customer Commitment.

### 2.41 – Haysboro Storage Facility Expansion

RouteAhead Strategies Aligned To: C17.2, C17.3, N5.3

As Calgary Transit’s Light Rail fleet has grown the existing storage and maintenance facilities require expansion. Haysboro Storage Facility was built in the 1980s and currently stores more Light Rail Vehicles (LRVs) than its original design capacity. Only part of the fleet can be stored indoors which affects service reliability and efficiency.

Expanding this facility was deemed essential to the safe and reliable operation of the CTrain network and for providing four-car train service to Calgarians. The project will increase total LRV capacity from 60 to 76. More importantly it will almost double indoor storage capacity, allowing for 14 four-car trains to be stored indoors. Other upgrades will include power system reliability improvements, as well as funding from the Centralized Climate Fund to install roof-top solar panels.

Design and engagement with interested parties was undertaken throughout 2023, with construction beginning early in 2024 and completion slated for Spring 2025. With four-car storage unavailable during construction, Calgary Transit will be limited to operating three-car train service on Red Line, with service frequency improvements meaning Calgarians will see a similar level of customer capacity.



### 2.42 – South Central Garage Project

RouteAhead Strategies Aligned To: C17.2, C17.3, N5.2, N8.3, F2.3, F3.7

The South Central Bus Maintenance and Storage Facility master plan will look to accommodate 250 buses in the short-term and be expandable up to 500 buses over the long-term. The study is evaluating two potential sites and will be coordinated with the 50 Avenue S.E. Functional Planning Study to ensure convenient access to the facility. The study will also provide a decommissioning strategy for the existing Victoria Park Transit Facility in Beltline. The study has \$2 million in funding via The City’s Advance Design Shovel Ready Fund.

## 3.0 – Network Planning

Public transit in Calgary comprises a comprehensive and integrated network of services that connect Calgarians across their community, city, and the broader region. These can range from infrastructure-intensive rapid transit service that cross large distances to locally oriented shuttles and specialized services that ensure Calgarians can access the system at all levels of physical ability. Calgary Transit proactively plans for all these types of services to ensure the mobility needs of all customers can be met and that we keep pace with our growing city. This includes planning for, advocating, and deploying both capital and operating funds to where they are needed most.

### 3.1 – Capital Project Update

RouteAhead’s first 10 years saw considerable progress made in planning, designing, building, and opening major rapid transit lines, highlighted by the planning and development of the Green Line LRT, introduction of four new MAX Bus Rapid Transit lines in 2018-19 and the 2019 opening of the Stoney Transit Facility to support Compressed Natural Gas (CNG) buses being introduced to the fleet.

The updated RouteAhead plan calls for even greater activity as Calgary Transit continues to modernize and expands to meet the travel needs of a growing city. Several additional rapid transit projects are under active development towards a shovel ready state, while construction is expected to begin in 2024 on both the Green Line LRT line and North Central Bus Rapid Transit improvements on Centre Street North.

Between 2018-2020 Administration engaged in a comprehensive review of remaining capital projects, with an updated prioritization project list presented to Council in December 2020. This has enabled funding to be sought for advancing their design and preparing the next generation of transit capital improvements.

#### 3.11 – Rapid Transit Projects Under Development

The following projects are currently under development in 2023. They have been identified as priorities to be advanced in state of readiness. The table below describes the current state of planning and design, land assembly, capital funding, and overall state of readiness. A description of what each status indicator means is available in [Appendix 2](#).



Figure 5: Transit Major Capital Projects Advanced in 2023

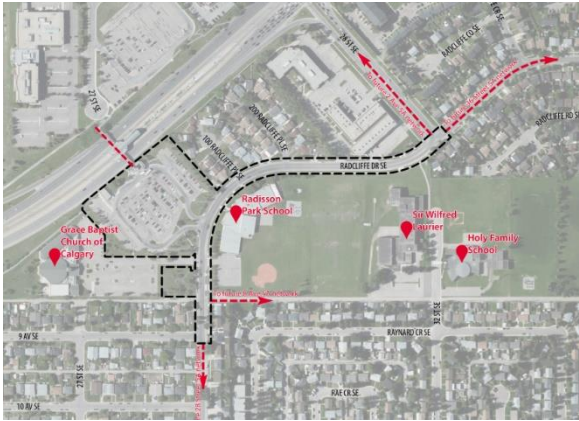

Project	Planning and Design	Land Assembly	Funding	Current Status	Project Readiness
<b>144 Avenue North Bus Rapid Transit</b>	Conceptual	Partial	Planning	Request for Proposals (RFP) for Functional Planning prepared in 2023, to be issued in Q2 2024.	
<b>Airport Transit Connector (Green Line to Blue Line)</b>	Functional	None	None	Functional Planning Study completed in 2020. Partial future work dependent on Calgary Airport Rail Connection Study.  Approved \$10 million (2025-2026) to contribute to East Leg (between Airport and Blue Line)	
<b>Blue Line Northeast LRT Extension</b>	Preliminary Design	Yes	Partial	Request for Proposals (RFP) for Detailed Design from Saddletowne to Country Hills Blvd issued in Q4 2023. Government of Alberta Grant for \$2 million received Q2 2023. Received \$5.6 million in Q3 2023 from Advance to Shovel Ready Fund. City of Calgary capital budget adjustment in Q4 2023 allocated \$9 million to the project.	
<b>Calgary Airport Rail Connection Study</b>	Conceptual	None	Planning	Functional Planning work commenced in Q4 2023 and expected to be finished in Summer 2024.	
<b>Green Line (Future Stages)</b>	Functional	Partial	Partial	Council direction to continue land acquisition. In Fall 2023 Council approved \$8.0 million in annual funding for operational readiness for Stage 1 – a portion of these funds will be used to acquire land before the current Green Line project is completed.	
<b>North Central Bus Rapid Transit</b>	Detailed Design	Partial	Partial	Corridor improvements to begin in April 2024. Estimated completion in Q3 2025. Project has received \$50 million in funding through Green Line, and a further \$60 million from Council in Fall 2023. Detailed design for Phase 2 to be completed in Q2 2024.	
<b>Red Line South Extension</b>	Conceptual	Yes	Planning	Request for Proposals (RFP) for Functional Planning to be prepared and issued in 2024.  Total Funding: \$1.089 million from Advanced Design Shovel Ready fund and Provincial Municipal Sustainability Initiative (MSI) Funding	

### 3.12 – Transit-Oriented Development Program

RouteAhead Strategies Aligned To: C6.1, C6.5, N1.4

As of 2023 Calgary Transit provides rapid transit service to more than 100 stations around the city. A key part of leveraging these investments and encourage more sustainable transportation choices will be in allowing more Calgarians to live, work, and play with easy access to the rapid transit network. Facilitating Transit-Oriented Development (TOD) is a core part of Calgary’s strategic growth policy. The 2023 RouteAhead update moves closer to this goal by calling for a more comprehensive Station Access policy. While the local bus network and park-and-ride remain an important ways to access the rapid transit network there are many opportunities to improve how Calgarians can walk or wheel there as well.

The updated Station Area Access principles have allowed many sites to be re-evaluated for their development potential to better balance how Calgarians get onto the system. Preliminary Station Area Evaluations were completed in 2022, with more detailed analysis and prioritization ongoing. Two sites have emerged as early-win opportunities: Franklin LRT Station (Blue Line) and Ramsay-Inglewood Station (Green Line).

<b>Franklin Station</b>	
<p>The proposed project at Franklin LRT Station envisions redeveloping the south parking lot into between 200-300 multi-residential units with concurrent utility and streetscape improvements along Radcliffe Drive S.E. The project is currently in the concept design phase, with public engagement expected by late Spring 2024.</p>	
<b>Ramsay-Inglewood Station</b>	
<p>The Ramsay-Inglewood station area improvements will support the future Green Line by undertaking necessary public space investments. Construction on these improvements is expected to begin in 2024, and will feature wider sidewalks, protected cycling lanes, and additional trees and street furnishings. The construction of a new greenway connecting the station to the river pathway network is also anticipated in 2027 and will include public small-scale flexible park spaces.</p>	

### 3.2– Green Line Update

RouteAhead Strategies Aligned To: C2.2, C6.6, C6.7, C8.4, C10.2, C11.1, C11.3, C12.1, C13.5, C14.2, C17.3, C18.6, N1.1, N1.2, N1.4, N1.5, N2.7, F4.1, F4.3, F4.4, F6.4

Phase 1 of the Green Line LRT Project is a \$5.5B capital project funded jointly between The City of Calgary, Government of Alberta, and the Government of Canada. Phase 1 will see a new light-rail rapid transit line constructed between central and south-east Calgary. The project achieved several key milestones throughout 2023 in preparation for main construction to begin in 2024.

In April 2023, the Green Line Board approved the Development Phase Agreement, selecting Bow Transit Connectors (BTC) as Green Line’s Development Partner to deliver Phase 1 of the Green Line LRT Project. Green Line and BTC have since worked through much of the established 16-month Development Phase, to advance the Phase 1 design and to negotiate the cost, schedule, and risk allocation. The Development Phase is well-underway with the 30% design milestone completed in January 2024, and 60% design expected in June 2024.

Main construction of Phase 1 is on track to begin in late 2024. The schedule will be determined through the Development Phase work. Based on other projects of similar size and scale, it should take approximately six years to complete

The Light Rail Vehicle (LRV) supplier Construcciones y Auxiliar de Ferrocarriles (CAF) finalized the procurement for the remaining major component subcontractors. Green Line’s LRV work also met a significant milestone on September 28, 2023, with CAF achieving Final Design Review. Green Line has confirmed the LRV Delivery Commencement Date for the first LRVs as Q4 2027.

Several demolitions are underway including the former Lilydale Poultry Plant, several in the Beltline, and in the Eau Claire area. Demolition work and site preparation will continue through 2024 in advance of main construction. Numerous environmental assessments and surveys were completed in 2023, including fish habitat assessments in the Bow and Elbow Rivers, as well as baseline noise and vibration monitoring surveys.

Public support for the Green Line remains high and has continued to grow since 2021. The City of Calgary Spring Pulse Survey indicated 92 per cent of Calgarians believe the Green Line LRT project to be important, an increase over both 2022 (91 per cent) and 2021 (89 per cent). Ongoing regular and proactive communications to Calgarians and businesses through Green Line newsletters, website, and social media channels and via direct outreach is a high priority for the Green Line team. Green Line’s social media accounts – X (Twitter), Instagram and LinkedIn - saw a 39 per cent overall growth in followers in 2023.

Green Line’s Community & Business Relations team continues to liaise with businesses and communities along the alignment. This includes monthly construction outlook sessions in Downtown and Beltline to help set expectations and inform residents and businesses about the impacts of upcoming work. A business registry along the full length of the alignment is underway to build relationships in advance of construction and plan the work with them in mind.

### 3.21 – Beltline Downtown Utility Relocation Project (BDURP)

Project Website: [Link](#)

Shallow utility relocation work (third-party telecom, electricity, and gas utilities) and deep utility relocations (City sanitary, water and stormwater utilities) continued in the Beltline and Downtown. By doing this work now, it will reduce the time required for main construction and reduce risk to the project. It also allows utility providers to lifecycle old infrastructure, and upgrade capacity to accommodate future growth in the area. The Beltline Downtown Utility Relocation Project began in the spring of 2022 and is expected to be completed in 2024.

Highlights from 2023 include:

- Beltline West transmission line relocation work was completed between March-June.
- Deep utility relocation in the vicinity of 11 Avenue S.E. and Olympic Way was completed between March-December.
- Construction scheduling was carefully managed to ensure all work in Beltline was completed or temporarily paused during the annual Calgary Stampede.
- Transmission line relocation and civil work began in Beltline East in October and is expected to be complete in early 2024.

### 3.22 – 78 Avenue Project

Project Website: [Link](#)

The 78 Avenue Project will build vehicle underpass and pedestrian tunnels under the Canadian Pacific Kansas City Railway (CPKC) railway corridor in Ogden to enhance mobility and pedestrian safety around the future Green Line LRT Ogden Station. The contract for this work was awarded to Graham Construction in June 2023 with construction commencing a month later. Temporary diversion embankments and supporting pile walls to allow for the temporary relocation of the CPKC tracks at 78 Avenue and at the future station area are progressing and work on the vehicle underpass and pedestrian tunnel began in early 2024. Completing this work in advance of main construction will support the timely and efficient construction of the Green Line station and track.

### 3.3 – Service Vehicles and Facilities

Calgary Transit operates over 1,300 vehicles out of seven maintenance and storage facilities. This fleet comprises a mix of vehicle types, sizes, and propulsion technology. Through effective maintenance and asset management much of this infrastructure has served Calgarians reliably, albeit many vehicles have begun approaching the end of their useful life. To ensure continued safe and reliable operation and meet The City’s commitment to environmentally sustainable fleet practices, Calgary Transit has been actively investing in a comprehensive modernization and procurement program across all vehicle types. Most significantly, active procurement is underway to return electric-motor transit buses to Calgary’s streets for the first time since 1975.

#### 3.31 – Community Shuttle Procurement

RouteAhead Strategies Aligned To: C14.2, N5.1, N5.2, F2.3

Calgary Transit’s shuttle fleet is rapidly approaching the end of their useful lifecycle. The disruption of both the COVID-19 pandemic and subsequent supply chain challenges has delayed the procurement of replacement vehicles. 2023 saw Calgary Transit focus on prioritizing an initial order of 20 shuttles to ensure vehicle availability for service. The first of these units will arrive in Q1 2024 and continue over the next two months. A more comprehensive shuttle replacement contract is also being offered with an intent to eventually purchase 160 replacement vehicles.

#### 3.32 – Zero Emission Bus Procurement

RouteAhead Strategies Aligned To: C14.2, N5.1, N5.2, N8.4

Calgary Transit is moving to a fleet of zero-emission buses to support The City’s corporate-emission reduction goals in the Calgary Climate Strategy - Pathways to 2050. We’re using a phased approach to acquire zero-emission buses, transform operations, prepare our workforce, and build needed infrastructure, such as charging stations. Our fleet transition includes a bus electrification project to deploy several 40-foot battery electric buses (BEBs). Our bus electrification project is a good first step in our transition journey, as it will shift a good portion of our fleet to zero-emission buses.

The project was approved to access up to \$510 million for the purchase of up to 259 buses and is funded in partnership through grant funding from Infrastructure Canada’s Zero Emission Transit Fund, financing through the Canada Infrastructure Bank, and contributions in The City’s 2023-2026 Service Plans and Budgets. The specific amount of funding accessed and number of buses purchased will be determined through detailed operational requirements and competitive bids under a Request for Proposal (RFP) process.

The procurement of battery electric bus is expected to be released in Q2 2024. The procurement for associated infrastructure and charging equipment is anticipated to be released in Q3 2025.

### 3.33 – Light Rail Vehicle Procurement

RouteAhead Strategies Aligned To: C13.5, C14.2, N5.2

The CTrain system is the backbone of Calgary’s transit system, and the Light Rail Vehicles (LRVs) that operate on it move hundreds of thousands of customers daily to their destinations. Some of the fleet has now approached the end of their design life, and maintaining a steady stream of replacement vehicles is necessary to continue to provide safe and reliable service.

Calgary Transit has partnered with Siemens to deliver 31 new S200 model LRVs (the “mask” trains) over the next several years, with negotiations underway for a further nine units. Funding was secured through the Government of Alberta’s Municipal Sustainability Initiative (MSI) and Government of Canada’s Federal Gas Tax Fund.

The first order of 15 LRVs is currently in production with the first units to begin arriving in 2024, with the second order to begin arriving in 2026. The delivery and commissioning of these 40 train cars will allow Calgary Transit to fully retire the original U2 models which have served the city since the 1980s and to provide reliable four-car train service into the future.



### 3.4 – Network Investment Update

Public transit in Calgary consists of a comprehensive integrated network of services to get customers where they need to go. The annual investment into operating this network is the most important means to facilitating convenient, reliable, equitable, and affordable transportation options for Calgarians. This will continue to be especially important over the coming years. Calgary continues to grow as existing areas redevelop and new communities are built, while shifting travel behaviours are an important part in achieving City-wide goals around sustainability, resiliency, and responding to the Climate Emergency.

2023 was an important year in transitioning out of the COVID-19 pandemic. As public health orders were lifted in 2022 and Calgarians returned to increased travel and in-person activity, Calgary Transit began reinvesting in the network to increase service levels. By the end of 2023 the amount of service being provided every month approached 95 per cent of 2019 service levels.

**Figure 6: Systemwide Fixed Route Annual Service Hours**

	Systemwide Fixed Route Annual Service Hours (000s)					
	2019	2020	2021	2022	2023	Change (2019-2023)
Service Hours	2,845	2,365	2,336	2,328	2,600	(245)
Year over Year Change (%)	n/a	-17%	-1%	0%	8%	-8%

In November 2023, Council approved an additional \$4 million in base operating budget in Public Transit as part of the 2024-2026 Budget Adjustments, to improve service on high ridership routes and corridors, base service and local routes, and to provide On Demand service in additional communities. Further service investments will be delayed to 2025 and later once new vehicles have arrived and are in service.

Sustained long-term investment is required to achieve the planned service levels defined in RouteAhead. This includes continuing to build out frequent transit corridors, providing base service to all communities, supporting the development of new and developing communities, and specialized services. Currently 62 per cent of these planned service hours are provided.

**Figure 7: Current Service Hour Allocation by Service Level Type**

	Annual Service Hours (000s)		
	2023	Required	% of Required
Primary Transit Network	1,135	2,135	53%
Base Transit Network	1,380	1,885	73%
New Community Service	83	188	44%
<b>Subtotal</b>	<b>2,600</b>	<b>4,208</b>	<b>62%</b>
Supplemental Services	146	151*	-
Specialized Services (CTA)	260	260*	-
<b>Total</b>	<b>3,005</b>	<b>4,620</b>	<b>-</b>

\* - Special and specialized services are provided based on specific demand and circumstance, largely resulting from how well certain customer groups are served by the regular transit network. This means that although future additional service investments is required, the number is difficult to estimate on a long-range projection.

These required service hours in the table above are estimates based on current routes and service provided. These totals will evolve over time as the city continues to grow and service changes are implemented to better serve Calgarians. Service hours, existing or required, may also be reallocated between these programs based on how communities or routes change (e.g., once a new community is completed the service for routes serving that area, including any remaining investment required to meet full service, will be transitioned to one of the other categories).

### 3.41 – Primary Transit Network

The core of Calgary’s transit service is the Primary Transit Network, a series of corridors connecting communities and activity centres throughout the city. Service on these corridors is expected to eventually run every 10 minutes or better, 15 hours a day, seven days a week. It provides customers with the greatest amount of freedom by being able to show up and go without needing to consult a schedule, or by allowing seamless connections from other services by keeping wait times short. Developing these corridors to their planned service levels will be a key driver in influencing travel behaviour and making transit a more attractive and convenient option for Calgarians.

**Figure 8: Service Hours Allocated to Primary Transit Network (By Year)**

	Annual Service Hours (000s)					Change (2023-27)
	2023	2024*	2025*	2026*	2027*	
Allocated	1,135					n/a
Required	2,135					n/a
Difference	1,000					n/a

\* - service allocations in future years to be added until a five-year running tally is established.  
Historical data for allocations by service type are not available prior to 2023.

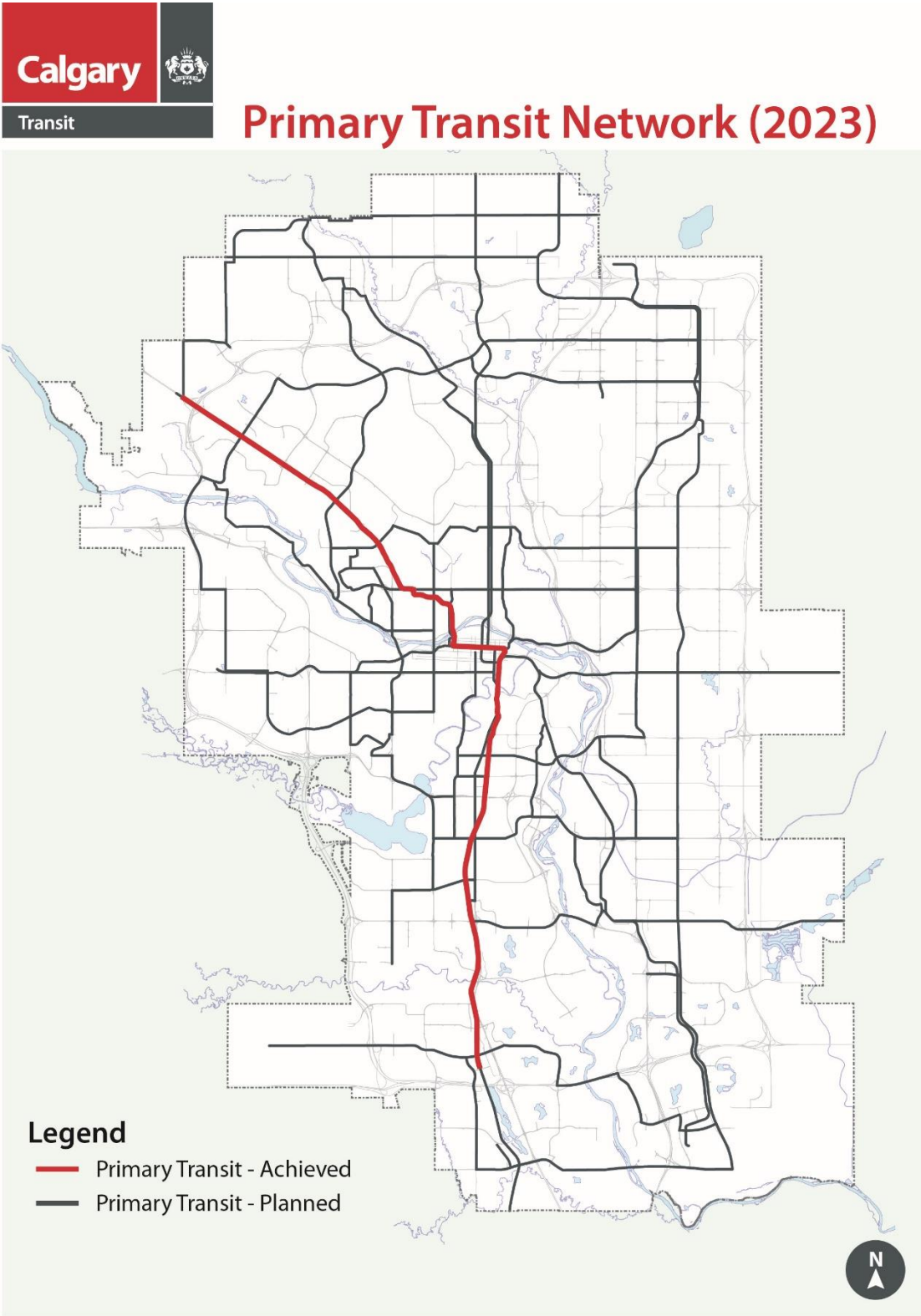
Realizing these benefits will require a sustained commitment to investment. In September 2023 a briefing was shared with Council (IP2023-0977) which recommended a 10-year investment plan to build out this network in alignment with Calgarian’s priorities as expressed through Council and RouteAhead engagement. Completing the network will require an estimated \$120 million increase in tax support to Public Transit’s base operating budget, with a portion of these investments already made under service recovery in late 2023. These investments are expected to attract approximately 42.5 million additional annual trips by 2034.

#### Updates in 2023:

- More than 350,000 residents and jobs are within 600 metres of the currently achieved Primary Transit Network. This is approximately one-quarter of ultimate service coverage.
- Post-pandemic service investment allowed Red Line to become the first corridor to return to Primary Transit Network levels of service.
- Calgary Transit is currently achieving 7 per cent of the Primary Transit Network as measured by total corridor distance.
- RouteAhead Implementation Plan completed in Fall 2023 (IP2023-0977) defines level of investment necessary to complete Primary Transit network, currently estimated at an additional \$120 million per year in tax supported funding.



Figure 9: The Primary Transit Network in 2023



### 3.42 – Base Transit Network

The Base Transit Network provides comfortable and convenient access throughout the city, while facilitating easy access and connections to the Primary Transit Network. It serves the majority of Calgarians in established and developed areas with a target minimum level of service every 30 minutes and additional frequency where warranted, and allows most Calgarians to be within 400 metres (or five-minute walk) of transit service.

**Figure 10: Service Hours Allocated to Base Transit Network (By Year)**

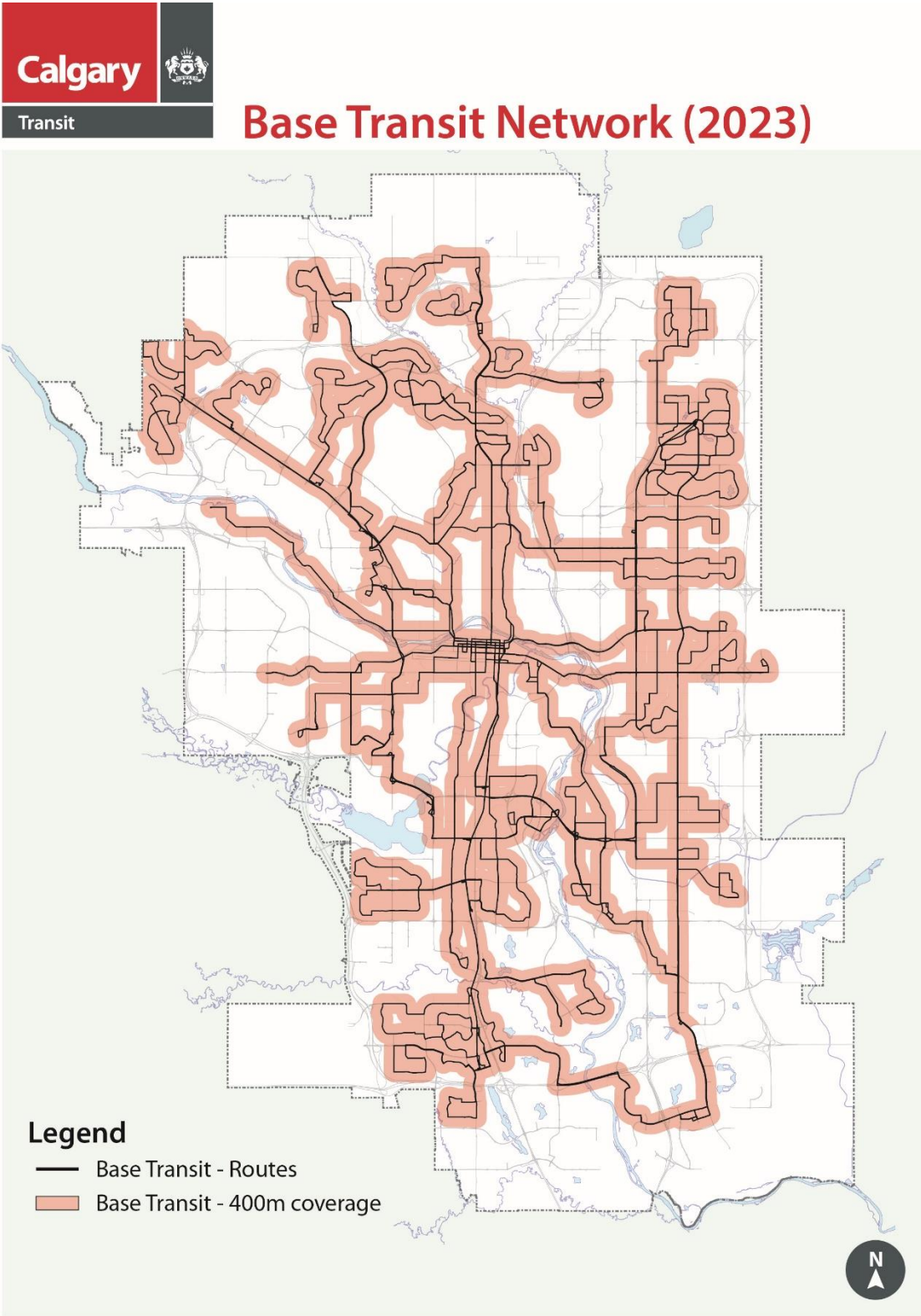
	Annual Service Hours (000s)					
	2023	2024*	2025*	2026*	2027*	Change (2023-27)
Allocated	1,380					n/a
Required	1,885					n/a
Difference	505					n/a

\* - service allocations in future years to be added until a five-year running tally is established.  
Historical data for allocations by service type are not available prior to 2023.

#### Updates in 2023:

- Significant recovery investments were made in Fall 2023 into non-rush hour periods to return as much of the citywide network to base service standard.
- Two-thirds of all Calgarians live within 400 metres (five-minute walk) of Base Transit Service.
- More than 70 per cent of jobs in Calgary are located within 400 metres (five-minute walk) of Base Transit Service.
- Several route changes were implemented in 2023 to improve connectivity to frequent transit service and major destinations ([Appendix 1](#)).

Figure 11: The Base Transit Network in 2023



3.43 – New Community Service

Introducing service to new communities early is an important part of developing sustainable travel behaviors. Services are typically introduced once community development and transportation connectivity has sufficiently advanced to support transit service, subject to available budget. These areas are differentiated from the Primary Transit or Base Transit categories for several reasons:

- Service will often evolve and change with development progression, comprising a mix of services that will eventually become Primary Transit or Base Transit service;
- New communities are also more likely to make use of special services such as On Demand as introductory measures before this transition; and,
- As different sections of a community are built out and service is improved it is likely that some areas may achieve full service while others are yet under- or unserved.

Once a route’s service area has been sufficiently built out with most planned residents or jobs the route will be reallocated to the appropriate network category.

Figure 12: Example of New Community Development and Service Progression

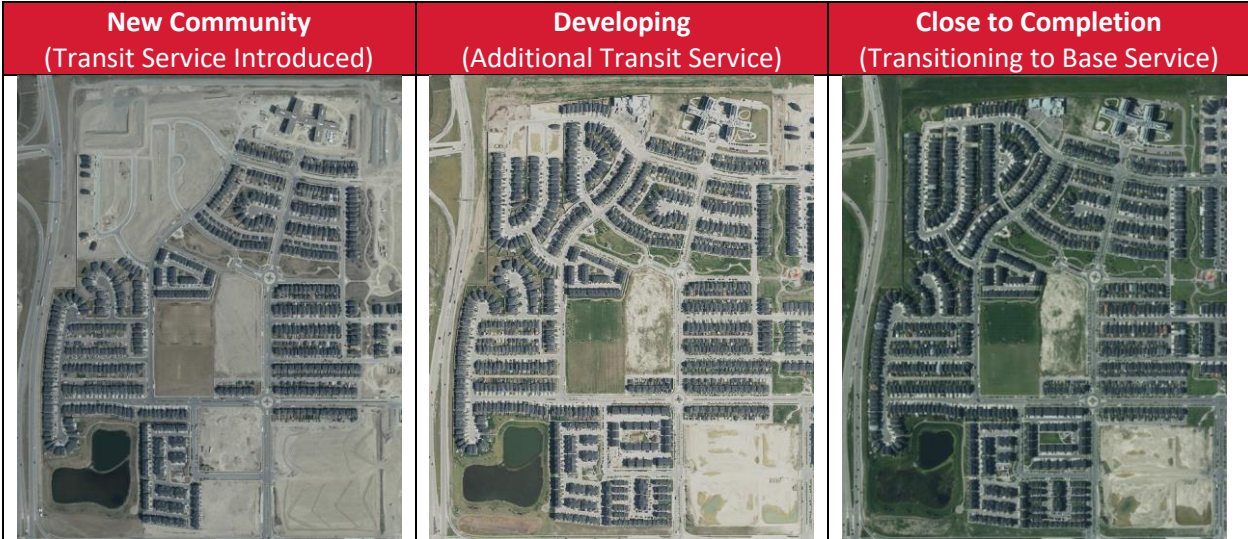


Figure 13: Service Hours Allocated to New Community Service (By Year)

	Annual Service Hours (000s)					Change (2023-27)
	2023	2024*	2025*	2026*	2027*	
Allocated	83					n/a
Required	188**					n/a
Difference	105					n/a

\* - service allocations in future years to be added until a five-year running tally is established.

Historical data for allocations by service type are not available prior to 2023.

\*\* - Service hour requirements for currently developing areas without transit service are not included.

**Updates in 2023:**

- Service was introduced or expanded in 10 developing communities, including seven where a full level of service has been achieved in currently built-out areas.
- Additional capacity was added to alleviate capacity concerns during rush hour periods in several communities, including Cornerstone, Legacy, Redstone, Savanna, and Walden.

**Figure 14: Service Expansions in New Communities in 2023**

Community	Weekday			Weekends	Notes
	Rush Hour	Mid-Day	Eve		
Belmont					South Macleod TSR ( <a href="#">A1.1</a> )
Chaparral Valley					South Macleod TSR ( <a href="#">A1.1</a> )
Cornerstone (East)					Northeast TSR ( <a href="#">A1.6</a> )
Cornerstone (West)					Northeast TSR ( <a href="#">A1.6</a> )
Legacy					South Macleod TSR ( <a href="#">A1.1</a> )
Nolan Hill					Service investments in Fall 2023
Redstone (East)					Northeast TSR ( <a href="#">A1.6</a> )
Walden					South Macleod TSR ( <a href="#">A1.1</a> )
Wolf Willow					South Macleod TSR ( <a href="#">A1.1</a> )
Yorkville					South Macleod TSR ( <a href="#">A1.1</a> )
	Service already existed prior to 2023				
	Service added/improved in 2023				

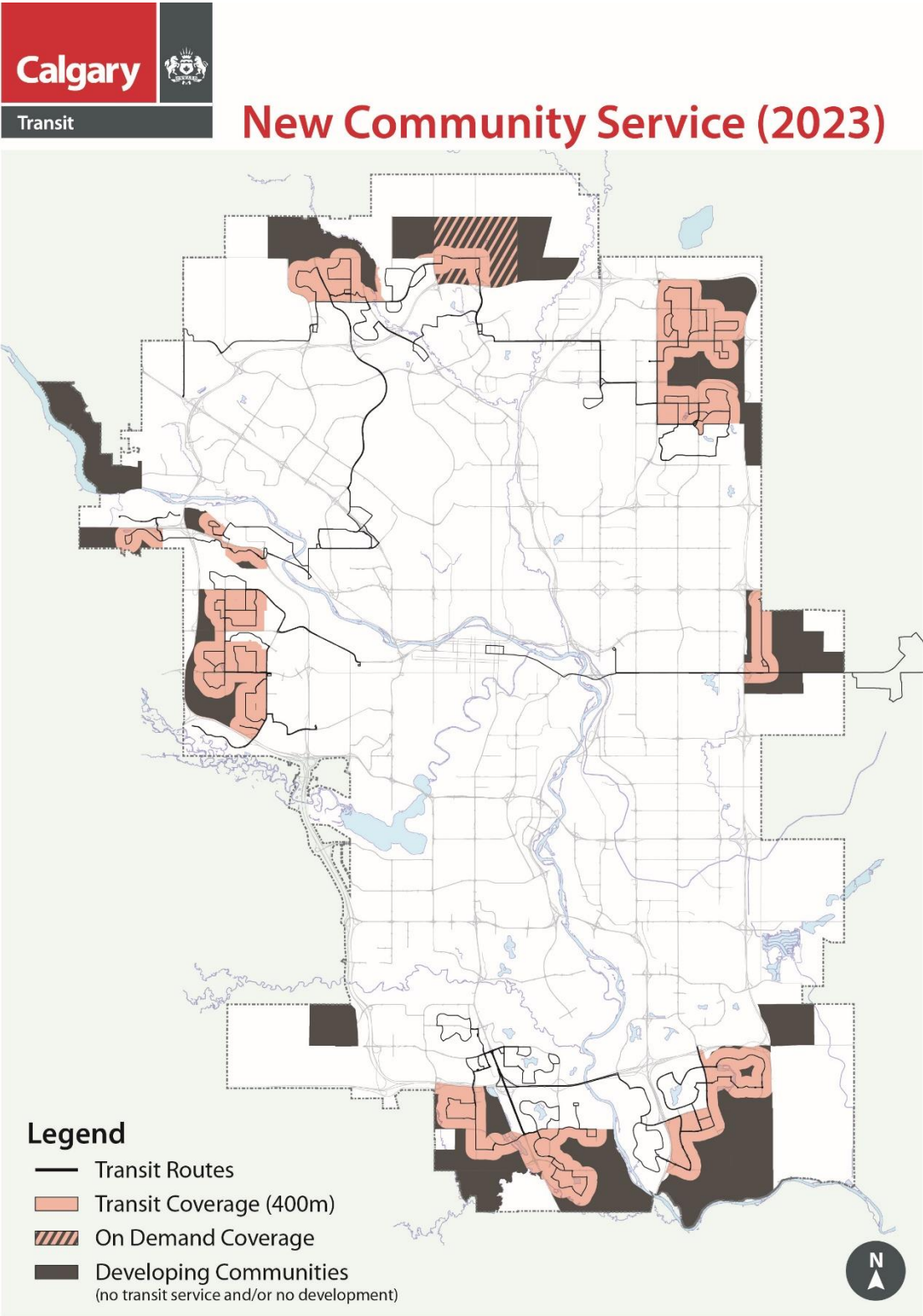
**Figure 15: Current Routes Contributing to New Community Service**

Route	Providing Service To Communities:
59 – Savanna	Savanna
82 – Nolan Hill	Nolan Hill, Sage Hill
79 – Cranston / Mahogany	Auburn Bay, Cranston (South), Mahogany, Seton
136 – Corner Meadows	Cornerstone (East)
152 – New Brighton	New Brighton
167 – Walden / Legacy	Legacy, Walden
194 – Chaparral Valley / Wolf Willow	Chaparral Valley, Walden, Wolf Willow
440 – Chateau Estates	Belvedere, Chateau Estates

Additional introductory service is provided to employment-oriented areas, including the following:

- 119 – Freeport
- 147 – Starfield Industrial
- 149 – Point Trotter Industrial
- 150 – 114 Avenue SE Industrial

Figure 16: New Community Service in 2023



### 3.44 – Supplemental Services

Supplemental services complement the Primary, Base, or New Community transit networks. They are often designed with a particular customer group in mind, often those who for a variety of reasons may not be adequately served by regular fixed route transit. These include: On Demand, express routes, school routes, and Specialized Transit (e.g., Calgary Transit Access). These services are provided in specific circumstances relative to how well a particular customer group may be served by regular fixed route transit, and these circumstances will often change over time. As a result, it is difficult to estimate the future service need. Resources and future investments will be allocated to these services on an as-needed basis.

#### *On Demand Transit Service*

On Demand was provided to two service areas in 2023: introductory service in the Carrington and Livingston communities in north Calgary, and in the Springbank Hill area of southwest Calgary. Strong ridership and recovery were recorded in both areas. The ridership growth in Springbank was sufficient that it was necessary to reintroduce regular fixed route transit to the area in September 2023. Further details on this route change is available in [Appendix A1.4](#).

#### *Specialized Transit (Calgary Transit Access)*

Accessible transit service in Calgary is delivered through a combination of providers and vehicle types, coordinated under Calgary Transit Access (CTA). This includes service delivered directly through CTA as well as partnerships with Care Calgary, Southland Transportation, and Checker Cabs. Much as with regular transit service 2023 was highlighted by continued ridership recovery, with the number of trips served at approximately 80 per cent of 2019-levels. Service investments have kept pace with this growth as the number of unaccommodated trips remains low and on-time performance dropped slightly but stayed close to the target of 93 per cent.

**Figure 17: Specialized Transit Service Allocation (By Year)**

	Annual Budget Allocated (\$, 000s)					Change (2023-27)
	2023	2024*	2025*	2026*	2027*	
Budget Allocated (\$, 000s)**	35,600					n/a
Service Hours – CTA only (000s)^	260					n/a

\* - data for future years to be added until a five-year running tally is established.

Historical data for allocations by service type are not available prior to 2023.

\*\* - Due to partnerships with other service providers the level of service deployed from year to year is best compared through financial indicators.

^ - Service hours apply only to trips delivered directly through CTA and are provided for comparative purposes to other service delivery lines only.

**Figure 18: Specialized Transit Service Overview (By Year)**

	2023	2024*	2025*	2026*	2027*	Change (2023-27)
Passenger Trips (000s)	990					n/a
On Time Performance (%)	92%					n/a

\* - service allocations in future years to be added until a five-year running tally is established. Historical data for allocations by service type are not available prior to 2023.

**Updates in 2023:**

- On Demand service in the Springbank Hill service area was transitioned back to fixed route service (see [Appendix A1.4](#)).
- Calgary Transit Access trip booking software was updated, including customers now being able to make trip requests online.





### 3.5 – Network Change Update

RouteAhead Strategies Aligned To: C2.2, N1 (all), N2.1, N2.2, N2.3, N2.6, N3.8, F2.2, F2.3, F2.7

The Infrastructure and Planning Committee directed Administration to include an overview of all non-seasonal changes to bus routes within the RouteAhead Annual Status Report (IPC2023-0584), including:

- a. For each bus route change, the total number of residents living within 400 metres of bus stops on the subject bus route(s), before and after the route change(s);
- b. A map showing the geographic areas of the city where the bus route change(s) occurred;
- c. A summary of expected and/or actual ridership changes associated with bus route changes; and,
- d. A summary of how the transit network design principles contained in RouteAhead Section 4.1 informed the bus route changes.

The Transit Service Review program regularly evaluates and optimizes how transit service is delivered in Calgary. These comprehensive reviews are informed by balancing community travel needs, customer feedback, RouteAhead’s design principles, and available resources to improve service or address concerns.

Although route change can be disruptive to individuals and sections of communities the Transit Service Review program has been highly effective at achieving ridership and service efficiency improvements while mitigating negative impacts through careful network design. Customer surveys and research indicate the number of customers satisfied with the number of transfers they must make has improved from 70 per cent in 2018 to 75 per cent in 2023. Conversely, the number of customers who report using transit less often because of route changes, already low, has reduced from five per cent to less than one per cent of respondents.

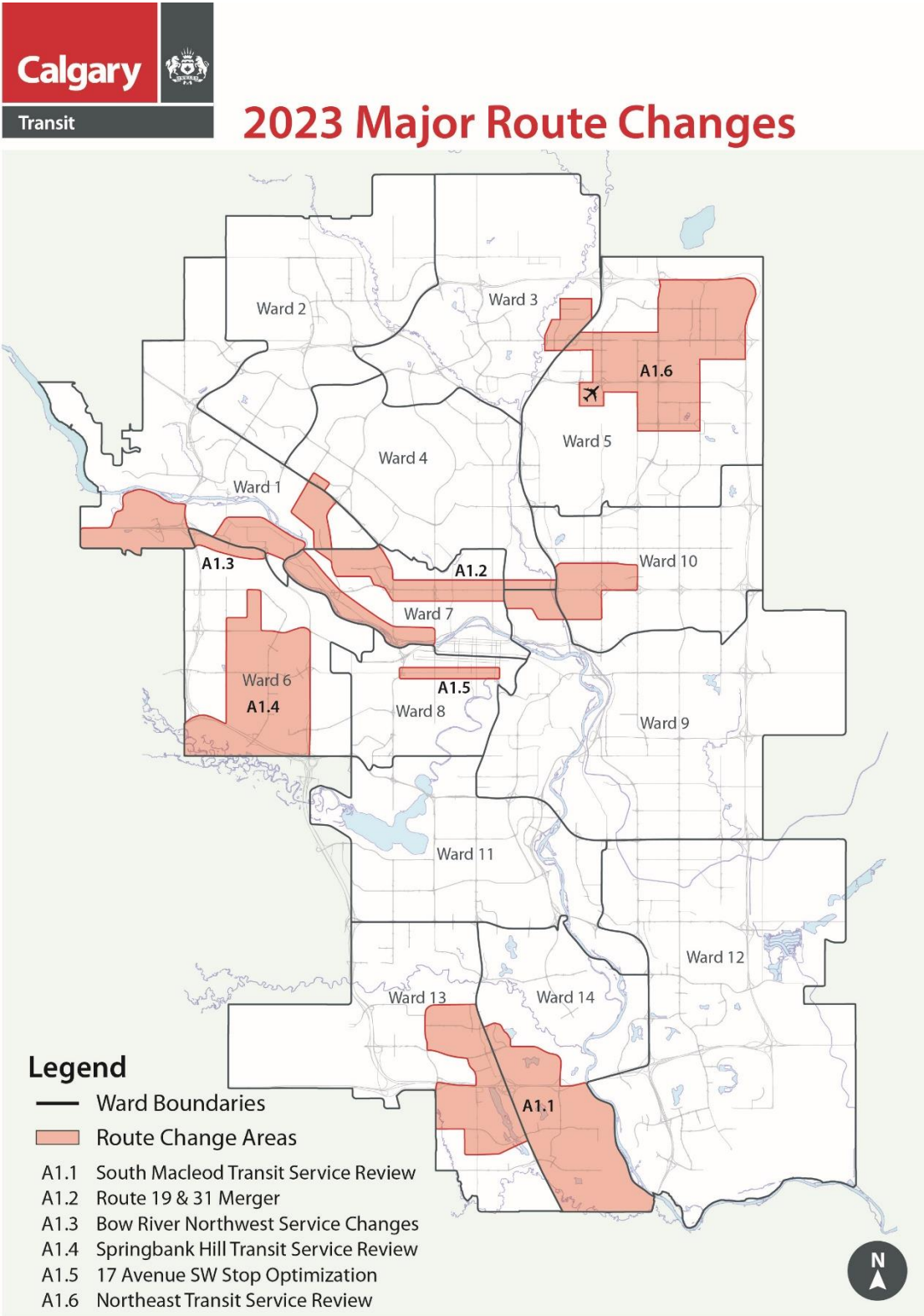
#### Project List:

The table below lists the major non-seasonal route changes implemented in 2023. Details for each project are available in [Appendix 1](#). These projects implemented service improvements in ten wards across the city and affected over 150,000 weekly boardings (approximately 25,000 per weekday). Ridership in the affected areas increased by 24 per cent over pre-service change time periods and outpaced overall system recovery. Service hour productivity (the number of customers per bus) also improved in five of the six areas.

**Figure 19: List of Major Non-Seasonal Route Changes in 2023**

Project Name	Date of Implementation
<a href="#">A1.1</a> – South Macleod Transit Service Review	2022 December
<a href="#">A1.2</a> – Route 19 and 31 Merger	2023 June
<a href="#">A1.3</a> – Bow River Northwest Service Changes	2023 September
<a href="#">A1.4</a> – Springbank Hill Transit Service Review	2023 September
<a href="#">A1.5</a> – 17 Avenue S.W. Stop Optimization	2023 September
<a href="#">A1.6</a> – Northeast Transit Service Review	2023 December

Figure 20: Major Non-Seasonal Route Changes in 2023



## 4.0 – Financing Transit

Calgary Transit uses two types of funding to provide transit service to Calgarians – operating and capital. Operating costs are used to provide day-to-day service, including wages, fuel, and maintenance. These are typically funded through a combination of transit fares, municipal taxes, and non-fare revenue such as parking revenue, advertising, or sponsorships. Capital costs are incurred for building new infrastructure, lifecycling capital assets, and major maintenance. The funding sources for these are usually provided in partnership with other levels of government. A smaller though important source of capital funding also comes from developer contributions such as the Offsite Levy which provides for purchasing buses to serve new communities. Capital funding sources are allocated to specific projects and are a one-time source of funding. Reliable funding through both sources is essential to successfully deliver transit service to Calgarians.

### 4.1 – Annual Outlook

During 2023, Calgary Transit continued its recovery from the effects of the pandemic. System ridership is now at 85 per cent of 2019 levels, with a continued upward trend noted in monthly trips taken throughout the year and into the early months of 2024.

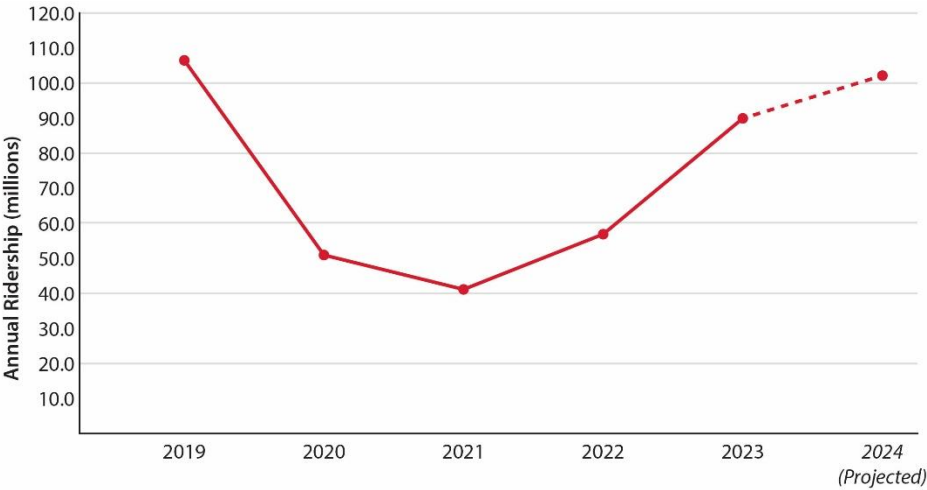
Although fare revenue grew in 2023 it lagged behind the recovery level experienced with ridership. This is largely due to a continued trend in the types of fare products customers are using, with an increasing proportion of fares being paid through subsidized programs. Non-fare revenue increased as well but saw diverging trends with increases in sponsorship revenue but offset by continued lower revenues from parking and fines. Despite the lagging trend in fare revenue Calgary Transit was still able to increase its regular transit cost recovery from 32 per cent in 2022 to 38 per cent in 2023.

### 4.2 – Ridership

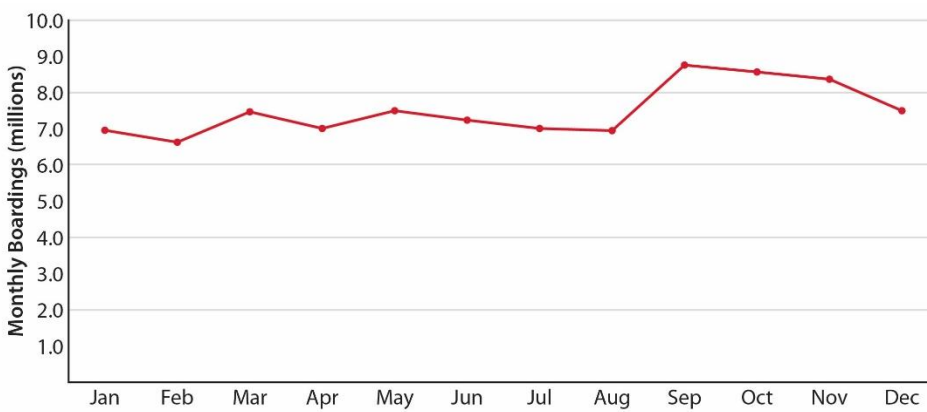
Calgary Transit has achieved two consecutive years of significant ridership increases on both regular and specialized transit service lines. This allowed regular system ridership to approach 90 million annual trips, representing 85 per cent of pre-pandemic levels on an annual basis. The rate of recovery also accelerated throughout the year and continues into 2024, with monthly ridership now above 2019 levels. This recovery is highlighted by ridership growth in two key areas: CTrain (LRT) ridership and off-peak travel. The CTrain now carries more riders than it did in 2019, while weekday mid-day and evening travel is now 10 per cent higher than it was in 2019.

Enabling this recovery has been a focus on reinvesting in service levels and in support areas like public safety and fleet maintenance to provide reliable service. Red Line is the first line to return to Primary Transit Network levels of service, while several service planning changes achieved ridership increases above overall system trends. Lagging growth during weekday rush hour periods suggest the continued influence of trends around flexible work schedules (including options for hybrid or fully remote work) as well as limitations in the amount of service Calgary Transit has been able to deploy. As initiatives in fleet replacement and hiring staff allow additional vehicles to be available for service it is expected that stronger ridership growth will occur in these time periods as well.

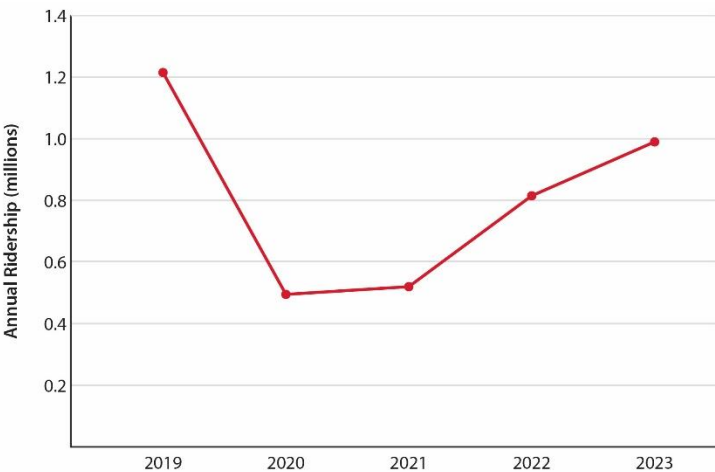
**Figure 21: Calgary Transit Annual Ridership (Regular Transit) – 2019-2024**



**Figure 22: Monthly Boardings (Regular Transit) – 2023**



**Figure 23: Specialized Transit (Calgary Transit Access) Annual Ridership– 2019-2023**



### 4.3 – Fares and Revenue

Calgary Transit’s operational costs are funded through a combination of transit fares, municipal tax support, and non-fare revenue (advertising, sponsorships, parking revenue, fines, etc). Additional revenue has been provided in recent years through grants from the Province of Alberta which have been important in offsetting the costs of offering subsidized fares to customer groups for whom cost can be a barrier to using transit. These non-fare revenues are essential in ensuring Calgary Transit remains an affordable option for all Calgarians, with the average trip in 2023 paying a fare of \$1.42.

Overall revenue in 2023 increased by \$26.1 million, although this still only reached 77 per cent of budgeted expectations. A significant component of this shortfall is attributable to the continued shift in the types of fare products that transit customers are using. Since 2019 there has been a notable and continued shift away from Adult Monthly Passes and other fares products that generally contribute more income per trip taken, and toward subsidized fares. Some of these trends may be attributable to broader trends within the economy, such as a shift from monthly passes to single tickets suggesting less regular travel needs associated with flexible/remote work options. Monthly pass sales in 2023 averaged 80 per cent of 2019 levels, although this had risen to almost 90 per cent by year end. There has also been a notable shift among monthly pass users – where two-thirds of Adult Monthly Passes sold in 2019 were regular priced (and one-third subsidized) this ratio is now closer to 50/50.

2023 also saw additional fare products deployed which further contributed to this trend: raising the age limit for free fares for youth from six to 12, the introduction of an Employee Transit Pass for city staff in June 2023, and a one-time 25 per cent discount offered for Monthly Passes in December offered in recognition and thanks to transit customers for patience during a nine day closure on Red Line South to allow necessary work on the [Victoria Park / Stampede Station](#) construction project – called ‘[The Switch.](#)’ One-time budget was also used to fund the introduction of the Weekend Group Day Pass and to freeze 2023 fares at 2022 levels. When these new 2023 offerings are considered the adjusted fare revenues for Calgary Transit would be 82 per cent relative to 2019.

Non-fare revenue grew by \$4.7 million (or 20 per cent) in 2023, primarily due to the new TD Free Fare Zone agreement, an increase in the Low-Income Transit Pass Grant, and the one-time Alberta Transit Cleanup Grant, with the latter two both funded through the Alberta Government. Both parking and fine revenue continue to be significantly lower than budgeted since 2019.

The net result of these trends is that the public transit service line was able to achieve a 38 per cent cost recovery in 2023, an increase from 32 per cent recorded in 2022 (see table below).

**Figure 24: 2023 Public Transit Actual Revenue and Expenditures (\$ millions)**

Business Unit	Service Line	Revenue	Expenses	R/C Ratio
Calgary Transit	Public Transit	175.6	437.9	40%
Other	Public Transit	0.7	28.0	2%
<b>Total</b>	<b>Public Transit</b>	<b>176.2</b>	<b>465.9</b>	<b>38%</b>
Calgary Transit	Specialized Transit	2.3	44.4	5%
Other	Specialized Transit	-	0.9	0%
<b>Total</b>	<b>Specialized Transit</b>	<b>2.3</b>	<b>45.3</b>	<b>5%</b>

#### 4.31 – Low-Income Transit Pass Funding

RouteAhead Strategies Aligned To: C4.2, C10.2, F1.1, F6.8

The Low-Income Transit Pass (LITP) Program supports Calgarians by providing a sliding-scale system that considers the customer's ability to pay. This provides improved equity for those customers for whom transportation costs can otherwise present a significant barrier to be able to access to employment, appointment, services, and other personal needs within the community.

First introduced in 2017, the program was originally estimated to require \$11 million in tax-funded support. During its first year the number of participants more than doubled and has continued to grow. As a result, by 2023 the total value of the LITP program has increased to almost \$40 million, with the trend continuing to rise into 2024.

The Government of Alberta partially offset these costs, with a \$4.5 million annual contribution between 2017 and 2022, increasing to \$6.2 million in 2023 year as eligibility requirements for seniors were adjusted. However, this agreement expires in March 2024 and the commitment to further funding from the Provincial Government is ongoing at the writing of this report.

The current funding model is not sustainable due to the high participation rate. City Council currently allocates \$11 million in funding through the Low Income Sliding Scale Program (\$4.5 million annually, since 2017) and Low Income Transit Pass Program (\$6.5 million annually, since 2020). Including provincial funding still leaves more than \$22 million in costs being absorbed through Calgary Transit's base operating budget rather than being invested in additional service. A sustainable funding solution will be required to ensure equity-seeking Calgarians are adequately supported while not taking away from service investments that would benefit all Calgarians.

#### 4.32 – Weekend Group Day Pass

RouteAhead Strategies Aligned To: C10.3, F1.1, F1.2, F4.1, F5.4

The Weekend Group Day Pass was introduced in April 2023 as a pilot project supported with one-time funding from City Council. It represents a new fare type for Calgarians as for the first time a fare product can encompass a group of people rather than individuals. It recognizes that the cost of using transit when travelling as a group can be a barrier for some, particularly on weekends when costs associated with other modes can be lower or removed (e.g., parking rates are typically lower or removed altogether on weekends).

The goals for introducing this type of pass include:

- Reduce financial barriers for groups looking to travel together on weekends;
- An incentive for groups to choose public transit for travel on weekends;
- Incentivize public transit as an attractive option for Calgarians who currently do not use transit on weekends; and,
- Utilize existing available capacity on the network.

The day pass allows unlimited trips to groups of up to five people (including two adults) to travel together for \$15, which could save up to \$30 per day. This pilot has been extended to 2024 to allow further data collection and analysis. More information, including fare rules, are available on Calgary Transit's [website](#).

#### 4.33 – Children 12 and Under Ride Free

RouteAhead Strategies Aligned To: F1.1, F1.2, F1.3, F5.4

In Fall 2022 Council directed Calgary Transit to adjust the age ranges for children and youth to increase the number of children who would be able to ride transit for free, reducing a financial barrier to using transit for families with children. Implemented on January 1, 2023, children between ages six and 12 are now no longer required to purchase a fare.

Council has further directed administration to evaluate the impact of these changes. Monitoring and evaluating this is currently challenged by the fact that without a fare product being required it is difficult to measure changes in ridership trends with certainty, as well as challenges associated with responsibly collecting or using any information for persons under the age of 18. Calgary Transit is engaging in discussions with other transit agencies and local school boards who face similar challenges in adequately monitoring such ridership. A report will be brought to Council by Q3 2026 with a comprehensive evaluation of the pilot project, along with recommendations to inform the next budget cycle.

#### 4.34 – TD Free Fare Zone

RouteAhead Strategies Aligned To: F1.3, F6.9

The 7 Avenue Free Fare Zone now has a new name: the TD Free Fare Zone.

Calgary Transit regularly seeks opportunities to increase revenue from non-fare resources which can help offset operational costs or additional tax support. Since 2019 staff have worked with consultants to identify and pursue sponsorship opportunities across the transit system. Through a competitive process with interested proponents The City of Calgary and Toronto-Dominion Bank (TD) entered into a five-year agreement to sponsor the 7 Avenue Free Fare Zone beginning in December 2022.



#### 4.4 – Capital Funding

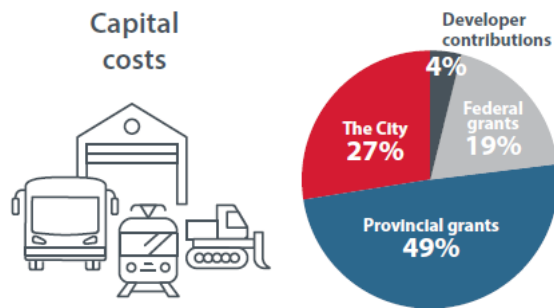
Consistent capital funding investments are required to both maintain and expand the public transit service in Calgary. These investments are used to purchase fleet for both lifecycle replacements and growth, maintain current infrastructure and other physical assets, enable the expansion of the rapid transit network, and build new facilities to support reliable operations.

Funding for new infrastructure and expansion of the rapid transit network often requires partnering with the provincial and federal governments, while maintaining or replacing existing infrastructure (including fleet) are largely funded through The City’s budget. Figure 25 below shows the sources of capital funding Calgary Transit accessed between 2019-21.

Implementing the RouteAhead vision will require a significant and consistent investment in new vehicles and facilities as well as maintaining existing assets in a state of good repair. Obtaining and deploying this funding will require continued advocacy and partnerships with other levels of government. The results of doing so will benefit every Calgarian whether they use transit or not by providing greater transportation choice, reducing greenhouse gas emissions and air pollution, and building a more equitable city.

The following case studies highlight several opportunities that Calgary Transit actively advanced in 2023 to enable delivery of several short-term priorities for the network.

**Figure 25: Sources of Calgary Transit Capital Funding (2019-2021)**



#### 4.41 – Canada Permanent Transit Fund

RouteAhead Strategies Aligned To: N6.4, F6.7

The Canada Transit Fund is a significant initiative by the Government of Canada aimed at supporting public transit systems across the country. Announced as part of the 2021 federal budget, the fund looks to provide sustainable, long-term funding to help cities and communities invest in public transit solutions, support housing objectives and meet climate objectives.

The fund commits on average, \$3 billion annually, from the Government of Canada starting in 2026-27, to support public transit projects. This includes the expansion and electrification of transit systems, the development of new routes and services, and the enhancement of existing infrastructure.

To be successful in receiving funds, housing and climate outcomes must be demonstrated. Coordination with the Government of Alberta and regional partners is required as part of the application. Specific details of these arrangements as well as proposed criteria will be shared later this spring.



To form the basis of the application, the recently approved RouteAhead Update and RouteAhead Implementation plan will be used to guide the prioritization of capital projects to be considered in the application. Calgary Metropolitan Region Board's (CMRB) Growth Plan that guides sustainable growth in the Calgary region will also be used to guide the application.

Since 2021, The City of Calgary has been engaged with the Government of Canada on the development of the programs.

#### 4.42 – Canada Infrastructure Bank: Zero-Emission Bus Financing

RouteAhead Strategies Aligned To: N8.4, F3.7, F6.7

In January 2023, The City of Calgary signed a credit agreement with the Canada Infrastructure Bank (CIB) which represents an alternative form of financing and opportunity for The City to share the financial risks of developing innovative technologies that would otherwise not be available from conventional sources. This willingness of CIB to assume additional financial risks of developing innovative technologies is a key advantage and demonstrates the CIB's awareness of the complexities associated with adopting these new technologies.

These favorable terms and conditions in the credit agreement include:

- No obligation to use the financing
- Below market interest rate
- Flexibility to change technical assumptions
- Prepayment options
- Repayment risk sharing
- Operations risk sharing
- Four-year availability period

#### 4.43 – Infrastructure Canada – Zero Emission Transit Fund

RouteAhead Strategies Aligned To: N8.4, F3.7, F6.7

In June 2023, the Federal Government announced the approval of The City of Calgary's application to the Zero Emission Transit Fund (ZETF) agreeing to pay a contribution of no more than 50 per cent up to a maximum of \$325 million. The ZETF application was specific in the purchase of electric buses supported by Calgary Transit's Fleet Electrification Planning Study which was completed in 2022. The application process considered the financial model and savings outlined within the Canada Infrastructure Bank agreement. Approval of the ZETF application was based on technical information supported by the Electrification Planning Study and the cost estimate of fleet and infrastructure, ensuring the project will be procured through an open market competitive process.

Favorable terms and conditions in the credit agreement are:

- Flexibility to adjusting project schedule
- Flexibility to changes in financial assumptions
- Funding optimization

## 5.0 – The Year Ahead

2024 is an important turning point for Calgary Transit. Many key indicators of systemwide performance are nearing or exceeding their pre-pandemic comparables.

Although the work of recovery is not yet done, it is increasingly important to shift mindset from how we can recover from trends in near-history to how we can grow and shape future trends. The Green Line LRT project is set to enter the main construction phase, ready to radically reshape mobility in southeast Calgary. In November 2021 Calgary City Council declared a climate emergency, with a call to action to make substantive change towards improving climate adaptation and mitigation, reducing greenhouse gas emissions, and contributing to achieving net zero emissions by 2050. The City Building Program will build on existing goals to allow more Calgarians to live, work, and play within the existing developed area of the city, and being able to travel to these activities in increasingly safe and sustainable ways through encouraging more walking, cycling, and transit use. Calgary will continue to be one of Canada’s main economic engines, drawing talented people from across Canada and the world to visit, work, and live.

Attractive, safe, reliable, convenient, and affordable Public Transit will play an increasingly important role in how successful we as a City are in achieving these outcomes. Citizens will continue to expect that the support provided to transit – through fares or tax support – will be used prudently and efficiently to deliver a high quality system and provide good value for money.

RouteAhead sets out strategies that will form the basis of Calgary Transit’s strategic and operational business plans for the next 30-years. The following sections provide a brief glimpse into some of the major things which are likely to affect public transit in 2024:

### 5.1 – City Building Program

RouteAhead Strategies Aligned To: C6.1, C6.4, C6.5, C6.7, C8.4, C12.1, N1.4, N6.4, N7.2, N7.3, N7.5, N7.7, F4.3, F5.1

The City Building program is updating the Municipal Development Plan, Land Use Bylaw, and Street Manual between 2023-2025. The new Calgary Plan (combining the current Calgary Municipal Development Plan and Calgary Transportation Plan) will shape growth in ways that benefit current and future residents by working to balance the long-term sustainability and resilience of Calgary’s environment, people, and economy. The plan carries the spirit of Truth and Reconciliation into action, with goals to work towards building a more equitable city, reducing our impact on the environment, and adapting to and mitigating climate change. The connection between land use and transit will be strengthened by using the Primary Transit Network as the base of the urban structure.

The new Street Manual objectives will be used by The City, developers and consultants to guide decisions about the design of all new and retrofitted streets. They will inform The City’s operational practices, such as snow removal, signage, and signals to ensure that the design and operation of streets are well-aligned. The six objectives are for streets to be: connected, safe, inclusive, healthy, productive, environmentally sustainable, and financially responsible. The Street Manual will incorporate transit design guidelines and best practices to improve operational efficiency and reliability of transit service.

The updates to these two documents will help prioritize transit in city building and make transit a more attractive first choice for travel in Calgary.

## 5.2 – 2025 Rotary International Convention

RouteAhead Strategies Aligned To: C15.2, F2.3, F5.2

Calgary is the host city for the 2025 Rotary International Convention. This convention will take place June 21-25, 2025, and most activities will occur at Stampede Park. All registered attendees will be able to use their delegate passes as proof of fare payment on Calgary Transit. The City is working with Rotary International to ensure the service levels on public transit meet the demands of their event program.

## 5.3 - On Demand Transit Expansion

RouteAhead Strategies Aligned To: N2.3, N2.7

Calgary Transit continues to enhance mobility-as-a-service through investments in On Demand service and integrating with other complementary travel modes. On Demand transit service is currently provided in the communities of Carrington and Livingston. This service intends to be the first step in the progression to fixed-route services. On March 27, Calgary Transit switches On Demand service providers. A new app was developed with the new service provider. The new On Demand Calgary Transit app provides a similar experience for users in the communities of Carrington and Livingston with a connection to our PTN at North Pointe bus terminal. Next phase of this project will be to expand into four to six new communities by end of 2024.

## 5.4 – North Central Bus Rapid Transit (Centre Street North)

RouteAhead Strategies Aligned To: C5.2, N1.2, N1.5, F2.1, F4.1

Project Website: [North Central Bus Rapid Transit improvements](#)

The North Central Bus Rapid Transit project complements Green Line by improving transit infrastructure and operations along this future expansion corridor. The scope includes short, medium, and long-term improvements to deliver MAX-level amenities between downtown and 160 Avenue North. These include heated shelters, transit priority signals, and intersection safety improvements. The project is partly funded with \$50 million from Green Line and \$60 million through other sources, to allow a portion of the project to proceed.

Construction will begin on initial improvements between 28 Avenue N. and Country Hills Boulevard N. in 2024 and continue into 2025. Additional phases of the project will proceed through preliminary and detailed design, with construction scheduled for 2025-26.

## 5.5 – Airport Rail Connection Study

RouteAhead Strategies Aligned To: N4.2, N6.2, N6.4

Project Website: [Calgary Airport Rail Connection Study](#)

In recent years there has been increased interest in a rail connection between Calgary and the Bow Valley (e.g. Banff), Calgary International Airport, and Edmonton. Several projects have been proposed to provide such connections under varying alignments and technologies. Additionally, The City of Calgary has advanced work on a rapid transit connection to the Airport. In 2020, Council approved a recommended route alignment between the future Green Line and Blue Line CTrain lines (TT2020-0565).

As part of Alberta's 2023 Provincial Budget, \$3 million in funding was allocated to The City of Calgary to lead the Calgary Airport Rail Connection Study. The study is led by Public Spaces Delivery and will identify the optimal rail connection and alignment between Downtown Calgary and the airport, and other regional

destinations, as part of an integrated transportation network. Recommendations from the study will be provided to Calgary City Council to help guide The City's Planning & Development and Infrastructure Services departments. The study is expected to be complete in Fall 2024.

### 5.6 – Blue Line Northeast LRT Extension

RouteAhead Strategies Aligned To: N1.2, N1.4, N1.5, N4.1, N4.3, F4.1

The Blue Line Northeast extension includes 3.2 kilometres of additional double track and two new CTrain stations. The project is envisioned to take place over two stages. The first would see the line extended to a new station at 88 Avenue N.E. (approximately 0.9 km extension), while the second would continue from 88 Avenue to Country Hills Boulevard N.E. (approximately 2.3 km). Detailed design (\$20 million) will begin in Q1 2024 and is funded in partnership between The City and the Government of Alberta with the intention of creating a 'shovel-ready' project that will be used to seek further funding for construction. The Government of Alberta announced funding totalling \$43.3 million in the 2024 provincial budget to partially fund the construction of the line.

This project will improve service to fast growing communities in Calgary's Northeast and support the future Airport transit connection, planned to connect to the Blue Line at 88 Avenue N.E.



## Appendix 1 – 2023 Major Route Changes

### A1.1 – South Macleod Transit Service Review

2022 December

#### Project Description

The project sought to identify efficiencies within the existing network that would support service expansion to new and growing communities, improve productivity within existing developed areas, and mitigate impacts to existing customers. The communities south of Stoney Trail (e.g., Yorkville, Belmont, Legacy, Walden, Wolf Willow) have been experiencing significant growth, with only limited transit service available to some of these communities. Conversely, routes in established areas north of Stoney Trail (e.g., Shawnessy, Midnapore, Sundance) had been underperforming which had contributed to service reductions in recent years (including prior to the pandemic).

Calgary Transit conducted online public engagement between August-September 2022 to better understand potential impacts and make plan adjustments, receiving 1,400 responses. The engagement included an interactive walk distance map which allowed participants to better understand any resulting changes to walk distance to access transit. Adjustments were made to the plan based on this feedback, particularly in addressing access to area high schools.

The project was largely successful, achieving 18 per cent ridership growth and seven per cent service hour productivity between March 2022 and 2023, both outpacing overall system performance. The changes also allowed a significant expansion of service south of Stoney Trail.

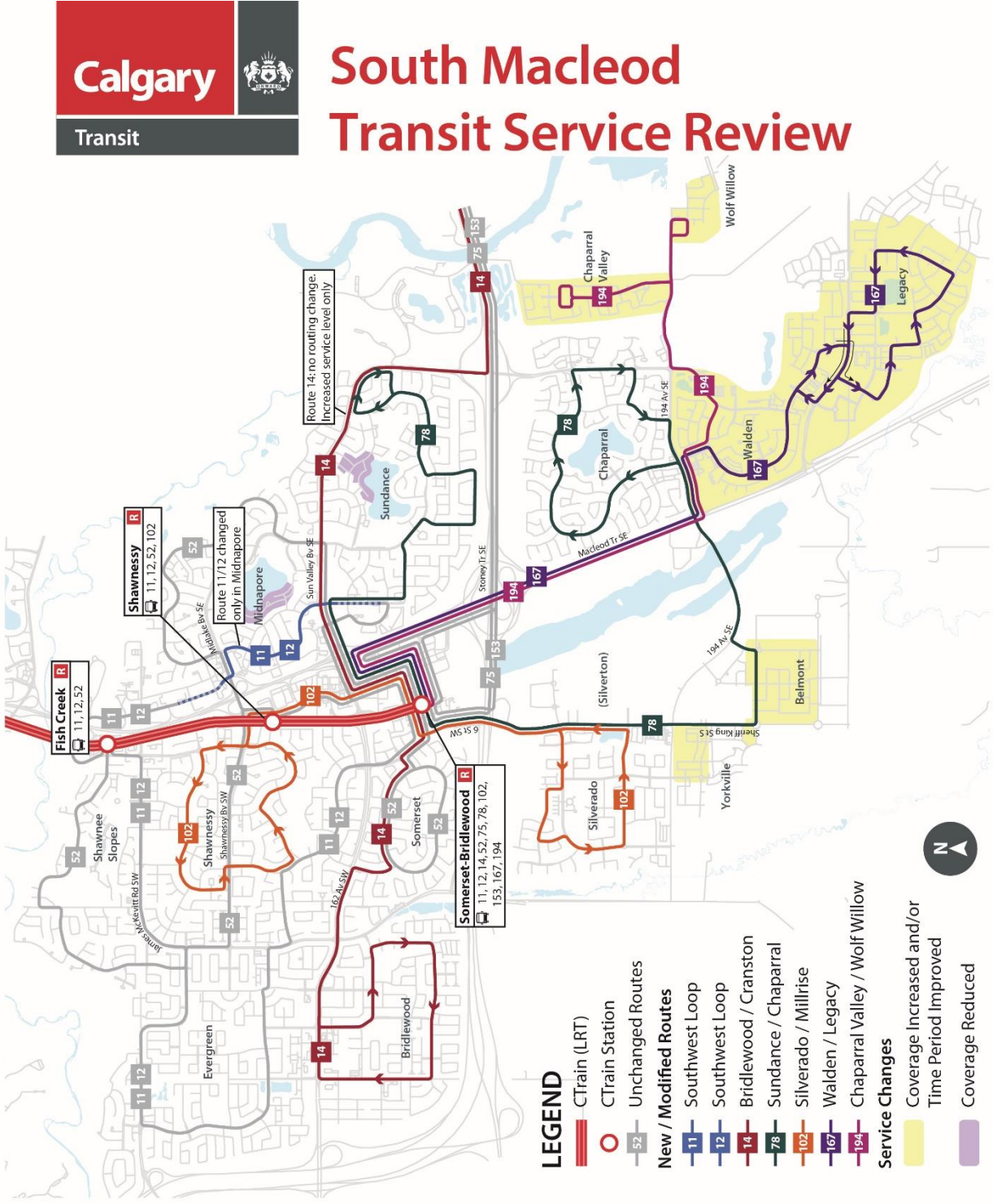
#### Design Principles

- **Frequency:** Service frequency in several communities, including those north of Stoney Trail, were improved. Notably, service in Millrise improved from every 30 minutes during weekday rush hours and every 60 minutes at other times to every 20 and 30 minutes, respectively.
- **Duplication:** Service on Sun Valley Boulevard S.E. was consolidated into one service (Route 14), with improvements made to frequency in service in off-peak periods. This supports the development of the Primary Transit Network corridor in this area and provides a reliable schedule.
- **All-Day Service:** Significant improvements in service span (hours of operation) were made to several communities, including Chaparral Valley, Legacy, and Walden. New service was introduced to Belmont, Wolf Willow, and Yorkville.

#### Performance Evaluation

Key Performance Indicator	Before	After	Change (%)
Ridership (Weekly Boardings)	11,250	13,200	+18%
Service Hours (Weekly)	1,020	1,120	+9%
Productivity (Passengers per Service Hour)	11.0	11.8	+7%
Residents within 400m (5-min walk) of transit service	38,750	44,250	+14%

Ridership growth in the service review area outpaced systemwide post-pandemic recovery, which increased by seven per cent between March 2022 and March 2023. Ridership productivity increased despite increasing the amount of service hours allocated to weekday non-rush hour and evening/weekend periods when ridership is typically lower.



## A1.2 – Route 19 and 31 Merger

2023 June

### Project Description:

Since the introduction of the MAX Bus Rapid Transit network in 2018 a consistent theme in public feedback was a desire to improve local route connectivity to destinations along the 16 Avenue North corridor. The project combined the then existing Route 19 – 16 Avenue North and Route 31 – Dalhousie / Lions Park into a single route, with modest service hour investments to balance out frequency differences between the two.

This change allows customers to make fewer transfers to reach destinations including several post-secondary institutions, hospitals, and commercial centres, as well as opportunities to connect with the rapid transit network.

### Design Principles:

All-Day Service: Frequency on the previous Route 19 segment were modestly reduced but improved in all-service periods in the Route 31 service area.

Direct Routing: Removing overlapping routing near Lions Park allows customers who previously transferred between Routes 19 and 31 to avoid additional travel distance in addition to no longer requiring a transfer.

### Performance Evaluation:

Key Performance Indicator	Before	After	Change (%)
Ridership (Weekly Boardings)	16,480	21,100	+28%
Service Hours (Weekly)	570	603	+6%
Productivity (Passengers per Service Hour)	29	35	+21%
Residents within 400m (5-min walk) of transit service	n/a*	n/a*	n/a*

\* - number of residents before/after change not reported because the project did not result in any change in coverage.

Ridership growth in the project area outpaced systemwide ridership growth, which grew by 18 per cent between March 2023 and September 2023. Ridership growth has been concentrated primarily along 16 Avenue North, with potential contributing reasons being new riders attracted by the removal of a transfer and MAX Orange customers who can opportunistically use Route 19 for similar trips. Despite the potential drawing away of customers from MAX Orange ridership on the BRT line has also grown.



# Route 19 & 31 Merger



Previous Route 19

Previous Route 31



## A1.3 – Bow River Northwest Service Changes

2023 September

### Project Description:

The project sought to optimize how transit service was delivered to communities in Bowness and Montgomery, as well as along the Trans-Canada Highway corridor in northwest Calgary.

Route 305 – BRT Bowness/City Centre was cancelled, with service consolidated onto Route 1 and frequency improvements made. This added a couple of minutes of travel time for some customers to downtown but also contributes to shorter average wait times for all customers in the corridor, with rush hour frequency improving from every 22 to every 16 minutes. This change helped support development of the Primary Transit Network in the Bowness / Montgomery corridor. A strategic review will be held in the future to determine how best to provide a rapid transit option to these communities (known as the West Bow Bus Rapid Transit project in RouteAhead).

Route 408 – Valley Ridge was modified and renamed Route 108 – Paskapoo Slopes. The new route takes advantage of a new underpass under Stoney Trail N.W. (at 1 Avenue N.W.) and reduces travel time by up to 4 minutes per trip for residents of Crestmont and Valley Ridge. This change also allowed modest frequency improvements to be made to the route.

### Design Principles:

- **Duplication:** Route 1 and 305 service on Bowness Road N.W. was consolidated into a single route, with frequency improvements from every 22 to every 16 minutes during weekday rush hour periods.
- **Direct Routing:** Utilizing the 1 Avenue N.W. underpass removes a mid-route deviation on the new Route 108. This reduces travel time by up to four minutes per direction, providing a faster trip to customers.
- **All-Day Service:** Route 305 provided only three trips over a one-hour period during each weekday morning and evening rush hours. The consolidated service on Route 1 improved peak frequency over a three-hour period, giving customers greater options about when to travel.

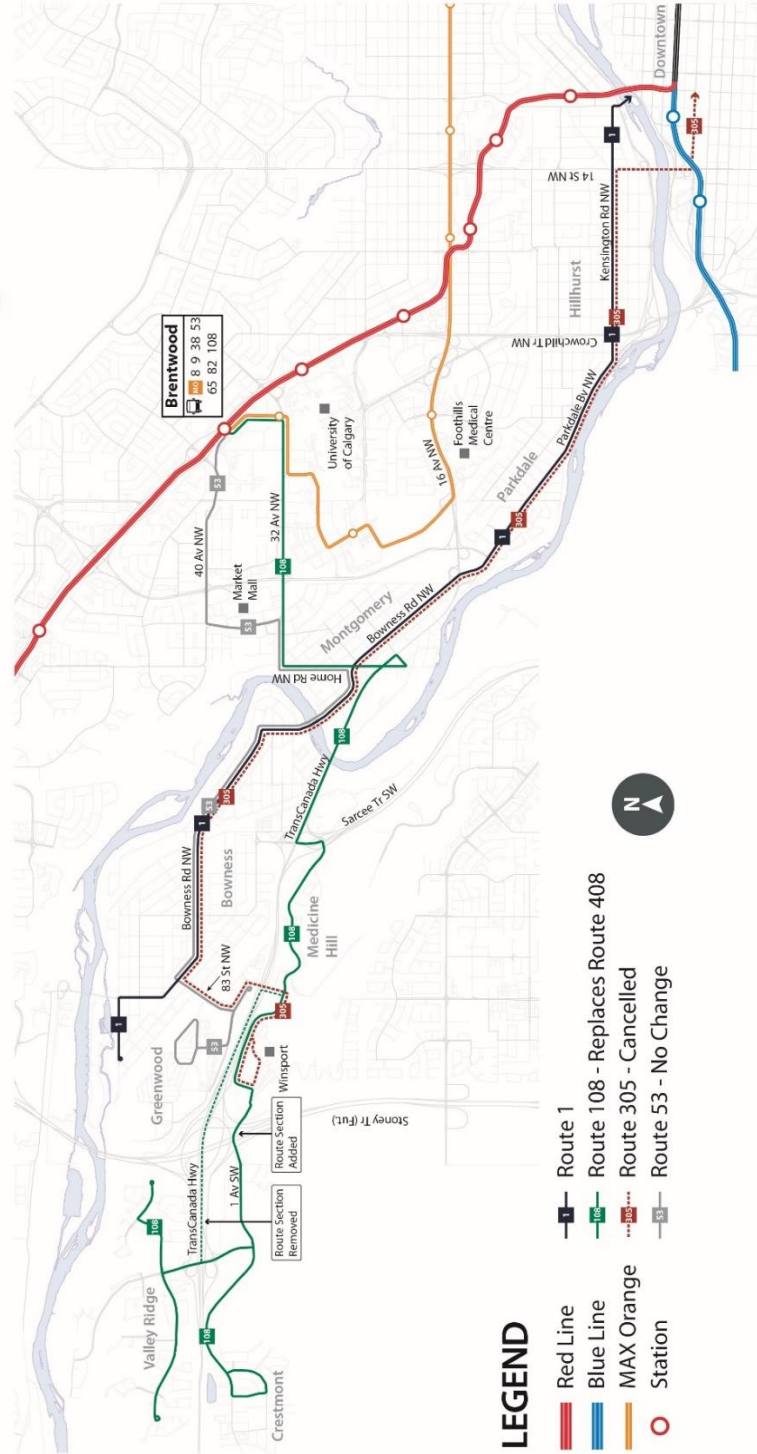
### Performance Evaluation:

Key Performance Indicator	Before	After	Change (%)
Ridership (Weekly Boardings)	32,125	38,570	+20%
Service Hours (Weekly)	1,220	1,380	+13%
Productivity (Passengers per Service Hour)	26	28	+6%
Residents within 400m (5-min walk) of transit service	n/a*	n/a*	n/a*

\* - number of residents before/after change not reported because the project did not result in any change in coverage.

Ridership improvements modestly outpaced systemwide performance, which increased by 18 per cent between March and September 2023. Ridership growth was broadly distributed throughout the corridor, likely reflecting a customer response to improved service levels.

## Bow River Northwest Service Changes



## A1.4 – Springbank Hill Transit Service Review

2023 September

### Project Description:

On Demand transit service was introduced in Springbank Hill in Fall 2020 as a response to the ridership reduction resulting from the COVID-19 pandemic, with particularly significant ridership loss within this area. Some limited fixed route service was maintained (Route 93) to maintain key regional connectivity through the area. The introduction of On Demand in the area was successful with key lessons that will be applied to future applications in other communities. However, as ridership began to recover and grow transitioning back to fixed routes increasingly became the more efficient way to deliver service to the area.

### Design Principles:

- **Coverage:** All areas that were served by On Demand continue to receive service with the reintroduction of fixed route service.
- **Duplication:** Relative to the fixed routes that existed in the area prior to Fall 2020 minor changes were made which reduced duplication in some corridors of Springbank Hill and Signal Hill. Although connections are now required for some trips it allowed for improved efficiency in vehicle use.

The community design and topography of these communities continue to make providing direct routing for customers a challenge. The ongoing development and infilling of key areas will provide future opportunities to address this.

### Performance Evaluation:

Key Performance Indicator	Before	After	Change (%)
Ridership (Weekly Boardings)	1,910	5,950	+211%
Service Hours (Weekly)	365	600	+63%
Productivity (Passengers per Service Hour)	5.2	9.9	+90%
Residents within 400m (5-min walk) of transit service	n/a*	n/a*	n/a*

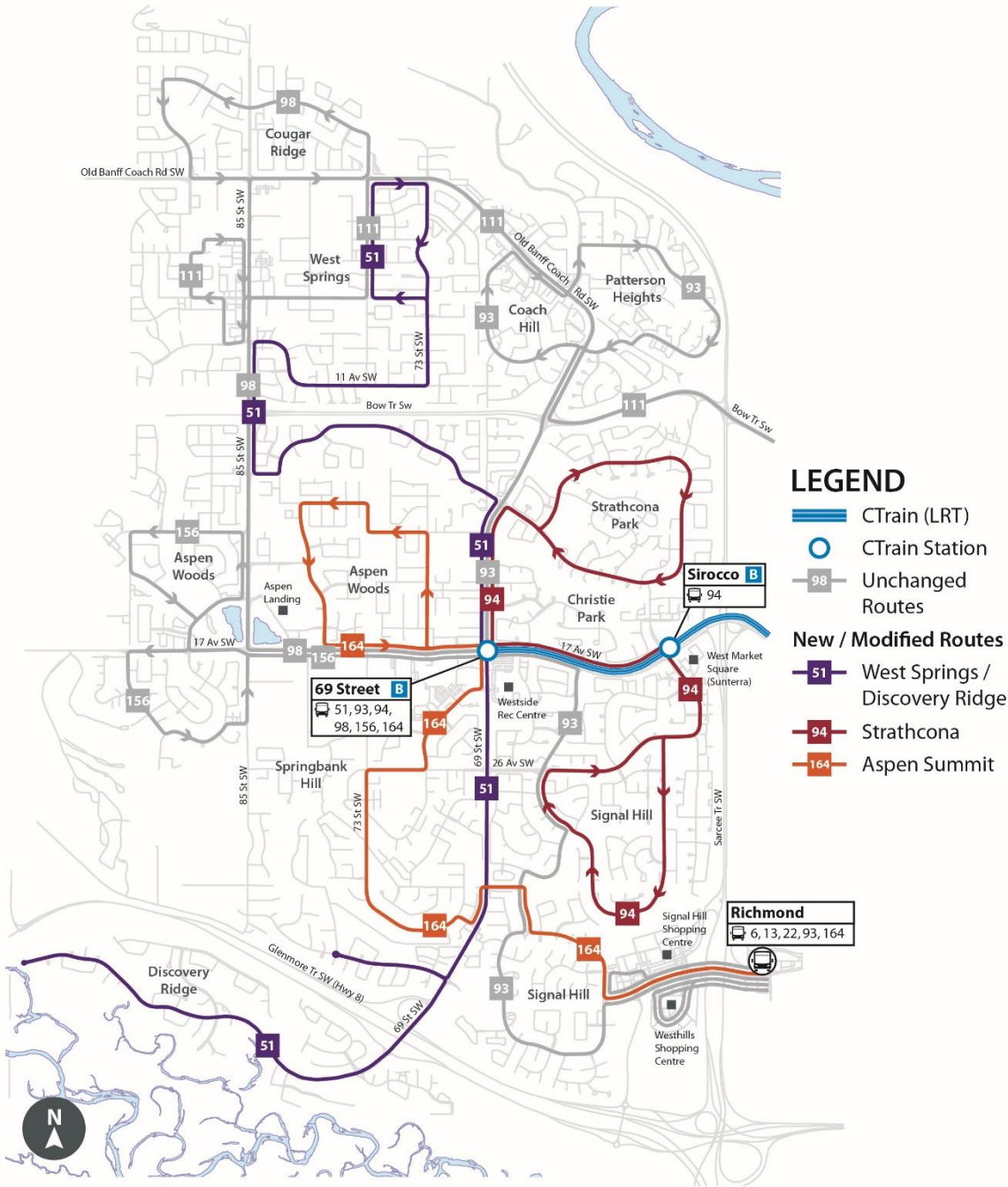
\* - number of residents before/after change not reported because detailed data not available where coverage was added.

Ridership changes significantly outpaced systemwide performance over the monitoring period. Numerous factors may contribute to this change. A small portion is due to additional connections for some trips (the fixed route methodology will count each boarding on a connecting trip separately). Another potential factor may be a customer preference for the show-up-and-go service available by providing a reliable and consistent schedule with fixed route service, a theme which was consistent in public feedback while On Demand service was being offered.

Modest service coverage improvements were made in the community of West Springs, introducing service on 73 Street S.W.



# Springbank Hill Transit Service Review



## A1.5 – 17 Avenue S.W. Stop Optimization

2023 September

### Project Description:

17 Avenue S.W. is one of the premier urban corridors in Calgary, acting as the main street for some of Calgary's densest and busiest communities. As a result, the corridor can also be among the city's most congested as private cars, commercial vehicles, pedestrians, and transit buses all vie for space. A key contributor to transit travel time delay can accrue from time spent at stops – the time necessary to pull-in, pick-up or drop-off customers, and re-enter travel lanes. This is especially pronounced in corridors with both a high number of bus stops close together and with high traffic.

The limited space for all users can also extend to the public realm where sidewalk space does not always afford opportunities to install transit waiting amenities (e.g., shelters, benches) for customers. Many bus stops on 17 Avenue S.W. were not able to support any ability for customers to sit while waiting or be protected from the weather.

The stop optimization project examined opportunities to speed up transit travel times through stop consolidation and identifying alternate stop locations that could support transit amenities as the 17 Avenue S.W. Reconstruction project comes to completion. Consultations were made with the local Business Improvement Area (BIA) as stop locations were analyzed.

Through stop closures and relocation, a total of five stops were removed in September 2023.

### Design Principles:

- Coverage: Although some customers may face a slightly longer walk to their bus stop, nearly all customers will remain within 400 metres (five-minute walk) of transit service.
- Direct Routing: Consolidating bus stops will contribute to buses stopping less often, taking customers to their destination faster.

### Project Evaluation:

The project evaluation has not yet been completed as travel time changes and monitoring require a longer time period for adequate analysis. Initial ridership changes have shown six per cent growth across the study area in Fall 2023, rising to a 10 per cent increase by early 2024. These increases remain true even when focusing on the central study area (between 8-14 Street S.W.) where the most significant stop changes took place.

Customer feedback has been generally positive, with relatively few concerns received in The City's 311 system. The final phase of the [17 Avenue S.W. Reconstruction](#) project will see the completion of sidewalk construction in 2024, allowing customer amenities to be installed beginning in 2025.



# 17 Avenue SW Stop Optimization



## LEGEND

- Stop Unchanged
- ⊠ Closed Stop
- New Stop
- 2 — Mt Pleasant / Killarney 17 Av
- 6 — Killarney 26 Av
- 7 — Marda Loop
- MY — MAX Yellow (not affected)
- 22 — Other routes (not affected)

## A1.6 – Northeast Transit Service Review

2023 December

### Project Description:

Northeast Calgary has been one of the fastest growing areas of the city for several years, with rapidly developing communities in Cityscape, Cornerstone, Redstone, Savanna, and Skyview Ranch. Similar rapid growth has also occurred in industrial and employment focused areas around the Calgary International Airport. Transit ridership in these areas is high, with high service utilization and congestion/overloads experienced throughout the day. Calgary Transit was able to budget resources as part of service recovery to improve routes in the area; however, utilizing a Transit Service Review approach to review and optimize service afforded an opportunity to leverage these resources to achieve an even greater degree of improvement.

The Northeast Transit Service Review had several objectives:

- Reduce crowding and overloads on area routes;
- Extend service into newly developed areas;
- Progress introductory service into additional service periods; and,
- Support economic opportunity by improving regional access to employment centres, particularly the Airport.

Broad based public engagement was held, including in-person open houses, online, and targeted sessions with particularly impacted interested parties. Communications were offered in six different languages to allow many community voices to be heard. Significant changes were made to the plan based on this feedback.

The project achieved several successes, including:

- Significant reduction in the number of overloads reported (e.g., where one or more customers cannot be picked up and are left behind).
- Significant expansion of both geographic coverage and additional service periods in communities like Cornerstone and Redstone; and,
- Improving Airport regional connections by relocating Route 100 – Airport to Saddletowne Station;

Concurrent with this review Calgary Transit also undertook an expansion of the Saddletowne LRT Station bus terminal, adding new bus stops on the west side of the station. This supported the addition of the new/relocated routes serving these communities and contributed to more reliable bus terminal operations.

### Design Principles:

- Coverage and All-Day Service: Additional service periods were added to Cornerstone (West), Redstone (East). New peak-period service was added to Cornerstone (East). Evening/Weekend service added to multiple industrial areas around Country Hills Boulevard N.E. and 36 Street N.E.
- Direct Service: Route 100 realignment to Saddletowne LRT Station via 96 Avenue (Airport Tunnel) reduces travel time for customers and improves on-time schedule reliability.

- Connective Network: Route 100 realignment to Saddletowne reduces number of transfers for more customers to access the airport from northeast Calgary and aligns better with future Airport Rail connector.

**Performance Evaluation:**

Key Performance Indicator	Before	After	Change (%)
Ridership (Weekly Boardings)	54,900	66,400	+21%
Service Hours (Weekly)	1,530	2,100	+36.5%
Productivity (Passengers per Service Hour)	36.0	32.2	-10%
Residents within 400m (5-min walk) of transit service	n/a*	n/a*	n/a*
Overloads (over 4-month period)	653	137	-80%

\* - See discussion below

Residential coverage changes were inconclusive due to lack of data about current population in newly developing areas in Redstone and Cornerstone. Nearly all customers experiencing longer walk distances remain within 400 metres (five-minute) walk distance of transit (e.g., the walk distance changed from 100 m to 300 m) and are concentrated near 128 Avenue and Cornerstone Boulevard N.E. Significant service coverage increases were made in the communities of Savanna and east Cornerstone (e.g., Cornerbrook and Corner Meadows).

Service productivity was expected to decrease in the short-term as a result of four factors:

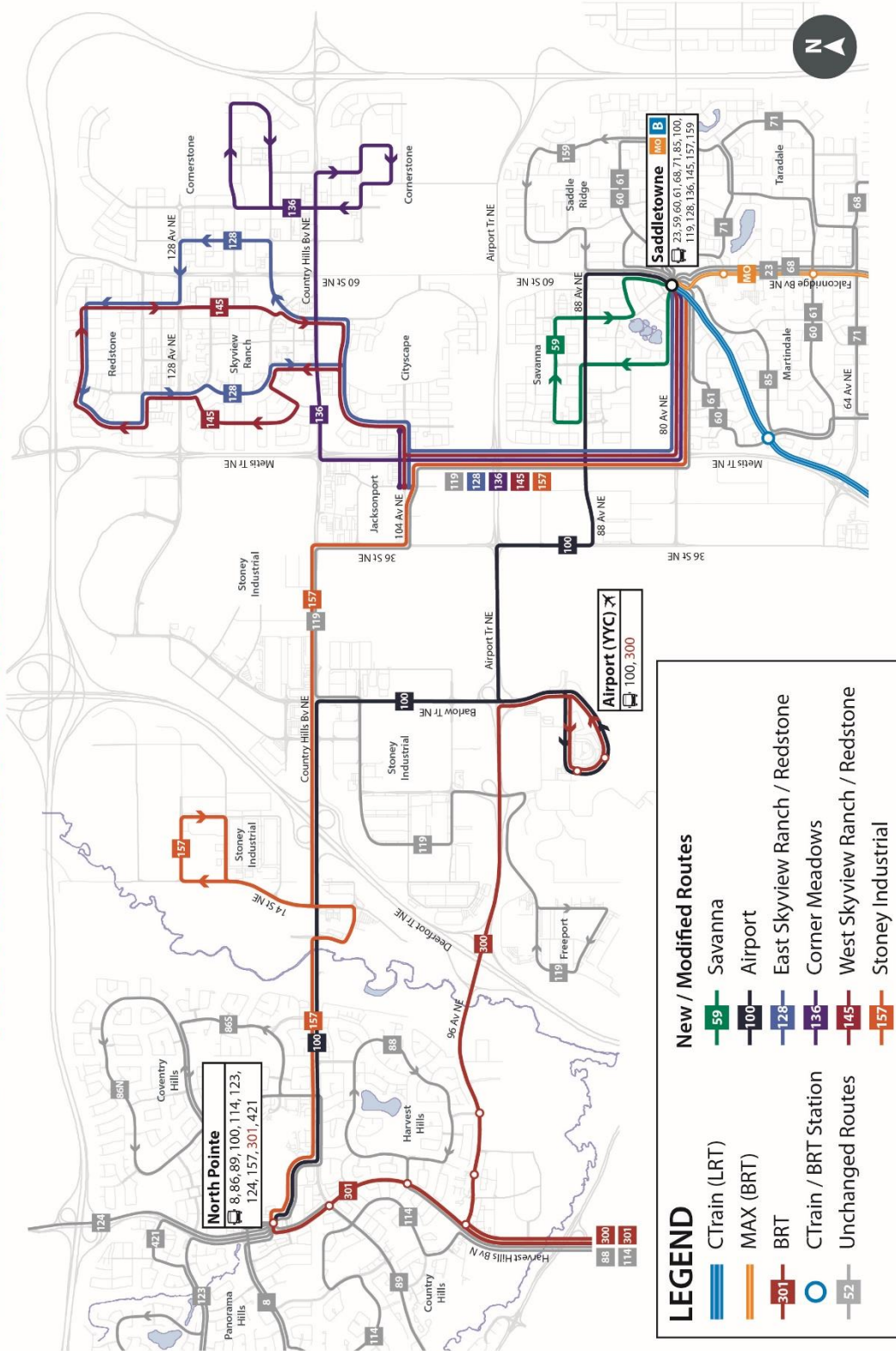
- The service change is still very new and customers are still responding to the changes;
- Additional service was added to address crowding and overloads. Adding the capacity necessary to address this necessarily will reduce the number of passengers per vehicle and thus overall productivity;
- Service was added into weekday non-rush hour, evening, and weekend periods, when fewer people travel; and,
- The evaluation is comparing a seasonally high period of demand (fall) to a lower period of demand (early spring).

Overloads were substantially reduced, though this remains an opportunity for further monitoring to determine if overloads will continue to decrease or if additional service is necessary.





# Northeast Transit Service Review

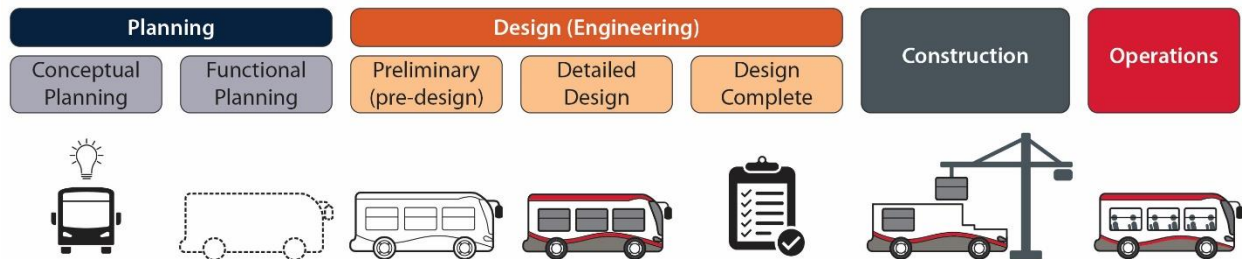


## Appendix 2 – Capital Project Status Definition

The capital project status update table in [Section 3.11](#) measures several components of project readiness. This appendix provides additional definition as to the reported state of each project.

**Planning and Design:** Once a project has been identified in RouteAhead it must proceed through several stages of planning before construction can begin and operations commence. These stages will define technologies, land requirements, costs, and other necessary design details to ensure projects reflect service requirements and the public interest. Once a detailed design is complete the project is ready to proceed to construction.

**Figure 26: Progression of Project Planning and Design**






**Land Assembly:** Some projects may be accommodated entirely within current street rights-of-way. Other projects may require land to be dedicated or purchased before construction can begin.

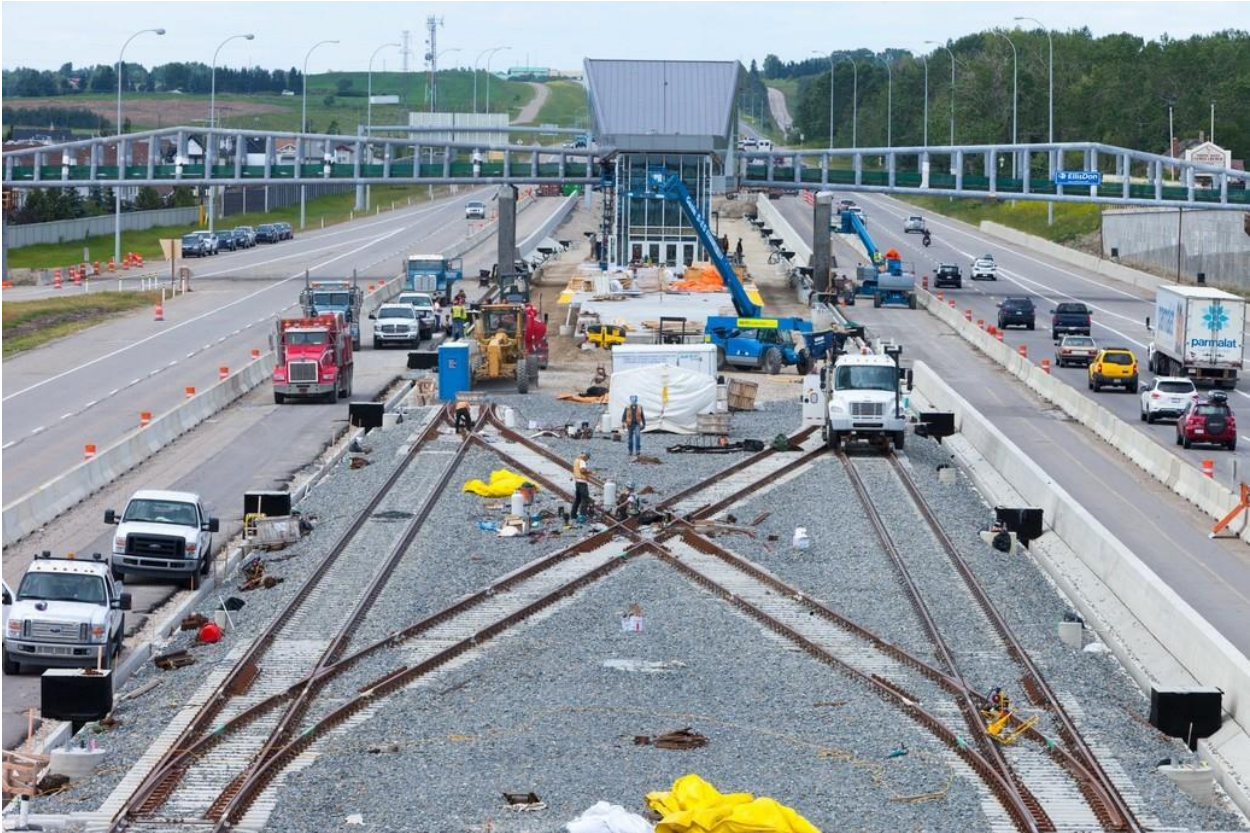
- n/a: planning has not yet sufficiently advanced to determine whether additional land is required.
- None: the necessary land has not yet been purchased or dedicated
- Partial: some necessary land has been dedicated or purchased, but not all of what is needed.
- Yes: all necessary land required for the project has been dedicated, purchased, or exists within the current public right-of-way.

**Funding:** Capital projects will require a dedicated funding source to proceed to construction.

- None: dedicated capital funding has not yet been approved.
- Planning: funding has been approved to advance the planning status of a project only (i.e., to conduct Functional Planning, or Pre-Design).
- Partial: Funding has been secured for a portion of the overall project. This status is typically only applied where projects have multiple stages or phases (e.g., North Central Bus Rapid Transit)
- Yes: dedicated capital funding has been approved.

**State of Readiness:**

	<b>Highest State of Readiness.</b> Functional planning study completed, or minimal updates required; land mostly acquired; most risks removed; can proceed to preliminary and detailed design.
	<b>Medium State of Readiness.</b> Need to update an out-of-date functional planning study or new functional planning study required building on existing conceptual plan; some risks still to resolve; some land acquisition required; engagement required.
	<b>Lowest State of Readiness.</b> Project identified in a statutory plan or through Council priority; conceptual plan or other high-level plan may exist, but routing and detailed to be determined; highly complex in size and scale requiring more planning to proceed; project located in a new or actively developing area therefore unlikely to be built soon or progress planning ahead of other projects; major land acquisition required.



## Appendix 3 – Direction and Strategy Indicator Status

This section provides a comprehensive update for all 159 strategies contained in RouteAhead. It will provide an update about their current status and include any initiatives advanced or completed in 2023 which contribute to achieving the strategy. Where an initiative is highlighted elsewhere in the report a section number will be provided to link to the relevant section providing more information.

### A3.1 – Strategy Status Summary

Indicators reflect the status of a strategy based on initiatives advanced over the previous year. In this report status changes are in relation to those published in the 2023 RouteAhead Update.










Not all strategies will have active initiatives every year. Not all strategies will be possible to complete as they require continual attention based on trends and customer expectations (e.g., improving safety on transit).

**Figure 27: Summary of RouteAhead Strategies – Current Status (2023)**



Status	Symbol	Description	Number of Strategies (% of Total)
Not Started		Any medium- or long-term strategy without initiatives (under development, active, or complete).	15 (10%)
In Development		Any short-term strategy without an initiative completed or in active implementation.	32 (19%)
Progressed		Any strategy with a completed initiative since 2023, but no current projects in the reporting year.	18 (11%)
In Progress		Any strategy with an initiative being implemented in the reporting year.	93 (58%)
Complete		Any strategy for which all initiatives are completed.	1 (1%)
			159 (100%)

### A3.2 – Complete Strategy List

Strat.	Description	Timeline	Status	Initiatives
<b>C1 – Make it easier for customers to quickly get the information they need in a variety of formats.</b>				
C1.1	Promote the Primary Transit Network through identification on maps, signage, and other customer information	Short-Term		
C1.2	Continually improve the availability, timeliness and helpfulness of customer information in-person, on mobile devices, at major stops and stations, over the phone, on the web, via social media and through new technologies as they evolve	Ongoing		<ul style="list-style-type: none"> <li>Increased additional call center staff during major service disruptions.</li> <li>Transit Ambassador Program (<a href="#">2.11</a>)</li> </ul>
C1.3	Continue to develop and improve processes and technologies to keep customers informed about delays in a consistent and reliable fashion using real-time information	Ongoing		
C1.4	Improve signage for temporary closures of bus stops due to construction, and clearly identify alternative stops. Ensure information is available early through websites, public announcements, social media platforms and communication with community groups.	Short-Term		<ul style="list-style-type: none"> <li>Implemented new signage process for CTrain service disruptions.</li> <li>Added new signs, QR codes using Google Maps to help customers find replacement stops.</li> <li>Improved information on website, social media, and digital displays on CTrain platforms.</li> </ul>
C1.5	Frequently monitor and address gaps in visual and audible communication of station closures and other planned or unplanned disruptions on the CTrain system	Short-Term		<ul style="list-style-type: none"> <li>Improving communications between Transit Relations and Public Safety Officers.</li> </ul>
C1.6	Deliver messaging through collaboration with businesses, organizations and community groups to ensure customers are adequately informed of upcoming closures, detours and service delays	Medium-Term		
C1.7	Ensure technology is equitable and provide education and support for customers using digital tools in support of digital equity for all transit users	Short-Term		<ul style="list-style-type: none"> <li>Updated graphics and layout on the digital displays on CTrain platforms and MAX station have moved to a more visual-heavy medium with more legible text and a QR code leading to the website with translation options.</li> </ul>
C1.8	Improve Calgary Transit's online content to promote future plans for transit service, current initiatives, and past accomplishments by enabling broad engagement to ensure Calgarians are informed.	Short-Term		
<b>C2 – Make it easier for customers – including new users, occasional users, and visitors – to understand and use the system.</b>				
C2.1	Develop a new map design for the Primary Transit Network and communicate it to customers, focusing on future capital investments	Medium-Term		

Strat.	Description	Timeline	Status	Initiatives
C2.2	Continuously review bus route design to simplify routes and improve understanding of the system	Ongoing		<ul style="list-style-type: none"> <li>Planned and implemented multiple Transit Service Reviews (TSRs) in 2023 (<a href="#">Appendix 1</a>).</li> </ul>
C2.3	Provide different customer segments with specific and helpful information (e.g., maps, tactile maps, customer information, station area wayfinding, etc.) about types of transit service.	Short-Term		<ul style="list-style-type: none"> <li>Implemented TWSI (Tactile Walking Surface Indicators) pilot program at City Hall/Bow Valley College and Bridgeland LRT stations. Currently under monitoring and evaluation.</li> </ul>
C2.4	Create and implement system-wide wayfinding and signage standards	Medium-Term		<ul style="list-style-type: none"> <li>Implemented station signage standards and guidelines, some station specific signage still under development.</li> <li>Brentwood Station Renovation (<a href="#">2.35</a>)</li> </ul>
<b>C3 – Increase access to clear and accurate real-time information</b>				
C3.1	Improve real-time arrival information on CTrain platforms and at major transit stops	Short-Term		
C3.2	Improve the Calgary Transit website and third-party mobile applications to develop a more accessible, customer-focused design, layout, and navigation system	Short-Term		
C3.3	Continue developing and integrating mobile applications and Mobility as a Service (MaaS) to enhance communicating accurate real-time information	Short-Term		
<b>C4 – Ensure the eligibility process for Calgary Transit Access, low-income transit passes, and other current and future Calgary Transit programs is easy, transparent, and accessible for all applicants.</b>				
C4.1	Ensure the common eligibility criteria used to apply for special programs or services are equitable and inclusive through engagement with equity deserving groups	Short-Term		<ul style="list-style-type: none"> <li>Low-Income Transit Pass Funding (<a href="#">4.31</a>)</li> </ul>
C4.2	Keep online content for Calgary Transit programs up-to-date to ensure information is clear, accurate, and easily navigable for all customers	Short-Term		
<b>C5 – Make it easier for customers to find the next bus or train they are connecting with.</b>				
C5.1	Enable customer connections between Calgary Transit Access and other Calgary Transit services through universal design enhancements	Short-Term		
C5.2	Improve wayfinding system-wide with uniform signage and frequent, large, clear signage with high contrast	Short-Term		<ul style="list-style-type: none"> <li>Brentwood Station Renovation (<a href="#">2.35</a>)</li> </ul>
C5.3	Schedule local bus routes to arrive at major transit connection points at the same time to facilitate easier connections for customers	Short-Term		<ul style="list-style-type: none"> <li>Schedules are reviewed and updated four times per year, including optimizing connections.</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
<b>C6 – Make it easier and safer to get to transit stops and stations.</b>				
C6.1	Integrate multi-modal mobility hubs in future transit-oriented developments to improve walking and wheeling access	Long-Term		<ul style="list-style-type: none"> <li>Transit-Oriented Development Program (<a href="#">3.12</a>)</li> <li>City Building Program will be updating The Municipal Development Plan, Calgary Transportation Plan, Land Use Bylaw, and Street Manual in 2024 (<a href="#">5.1</a>)</li> </ul>
C6.2	Identify and implement improvements for bicycle parking at stops and stations	Medium-Term		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C6.3	Encourage linked transit and cycling trips by installing bike racks on all buses and allowing bikes on the CTrain.	Short-Term		<ul style="list-style-type: none"> <li>Bike Racks on Buses (<a href="#">2.33</a>).</li> <li>Bike racks to be included all new purchases moving forward.</li> </ul>
C6.4	Promote park and ride opportunities as a key connection for regional transit. Consider shared parking opportunities in mixed-use nodes, that may facilitate or enhance future commuter transit routes when exploring the layout and composition of new communities in the regional context.	Long-Term		<ul style="list-style-type: none"> <li>City Building Program will be updating The Municipal Development Plan, Calgary Transportation Plan, Land Use Bylaw, and Street Manual in 2024 (<a href="#">5.1</a>)</li> </ul>
C6.5	Explore shared parking opportunities when planning new developments at future transit stations	Long-Term		<ul style="list-style-type: none"> <li>Transit-Oriented Development Program (<a href="#">3.12</a>)</li> </ul>
C6.6	Incorporate universal accessibility improvements when upgrading existing infrastructure, and ensure accessibility standards are met in the design of new Calgary Transit facilities	Short-Term		<ul style="list-style-type: none"> <li>Victoria Park/ Stampede Station Rebuild (17SX)</li> <li>Brentwood Station Renovation (<a href="#">2.35</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C6.7	Strategically manage parking at transit stations by providing an adequate amount of park and ride spaces to complement the surrounding land uses.	Long-Term		<ul style="list-style-type: none"> <li>City Building Program will be updating The Municipal Development Plan, Calgary Transportation Plan, Land Use Bylaw, and Street Manual in 2024 (<a href="#">5.1</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C6.8	Increasing travel training opportunities for Calgary Transit Access customers through Train the Trainer programs and by encouraging the use of other Calgary Transit services for some trips	Short-Term		
C6.9	Actively engage third party researchers to thoughtfully review public transit accessibility best practices.	Short-Term		
C6.10	Frequently review and improve snow clearing and ice removal strategies and prioritization at and around all transit facilities, stops, and stations.	Ongoing		<ul style="list-style-type: none"> <li>Snow and Ice Control (SNIC) at transit stops and facilities are reviewed regularly.</li> <li>New Request for Proposals (RFP) for snow clearing to be issued in Summer 2024.</li> </ul>
C6.11	Develop and implement strategies to improve safety at rail crossings.	Long-Term		<ul style="list-style-type: none"> <li>Implemented pedestrian improvements at Shawville LRT crossing (<a href="#">2.31</a>)</li> </ul>
C6.12	Improve connections between the Plus 15 network and CTrain stations in support of the Greater Downtown Plan.	Long-Term		












Strat.	Description	Timeline	Status	Initiatives
<b>C7 – Integrate Calgary Transit Access with other Calgary Transit services.</b>				
C7.1	Continue to improve accessibility of conventional Calgary Transit services to remove barriers to access; provide customers greater travel choice and dignity; and free up Calgary Transit Access resources to address the aging population and people most in need of specialized service.	Ongoing		
C7.2	Promote transit services specifically offered through Calgary Transit Access	Short-Term		
C7.3	Evaluate software solutions to optimize travel connections for people with disabilities who are using a combination of Calgary Transit Access and other Calgary Transit services.	Short-Term		<ul style="list-style-type: none"> <li>Updated Calgary Transit Access trip booking software, with customers now able to make trip requests online.</li> </ul>
<b>C8 – Integrate connecting services to improve first-mile and last-mile connections to transit.</b>				
C8.1	Explore and experiment with emerging transportation technologies to provide first-mile and last-mile solutions	Medium-Term		<ul style="list-style-type: none"> <li>2023 Mobility/Calgary Transit pilot project assessed which CTrain stations would best benefit from having a shared e-bike/e-scooter service.</li> <li>Advancing work with: On Demand, Mobility as a Service (MaaS), On-Demand, micro-mobility</li> </ul>
C8.2	Explore opportunities for customers to use Calgary Transit Access for part of their trip and connect to conventional Calgary Transit services for the other part of their trip.	Short-Term		
C8.3	Enhance trip planning and payment options by expanding Mobility as a Service (MaaS) in partnership with the private sector.	Medium-Term		
C8.4	Coordinate Always Available for All Ages and Abilities network enhancement projects with access to transit stops and stations.	Ongoing		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
<b>C9 – Make it easier to pay to ride Calgary Transit</b>				
C9.1	Investigate the benefits and costs of all-door boarding and pre-board fare payment	Medium-Term		
C9.2	Improve the reliability of electronic fare payment on buses and CTrains	Medium-Term		
C9.3	Expand electronic fare collection to Calgary Transit Access and integrate with payment for other civic services.	Medium-Term		



Strat.	Description	Timeline	Status	Initiatives
C9.4	Continue to expand payment options for customers with emerging technology, while ensuring cash payment is available for those who need it.	Ongoing		
C9.5	Explore partnerships with sports, entertainment, and tourist venues to include transit fares in event tickets.	Medium-Term		<ul style="list-style-type: none"> <li>Advancing various partnership opportunities.</li> <li>Reviewing policy and guidelines currently under development.</li> </ul>
<b>C10 – Ensure the Calgary Transit payment structure is transparent and equitable.</b>				
C10.1	Work with the Calgary Metropolitan Regional Board and neighbouring municipalities to develop a regional fare strategy.	Medium-Term		<ul style="list-style-type: none"> <li>Reviewing recommendations from Fare Revenue System program consultant report.</li> </ul>
C10.2	Communicate the value public transit contributes to all Calgarians through promotion, specifically during budget planning.	Medium-Term		<ul style="list-style-type: none"> <li>Low-Income Transit Pass Funding (<a href="#">4.31</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C10.3	Ensure paying for Calgary Transit is safe and secure for all customers, regardless of the payment method used.	Medium-Term		<ul style="list-style-type: none"> <li>Ensuring payment modes comply with PCI regulations.</li> <li>Advancing work to launch payment wallets (ApplePay and GooglePay) and dynamic payment fields,</li> <li>Implemented Weekend Group Day Pass (<a href="#">4.32</a>)</li> </ul>
<b>C11 – Ensure Calgary Transit stops and stations are attractive, clean, and comfortable.</b>				
C11.1	Increase the availability and quality of shelters and benches on the Primary Transit Network	Medium-Term		<ul style="list-style-type: none"> <li>Shelter Improvement Program (<a href="#">2.34</a>)</li> <li>Brentwood Station Renovation (<a href="#">2.35</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C11.2	Expand station cleaning programs to meet future demand on station platforms, adapting to changes in operational demands.	Medium-Term		<ul style="list-style-type: none"> <li>Continuously improving contract cleaning programs and process with new vendors.</li> <li>Research and apply for government funding such as the Alberta Social Disorder Fund for cleaning and safety and any future available programs.</li> </ul>
C11.3	Ensure sufficient lighting and security cameras are in place at station areas, and sufficient streetlighting is provided at bus stops	Medium-Term		<ul style="list-style-type: none"> <li>Upgraded platform lighting along 7<sup>th</sup> Avenue LRT Stations</li> <li>Upgraded parking lot lighting at Sirocco LRT Station park-and-ride</li> <li>Upgraded station lighting at Somerset-Bridlewood, Saddletown, Chinook, Sunnyside, Martindale and Whitehorn LRT Stations</li> <li>Brentwood Station Renovation (<a href="#">2.35</a>)</li> </ul>
<b>C12 – Enhance transit stops and stations so they are attractive and welcoming public spaces and vibrant community nodes.</b>				
C12.1	Explore strategies to integrate transit stations and plazas into communities, encouraging other community uses and activities while preserving the importance for mobility.	Medium-Term		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C12.2	Conduct Crime Prevention Through Environmental Design assessment of transit station areas and explore initiatives to reduce vandalism and crime by creating attractive, welcoming public spaces.	Short-Term		<ul style="list-style-type: none"> <li>Adding dedicated staff for LRT Station inspections to improve response time for damaged and/or vandalized assets (ex. broken glass, graffiti, damaged benches, etc.).</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
<b>C13 – Enhance safety and security for customers.</b>				
<b>C13.1</b>	Continue to partner with local authorities, social outreach programs, and other agencies to promote safety for all customers, with a focus on helping vulnerable populations	Short-Term		
<b>C13.2</b>	Review monthly statistics to identify changes in social disorder with a focus on types and locations where additional support is required.	Short-Term		<ul style="list-style-type: none"> <li>Implemented as part of the Public Transit Safety Strategy approved in October 2023 (<a href="#">2.2</a>)</li> </ul>
<b>C13.3</b>	Increase and enhance closed circuit television coverage in areas of frequent social disorder events to improve system safety and safety response times.	Medium-Term		<ul style="list-style-type: none"> <li>Added additional CCTV cameras added to Victoria Park Stampede Station</li> </ul>
<b>C13.4</b>	Increase enforcement presence by Calgary Transit peace officers, transit security guards, local authorities, and other Calgary Transit staff by strategically deploying personnel where needed on the system, to enhance comfort of customers while using transit.	Short-Term		<ul style="list-style-type: none"> <li>The Transit Ambassador Program (<a href="#">2.11</a>)</li> <li>Public Transit Safety District Model (<a href="#">2.21</a>)</li> </ul>
<b>C13.5</b>	Build the Primary Transit Network to create a fast, frequent, and reliable system that minimizes waiting and transfer times.	Long-Term		<ul style="list-style-type: none"> <li>Investment in RouteAhead operating hours (2023-2026)</li> <li>Light Rail Vehicle Procurement (<a href="#">3.33</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
<b>C13.6</b>	Highlight the role of peace officers and how they help customers.	Short-Term		<ul style="list-style-type: none"> <li>Public Transit Safety District Model (<a href="#">2.21</a>)</li> </ul>
<b>C13.7</b>	Increase the presence of Calgary Transit staff on the system to provide assistance to customers.	Short-Term		<ul style="list-style-type: none"> <li>Positioning field supervisors to provide more frequent interaction with both customers and employees. New process supporting more customer callbacks to respond to transit-related concerns.</li> <li>Transit Ambassador Program (<a href="#">2.11</a>)</li> <li>Public Transit Safety District Model (<a href="#">2.21</a>)</li> </ul>
<b>C13.8</b>	Work collaboratively with local authorities to ensure the presence of peace officers, police, and security guards is maintained.	Short-Term		<ul style="list-style-type: none"> <li>Public Transit Safety District Model (<a href="#">2.21</a>)</li> </ul>
<b>C13.9</b>	Upgrade closed circuit television monitoring systems to add cameras and features to detect incidents automatically and alert security personnel to improve dispatch times.	Short-Term		<ul style="list-style-type: none"> <li>Implemented automatic human detection to City Hall Tunnel.</li> </ul>
<b>C14 – Improve the experience of riding in Calgary Transit vehicles.</b>				
<b>C14.1</b>	Review the benefits and costs of incorporating additional amenities into vehicles, as reflected in customer surveys and expectations	Long-Term		

Strat.	Description	Timeline	Status	Initiatives
C14.2	Consider seating arrangements, seat types, accessibility features, heating, air conditioning, and windows to maximize passenger safety and comfort when buying new vehicles.	Short-Term		<ul style="list-style-type: none"> <li>Community Shuttle Procurement (<a href="#">3.31</a>)</li> <li>Zero Emission Bus Procurement (<a href="#">3.32</a>)</li> <li>Light Rail Vehicle Procurement (<a href="#">3.33</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
<b>C15 – Make connections more convenient and ensure transfer locations are welcoming.</b>				
C15.1	Use real-time information to fine-tune schedules to improve connections.	Medium-Term		<ul style="list-style-type: none"> <li>Schedules are reviewed and updated four times per year, including optimizing connections.</li> </ul>
C15.2	Review feedback, passenger counts, and other data to identify key locations where customers have challenging connections and identify improvements to address concerns.	Ongoing		<ul style="list-style-type: none"> <li>Transit Service Planning and Scheduling regularly reviews feedback and operational information to implement network adjustments.</li> </ul>
C15.3	Improve feeder bus timing during evenings and weekends to facilitate better connections to the Primary Transit Network.	Short-Term		<ul style="list-style-type: none"> <li>Schedules are reviewed and updated four times per year, including optimizing connections.</li> </ul>
<b>C16 – Improve reliability of service through technology in order to minimize delays.</b>				
C16.1	Develop priorities for service improvements on the transit network through analysis of travel times, delays, operational data, and customer feedback.	Ongoing		<ul style="list-style-type: none"> <li>17 Avenue SW stop optimization (<a href="#">A1.5</a>)</li> <li>Collaborating with Mobility to review and adjust transit priority timing along 17 Avenue SE Transitway.</li> </ul>
C16.2	Improve response to disruptions and delays through real-time information, current technology, and communication among staff.	Short-Term		<ul style="list-style-type: none"> <li>Improved real-time updates on Twitter (X)</li> <li>Adding call center notifications in real time through teams /e-mails</li> </ul>
C16.3	Expand the use of light rail transit system investigative equipment to proactively locate areas requiring immediate repair.	Short-Term		<ul style="list-style-type: none"> <li>Conduct regular inspections of LRT Tracks and Overhead Catenary System.</li> </ul>
<b>C17 – Monitor, report on, and improve on-time performance.</b>				
C17.1	Develop an action plan to address on-time performance issues, including service hours, fleet, maintenance strategies, and facilities	Short-Term		
C17.2	Reduce risks of service disruptions through proactive repairs, lifecycle maintenance, and infrastructure upgrades.	Ongoing		<ul style="list-style-type: none"> <li>Haysboro Garage Expansion (<a href="#">2.41</a>)</li> <li>South Central Garage Project (<a href="#">2.42</a>)</li> </ul>
C17.3	Adapt infrastructure to withstand climate change and extreme weather events.	Medium-Term		<ul style="list-style-type: none"> <li>Haysboro Garage Expansion (<a href="#">2.41</a>)</li> <li>South Central Garage Project (<a href="#">2.42</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C17.4	Conduct repairs and lifecycle maintenance of CTrain facilities and systems using scheduled maintenance windows.	Ongoing		<ul style="list-style-type: none"> <li>Installed upgrades LRT Station Lighting, HVAC, and glass replacement at several stations.</li> </ul>
C17.5	Develop robust asset management systems to mitigate the risk of asset failure and unplanned disruptions	Short-Term		<ul style="list-style-type: none"> <li>Implemented The Fleet Plan which identifies fleet that is at end of planned life and, the associated capital cost for replacement.</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
<b>C18 – Continuously improve customer service.</b>				
<b>C18.1</b>	Set supervisor-to-operator ratio standards to maintain an appropriate level of oversight and supervision to ensure service levels are optimized and safety is prioritized	Short-Term		<ul style="list-style-type: none"> <li>Recruited new full-time employee support supervisors, which provide an opportunity to engage and support front-line employees and enable prompt investigations into workplace safety-related concerns.</li> </ul>
<b>C18.2</b>	Evaluate the potential for additional technology and tools to better enable operators to assist customers and report problems with vehicles and facilities.	Short-Term		<ul style="list-style-type: none"> <li>Implementation of the “Operators Zone” which allows operators to provide feedback on scheduling, booking a vehicle, reporting a hazardous condition, or praising a peer.</li> </ul>
<b>C18.3</b>	Modernize onboard technologies that will help improve CTrain on-time performance reporting and real-time location tracking of trains for customers.	Short-Term		<ul style="list-style-type: none"> <li>Implemented initiative to track CTrains in real time with reference to current location and time to next station through CT’s Trip Planning Application-</li> </ul>
<b>C18.4</b>	Continue to build and develop the Transit Ambassador group to help support customers on the system.	Short-Term		<ul style="list-style-type: none"> <li>The Transit Ambassador Program (<a href="#">2.11</a>)</li> </ul>
<b>C18.5</b>	Explore new online tools to help customers get transit information faster and easier, without the need to call in.	Medium-Term		
<b>C18.6</b>	Consider all steps of the customer transit journey and each customer’s unique transit experience when developing new plans, projects, and initiatives.	Ongoing		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
<b>N1 – Increase frequent transit routes to build the Primary Transit Network.</b>				
<b>N1.1</b>	Increase operational investment to reach the 10-minute service, 15 hours a day, seven days a week goal of the Primary Transit Network through frequent transit routes	Long-Term		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> <li>Network Change Update (<a href="#">3.5, Appendix 1</a>)</li> </ul>
<b>N1.2</b>	Prioritize operational investments first on the CTrain lines, MAX lines, and significant cross-town routes to create a skeletal network.	Short-Term		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> <li>Network Change Update (<a href="#">3.5, Appendix 1</a>)</li> <li>North Central Bus Rapid Transit (Centre Street North) (<a href="#">5.4</a>)</li> <li>Blue Line Northeast LRT Extension (<a href="#">5.6</a>)</li> </ul>
<b>N1.3</b>	Revise existing routes and design future routes to better align with Primary Transit Network corridors during transit service reviews.	Medium-Term		<ul style="list-style-type: none"> <li>Network Change Update (<a href="#">3.5, Appendix 1</a>)</li> </ul>
<b>N1.4</b>	Promote integration of transit and land use by focusing investment on corridors that support high ridership routes, key connections, main streets, and activity centers, to achieve Municipal Development Plan and Calgary Transportation Plan goals.	Ongoing		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> <li>Network Change Update (<a href="#">3.5, Appendix 1</a>)</li> <li>Transit-Oriented Development Program (<a href="#">3.12</a>)</li> <li>Blue Line Northeast LRT Extension (<a href="#">5.6</a>)</li> </ul>
<b>N1.5</b>	Invest in cross-town routes to link all quadrants and communities of the city for a reliable and connected service.	Ongoing		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> <li>Network Change Update (<a href="#">3.5, Appendix 1</a>)</li> <li>North Central Bus Rapid Transit (Centre Street North) (<a href="#">5.4</a>)</li> <li>Blue Line Northeast LRT Extension (<a href="#">5.6</a>)</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
<b>N2 – Shift the citywide transit network towards a frequency-oriented, all-day, connected grid.</b>				
N2.1	Redesign routes to focus on frequency, directness, and connective grids during transit service reviews	Ongoing		<ul style="list-style-type: none"> <li>Network Change Update (<a href="#">3.5</a>, <a href="#">Appendix 1</a>)</li> </ul>
N2.2	Engage customers during transit service reviews to develop community-specific first-mile and last-mile solutions to maintain and improve transit accessibility	Ongoing		<ul style="list-style-type: none"> <li>Public engagement is an ongoing part of non-seasonal route changes; see also Network Change Update (<a href="#">3.5</a>, <a href="#">Appendix 1</a>)</li> </ul>
N2.3	Consider a variety of existing and emerging opportunities to improve access to the Primary Transit Network, such as micromobility, Calgary Transit Access, and On Demand.	Ongoing		<ul style="list-style-type: none"> <li>Procurement of next generation On Demand service contract, to be completed in March 2024.</li> <li>Expansion of On Demand service zones planned in 2024 (<a href="#">5.3</a>).</li> </ul>
N2.4	Establish service standards based on frequency targets, for introductory, base, frequent, and Primary Transit Network service.	Short-Term		
N2.5	Implement a pilot project to investigate the benefits and costs of late-night transit service on key corridors.	Medium-Term		
N2.6	Establish a frequency of at least 30 minutes on the base transit network to support connection to the Primary Transit Network.	Long-Term		<ul style="list-style-type: none"> <li>Service investments in 2023 resulted in two-thirds of all Calgarians currently within 400m of the Base Transit network (<a href="#">3.42</a>)</li> </ul>
N2.7	Enhance Mobility as a Service (Maas) through investments in On Demand service, bicycle storage at transit stations, establishing station access, and integrating with other complementary travel modes.	Long-Term		<ul style="list-style-type: none"> <li>2023 Mobility/Calgary Transit pilot project to assess which CTrain stations would best benefit from having a shared e-bike/e-scooter service. Further work currently under review.</li> </ul>
N2.8	Develop a station area access policy to enhance access for all customers and guide improvement of potential transit-oriented development areas.	Medium-Term		
<b>N3 – Enhance transit priority measures throughout the entire transit network to improve reliability.</b>				
N3.1	Evaluate every Primary Transit Network capital project for opportunities to implement transit priority improvements.	Ongoing		
N3.2	Communicate and promote the effectiveness of transit priority measures such as transit-only lanes, queue jumps, transit signal priority and other transit priority techniques to Calgarians	Short-Term		
N3.3	Analyze problem intersections and street segments throughout the entire transit network and prioritize and invest in spot treatments to improve service reliability and travel speed.	Ongoing		<ul style="list-style-type: none"> <li>Collaborating with Mobility to review and adjust transit priority timing along 17 Avenue SE Transitway.</li> </ul>
N3.4	Review the feasibility of upgrading the light rail transit signal system to improve frequency and reliability on existing and future CTrain lines.	Medium-Term		

Strat.	Description	Timeline	Status	Initiatives
N3.5	Implement transit-only lanes on key corridors in the downtown and along key Primary Transit Network corridors.	Medium-Term		<ul style="list-style-type: none"> <li>Implemented queue jump at 5 Av and Centre St S to address transit delays.</li> </ul>
N3.6	Educate Calgarians on the benefits of yielding to buses and the need to reserve the use of transit-only lanes with improved enforcement	Short-Term		
N3.7	Ensure all Primary Transit Network corridors have first priority snow clearing.	Short-Term		
N3.8	Pilot bus stop consolidation, using bus boarding and unloading data, to improve bus travel time.	Short-Term		<ul style="list-style-type: none"> <li>17 Avenue SW stop optimization (<a href="#">A1.5</a>)</li> </ul>
<b>N4 – Progress capital projects to improve and expand the existing and future network.</b>				
N4.1	Conduct functional planning studies for all Primary Transit Network capital projects to identify initial costs and service benefits and advance all projects to a green state of readiness	Ongoing		<ul style="list-style-type: none"> <li>Capital Project Update (<a href="#">3.11</a>)</li> </ul>
N4.2	Align Primary Transit Network capital projects with citywide project evaluation and investment programs to progress high priority, short-term transit projects	Short-Term		<ul style="list-style-type: none"> <li>Capital Project Update (<a href="#">3.11</a>)</li> </ul>
N4.3	Initiate preliminary design for high priority, short-term Primary Transit Network capital projects to further project readiness and increasing funding opportunities	Medium-Term		<ul style="list-style-type: none"> <li>Capital Project Update (<a href="#">3.11</a>)</li> </ul>
N4.4	Investigate maintenance and storage needs to build new facilities in strategic locations throughout the city as required.	Long-Term		<ul style="list-style-type: none"> <li>South Central Bus Storage and Maintenance Facility (<a href="#">2.42</a>)</li> </ul>
N4.5	Create a plan to identify, prioritize, package, and fund smaller-scale capital projects crucial to support operations (i.e., bus loops, transit-only lanes, customer amenities, operator safety and convenience improvements)	Short-Term		<ul style="list-style-type: none"> <li>Developing Unfunded Capital Projects list</li> </ul>
<b>N5 – Scale operations to support the existing and future network.</b>				
N5.1	Procure more buses through the fleet replacement program, to address future growth in ridership and city development	Ongoing		<ul style="list-style-type: none"> <li>Community Shuttle Procurement (<a href="#">3.31</a>)</li> <li>Zero Emission Bus Procurement (<a href="#">3.32</a>)</li> </ul>
N5.2	Prioritize ongoing lifecycle and state of good repair investments in the existing network to improve service reliability, passenger safety, and comfort.	Ongoing		<ul style="list-style-type: none"> <li>Victoria Park/ Stampede Station Rebuild (17SX)</li> <li>Brentwood Station Renovation (<a href="#">2.35</a>)</li> <li>Haysboro Garage Expansion (<a href="#">2.41</a>)</li> <li>South Central Garage Project (<a href="#">2.42</a>)</li> <li>Community Shuttle Procurement (<a href="#">3.31</a>)</li> <li>Light Rail Vehicle Procurement (<a href="#">3.33</a>)</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
N5.3	Evaluate capacity and resourcing required to sustain rail systems and support current and future service changes.	Ongoing		<ul style="list-style-type: none"> <li>Reviewing Capacity Planning for Transit Service Systems</li> </ul>
<b>N6 – Collaborate with partners to support the continuation and expansion of a family of transit services in the region.</b>				
N6.1	Integrate with other transit service providers in the region to support regional, conventional, and specialized transit services by expanding the Primary Transit Network to key regional transit hubs	Ongoing		
N6.2	Promote growth in transit service in the region by connecting with regional partners to collaborate on initiatives and share expertise	Ongoing		<ul style="list-style-type: none"> <li>Participation in various CMRB initiatives and working groups to promote regional transit service including Infrastructure Canada's: Canada Transit Fund. (<a href="#">4.41</a>)</li> <li>Airport Rail Connection Study (<a href="#">5.5</a>)</li> </ul>
N6.3	Create policy guidance to respond to future requests to extend transit service outside the Calgary city limits	Short-Term		<ul style="list-style-type: none"> <li>Developing Regional Servicing Strategy.</li> </ul>
N6.4	Collaborate with regional partners, the private sector, and other levels of government on long-term conceptual regional transit connections, including identifying and protecting right of way requirements for regional and commuter rail and bus service.	Ongoing		<ul style="list-style-type: none"> <li>Participation in various CMRB initiatives and working groups to promote regional transit service including Infrastructure Canada's: Canada Transit Fund. (<a href="#">4.41</a>)</li> <li>Airport Rail Connection Study (<a href="#">5.5</a>)</li> </ul>
<b>N7 – Contribute to long-range planning to ensure alignment with City and regional plans.</b>				
N7.1	Work with the Calgary Metropolitan Regional Board to develop and implement the Regional Transportation and Transit Master Plan (RTTMP) and Regional Growth and Servicing Plans.	Long-Term		<ul style="list-style-type: none"> <li>Collaborating with CMRB in scoping Regional Transportation and Transit Master Plan (RTTMP)</li> </ul>
N7.2	Ensure RouteAhead aligns with the Municipal Development Plan, Calgary Transportation Plan, and local area plans, and that they transit network growth and infrastructure aligns with The City's Growth Management Strategy.	Short-Term		<ul style="list-style-type: none"> <li>Council approval of 2023 RouteAhead Update aligns with current Municipal Development and Calgary Transportation Plan.</li> <li>City Building Program will be updating The Municipal Development Plan, Calgary Transportation Plan, Land Use Bylaw, and Street Manual in 2024 (<a href="#">5.1</a>)</li> </ul>
N7.3	Ensure local area plans in new and established communities focus on increased density and grid street networks, enabling transit to be a leading service line.	Long-Term		<ul style="list-style-type: none"> <li>New Local Area Plans follow New Community Guidebook which supports more grid-based street network. Several Local Area Plans completed or in progress which support intensification.</li> </ul>
N7.4	Review and update the Primary Transit Network capital project list as Calgary grows, changes, completes planned projects, and approves local area plans	Long-Term		
N7.5	Review the Primary Transit Network for alignment with the future Municipal Development Plan, Calgary Metropolitan Regional Board Growth Plan, regional rail projects, and adjacent municipalities' land use plans.	Long-Term		<ul style="list-style-type: none"> <li>City Building Program is updating The Municipal Development Plan, Land Use Bylaw, and Street Manual (2023 – 2025) (<a href="#">5.1</a>)</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
N7.6	Explore increasing density and establishing grid street networks within efficient neighbourhood catchments, that could facilitate or enhance future commuter transit routes when considering the layout and composition of new communities in the regional context.	Long-Term		
N7.7	Work with the development community to ensure land use planning, street design, and outline plans create transit-supportive communities.	Ongoing		<ul style="list-style-type: none"> <li>Transit-Oriented Development Program (<a href="#">3.12</a>)</li> <li>Upgrading Main Streets in Bridgeland (1 Av NE) and Marda Loop (33 Av SW).</li> </ul>
<b>N8 – Support Calgary’s transition to net-zero by 2050.</b>				
N8.1	Include the latest best practices for carbon mitigation and adaptation performance measures into future revisions of the capital project list evaluation.	Long-Term		
N8.2	Develop a framework to screen projects at conceptual and functional design stages for climate mitigation potential, which would inform the project decision-making process.	Long-Term		<ul style="list-style-type: none"> <li>Developing Calgary Transit Program Management Framework which will include climate mitigation.</li> </ul>
N8.3	Explore opportunities to work towards achieving net-zero transit infrastructure emissions for stations and shelters.	Medium-Term		<ul style="list-style-type: none"> <li>South Central Garage Project (<a href="#">2.42</a>)</li> </ul>
N8.4	Evaluate and incorporate low and zero emissions vehicle technology for buses.	Long-Term		<ul style="list-style-type: none"> <li>Zero Emission Bus Procurement (<a href="#">3.32</a>)</li> <li>Funding for Hydrogen feasibility study.</li> </ul>
<b>F1 – Protect and maintain existing funding sources.</b>				
F1.1	Review the use of fare discounts by continuing to transition to an ability to pay model.	Medium-Term		<ul style="list-style-type: none"> <li>Low-Income Transit Pass Funding (<a href="#">4.31</a>)</li> <li>Weekend Group Day Pass (<a href="#">4.32</a>)</li> <li>Children 12 and Under Ride Free (<a href="#">4.33</a>)</li> </ul>
F1.2	Update the Fare and Revenue Strategy in alignment with The City's User Fees and Subsidies Policy	Short-Term		<ul style="list-style-type: none"> <li>Weekend Group Day Pass (<a href="#">4.32</a>)</li> <li>Children 12 and Under Ride Free (<a href="#">4.33</a>)</li> </ul>
F1.3	Monitor the revenue/cost ratio to respond to unique funding challenges and enable service improvements and growth	Ongoing		<ul style="list-style-type: none"> <li>Low Income Transit Pass Funding (<a href="#">4.31</a>)</li> <li>Monthly and Annual Fare Revenue Analysis</li> <li>TD Free Fare Zone (<a href="#">4.34</a>)</li> <li>Children 12 and Under Ride Free (<a href="#">4.33</a>)</li> </ul>
F1.4	Direct revenues from ridership to fund additional transit service and system growth.	Ongoing		



Strat.	Description	Timeline	Status	Initiatives
<b>F2 – Increase the efficiency of service delivery.</b>				
F2.1	Consider operating costs when evaluating capital projects, to ensure there is capacity to operate new services	Ongoing		<ul style="list-style-type: none"> <li>Haysboro LRT Storage Facility Sprinkler System Conversion (<a href="#">2.41</a>)</li> <li>Temperature Reduction at LRV (Light Rail Vehicle) Storage Area</li> <li>CT Facilities Energy Management: Switch Heater Upgrade for Right-of-Way Rail Heaters</li> <li>North Central Bus Rapid Transit (Centre Street North) (<a href="#">5.4</a>)</li> </ul>
F2.2	Optimize service on low-performing routes by focusing on frequency for efficient use of funds, enabling other improvements throughout the system.	Ongoing		<ul style="list-style-type: none"> <li>Network Change Update (<a href="#">3.5</a>, <a href="#">Appendix 1</a>)</li> </ul>
F2.3	Optimize service delivery by considering vehicle type and efficient allocation of staff across the system.	Ongoing		<ul style="list-style-type: none"> <li>Monitoring service levels in the network via schedule and location checks to provide data to transit schedulers for service adjustments.</li> <li>South Central Garage Project (<a href="#">2.42</a>)</li> <li>Community Shuttle Procurement (<a href="#">3.31</a>)</li> </ul>
F2.4	Manage demand for peak period capacity through travel demand management by incentivizing off-peak travel	Medium-Term		<ul style="list-style-type: none"> <li>Reviewing recommendations from Fare Revenue System program consultant report.</li> </ul>
F2.5	Review the current challenges, cost and demand for Calgary Transit Access service and identify future growth and budget requirements	Ongoing		
F2.6	Review asset management plans and allocate adequate funding for lifecycle maintenance, repairs, and replacements of all Calgary Transit assets.	Ongoing		<ul style="list-style-type: none"> <li>Implemented The Fleet Plan which identifies fleet that is at end of planned life and, the associated capital cost for replacement.</li> </ul>
F2.7	Regularly review service delivery by applying service standards and adjust routes that do not meet service standards to ensure cost effectiveness.	Ongoing		
<b>F3 – Ensure supporting facilities and resources are scaled sustainably to match future projects and service investments.</b>				
F3.1	Address the deficit between the Calgary Transportation Plan targets and current annual investment levels, by implementing a minimum annual addition of service.	Short-Term		
F3.2	Increase service support behind the scenes to enable service delivery, by developing a standard package of vehicles, staff, training, tools, and equipment required for every added kilometer of light rail transit track, and hour of bus service.	Medium-Term		<ul style="list-style-type: none"> <li>Assessing supervisory and support staffing levels to predict and adjust to future changes in workforce, service hours and service expansion.</li> </ul>
F3.3	Implement a new operator recruitment model to meet increases in service and offset operator turnover.	Short-Term		<ul style="list-style-type: none"> <li>Training and Recruitment Sustainment Strategy</li> <li>Implementing Hiring Strategy</li> </ul>
F3.4	Review approaches used by other agencies regarding maintenance facility efficiency (e.g., centralized body shop, size of facilities) to implement best practices	Short-Term		

Strat.	Description	Timeline	Status	Initiatives
F3.5	Test and adopt new light rail transit track, signals, traction power, and vehicle technology through pilot projects and in-field testing, using scheduled maintenance windows.	Medium-Term		
F3.6	Review operator training practices and introduce greater use of technology (e.g., e-learning and simulators)	Medium-Term		<ul style="list-style-type: none"> <li>• Training and Recruitment Sustainment Strategy.</li> <li>• Implementing Hiring Strategy.</li> </ul>
F3.7	Identify cost-effective means of introducing alternative fuels for vehicles to help meet The City's emissions targets by reducing greenhouse gas emissions from public transit.	Medium-Term		<ul style="list-style-type: none"> <li>• South Central Garage Project (<a href="#">2.42</a>)</li> <li>• Canada Infrastructure Bank: Zero-Emission Bus Financing (<a href="#">4.42</a>)</li> <li>• Infrastructure Canada – Zero Emission Transit Fund (ZETF) (<a href="#">4.43</a>)</li> </ul>
<b>F4 – Promote services to increase ridership.</b>				
F4.1	Promote new projects, services, and customer experience improvements to increase ridership on the transit network.	Ongoing		<ul style="list-style-type: none"> <li>• Green Line Update (<a href="#">3.2</a>)</li> <li>• North Central Bus Rapid Transit (Centre Street North) (<a href="#">5.4</a>)</li> <li>• Blue Line Northeast LRT Extension (<a href="#">5.6</a>)</li> <li>• Weekend Group Day Pass (<a href="#">4.32</a>)</li> </ul>
F4.2	Support travel demand management programs to increase ridership; reduce traffic congestion; optimize use of the existing transportation network; and improve Calgary's environment.	Ongoing		
F4.3	Continue cooperative relationships with other City services whose efforts lead to transit-supportive land use; sustainable development patterns; and higher ridership	Ongoing		<ul style="list-style-type: none"> <li>• Green Line Update (<a href="#">3.2</a>)</li> <li>• The City Building Program is updating The Municipal Development Plan, Land Use Bylaw, and Street Manual. (2023 – 2025) (<a href="#">5.1</a>)</li> </ul>
F4.4	Invest service hours in the Primary Transit Network to realize high ridership and return on investment	Ongoing		<ul style="list-style-type: none"> <li>• Green Line Update (<a href="#">3.2</a>)</li> </ul>
<b>F5 – Achieve mutually-beneficial financing arrangements for service improvements.</b>				
F5.1	Strengthen the role of land use planning and transit-oriented development as part of Primary Transit Network capital projects to maximize economic, social, and environmental benefit of The City's land assets.	Ongoing		<ul style="list-style-type: none"> <li>• Transit-Oriented Development Program (<a href="#">3.12</a>)</li> </ul>
F5.2	Partner with organizations such as special event facilities, care centers, schools, and employment centers that benefit directly from service improvements.	Ongoing		<ul style="list-style-type: none"> <li>• Advancing various partnership opportunities</li> </ul>
F5.3	Partner with post-secondary institutions to provide transit fare options such as the Upass.	Ongoing		<ul style="list-style-type: none"> <li>• Updated agreements for partnering institutions under development.</li> </ul>
F5.4	Investigate the potential for fares based on frequency of use, distance, zones, or other criteria.	Short-Term		<ul style="list-style-type: none"> <li>• Will be advanced following recommendations from Fare Revenue System program consultant report.</li> <li>• Weekend Group Day Pass (<a href="#">4.32</a>)</li> <li>• Children 12 and Under Ride Free (<a href="#">4.33</a>)</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
<b>F6 – Pursue flexible, sustained, future funding sources for both operating and capital objectives.</b>				
F6.1	Advocate to the province for cities to be able to use funding sources other than property and business tax.	Ongoing		<ul style="list-style-type: none"> <li>Collaborating with governmental relations to start the development of a Transit Advocacy Strategy to receive capital and operating funding from other orders of government.</li> </ul>
F6.2	Advocate for permanent transit operating funding to the provincial and federal governments to ensure transit service levels can be maintained and improved.	Short-Term		<ul style="list-style-type: none"> <li>Submitted letters highlighting importance of transit operational funding during Provincial and Federal budgets.</li> <li>Collaborating with governmental relations to start the development of a Transit Advocacy Strategy to receive capital and operating funding from other orders of government.</li> </ul>
F6.3	Identify opportunities to fund the operating gap to implement the Primary Transit Network.	Short-Term		<ul style="list-style-type: none"> <li>RouteAhead Implementation Plan delivered to Council in Fall 2023 (IP2023-0977)</li> <li>Collaborating with governmental relations to start the development of a Transit Advocacy Strategy to receive capital and operating funding from other orders of government.</li> </ul>
F6.4	Convey the benefits of public transit to inform Calgarians of the value of their investment and to foster support for public transit.	Short-Term		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
F6.5	Explore implementation of the benefit area tax based on residential properties' access to transit service.	Long-Term		
F6.6	Investigate collection of a tax on paid parking to fund transit service.	Short-Term		<ul style="list-style-type: none"> <li>Parking policy under development.</li> </ul>
F6.7	Explore implementation of an alternate capital funding source, which could include dedicated transit funding from a dedicated proportion of general property tax revenue, or an additional transit surtax.	Medium-Term		<ul style="list-style-type: none"> <li>Canada Permanent Transit Fund (<a href="#">4.41</a>)</li> <li>Canada Infrastructure Bank: Zero Emission Bus Financing (<a href="#">4.42</a>)</li> <li>Infrastructure Canada – Zero Emission Transit Fund (<a href="#">4.43</a>)</li> </ul>
F6.8	Explore additional operating funding opportunities implemented through partnerships with other levels of government	Ongoing		<ul style="list-style-type: none"> <li>Collaborating with governmental relations to start the development of a Transit Advocacy Strategy to receive capital and operating funding from other orders of government.</li> <li>Low-Income Transit Pass Funding (<a href="#">4.31</a>)</li> </ul>
F6.9	Explore Opportunities for private sponsorship to contribute to operating funds.	Medium-Term		<ul style="list-style-type: none"> <li>TD Free Fare Zone (<a href="#">4.34</a>)</li> <li>Naming and sponsorships broker continuing to explore opportunities non-fare revenues.</li> </ul>