



## REVISED AGENDA

### COMBINED MEETING OF COUNCIL

February 4, 2019, 9:30 AM  
IN THE COUNCIL CHAMBER

1. CALL TO ORDER
2. OPENING REMARKS
3. QUESTION PERIOD
4. CONFIRMATION OF AGENDA
5. CONFIRMATION OF MINUTES  
None
6. PRESENTATION(S) AND RECOGNITION(S)
  - 6.1 Fleet Services and Roads recognition for the 2019 Future Fleet Award and 2019 American Public Works Association Innovation Award for the Slip-In Asphalt Carrier
  - 6.2 Public Members Who Have Served on The City's Boards, Commissions and Committees  
*Time specific request: 1:15 p.m. 2019 February 04*
7. CONSENT AGENDA
  - 7.1 City of Calgary, City of Chestermere Direction (Verbal), VR2018-0021
  - 7.2 Industry/City Work Plan 2018 Year-end Report, PUD2019-0005
  - 7.3 Municipal Development Plan and Calgary Transportation Plan Review – Scoping Report, PUD2019-0015
  - 7.4 ZBR Program Update, PFC2019-0041
  - 7.5 Consideration of the Nose Creek Communities in an Economic Development Context – Deferral Request , PFC2019-0018
  - 7.6 Summary of Real Estate Transactions for the Third Quarter 2018, UCS2019-0101

## REVISED INFORMATION

- 7.7 *Waste and Recycling Services 2018 Residential Collection Services Review, UCS2019-0113*  
Note: Report and Attachments that were contained in Section 11.3, Committee Reports, as Item 11.3.2 are now now contained in the Consent Agenda as Item 7.7.

## 8. PLANNING MATTERS FOR PUBLIC HEARING

Note: Members of the public wishing to address Council, on any public hearing matter on this Agenda, may pre-register by contacting the City Clerk's Office at [PublicSubmissions@Calgary.ca](mailto:PublicSubmissions@Calgary.ca) or by calling 403-268-5861.

### 8.1 CALGARY PLANNING COMMISSION REPORTS None

### 8.2 OTHER REPORTS AND POSTPONEMENTS FOR PUBLIC HEARING (including non-statutory)

Note: Items 8.2.1 to 8.2.11 are all postponed Reports from the 2018 January 14 Combined Council Meeting

- 8.2.1 Land Use Amendment in Walden (Ward 14) at 19605 Walden Boulevard SE, LOC2018-0185, CPC2018-1345  
Bylaw 36D2019
- 8.2.2 Policy Amendment and Land Use Amendment in Residual Sub-Area 13D (Ward 13) at 15113 – 37 Street SW, LOC2017-0308, CPC2018-1359  
Bylaws 8P2019 and 31D2019
- 8.2.3 Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115, CPC2018-1235  
Bylaw 4P2019 and 18D2019
- 8.2.4 Land Use Amendment in Highfield (Ward 9) at 5101-11 Street SE, LOC2018-0206, CPC2018-1259  
Bylaw 24D2019
- 8.2.5 Policy Amendment and Land Use Amendment in Sunalta (Ward 8) at 2100 and 2206 – 10 Avenue SW, LOC2018-0165, CPC2018-1358  
Bylaws 9P2019 and 33D2019
- 8.2.6 Policy Amendment and Land Use Amendment in Altadore (Ward 8) at 5034 and 5036 – 22 Street SW, LOC2018-0146, CPC2018-1306  
Bylaws 12P2019 and 22D2019
- 8.2.7 Policy Amendment (City Initiated) – Banff Trail Area Redevelopment Plan (Ward 7), CPC2018-1336  
Bylaw 7P2019
- 8.2.8 Land Use Amendment in Springbank Hill (Ward 6), at 36 Elmont Drive SW, LOC2018-0169, CPC2018-1313  
Bylaw 19D2019



- 8.2.9 Land Use Amendment in Saddle Ridge Industrial (Ward 5) at 4120 - 67 Avenue NE, LOC2018-0180, CPC2018-1352  
Bylaw 29D2019
- 8.2.10 Land Use Amendment in Rocky Ridge (Ward 1) at 10110 Rocky Ridge Road NW, LOC2018-0118, CPC2018-1353  
Bylaw 40D2019
- 8.2.11 Land Use Amendment in Royal Vista (Ward 1) at 8 and 14 Royal Vista Link NW, LOC2018-0004, CPC2018-1365  
Bylaw 41D2019

9. PLANNING MATTERS NOT REQUIRING PUBLIC HEARING

- 9.1 CALGARY PLANNING COMMISSION REPORTS  
None
- 9.2 OTHER REPORTS AND POSTPONEMENTS NOT REQUIRING PUBLIC HEARING  
None
- 9.3 BYLAW TABULATIONS  
*(related to planning matters)*  
  
None

10. POSTPONED REPORTS  
*(including related/supplemental reports)*  
  
None

11. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 11.1 OFFICER OF COUNCIL REPORTS  
None
- 11.2 ADMINISTRATION REPORTS
  - 11.2.1 Report on Intermunicipal Interface Policy Plan at Range Road 284 – Municipal Boundary between The City of Calgary and The City of Chestermere (POL2017-0012), C2019-0066
  - 11.2.2 Civic Census Program, C2019-0137
- 11.3 COMMITTEE REPORTS
  - 11.3.1 2019 Business Improvement Area Budgets and Enabling Bylaws, PFC2019-0013  
Bylaw 5M2019

## REVISED MATERIAL

### *11.3.1.1 Revised Attach 2 - Proposed Bylaw 5M2019*

## 12. ITEMS DIRECTLY TO COUNCIL

### 12.1 NOTICE(S) OF MOTION

12.1.1 Responding to Public Safety Issues at Sheldon M. Chumir Health Centre's SCS Facility, C2019-0123  
Councillors Woolley and Colley-Urquhart

12.1.2 Reviving Calgary's Real Estate and Construction Industries, C2019-0157  
Councillor Chahal

12.1.3 Extended Producer Responsibility, C2019-0129  
Councillor Peter Demong

### 12.2 BYLAW TABULATIONS None

### 12.3 MISCELLANEOUS BUSINESS None

## 13. URGENT BUSINESS

## 14. CONFIDENTIAL ITEMS

### 14.1 CONSENT AGENDA

14.1.1 2019 Provincial Election – Review and Prioritization of Advocacy Positions, IGA2018-1283  
Held confidential pursuant to Sections 21, 23, 24, and 25 of the *FOIP* Act.

14.1.2 Proposed Sale – (Wildwood) – Ward 08 (4620 Bow TR SW (AD), UCS2019-0099  
Held confidential pursuant to Sections 23, 24, and 25 of the *FOIP* Act.

14.1.3 Proposed Approval of Expropriation – (Stoney 2) – Ward 05 (2020 Airport TR NE (CG), UCS2019-0100  
Held confidential pursuant to Sections 23, 24, and 25 of the *FOIP* Act.

14.1.4 Summary of Green Line Real Property Transactions for the Third Quarter 2018, UCS2019-0102  
Held confidential pursuant to Sections 23, 24, and 25 of the *FOIP* Act.

## 14.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 14.2.1 Appointment of Council Members to Arts Commons Assessment Committee (Verbal)- C2019-0161  
Held confidential pursuant to sections 17 and 19 of the *FOIP* Act.
- 14.2.2 Appointment of Council Members to Foothills Athletic Park Redevelopment Assessment Committee (Verbal), C2019-0162  
Held confidential pursuant to sections 17 and 19 of the *FOIP* Act.
- 14.2.3 Recreation Service Model, C2019-0009  
Held confidential pursuant to sections 16, 19, 23, 24, 25 and 27 of the *FOIP* Act.
- 14.2.4 City Manager Recruitment and Selection Committee - C2019-0168  
Held confidential pursuant to sections 17 and 19 of the *FOIP* Act.
- 14.2.5 Appointment of Interim City Manager - C2019-0169  
Held confidential pursuant to sections 17 and 19 of the *FOIP* Act.
- 14.2.6 Update on the Calgary Airport Vicinity Protection Area Regulations (Verbal)- C2019-0144  
Held confidential pursuant to sections 21 and 24 of the *FOIP* Act.

*Time specific request: first item of the closed meeting*

## 14.3 URGENT BUSINESS

## 15. ADMINISTRATIVE INQUIRIES

- 15.1 Administration Response to Councillor Jones' Administrative Inquiry - 2019 January 14, Barlow/ Max Bell LRT Park 'n Ride Concerns, AI2019-04

### NEW MATERIAL

- 15.1.1 *Cover Report and Attachment, AI2019-04*

- 15.2 Administration Response to Councillor Farkas' Administrative Inquiry - 2019 January 14, Councillor Compensation, AI2019-02

- 15.3 *Administration Response to Councillor Farkas' Administrative Inquiry - 2019 January 14, Water Fluoridation at The City of Calgary, AI2019-05*

### NEW MATERIAL

- 15.3.1 *Report, AI2019-05*

16. ADJOURNMENT

Members of Council may participate remotely, if required

VERBAL REPORT

City of Calgary, City of Chestermere Direction (Verbal), VR2018-0121

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Recommendation of the Intergovernmental Affairs Committee, dated 2018 December 20:

**“Moved by** Councillor Carra

That with respect to Verbal Report VR2018-0121, the following be approved:

That Council:

1. Direct Administration, (Planning and Development) to send a report on the Intermunicipal Interface Project to the February 4, 2019 Combined Meeting of Council recommending that the three directions coming from the December 7, 2018 Calgary-Chestermere Intermunicipal Committee (to affirm the vision, confirm the timeline, and accept the implementation strategies) for council approval; and
2. Direct Administration (Transportation), to begin discussions with Chestermere Administration exploring the possibility of transit service between Calgary and Chestermere and report back to IGA with an update on discussions in Q4 2019.

MOTION CARRIED”



## **Industry/City Work Plan 2018 Year-end Report**

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### **EXECUTIVE SUMMARY**

The purpose of this report is to provide a year-end summary of the progress made on the Industry/City Work Plan from January to December 2018, and to outline the agreed-upon Industry/City actions for 2019.

The ongoing Industry/City Work Plan is focused on key initiatives that the development industry (Industry) and Administration are addressing collaboratively to enable development in Calgary, enhance accountability, make process improvements, and provide engagement opportunities. This collaboration helps set direction for future work and improves the context for development in Calgary.

Together with Industry, Administration continues to focus on actions in new communities, established areas, and industrial areas. The continuous process improvements initiative facilitates enhancements in these areas and across municipal corporate practices that concern development. The 2018 year-end report, included as Attachment 1, provides a detailed update on the four initiatives. Attachment 2 is a summary and timeline of the work plan actions undertaken in 2018. Building upon the 2018 work plan, Attachment 3 outlines the 2019 work plan with agreed-to Industry/City actions, including anticipated timelines to advance the work.

Notable achievements in 2018 include:

- delivering the New Community Growth Strategy to Council, which involved strategic discussions with Council and ultimately resulted in the approval of 14 new communities for 2019-2022;
- the Council approval of a scoping report that initiated strategic work for the Established Area Growth and Change Strategy;
- the publication of web-based information showing the Industrial sector's contributions to the economy and job creation; and
- improved business processes that enhance customer service and The City's ability to process applications more efficiently.

The Industry/City Work Plan reflects a collaborative approach to working with Industry stakeholders and continues to see a high level of engagement. Administration remains committed to working with stakeholders as the actions in the work plan are advanced.

## **Industry/City Work Plan 2018 Year-end Report**

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### **ADMINISTRATION RECOMMENDATION:**

That the SPC on Planning and Urban Development recommends that Council direct Administration to:

- 1) Provide a mid-year communication, in the form of a memo, to all Council members on the progress of the 2019 Industry/City Work Plan, no later than 2019 July 15; and
- 2) Report back to the SPC on Planning and Urban Development with a 2019 year-end Industry/City Work Plan report, no later than 2020 January.

### **RECOMMENDATION OF THE SPC ON PLANNING AND URBAN DEVELOPMENT, DATED 2019 JANUARY 09:**

That the Administration Recommendations contained in Report PUD2019-0005 be adopted.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2018 January 15, the SPC on Planning and Urban Development approved the following recommendations of PUD2018-0021:

- 1) Provide a mid-year communication to all Council members on the progress of the 2018 Industry/City Work Plan, no later than 2018 July; and
- 2) Report back to the SPC on Planning and Urban Development with a 2018 year-end Industry/City Work Plan report, no later than 2019 January.

Administration provided a mid-year memorandum to all Council members on 2018 July 25, regarding the progress of the work plan, impacts arising, and any changes to associated timelines.

At the 2017 June 14 meeting, through report PUD2017-0425, Council adopted the recommendation that Administration report back to the SPC on Planning and Urban Development with a year-end Industry/City Work Plan report, by no later than 2018 January, and that the report include the agreed to Industry/City actions for 2019.

At the 2017 January 23 meeting, through report PUD2017-0014, Council adopted the following recommendation:

That the Standing Policy Committee (SPC) on Planning and Urban Development recommends that Council direct Administration to provide an Industry/City Work Plan update report to Council through the SPC on Planning and Urban Development by no later than 2017 June.

At the 2016 June 20 meeting, through report PUD2016-0406, Council adopted the following recommendation:

Direct Administration to provide an Industry/City Work Plan Update report to Council through the SPC on Planning and Urban Development by 2017 January.

At the 2016 January 11 meeting, through report C2016-0023, as part of the Off-Site Levy Bylaw, Council adopted the following recommendation:



## **Industry/City Work Plan 2018 Year-end Report**

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Direct Administration to implement the key deliverables of the 2016 Work Plan to address issues that arose through this process, as outlined in Attachment 3 [2016 Work Plan].

### **BACKGROUND**

During discussions between Industry and The City through the 2015/2016 Off-Site Levy Bylaw process, several areas of improvement were mutually identified for action through the Industry/City Work Plan (the “work plan”). The original purpose of the work plan was to improve the development context in Calgary through several concurrent initiatives: to initiate a City-Industry collaboration committee, a phasing growth strategy for new communities, an established area strategy, a funding growth strategy (later merged into the three geographic initiatives), a process improvement strategy, and an industrial strategy.

Oversight of the Industry/City Work Plan continues to be managed through the Developer Advisory Committee, comprised of Administration and Industry representatives. This structure established key relationships and mechanisms where mutually identified actions have been brought forward and subsequently completed. As well, this structure encouraged, during 2017 and 2018, the prioritization of actions and the addition of new actions to build on past successes or address new challenges.

Looking back at the actions first identified in the work plan in 2015/2016, much has been achieved. The strategy work focusing on new communities designed and delivered an improved approach to community investment, with a dedicated source of funding. The multi-faceted established areas strategy has elevated the discussion around the costs of redevelopment to focusing on defining strategic investment in areas of redevelopment. The focus on improvements to the approvals process continues to yield more cost-effective and timely processes; and the industrial strategy has heightened the profile of industrial development and created a foundation for an upcoming strategy for investment in the industrial land base. Most importantly, there is an open and productive working relationship between Industry and Administration that has yielded results that continue to improve the context for development in Calgary.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The work plan has evolved from a year-long project to address specific issues to a program of work that will continue, facilitating an on-going conversation with Industry and identifying new areas for improvement as previous actions are completed. Administration and Industry are committed to continuing to prioritize work to improve the context for development, and to ensure that The City, as well as the perspectives of citizens and the customer, are considered in the outcomes.

The intentional management of the agreed-upon 2018 work plan, in collaboration with Industry partners, has delivered results for customers. A year-end report, included as Attachment 1, summarizes the work completed over 2018, and provides a detailed update on the four initiatives:

- New Community Growth Strategy;
- Established Area Strategy;
- Industrial Strategy; and

## **Industry/City Work Plan 2018 Year-end Report**

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- Continuous Process Improvements.

The 2018 actions for each initiative were developed, reviewed, and approved by respective working group members and the Developer Advisory Committee, and are listed in Attachment 2. In Attachment 3, agreed-upon actions for 2019 are provided.

The following section provides a high-level overview, by individual initiative, of the accomplishments of 2018 and the plans for 2019.

### **New Community Growth Strategy**

The New Community Growth Strategy initiative seeks to enable strategic and comprehensive growth decisions in new community areas by aligning planning policy, infrastructure and servicing needs, the Growth Management Overlay policy tool, and City capital and operating budgets. This initiative has been focused on how to enable development and retain capital and jobs in Calgary, while also achieving the policy objectives in the Municipal Development Plan/Calgary Transportation Plan (MDP/CTP) and a balancing in market forces.

In 2018, achievements included establishing a context for strategic discussions on new community growth with Council and Industry, building a framework for strategic growth decision making, and ultimately recommending investments for new communities and actively developing communities for inclusion in the One Calgary (2019-2022) service plan and budget (reports PFC2018-0200, C2018-0489, PFC2018-0678 and C2018-0900). This series of reports provided the necessary information and analysis required to set the new community investment program that will lead to increased development capacity and service provision in the 27 actively developing communities, and the 14 new communities approved by Council on 2018 July 30. This work set a new standard for Administrative rigour, Industry participation, and overall transparency for The City's new community growth decision making process.

The priority for 2019 will be monitoring the implementation of the New Community Growth Strategy, including monitoring growth trends, incurred capital and operating costs, and economic benefits. Refining the cost model and service standards for growth areas is also a priority for 2019. Finally, the need to clarify some definitions and processes, well in advance of the 2020 evaluation for the Mid Cycle Review, has been identified.

### **Established Area Strategy**

Since 2016, the Established Area Strategy initiative has been focused on reducing barriers to redevelopment by addressing the costs of redevelopment, utility infrastructure capacity, financial tools, policy alignment, community readiness and application processes. To date, the working group for this initiative remained focused on the key outcomes identified for 2018 and provided support for a scoping report on the Established Areas Growth and Change Strategy which was approved by Council in 2018 September.

Given the increased focus on investment in established areas of the city during discussions for One Calgary (2019-2022) service plans and budget, and particularly investment needed to activate policy goals, the main focus for work in 2019 will be the deliverables of the Established Areas Growth and Change Strategy, as part of an integrated growth strategy for Calgary, with the support of new multi-stakeholder working groups and a new Advisory Group. This strategy increases the focus on established areas in 2019. The scope of this program will reflect the input from community, business interests, development industry, and Administration as strategic recommendations in support of growth in existing communities are developed. Deliverables will

## **Industry/City Work Plan 2018 Year-end Report**

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support a more well-rounded understanding of trends in areas of redevelopment, identify important community amenities to sustain quality of life in areas of intensification, identify opportunities to leverage investment with other city builders, and prepare recommendations for Council in using planning and financial tools to support targeted market areas experiencing or expected to experience growth.

### **Industrial Strategy**

The Industrial Strategy initiative focuses on the need to identify opportunities to support industrial development through policy considerations and comprehensive strategies. Web-based materials were developed in 2018 to communicate the current state of industrial lands in Calgary, the associated economic advantages that industrial/employment lands bring to the city, and the role of Calgary's industrial sector in supporting the region's inland port strategy. The focus of the working group for 2019 is to define and build a framework for a city wide industrial strategy, as part of an integrated growth strategy for Calgary, with supporting plans and policies for growing and maintaining the industrial tax base. A key milestone for 2019 is the delivery of a scoping report to Council to show the key goals and outputs of that framework.

### **Continuous Process Improvements**

The Continuous Process Improvements initiative aims to address concerns across the approval process from Outline Plans/Land Use to occupancy and development closeout. Both The City and Industry are focused on ensuring that Calgary is an attractive place for real estate investment, that the approval process is simple and efficient, and that partnerships can be built between The City, Industry, and communities. The focus in 2018 saw the implementation of the Explore project, and extensive interviews and workshops with customers and Administration to identify the issues and gaps within the Construction Drawings (CD) and the Construction Completion Certificate/Final Acceptance Certificate (CCC/FAC) processes and products. These efforts resulted in recommendations for improvement that would result in clearer application processes for the customer, improved efficiencies in processing applications, and improved customer service overall. The focus in 2019 will be on implementing the findings and recommendations documented during these consultation efforts of 2018 to improve the CD and CCC/FAC processes and products.

### **Initiative Results / Impact**

In 2018, all 25 actions in the 2018 work plan (Attachment 2) were either completed or were significantly advanced with some work continuing into 2019. Nine of the 25 actions in the 2018 work plan were completed. Sixteen actions saw major deliverables provided in 2018, with work on these continuing into 2019.

These results reflect the intentional focus and resourcing of the work plan and considerable effort by Administration and Industry volunteers, contributing to significant progress being made on the actions identified in the work plan. A remarkable amount of work was completed in 2018, work that helped define growth opportunities and challenges in a way that has not been done before in Calgary. Learnings from these efforts are expected to inform strategic growth and business improvements over the short and medium term. Administration is examining its resources to ensure that The City can continue to produce positive results as we work toward enabling growth and implementing Council policy.

## Industry/City Work Plan 2018 Year-end Report

A listing of the results and impacts accomplished over the past year are set out in the following table. Additional detail for each initiative is provided in Attachment 1.

Initiative	Results/Impact
New Community Growth Strategy	<ol style="list-style-type: none"> <li>1. Gained Council approval of the New Community Growth Strategy on 2018 March 19 (report PFC2018-0200)</li> <li>2. Evaluated 12 business cases against criteria supporting Municipal Development Plan/Calgary Transportation Plan (MDP/CTP) alignment, market forces, and The City's financial capacity</li> <li>3. Recommended a portfolio of business cases to Priorities and Finance Committee on 2018 June 28 (report PFC2018-0678). Council approved 14 new communities on 2018 July 30 (report C2018-0900).</li> <li>4. Amended the Off-site Levy Bylaw on 2018 November 12 to incorporate the utilities and transportation infrastructure needed for the 14 new communities (report PFC2018-0973)</li> <li>5. Published the 2017 Off-Site Levy Annual Report on Calgary.ca in 2018 December</li> </ol>
Established Area Strategy	<ol style="list-style-type: none"> <li>1. Council approval for the scoping report for the Established Areas Growth and Change Strategy in 2018 September (PFC2018-0891)</li> <li>2. Explored reductions to targeted costs of redevelopment – including a review of the performance of existing density bonusing programs, a review of excavation/shoring securities, and reducing Development Completion securities from 150% to 110% on 2018 June 1.</li> <li>3. Hosted a workshop to scope how policies and initiatives both benefit and impact redevelopment areas considering cost, infrastructure requirements, and MDP alignment</li> <li>4. Identified a pilot community (17<sup>th</sup> Ave SW between Crowchild Trail and 37 St) to identify, plan, and prioritize technical requirements that will enable redevelopment to be realized</li> <li>5. Reviewed underutilized road rights-of-way in key corridors and drafted principles to indicate where encroachment would be appropriate</li> <li>6. Continued development of funding tools for developed areas investment, including potential pilots of financial tools</li> <li>7. Identified how best to increase access to local utility information for potential redevelopment sites</li> <li>8. Delivered the Centre City Levy annual report (PUD2018-0389) on 2018 June 25</li> </ol>
Industrial Strategy	<ol style="list-style-type: none"> <li>1. Focused on streamlining and improving communication for sharing the Industrial sector's benefits via website updates, highlighting the sector's contributions to the economy and job-creation in Calgary</li> <li>2. Evaluated The City's sanitary pipe sizing policies, design standards and practices for different industrial users</li> <li>3. Determined infrastructure needs to support the Industrial sector's viability and success for input into the One Calgary 2019-2022 budget process</li> </ol>

## Industry/City Work Plan 2018 Year-end Report

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Initiative	Results/Impact
	4. Created partnerships and brought other initiatives to the working group to foster collaborative planning on items that impact Calgary's industrial sector
Continuous Process Improvements	1. Completed the Explore Project that provides a process early in the application journey for The City and applicants to identify, understand, and mitigate issues 2. Engaged customers and City staff and identified recommendations for the Construction Certificate/Final Acceptance Certificate and Construction Drawings projects

### Reporting

Similar to 2018, Administration recommends in this report that a 2019 mid-year Industry/Administration memo be sent to all Council members. The communication will include an update on the progress of the 2019 work plan and will be provided to Council no later than 2019 July 15.

It is also recommended that a 2019 year-end report be brought to the SPC on Planning and Urban Development no later than 2020 January. This year-end report will include the accomplishments achieved in 2019 as well as an agreed-upon work plan for 2020.

### **Stakeholder Engagement, Research and Communication**

The Developer Advisory Committee (the "committee") was formed in 2016 with the original work plan and includes members from Industry and Administration. The Developer Advisory Committee was created to provide oversight and perspectives on the overall work plan. The committee meets monthly.

The process for setting the work plan is collaborative and ongoing. Initially, a draft work plan (including changes to it) is reviewed by the initiative working groups, which are composed of representatives from distinct sectors of Industry, with support from Administration. The work plan is then reviewed by the committee which provides a combined Industry and City perspective, and a forum to openly discuss the work plan and progress regularly. This ongoing collaborative review process means that all participants (Industry and City) remain engaged and informed.

Industry representatives have expertise in new community, established areas, retail/employment, and industrial development. Membership includes developers, development consultants and the following representative organizations: BILD – Calgary Region (BILD CR), commercial and industrial development through NAIOP, and Calgary Economic Development (CED).

Administrative representatives from Transportation Planning, Water Resources, Calgary Approvals Coordination, Law, Calgary Fire Department, Calgary Growth Strategies, Calgary Community Services, Finance, and Community Planning have contributed to the work plan. These representatives are tasked with developing strategies, process, and preparing the information and cross-corporate analysis that support each of the initiatives.

## **Industry/City Work Plan 2018 Year-end Report**

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A letter regarding this report and associated work plan from BILD-CR and NAIOP is included in Attachment 4.

### **Strategic Alignment**

The One Calgary service line of City Planning and Policy aims to translate Council and citizen's priorities into tools for the development industry to plan and build communities providing homes and jobs to Calgarians. This service relies upon collaboration with communities and the development industry to consider the interests of the various groups and create balanced outcomes. The 2019 work plan (Attachment 3) is included in the City Planning and Policy service and is aligned with the 2019 service priorities as outlined in the report City Planning and Policy Priorities 2019 (PUD2019-0019).

The efforts guided by the work plan are in alignment with three of the citizen priorities highlighted in the One Calgary (2019-2022) service plan and budget: A City of Safe and Inspiring Neighbourhoods, A Prosperous City, and A Well-Run City.

The citizen priority of A City of Safe and Inspiring Neighbourhoods focuses on building safe, mixed and inclusive neighbourhoods. Decisions about building neighbourhoods – whether new or established - are a key focus of the work plan, making sure that as Calgary builds, all neighbourhoods are safe, inspiring, desirable, and public investments are made equitably.

One key element of the citizen priority of A Prosperous City is that Calgary “strives to be the best place in Canada to start and grow a business”. With both Industry and The City working closely together, the work plan has accomplished improvements to business processes, identified and removed barriers to development, and has made sure that public investments are targeted to the areas of the city to best support growth and change. These accomplishments, and those envisioned for 2019, continue to lay the foundation for future prosperity in Calgary by improving the business environment and enabling investment in Calgary.

Finally, the work plan aligns well with the citizen priority of A Well-Run City. This priority focuses on building a “modern and efficient municipal government” that is focussed on “continuous improvement to make life better every day for Calgary by learning from citizens, partners, and others.” The collaboration between Industry and The City has established an environment where all involved are continually learning and looking for ways to improve. By engaging in ongoing discussions with Industry, The City is more informed and aware of challenges that the development industry is facing and both parties can reach better solutions together.

### **Social, Environmental, Economic (External)**

The targeted outcome of enhancing the development context in Calgary through the work plan initiatives means that social, environmental and economic goals (such as those of the MDP and CTP) will be more effectively implemented throughout all areas of Calgary.

Improving the context for development in the city can lead to reduced costs for builders and developers, and consequently greater housing affordability for Calgarians. Further, enabling greater choice in housing types and locations can be beneficial for citizens and good for the economy.

## **Industry/City Work Plan 2018 Year-end Report**

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### **Financial Capacity**

#### ***Current and Future Operating Budget:***

There are no impacts to current or future operating budgets as a result of this report. Projects identified within the Industry/City Work Plan were resourced in 2016, and Administration continued to resource this work in 2018 within existing budgets. If necessary in 2019, the reallocation of existing resources can be considered to deliver on this work plan.

#### ***Current and Future Capital Budget:***

There are no impacts to current or future capital budgets as a result of this report. Capital budgets and costs are a consideration in the work being done within several of the Industry/City Work Plan initiatives. Capital budget and cost implications related to specific initiative actions are expected be brought to Council during the 2020 Mid Cycle review, or as required through Council committees.

### **Risk Assessment**

The City's policy and practices related to development have implications for future capital and operating budgets. Administration continues to work collaboratively with Industry to ensure financial and strategic impacts arising from actions undertaken in the work plan are considered. Risk assessments will be included for individual items when key items and recommendations arising from the work plan are brought forward to Council.

For 2019, Administration will continue to prioritize and allocate resources to deliver on the work plan. It is acknowledged that other Corporate priorities may draw on resources that also support this work.

The risks of not continuing this work are substantial. Relationships that have been established would be challenged, the continued flow of information and feedback would be jeopardized, and as a result, the level of collaboration would be reduced. Collaboration is the key element that has led to the successes of the work plan to date. This has led to better business processes and new strategies to enable growth across the city.

#### **REASON(S) FOR RECOMMENDATION(S):**

The Industry/City Work Plan Year-End Report provides an overview of the progress made in 2018 for each of the four initiatives, and actions planned for 2019. The report enhances accountability and transparency to stakeholders, offers the opportunity for feedback, and provides an opportunity to set direction for future work.

A 2019 year-end report to Council through the SPC on Planning and Urban Development would occur no later than 2020 January. That report would include the agreed upon actions for 2020.

Administration is also recommending a mid-year Industry/City Work Plan memo be distributed to all Council members no later than 2019 July 15.

**Industry/City Work Plan 2018 Year-end Report**

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**ATTACHMENT(S)**

1. Attachment 1 – Industry/City Work Plan 2018 Year End Report
2. Attachment 2 – Industry/City 2018 Work Plan Schedule
3. Attachment 3 – Industry/City 2019 Work Plan Schedule
4. Attachment 4 – Letter from BILD and NAIOP



# Industry/City Work Plan

## 2018 Year End Report

January 9, 2019





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## Executive Summary

The Industry/City Work Plan (“the work plan”) was approved on 2016 January 11 as part of the Off-Site Levy Bylaw. The work plan outlined key initiatives that the development industry (Industry) and Administration collaborated on to enhance accountability, make improvements, provide opportunities for feedback and help set the direction for future work. This Industry/City 2018 Work Plan Year End Report reflects the work completed in 2018, and identified priorities for 2019 that fall within four key initiatives. The initiatives of the work plan involve all of The City’s Business Units and all stages in the approvals continuum. The work plan is supported by the Developer Advisory Committee, each initiative working group, and Administration.

For the 2019-2022 One Calgary business plans and budgets, a service-based approach was adopted. The City’s plans and budgets are organized around 61 services overall. The efforts guided by the Industry/City work plan are in alignment with the Council priorities of A City of Safe and Inspiring Neighbourhoods, A Prosperous City, and a Well-Run City. The three services lines that Planning & Development provides that align with these priorities are: City Planning & Policy, Development Approvals, and Building Safety.

The City Planning & Policy service provides specialized planning expertise to guide and enable growth and change in Calgary. The goal of that growth and change is to build a city of attractive communities that meet the various lifestyle choices of our diverse citizens and employment areas that support continued economic prosperity in Calgary. The City engages with communities and Industry to develop the long-range vision for the city and to produce detailed growth plans that reflect the goals of individual neighbourhoods.

The key direction to advance these Council priorities is provided by the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP), which require city-

building successes in a multitude of areas. Each year, through a collaborative approach, Administration, the Developer Advisory Committee, and the initiative working groups identify actions for improvements to better achieve the MDP and CTP vision.

Some examples of actions from 2018 that supported this vision (with some continuing into 2019) include:

- Building and implementing a framework for strategic growth decision making
- Touch points with Council on the opportunities and costs associated with new community development
- Completion of the New Community Growth Strategy’s evaluation of new community investment opportunities, culminating in Council approval of 14 new communities for initiation in 2019-2022
- Exploring reductions to targeted costs of redevelopment in established areas
- Identifying, planning and prioritizing the technical requirements that will enable redevelopment in established areas
- Council approval of an Established Area Growth and Change Strategy scoping report, and identifying 8 key deliverables that will define success for that strategy
- Focusing on streamlining communication and sharing the industrial sector’s benefits broadly; and
- Completing the implementation of the Explore approach, and continuing work on the Circulation and Transportation Impact Assessment processes for development applications.
- Effective collaboration is achieved when the results of the team’s efforts are greater than those that the individual members could achieve on their own. The Industry/City work plan lays the foundation for this collaboration, and the successes of this effort are discussed in this report.

## Initiative Updates

The priorities for each initiative have been developed, reviewed and approved by respective Working Group members and the Developer Advisory Committee.

The purpose of the Industry/City work plan is to improve the development context in Calgary through the work plan initiatives. In 2018 January, Administration reported on the progress of the four initiatives in the 2017 work plan (PUD2018-0021). Four key initiatives comprise the 2018 work plan:

- New Community Growth Strategy;
- Established Area Strategy;
- Industrial Strategy; and
- Continuous Process Improvements.

### New Community Growth Strategy

#### Background

The New Community Growth Strategy initiative implements the Growth Management Overlay policy tool by aligning planning and infrastructure resources. This initiative has been focused on how to enable development and attract and retain capital and jobs in Calgary. This initiative specifically has focused on topics such as developing alternative funding options for capital and operating costs to accelerate new community development, addressing cumulative operating cost impact, and increasing accountability in reporting. The priority for 2018 was establishing a framework for strategic growth decision making and recommending new community investments for the 2019-2022 budget cycle.

#### Purpose

The purpose of the New Community Growth initiative for 2018 was to:

- Establish a framework for strategic growth decision making.
- Establish principles and criteria for prioritizing areas that could have Overlays removed.
- Align with growth-related infrastructure prioritization work.

- Explore funding arrangements and options for alternate capital and operating cost funding with Industry.
- Gather information and analyze annual operating costs to better understand impacts on budget resulting from advancement of additional growth areas. Evaluate and implement options.
- Continue to improve the annual off-site levy report and process.

### Results/impact achieved in 2018

#### Business Cases: Prioritize business cases for budget consideration

Administration evaluated 12 business cases submitted by private developers (representing 16 potential new communities) against criteria created to reflect the three key factors used in growth decision making - Municipal Development Plan/Calgary Transportation Plan (MDP/CTP) Alignment, Market Forces, and The City's Financial Capacity. A portfolio of eight communities was recommended by Administration to the Priorities and Finance Committee on 2018 June 28 (report PFC2018-0678). Council approved 14 new communities on 2018 July 30 (report C2018-0900).

Through the business case review process, BILD Calgary and a group of developers were kept informed of the work by Administration. Broad understanding on the framework was achieved. Administration also worked extensively with business case developers in order to ensure the evaluation was fair and transparent.

#### Report back in Q1 2018 to PFC on a framework for strategic growth decision making, including:

- a. Process articulation (within and outside of City budgets)
- b. Alternative funding options for capital and operating costs
- c. Cumulative impact monitoring



## **Implementation of framework**

Administration brought forward a New Community Growth Strategy (report PFC2018-0200) to Council on 2018 March 19, which explored different funding options for capital and operating costs. However, as no new, mutually agreeable alternative funding methods were discovered, and with the need to make new community investment decisions in time for the One Calgary 2019-2022 budget approvals, it was decided to continue with the existing funding model based on property taxes and off-site levies.

Following the approval of the 14 new communities in July, Growth Management Overlays for the approved new communities were removed. Growth Management Overlays were also brought forward for existing developing communities based on One Calgary budget approval.

As per Council direction from 2018 March, funding considerations for new community business cases will be considered as part of a two year cycle in alignment with mid-cycle budget adjustments. Moving to a two year evaluation cycle provides certainty in process, with enough flexibility to meet market demand and allowing The City to consider financial implications at budget time.

The New Community Growth Strategy provided a clear process to determine when and where The City should grow, providing greater certainty for private investment decisions. Continued investment strengthens existing services and provides for additional services in actively developing communities. The City's investment also leverages private investment to help achieve The City's goal of A Prosperous City.

To monitor the cumulative impacts of the New Community Growth Strategy, Council directed Administration to return with a monitoring report in Q4 2019. This monitoring report will be an important tool for communicating the emerging results (expenditures and growth) of the Strategy.

## **City financial reporting and planning (Off-site Levy Bylaw/next budget)**

The 2017 Off-Site Levy Annual Report was completed in Q4 2018 and published on Calgary.ca in 2018 December.

All off-site levy collections and expenditures are reviewed to ensure appropriate allocation and use. The report identifies off-site levy projects and development timing, to ensure Industry has information on where levies are being used and when infrastructure is planned to be completed. The report also identifies projects where The City front-ended the costs of construction, and progress is being made towards repayment through levy collection.

An amendment to the Off-site Levy Bylaw was required to incorporate the utilities and transportation infrastructure needed for the 14 new communities. This amendment also ensures a funding source is available to move forward with the delivery of this infrastructure. The amendment (report PFC2018-0973) was approved by Council at the 2018 November 12 Council meeting.

Administration incorporated the new and actively developing communities operating and capital needs into the One Calgary 2019-2022 Service Plans and Budgets that was approved in 2018 November. The budget approval ensures the actively developing communities will be able to continue developing, and services can be provided to citizens.

Continuously improving The City's financial reporting provides confidence to citizens and customers that The City is appropriately and efficiently allocating the necessary resources to deliver and complete the required infrastructure projects.

## **Challenges**

### **Clarifying how infrastructure is funded**

In preparation of the One Calgary service plans and budgets, there has been some confusion

from developers and Council members about how new community infrastructure is funded, and what if any spillover effects the New Community Growth Strategy has had on other budget opportunities. Analysis and communication should be undertaken to improve understanding across the different groups mentioned above.

### **Defining operating and capital budget requirements for the business cases and actively developing communities**

Defining specific budget requirements for new growth, and how the requirements should be attributed, was a challenge. Developers and The City worked together to model the amount of proposed development and required infrastructure and services over the 2019-2022 budget cycle. Last minute refinement to costs estimates was a result.

### **2019 Work Plan Tasks**

#### **Monitor the implementation of the New Community Growth Strategy including cumulative impact monitoring**

Administration, working together with Industry, will monitor market forces and the amount of development within the 14 new communities as these communities build out.

Administration will also monitor the delivery of infrastructure and services, and report back on the budget allocation dedicated to the 14 new communities, and the actively developing communities through the One Calgary Mid-Cycle Adjustment process.

#### **Linkage to city-wide funding and financing tools discussion in the Established Area Growth and Change Strategy**

The New Community Growth Strategy will work alongside the Established Area Growth and Change Strategy to identify financing tools that could be applied across the city.

### **City-wide capital and operating options that share risk, leverage private investment, reduce City costs, and provide mutually beneficial outcomes**

Administration was directed by Council as part of the 2018 New Community Growth Strategy report PFC2018-0200, to work collaboratively with Industry members to explore potential alternative capital and operating options that could be applied across the city in industrial areas, established areas, and greenfield areas. Although this direction arose as part of the new communities discussion, this work will focus on all types of development through linkages as outlined below.

#### **Linkage to Off-site Levy Bylaw review**

The New Community Growth Strategy will link in with the scheduled Off-site Levy Bylaw review to be completed by 2021, by reviewing infrastructure and growth projections as well as potential funding options.

#### **Preparation for One Calgary Mid-Cycle new community business case review process. Provide direction around Growth Management Overlay removals, business case review processes, and geographic definitions**

Administration will work with Industry to set schedules, deadlines, and submission expectations ahead of accepting and reviewing business cases for the mid-cycle adjustment process in 2020. Following approval of the New Community Growth Strategy, there have been some questions about how the relationship between the areas presented in the business cases, the areas where the Growth Management Overlay was removed, and the areas that benefitted from infrastructure all tie in together. Focused effort in 2019 should help to address these questions by explaining the purpose of the business case process, how Growth Management Overlay removal area is determined and relationships to servicing catchment areas.

## Established Area Strategy

### Background

The Established Area Strategy focuses on reducing barriers to redevelopment related to the costs of redevelopment, utility infrastructure information, funding growth, policy implications, and application processes.

The Working Group comprised of Industry and City representatives that supports this strategy has prioritized their actions for 2019, and remains focused on the key outcomes that have been identified. In addition, this Working Group provides feedback on many policy initiatives that are outside the scope of the work plan, but that influence and support redevelopment in Calgary. This has been valuable for these initiatives.

### Purpose

The following are the actions that were confirmed by the Working Group in early 2018, and modified in mid-2018. Many of these actions continued from work started in 2017.

The purpose of these actions is to reduce risks to successful redevelopment projects, both through direct and indirect project costs, transparency and predictability of critical information, and strategic investment in communities that are experiencing redevelopment pressures.



## Results/impact achieved in 2018

2018 was a year of continued actions from 2017, combined with new actions that developed over the course of the year. Ultimately this initiative undertook nine unique actions that looked to mitigate a variety of challenges experienced by redevelopment, and work towards a strategic investment plan for redevelopment and change. The contribution of the Established Area Working Group was highly beneficial to understanding the unique challenges that redevelopment has in Calgary, and the dedication of the members to support this initiative was substantial and consistent. The work completed through this initiative and the supporting Working Group, has laid the foundation for the Established Area Growth and Change Strategy.

### Explore reductions to targeted costs of redevelopment

Securities are funds held in deposit by The City during various stages of a redevelopment project. Both the security retained at Development Complete Permit (DCP) stage, and that for Excavation and Shoring were considered for reduction. The DCP security was reduced from 150% to 110% of the value of outstanding project work as of June 1, 2018. This translates to between \$4 and \$8 million that remains with developers and can therefore be put towards other development opportunities.

The current system of determining the value of Excavation and Shoring securities was reconsidered. Several alternatives were explored that increased the risk to The City to a level that was deemed unacceptable. Therefore, no changes were put forward as a result of this work, and the Established Area Working Group agreed to end the pursuit of this action in favour of higher priority opportunities.

The potential to waive the community services portion of the Centre City Levy was considered as an option to lower the cost of redevelopment. In mid-2018 the Established Area Working Group generally supported the continued collection of

these charges as this money directly supports public amenity investment in the Centre City and complements other funding sources to deliver capital projects. These levy charges have held steady since 2010. In Q4 discussions were revisited regarding the community services portion of the charges, and discussions are anticipated to continue into 2019.

Background information on the performance of the variety of bonus density programs was assembled to understand how well these programs have supported public amenity improvements since implementation. Further work on improved tracking and reporting formed work into Q3/Q4 of 2018, and will continue into 2019.

**Scope how policies and initiatives both benefit and impact Redevelopment Areas considering costs, infrastructure requirements, and MDP alignment**

On 2018 March 8 a workshop was held with industry members and cross-department representatives to identify challenges to redevelopment, and the initiatives that are helping to support redevelopment. Several challenges were identified, explored and prioritized. This provided a more fulsome understanding to Administration of some common challenges to redevelopment, and where the opportunities are to address them. This information was used to inform the 2018 work undertaken in the next action discussed below.

**Pilot one community to identify, plan and prioritize technical requirements that will enable redevelopment to be realized**

The workshop on March 8, noted in the previous action, informed a discussion about defining a specific area to concentrate efforts on reducing challenges to redevelopment in the short term. Both industry members and internal cross-department members agreed that the 17<sup>th</sup> Ave SW corridor between 37 St SW and Crowchild Trail would be a good candidate to investigate market interest and opportunity for redevelopment. This decision prompted more integration between the Established Area Initiative

and the Main Streets design work for this corridor. Moving forward, work in design and construction of the Main Street corridor presents an opportunity to address some of these challenges, and translate lessons learned to future Main Streets projects.

**Review of underutilized road rights-of-ways on key corridors**

One challenge to redevelopment that has been identified by Industry members is the limits to encroachment into road right-of-way setbacks below and above grade. In 2018, Transportation worked on increasing flexibility for underground parking structures and above-grade building design to extend into the setback area where encroachments don't conflict with the other purposes of the right-of-way. The work to develop principles to guide these decisions is ongoing and will help increase design flexibility for buildings on key corridors, which in turn increases project feasibility.

**Further development of funding tools for Developed Areas investment**

Assembly of background information on existing bonus density programs was done through 2018, as well as discussions about suggested actions to refine how these programs support public amenity investment. Discussions with the Working Group and internal staff will help identify and develop any ideas for program improvements through 2019. As opportunities to improve programs are identified and undertaken, this increases the effectiveness of this tool in supporting public amenity investment as communities experience redevelopment pressures. The work to evaluate this investment tool will be incorporated into the Established Area Growth and Change Strategy for 2019.

**Water Resources site-specific utility information requests – pilot implementation**

Through 2018, Water Resources explored how best to increase access to local utility information for potential redevelopment sites. Increased access to information helps identify at an early



stage the need, and likely cost, of utility upgrades that may be required as part of a redevelopment project. This decreases the financial risks of a redevelopment project. Recent projects were used to model the type of information that Water Resources could provide on given timelines, and the value of this information was considered by the Working Group. The group agreed that a Water Resources-only pre-application process would be a valuable new service.

### **Centre City Levy review and annual report**

The annual program report was delivered to Priorities and Finance Committee and Council in June 2018 (report PUD2018-0389). The Working Group identified improvements to the program to facilitate more effective support of public amenity improvements and investment in the utility network. In addition, changes should reflect the new legislation that governs levies within the Municipal Government Act. As a comprehensive review requires a substantial commitment of resources and time, and coming forward with incremental changes is not ideal, there have not yet been proposed amendments recommended to Committee and Council.

This work will be examined for potential action when this levy is reviewed and will build on the discussions that have occurred to date. A robust and modern levy provides cost certainty to developers and increases the effectiveness of related investment in public amenity and utilities needed to support redevelopment.

### **Established Area Growth and Change Strategy scoping and work**

A bulk of the effort through Q2/Q3 2018 was spent scoping strategic work for the Established Area Growth and Change Strategy. This work was not anticipated in a formal way when priorities were identified in early 2018, thus was an addition to the identified actions from 2018 January. The scoping report for this Strategy was approved by Council in 2018 September with eight deliverables. This resulted in work focused on several deliverables through Q3/Q4 2018, and the creation of a new Advisory Group of stakeholders

to help guide the work. This Advisory Group will be supported by several focused Working Groups in 2019 that will work to create information that supports the recommendations of the Strategy.

This effort will extend through 2019, including an update report in May 2019. This strategic thinking also supported the One Calgary discussions regarding investment in growth-related infrastructure and amenities within the established areas of the city in Q3/Q4 2018.

The end goal of this strategic work is to have a dedicated approach to supporting redevelopment in existing communities which helps meet the long term policy goals outlined in the Municipal Development Plan.

### **Staying connected to ongoing policy work**

In 2018, the Working Group decided there would be benefit in holding quarterly meetings that focused on connecting with project leads from other initiatives that have an impact on redevelopment. The Working Group heard project updates and provided input into approximately twelve projects, including TOD/Green Line, Bridgeland/Riverside Area Redevelopment Plan (ARP), Inglewood/Ramsay ARP, Killarney ARP, Beltline ARP, Baseline Engagement, Community Representation Framework, Centre City Plan Refresh, Main Streets, Developed Areas Guidebook, Municipal Development Plan Monitoring, and changes to the City's concurrent applications process. This effort to connect project leads to the working group continues to demonstrate value by gaining industry feedback early in the project. This creates more robust policies and project outcomes that consider the specific challenges of redevelopment. This action is expected to continue through 2019.

## **Challenges**

### **Variety of Initiatives**

After finalizing the work plan actions for 2018, an additional action of scoping and beginning the work towards an Established Area Growth and Change Strategy was identified. While there is

recognition that the work plan for each year is flexible and evolves over the course of the year, the list of actions for 2018 substantially increased with the addition of the Strategy to the work plan. In addition, resources were required to support the development of the One Calgary (2019-2022) Service Plan and Budget in 2018 Q4. It was therefore challenging to pursue work on all initiatives simultaneously, and resulted in slower progress of some actions than what was originally envisioned in early 2018.

### **Legislative Changes**

Through 2018, there was anticipation of the announcement of components of the new City Charter regulations. While anticipating this legislative change, the review of the Centre City Levy was paused. Fiscal framework information was released by the Province of Alberta in December which supports how The City may move forward in this review.

### **2019 Work Plan Tasks**

#### **Established Area Growth and Change Strategy**

For 2019, the highest priority actions will be related to the Established Area Growth and Change Strategy. This is an 18-month program of work supported by a variety of stakeholders. Work includes initiating the working groups, setting the context, best practices research, identifying critical infrastructure and public amenities, developing sustainable financial and planning tools, identifying opportunities to leverage investment, developing a decision process for investment recommendations, outlining a strategy for March 2020. There is an update report due by May 2019 to the Priorities and Finance Committee.

The ultimate program outcomes will emerge in early 2020 as a set of formal recommendations to Committee and Council to implement strategic tools and investments to support redevelopment goals. Report PFC2018-0891 provides more details on the intent of the work, and the program deliverables, timelines and stakeholders.

The Established Areas Working Group and the Developer Advisory Committee agreed that prioritizing this work for 2019 means that several other initiatives will be paused in order for both internal and external resources to be dedicated to the overall Strategy.

The scope of the review of bonus density programs will be reduced to improving internal tracking, identifying program improvements, and understanding where bonusing programs are likely to be successful in supporting public realm investment.

#### **Established Areas Working Group**

With the identification of the multi-stakeholder Established Area Growth and Change Strategy as the key priority for 2019, there is an anticipated shift in meeting frequency with the existing Established Areas working group. To sustain the valuable discussions and relationship that has been established, this group will continue to support the market characterization of the Strategy work, and a select number of initiatives in 2019.

#### **Staying connected on ongoing policy work**

Given the benefit of discussions with project leads on related initiatives through 2018, this effort is anticipated to continue, using the quarterly meeting protocol. This facilitates input from Industry members into projects that may have impact on redevelopment.

#### **Centre City Levy Annual Report for 2018**

The 2018 annual Centre City Levy report is anticipated for delivery to Committee in June 2019, with review of reporting information by members of the Working Group.

#### **Paused Initiatives**

There are a number of actions that the Industry and City agreed will be paused in 2019 in order for resources to be dedicated to the Growth and Change Strategy. If additional resources are found in 2019, further work could be undertaken on the following initiatives. Further, if certain

paused actions are found by easier to implement or critical to the overall Strategy, they may be reintroduced.

### **Reducing challenges to redevelopment in a priority market area**

Further to Action 3 in 2018 to pilot one community to prioritize technical challenges to redevelopment, as the Main Streets program continues to design key corridors and move towards a construction phase in some areas, connections will be explored and actioned when there are opportunities to reduce technical challenges to redevelopment. In particular, this effort is anticipated to examine the 17<sup>th</sup> Ave SW corridor between 37 ST SW and Crowchild Trail, as identified as an area of short term market interest with opportunity to address challenges.

### **Implement a Water Resources-only pre-application process**

Water Resources' solution to the site-specific utility information pilot – a Water Resources-only pre-application process – garnered support from the Industry Working Group. In 2019, Water Resources may find resources to work towards implementing this new tool for potential applicants to obtain City information on the utilities related to their site, depending on the scope and progress of the Established Areas Growth and Change Strategy.

### **Review and update the Water Resources Redevelopment Strategy**

Water Resources may also find capacity to review and update their Redevelopment Strategy, which was created in 2016, depending on linkages to the Established Area Growth and Change Strategy. This strategy outlines the approach to support redevelopment and highlights key action items. This review is timely to ensure alignment with the Strategy.

### **Encroachment into underutilized road rights-of-ways in key corridors**

The Transportation-based work to explore encroachment of building design into underutilized

road rights-of-ways may move forward in 2019, depending on resources, by further developing some principles that will identify the conditions under which a design encroachment would be appropriate.

## **Industrial Strategy**

### **Background**

This initiative focuses on identifying opportunities to support industrial development through policy considerations and comprehensive strategies. The long-term focus of the Industrial Strategy Working Group is to maintain and grow the industrial tax base, by developing strategies that support the industrial sector's long-term prosperity and strengthen Calgary's position as an inland port.

### **Purpose**

The purpose of the Industrial Strategy is four-fold:

1. Identify strategies for continued support of industrial development;
2. Provide continued analysis of industrial land supply;
3. Monitor the impacts of the levy rate on industrial development and gather information to inform the next bylaw review; and
4. Review and recommend possible policy changes.

The 2018 work plan builds on the framework that was established in 2016, and on the short and medium-term priorities that were identified in 2017. The focus of 2018 was largely on addressing some of the broader challenges around information access and distribution as well as on responding to inquiries around servicing needs and site planning considerations for industrial parcels.

## Results/impact achieved in 2018

### Complete industrial education work

There was a focus in 2018 to make the benefits of the industrial sector more accessible and easier to understand. Website updates were published in mid-2018 highlighting the sector's contributions to the economy and job-creation, the advantages of Calgary's investments in the transportation network and other infrastructure, as well as industrial land policies as outlined in the Municipal Development Plan and area structure plans.

[Calgary's Industrial Sector](#) website update was shared with Industry, promoted to BILD and NAIOP distribution lists, is cross-linked on numerous City of Calgary websites, and was announced in the City's Dispatch e-blast newsletter in July.

### Conduct additional research around the cost/value proposition for industrial development in Calgary relative to some regional municipalities

Calgary Economic Development was engaged to share findings of the 2017 Calgary Location Cost Index that focused on understanding Calgary's relative business costs competitiveness, outside of the oil and gas sector. The index considered development and operating costs in the Calgary region in relation to selected competing metro regions throughout North America. Through the creation of a sub-committee, there was also focus on assessing Calgary's industrial competitiveness in relation to neighbouring rural municipalities. Considerations of property tax rates, off-site levies, and general servicing and infrastructure considerations were presented. The Working Group will continue to monitor the city's industrial competitiveness.

A review was completed of customer concerns and of an industry report that considered pipe-sizing requirements and industry recommendations to improve standards in Edmonton. Water Resources reviewed the Edmonton report and shared their findings with

the Industrial Strategy Working Group as it relates to Calgary. It was revealed that Calgary is already utilizing sanitary flow criteria more representative of current day practices as recommended in the report. Findings revealed that Calgary's current sanitary design standards for wastewater generation rates are appropriate and not overly conservative. No further revisions to these standards are necessary.

### Explore mutual access issues

Industry input was collected on mutual access driveway considerations for industrial parcels. Administration will articulate The City's considerations and current approach, and investigate opportunities to address Working Group feedback gathered to improve site access.

### Provide input to prioritize infrastructure investments for the next capital budget in industrial areas

Workshops were held with the Working Group in advance of the development of the One Calgary (2019-2022) service plan and budget that identified City funded transportation upgrades that would further support industrial development in this budget cycle and beyond. These priorities were shared with Transportation to help inform their project budget planning work. They were also considered of value to the Goods Movement Strategy which cross-identified similar infrastructure investment opportunities to support the movement of goods and people.

### Provide input on policies, and local area planning updates, that impact the industrial sector

Fostered opportunities for the Industrial Strategy group to provide comments and insights on related policy updates that impact the sector, including the Chinook Station Area Redevelopment Plan.

Comments and insights were also provided on related policy updates or strategies that impact the sector, including the Goods Movement



Strategy, and the 2018 Bus Rapid Transit Service Plan for the Southeast Industrial Area.

### **Continue to build partnerships and to provide input in support of industrial development**

Industrial Strategy Working Group meetings continue to be energetic, productive and well attended; and the group even welcomed new members in 2018. The group has maintained a collaborative approach and continues to foster partnerships by linking to other initiatives that have an impact on Calgary's industrial sector.

Industrial Strategy work was linked with the New Community Growth Strategy, which resulted in the approval of 14 new communities, 4 of which include commercial and industrial components. For this work, the group also provided feedback on the Off-site Levy Bylaw adjustments to facilitate the development of the new approved communities.

Lastly, Administration began work with Calgary Economic Development to prepare a report on the feasibility of the Nose Creek business case and investment opportunities in the Nose Creek industrial corridor. This report will be presented to the Priorities and Finance Committee on 2019 January 22.

### **Continue to provide input on relevant continuous process improvements work**

Input was provided regarding Continuous Process Improvement considerations related to efficiencies for small businesses. The Working Group maintained a high level of engagement and commitment to this project as demonstrated by productive meetings and good progress on the work plan.

## **Challenges**

### **City staff resources**

Resources continue to be stretched for the amount of work and effort required for the success of this initiative, and for the anticipated delivery of the city-wide Industrial Growth

Strategy, especially given the current focus and needs of the Established Area Growth and Change Strategy. Similar resourcing pressures have been felt by industry members.

### **Broad scope of work**

Numerous action items and priorities have been suggested for consideration by the Industrial Strategy Working Group. It will be very important to narrow the focus of the strategy for 2019 and define the scope of work that is achievable.

## **2019 Work Plan Tasks**

### **Begin development of a framework for the city-wide Industrial Strategy and prepare a scoping report for Council**

Looking forward to 2019, the highest priority actions will be related to creating the framework for the city-wide Industrial Strategy and detailing that in a scoping report to Council. This will require defining program goals and outlining the main intentions behind a city-wide Industrial Strategy. This strategy will need to reflect both private sector goals as well as those of Real Estate and Development Services who manage city-owned industrial lands.

### **Continue to explore mutual access issues**

Please see comments provided on this task under Results/impact achieved in 2018.

### **Linkage to city-wide funding and financing tools discussed in the Established Area Growth and Change Strategy**

The Working Group will work collaboratively with the Established Area Growth and Change Strategy on any financing tools that could be applied in industrial areas of the city. The Working Group will also advocate for the protection of industrial land uses in the established areas.

### **Updates on industrial land supply and development activity in Q2 and Q4**

A focus will be maintained on monitoring the land supply for Calgary's industrial sector and including development permit activity at mid-year and at the end of the year.

**Linkage to the Off-site Levy Bylaw review - provide input on how the industrial sector can remain competitive in attracting and maintaining investment**

A key consideration for 2019 is to inform the Off-site Levy Bylaw review through input on how the industrial sector can remain competitive in attracting and maintaining investment. To be successful in this endeavor, work will need to be carried out to determine industry-wide recommendations for the review.

**Linkage to city-wide policy planning, including the Stormwater Strategy and the MDP/CTP review**

The Industrial Strategy Working Group will continue to build partnerships and provide input on key policy development, local area planning updates, and continuous process improvement work with impacts to industrial development. In 2019, there will be a focus to link to city-wide policy planning, including the Stormwater Strategy considerations and the MDP/CTP review.

**Regional considerations and competitiveness, including updates on Calgary Metropolitan Regional Board work**

To remain abreast of regional changes, the Working Group will include a focus on regional considerations and competitiveness, including updates on Calgary Metropolitan Regional Board work and policies that impact the industrial sector.

## **Continuous Process Improvements**

### **Background**

The Continuous Process Improvements (CPI) initiative aims to address concerns across the approval process from Outline Plans/Land Use to occupancy and development closeout. Both The

City and Industry are focused on ensuring that Calgary is an attractive place for real estate investment, that the approval process is simple and efficient, and that partnerships can be built between The City, Industry, and communities. In addition to the process improvement efforts with Industry, noteworthy structural changes to the approval process have been put into place, or will be put in place, to identify and make improvements to: governance, applicant relations, Final Acceptance Certificates, and aid in corporate decision making on land development issues.

### **Purpose**

The Continuous Process Improvement Project has been focused on three key aspects: accountability, clarity, and transparency. CPI has worked to ensure that applications are processed in a timely manner, with customers having a clearer expectation as to what they will expect from the City in regards to timelines and scope of reviews. As well, we have been working with our Industry partners to define the services that they need from The City, to ensure that Calgary remains an attractive city to invest in.

### **Results/Impact achieved in 2018**

#### **The Explore project is now complete**

The Explore project has been completed. The results we have seen from this project is that an enhanced version of the pre-application process is now being used by city staff. To support this change, new business processes have been developed that help support our customer's needs.

We have already started to see the benefits of this new process. These include: the opportunity for community associations to be part of the process, city staff completing a review of the project before meeting with customers, customers being provided an assessment form prior to meeting with city staff, a reduction in the amount of staff time needed for meetings in comparison to the previous process, and discussions that are

focused on the topics that have been identified by the customer.

### **The Completed Construction Certificate (CCC)/Final Acceptance Certificate (FAC) project has identified recommendations**

The CCC/FAC project has spent the past year with city and industry members to identify issues with the CCC/FAC process, and develop solutions that have been identified by the project team.

Multiple workshops and interviews were completed to establish gaps in the CCC/FAC process. Through this work, the project team reviewed the current CCC/FAC process and identified areas of improvement, and a number of recommendations were developed. The expected benefit of the implementation of these recommendations will result faster release of securities, increased clarity and transparency of city processes, clear expectations for stakeholders, smarter decision making between business units, increased accountability, increased internal efficiency, and realized cost savings for industry members.

The project also identified a multi-year timeline of implementation. Implementation of these recommendations will occur through its own project.

### **Construction drawings project has identified recommendations**

Similar to CCC/FAC, the construction drawing project did a full review of the current state of processing applications. Interviews were conducted with Industry members to understand their experience of the construction drawing review process. This work identified areas where The City was not providing applicants with clear processes or expectations.

Through these interviews and review of the Construction drawing process, the project team was able to develop recommendations that would help the processing of these types of applications. These improvements are focused on improving communication with our customers, revising the internal processes of review, and revising what the City is asking for from our customers. We are

expecting that the implementation of these recommendations will result in: issues being resolved prior to application submission, a reduction of re-submissions, and improved clarity and direction for customers.

## **Challenges**

### **Internal and External Resources**

The Continuous Process Improvements initiative has been tasked with managing the work for multiple projects. In some cases both internal and external resources were required to contribute to several actions, amongst many other projects requiring their attention. Members of BILD Calgary have been extremely accommodating of Administration's requests; Administration has been equally accommodating of the requests of the Working Group for this initiative.

### **Change Fatigue**

The Continuous Process Improvements initiative has led to considerable process changes and enhancements in a short period of time. This work has resulted in the risk of change fatigue. To mitigate this concern, Administration has embedded change "champions" in all work, with the purpose of identifying the benefits that come with each change being implemented.

### **Impacts and decisions of other projects**

The scope of Continuous Process Improvements initiative covers most of the approvals continuum, ranging from Outline Plans to occupancy. The decisions of other projects that impact these file types can have an impact on the Continuous Process Improvements initiative. Administration has mitigated this issue by reporting to a City Administration committee, which allowed the team to have a better understanding of other projects and decisions being made.

## **Staffing Changes**

Staffing changes has resulted in gaps in the representation of stakeholder groups in some cases at key periods in the work required for each action. Additional staff turnover could impact the completion date of the actions listed in this report.

## **2019 Work Plan Tasks**

For the Continuous Process Improvement initiative, the focus will be on the three actions that started in 2018, and implementation of recommendations identified over 2018.

### **Construction Drawing and Completed Construction Certificate/Final Acceptance Certificate Implementation**

Work continues with the implementation of the recommendations that were identified in the Construction Drawing & Completed Construction Certificates/Final Acceptance Certificates. It is expected that the implementation of the Construction Drawing recommendations will be completed in 2019, and the CCC/FAC implementation will require a multi-year timeline to complete. These projects will use the recommendations identified in their previous projects, to implement new business process and procedures that will enhance the efficiency of application reviews.

### **Standard Comment Library and Detailed Team Review Template revisions**

The project team will be updating the standard comments used to review applications. The project team is working with Industry members to ensure that the changes are understandable by our customers. The project team is also reviewing the templates that are used for assessing applications. The purpose of the template

changes are to see if The City can provide customers an assessment of their application that is easier to understand, and presents key information in an easier format. This project should be completed by Q2 of 2019.

## **Application Circulation**

The circulation project started in 2018 and will continue to 2019. The purpose of this project is to review and validate the circulations that are occurring on applications. It is expected that this review will increase the consistency of circulations so that similar applications have similar circulations and are not under- or over-circulated. This project should be completed by Q2 of 2019.

## **Transportation Impact Assessments (TIA)**

The TIA project will be completing an assessment of the TIA review processes. The project team will be reviewing issues with the review process, and identifying and implementing solutions to those issues. It is expected that this review will result in enhanced submissions, and will review protocols of TIAs, alignment of the TIA review with application timelines, improved mutual accountability of city staff and Industry members and improved consistency and predictability of the TIA process. After a review is undertaken, implementation of solutions is expected to be complete by the end of 2019.

### **Additional CPI projects to be determined collaboratively**

CPI resources are currently working with other City staff and Industry members to determine and prioritize what actions should be tackled next. Once we collaborate with our partners, we will be able to develop charters and timelines for future actions, and we will be able to update the stakeholders with the future direction of the Continuous Process Improvement initiative.



## Industry/City 2018 Work Plan Schedule

The Industry/City Work Plan was directed by Council at the same time as the approval of the Off-site Levy Bylaw (C2016-0023). This document provides an update, since the mid-year memo to Council on 2018 July 25, and summarizes the Industry/City 2018 Work Plan agreed to by Administration, the Developer Advisory Committee, and each initiative working groups.

**Purpose:** To present a high level 2018 work plan and outline key actions to address the issues that were agreed upon by Administration and key members of the development industry.

**Commitment:** Administration and Industry continue with the collaborative approach on work that was started as a part of the Off-site Levy Bylaw process. As a result of these discussions the Industry/City 2018 Work Plan was developed. City and Industry commitment to resources is needed to achieve the outcomes. Working groups with cross-corporate internal representatives and members of Industry have been established to collaborate on solutions to some of the challenges that were identified.

In the following tables:

- An asterisk (\*) denotes that an action will continue into 2019;
- A **bolded X** denotes that additional time was provided to complete or make progress on an action;
- *Italicized* text, describing an action, denotes an action added to the work plan during 2018 that were not anticipated when 2018 began.

New Community Growth Strategy				
Timelines				2018 Actions
2018 Q1	2018 Q2	2018 Q3	2018 Q4	
X	X			1. Business Cases: Prioritize business cases for budget consideration
X	X			2. Report back in Q1 2018 to Priorities and Finance Committee on a framework for strategic growth decision making, including: <ul style="list-style-type: none"> <li>a) Process articulation (within and outside of City budgets)</li> <li>b) Alternative funding options for capital and operating costs</li> <li>c) Cumulative impact monitoring *</li> </ul>
X	X	X	X	3. Implementation of framework in Action 2 (above)
		<b>X</b>	<b>X</b>	4. City Financial Reporting and Planning (Off-site Levy Bylaw/One Calgary)

Established Area Strategy				
Timelines				2018 Actions
2018 Q1	2018 Q2	2018 Q3	2018 Q4	
X	X	<b>X</b>		1. Explore reductions to targeted costs of redevelopment – including density bonusing programs, permit & hoarding fees, and excavation/shoring securities 2. Scope how policies and initiatives both benefit and impact redevelopment areas considering costs, infrastructure requirements, and MDP alignment 3. Pilot one community to identify, plan, and prioritize technical requirements that will enable redevelopment to be realized * 4. Review of underutilized road right-of-ways on key corridors * 5. Further development of funding tools for developed areas investment * 6. Water Resources site specific utility info requests – pilot implementation* 7. Centre City Levy Review and Annual report * 8. <i>Established Areas Growth and Change Strategy</i> *
X				
	X	X	<b>X</b>	
X	X	<b>X</b>		
	X	X	X	
X	X	X	X	
X	X		<b>X</b>	
	<b>X</b>	<b>X</b>	<b>X</b>	

Industrial Strategy				
Timelines				2018 Actions
2018 Q1	2018 Q2	2018 Q3	2018 Q4	
X	X	<b>X</b>		1. Complete the industrial education work (publish factsheet information) 2. Conduct additional research around the cost/value proposition for industrial development in Calgary relative to other regional municipalities 3. Explore mutual access issues (coordinating with neighbour tenants) * 4. Provide input to prioritize infrastructure investments for the next capital budget in industrial areas (e.g. interchange upgrades, incentivizing industrial development) 5. Provide input on policies, and local area planning updates that impact the industrial sector (regional governance, area redevelopment plans, etc.) * 6. Continue to build partnerships and provide input to support industrial development * 7. Continue to provide input on relevant continuous process improvement work *
X	X			
		X	X	
X	X	X	X	
X	X	X	X	
X	X	X	X	
X	X	X	X	
X	X	X	X	

Continuous Process Improvements				
Timelines				2018 Actions
2018 Q1	2018 Q2	2018 Q3	2018 Q4	
X	X	X		1. Construction drawings – implementation of the enhancements identified in 2017 *
X	X			2. Construction Completion Certificate/Final Acceptance Certificate – implementation of enhancements identified in 2017 *
X	X	X	X	3. Standard Comment Library and Detailed Team Review Template Revisions – review of standard comments used in CPAG, and enhancement of documents *
X	X			4. Explore – CPAG training on enhanced pre-application process
X	X	X	X	5. Application Circulation – development of criteria for all circulations, including specialists and internal and external stakeholders *
X	X	X	X	6. Transportation Impact Assessment – review and enhancement of the process *



## 2019 Industry City Work Plan Schedule

The Industry/City Work Plan was directed by Council at the approval to the Off-site Levy Bylaw (C2016-0023). This document summarizes the Industry/City 2019 Work Plan prepared by Administration, the Developer Advisory Committee, and the initiative working groups.

**Purpose:** To present a high level 2019 work plan and outline key actions to address collaboratively, as agreed upon by Administration and Industry stakeholders.

**Commitment:** Administration and Industry stakeholders will continue with the collaborative approach on work that was started as a part of the Off-site Levy Bylaw process. As a result of these discussions, the Industry/City 2019 Work Plan was developed. For 2019, Administration will continue to prioritize and allocate resources to deliver on the work plan. It is acknowledged that other Corporate priorities may draw on resources that also support this work. Working groups with cross-corporate internal representatives and members of Industry will continue to work develop and implement this work plan.

New Community Growth Strategy				
Timelines				2019 Actions
2019 Q1	2019 Q2	2019 Q3	2019 Q4	
X	X	X	X	1. Monitor implementation of the New Community Growth Strategy 2018 including cumulative impacts
X	X			2. Link to city-wide funding and financing tools discussion in the Established Area Growth and Change Strategy
		X	X	3. Explore city-wide capital and operating options that share risk, leverage private investment, reduce City costs, and provide mutually beneficial outcomes
		X	X	4. Link to Off-site Levy Bylaw review
X			X	5. Prepare for the One Calgary Mid-Cycle new community business case review process. Provide direction around Growth Management Overlay removals, business case review processes, and geographic definitions

Established Area Strategy				
Timelines				2019 Actions
2019 Q1	2019 Q2	2019 Q3	2019 Q4	
X X X	X			<i>Established Areas Growth and Change Strategy:</i> <ol style="list-style-type: none"> <li>1. Initiate Advisory Group and working groups</li> <li>2. Set the context for the work</li> <li>3. Complete best practices research               <ol style="list-style-type: none"> <li>a. Including bonus density work related to financial and planning tool identification</li> </ol> </li> <li>4. Identify critical infrastructure and public amenities</li> <li>5. Develop sustainable financial and planning tools</li> <li>6. Identify opportunities to leverage investment</li> <li>7. Develop decision process for investment recommendations</li> <li>8. Update report by May 2019</li> <li>9. Outline a strategy</li> <li>10. Recommend strategic actions and investments by March 2020</li> </ol>
X	X X	X	X	
X	X	X X	X X	
X X	X X	X	X	<i>Established Areas Working Group:</i> <ol style="list-style-type: none"> <li>11. Stay connected to ongoing policy work</li> <li>12. Centre City Levy Annual Report for 2018</li> </ol>

Industrial Strategy				
Timelines				2019 Actions
2019 Q1	2019 Q2	2019 Q3	2019 Q4	
X	X	X	X	1. Begin development of a framework for the city-wide Industrial Strategy and prepare a scoping report for Council
X	X			2. Continue to explore mutual access issues
X	X			3. Link to city-wide funding and financing tools discussion in the Established Area Growth and Change Strategy
	X		X	4. Provide updates on industrial land supply and development activity in Q2 and Q4
		X	X	5. Link to the Off-site Levy Bylaw review (provide input on how the industrial sector can remain competitive in attracting and maintaining investment)
X	X	X	X	6. Link to city-wide policy planning, including the Stormwater Strategy and the MDP/CTP review
		X	X	7. Stay informed of regional considerations and competitiveness, including updates on Calgary Metropolitan Regional Board work

Continuous Process Improvements (CPI)				
Timelines				2019 Actions
2019 Q1	2019 Q2	2019 Q3	2019 Q4	
X	X	X	X	1. Construction Drawings – Implementation of Recommendations
X	X	X	X	2. Construction Completion Certificate/Final Acceptance Certificate – Implementation of Recommendations
X	X			3. Standard Comment Library and Detailed Team Review Template Revisions – review of standard comments used in CPAG, and enhancement of documents
X	X			4. Application Circulation – development of criteria for all circulations, including specialists and internal and external stakeholders
X	X	X	X	5. Transportation Impact Assessment – review and enhancement of the process
X	X	X	X	6. Additional CPI projects to be determined collaboratively with City Staff and Industry members







2 January 2019

City of Calgary SPC for Planning and Urban Development (PUD)  
-and- City of Calgary Members of Council  
The City of Calgary  
PO Box 2100, Station M  
Calgary, AB  
T2P 2M5

Dear Members of SPC for Planning & Urban Development & Council:

**Re: SPC-PUD – Jan 9, 2019 | Industry/City Work Plan Update – PUD2019-0005**

BILD Calgary Region and NAIOP Calgary offer this letter in support of the GM, Planning & Development Report to SPC-PUD (PUD2019-0005) being presented on January 9, 2019.

Both NAIOP and BILD feel strongly that the Industry/City Work Plan continues to provide an important platform to achieve successful community building goals as they relates to growth and development in the City of Calgary. We appreciate the support to continue with the Work Plan in 2019, as the work being undertaken is important to both City and Industry and there remains much to be done.

Some of the key attributes of the Work Plan are;

- New initiatives that are added to the Work Plan deliverables have focus and resourcing allocated;
- Momentum from ongoing work continues where there is on-going support for the Work Plan;
- Continued collaboration of City and Industry personnel provide definite benefits in finding solutions to issues identified in the Work Plan. The collective benefits of Industry and City working together significantly outweigh working in isolation and informal or irregular communication; and,
- Bringing an Industry perspective through Industry organizations ensures success and continuity on Work Plan initiatives together.

- 2 -

As in past years, much was accomplished in 2018, but also there were initiatives that are still in progress and will need to carry over into 2019.

Some of the key accomplishments in 2018 include:

- Identifying the need for the framework that became the Established Areas Growth & Change strategy scoping report;
- Completion of the New Community Growth Strategy's evaluation of new community investment opportunities, culminating in Council approval of 14 new communities
- Established areas policy work review;
- Identification of industrial areas infrastructure needs to inform One Calgary;
- The implementation of a robust 'Explore' process to help applicants get a good start with the city's development review process;
- Continued work on cutting red tape and improving cross-business unit coordination; and,
- Extensive cross-departmental mapping and review of the CCC/FAC process resulting in many time saving and cost saving recommendations.
- 

Some of the carry over of key initiatives into 2019 include:

- Identifying costs and funding for redevelopment and reviewing all current established areas levies and bonusing programs for improvement in utilization;
- Reducing barriers/challenges to redevelopment;
- Clear policy and solutions to on-going stormwater management designs and targets;
- Streamlining TIA's; and,
- Review and implementing an updated standard comment library.

BILD CR and NAIOP appreciate the support for the Work Plan that has come from the City Manager, the General Managers and many City staff who are involved with the Work Plan initiatives. This support is critical as there are many City folks assigned to the Work Plan and many industry personnel that volunteer their time to ensure the success of the Work Plan.

As in past years Industry wishes to emphasis the need for collaboration, cooperation and support of the Work Plan across the various business units (including Water, Transportation, Roads and Parks) in order to achieve the highest and best outcomes for all initiatives. With the change to a service based approach outlined by One Calgary, we see this goal continuing to be worked on into 2019 and beyond, and look forward to the resulting improvements for everyone.

- 3 -

Industry looks forward to a very busy 2019 with the focus firmly on the established areas growth and change strategy, the Industrial growth strategy and the amendments to the MDP/CTP. We recognize that completion of these initiatives will likely come in 2020, but 2019 will be where all the heavy lifting is done, through the Work Plan and other targeted Industry/City working groups. We ask that Council supports the continuation of the Industry/City Work Plan and all of the initiatives that administration have identified in collaboration with Industry.

Yours truly,

**BILD Calgary Region**



Guy Huntingford  
Chief Executive Officer

**NAIOP Calgary**



Chris Ollenberger, P. Eng.  
National Director, NAIOP

c.c.     Stuart Dalglish, General Manager Planning & Development, City of Calgary  
         Kathy Davies Murphy, Manager, Growth & Strategic Services, City of Calgary  
         Matthias Tita, Director, Calgary Growth Strategies, City of Calgary



**Planning & Development Report to  
SPC on Planning and Urban Development  
2019 January 09**

**ISC: UNRESTRICTED  
PUD2019-0015**

**Municipal Development Plan and Calgary Transportation Plan Review – Scoping  
Report**

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**EXECUTIVE SUMMARY**

The City's Planning and Transportation teams are working together to review and update the Municipal Development Plan and the Calgary Transportation Plan, referred to as "the Plans".

Since 2009, the Plans offer the overarching strategic direction for the City of Calgary. After nine years of their implementation, enough time has passed to show that real change and progress is evident. It also highlights the key challenges Calgary faces today and in the coming years, including the ability to respond to the diverse and changing needs of citizens, emerging technology and global economies, fiscal constraints, an increasing population and new community expectations.

The review will build on findings from the 2018 Municipal Development Plan and Calgary Transportation Plan Monitoring Progress Report which was presented to Council on 2018 June 25. The scope of the review is centred on working with internal and external stakeholders to address issues and opportunities and policy gaps. Themes such as equity, climate change, health, and technology trends will be enhanced to help ensure the Plans are well-positioned for the changing dynamics of our city in the coming decades. It also allows the opportunity to revise the Plans to align to Council's priorities, prepare the city for anticipated future challenges and incorporate recent legislative changes to support high-level results and resiliency for the community.

Administration will undertake a review of the Plans and will not shift away from their foundational elements. The review will continue to use the eleven Sustainability Principles for Land Use and Mobility and eight Key Directions for Land Use and Mobility in the 2009 Council-approved Plans as the foundation for addressing gaps and reviewing the Plans to ensure effectiveness. Together, these statements represent the noted principles and direction that guide our decisions today:

- Improving housing and transportation choice.
- Supporting a prosperous and competitive economy.
- Maintaining a sustainable municipal financial system and providing a good quality of services for current and future Calgarians.
- Protecting the natural environment.

The outcome of the review is expected to be one consolidated city-wide comprehensive Plan that contains effective tools towards enabling desired growth and change.

## Municipal Development Plan and Calgary Transportation Plan Review - Scoping Report

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### ADMINISTRATION RECOMMENDATION:

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

1. Undertake the review work of the Municipal Development Plan and Calgary Transportation Plan in accordance with the scope identified in Attachment 1; and,
2. Return with the outcomes of Phase 1 to Council through the Standing Policy Committee on Planning and Urban Development no later than Q4 2019.

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### RECOMMENDATION OF THE SPC ON PLANNING AND URBAN DEVELOPMENT, DATED 2019 JANUARY 09:

That the Administration Recommendations contained in Report PUD2019-0015 be adopted.

### PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 July 30, Council directed Administration to return to Council with a scoping report for the review of the Municipal Development Plan and Calgary Transportation Plan no later than Q1 2019; and subsequently with proposed plan amendments going for approval to the current Council no later than 2021 Q2 (PUD2018-0696 Referral), PFC2018-0867.

At the 2009 September 28 Regular Meeting of Council, Council approved the Municipal Development Plan (Bylaw 24P2009) and Calgary Transportation Plan. Policy 1.5 of the Municipal Development Plan directs a review of the plan “be undertaken every 10 years to ensure that the goals, policy directions, processes, actions, and Core Indicators for Land Use and Mobility consider such factors as current growth forecasts, market trends, overall city and community values and The City’s financial capacity.”

### BACKGROUND

In 2006, Council approved imagineCALGARY, a 100-year vision for Calgary based on the engagement of more than 18,000 Calgarians, and the starting point for the development of an integrated transportation and land use plan to achieve a more sustainable Calgary. In 2007, City Council directed Administration to undertake a 2-year process, called Plan It Calgary, to set out the long-term direction for sustainable growth to accommodate another 1.3 million people over the next 60 to 70 years.

Approved by Council in 2009, the Municipal Development Plan and the Calgary Transportation Plan provide a 30-year policy framework to help create a more compact, connected, and resilient city. The Plans’ policies direct strategic developments and infrastructure investment to support more housing and transportation choices, and desirable community amenities. The Plans are used by departments across The City to guide immediate and long-term planning, services, programs, and initiatives that strive to provide Calgarians with a great quality of life.

## **Municipal Development Plan and Calgary Transportation Plan Review - Scoping Report**

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The 2018 Municipal Development Plan and Calgary Transportation Plan Monitoring Progress Report identified areas where The City is on track to meet our long-range targets and areas where more progress is needed to achieve the outcomes envisioned in the Plans. The review will help ensure Calgary's long-range land use and transportation Plans take into consideration changing conditions, current challenges, and opportunities and are amended as necessary to remain effective and relevant.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

#### *Scope of Municipal Development Plan and Calgary Transportation Plan Review*

Since 2009, Calgary's population has grown by approximately 20% to over 1.27 million—this is equivalent to double the population of Red Deer moving to Calgary. After the economic shift in 2014, Calgary's rate of growth slowed, but remained positive with smaller increases than years previous, suggesting the potential to realize Calgarians' vision for the future is still within the horizons of our long-range Plans.

To date, the implementation of the Plans has resulted in positive change in Calgary. For example, there is a greater diversity of housing choices across the city, more balanced growth between new and established areas, and more Calgarians are walking, cycling, and taking transit. In addition, community design, including increased amenity, housing diversity and intensities, continues to improve in Calgary's new communities. Further, the City continues to strengthen our relationships with communities and industry through collaborative working groups and consultation.

Feedback gathered from one-on-one meetings with Councillors and Ward offices in 2018 October and November indicates continued support for the overall vision and sustainability principles of the current Plans. As such, the eleven Sustainability Principles for Land Use and Mobility and eight Key Directions for Land Use and Mobility in the current Plans will serve as the core foundation for the review. The Principles are:

- Create a range of housing opportunities and choices.
- Create walkable environments.
- Foster distinct, attractive communities with a strong sense of place.
- Provide a variety of transportation options.
- Preserve open space, agricultural land, natural beauty and critical environmental areas.
- Mix land uses.
- Strategically direct and manage redevelopment opportunities within existing areas.
- Support compact development.
- Connect people, goods and services locally, regionally and globally.
- Provide transportation services in a safe, effective, affordable and efficient manner that ensures reasonable accessibility to all areas of the city for all citizens.
- Utilize green infrastructure and buildings.

## Municipal Development Plan and Calgary Transportation Plan Review - Scoping Report

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The Key Directions for Land Use and Mobility are:

- Achieve a balance of growth between established and greenfield communities.
- Provide more choice within complete communities.
- Direct land use change within a framework of nodes and corridors.
- Link land use decisions to transit.
- Increase mobility choices.
- Develop a Primary Transit Network.
- Create complete streets.
- Optimize infrastructure.

Administration recognizes that Calgary is different than it was ten years ago. The economy and the funding environment for municipal infrastructure have changed significantly since 2009. A new City Charter, amendments to the Municipal Government Act, and the establishment of the Calgary Metropolitan Region Board all require The City to respond to these elements, including the consideration of community growth, housing diversity and supporting employment areas.

Since the 2009 approval of the Plans, The City has been making progress on addressing the diverse and changing needs of citizens in areas such as accessibility, reconciliation with indigenous communities, social inclusion, and in areas such as climate mitigation and adaptation, and resilience. In addition, the rapid advancement of transportation technologies and business models such as connected and autonomous vehicles, electric vehicles, ride-share, and transportation network companies will continue to shape how people move in and around the city.

In a 2018 November full-day workshop with internal and external stakeholders, many of these issues were identified by participants as factors that will influence how Calgarians live and work 20 years from now. The review will identify how best to address these themes in the updated Plan.

### *Approach*

The review will be delivered in two phases, which are described in Attachment 1. Phase 1 consists of a technical review of the current Plans to determine their current state and identify recommendations for the future state of the Plans to be addressed in Phase 2. An iterative approach and engagement with stakeholders will assist in understanding issues and opportunities, and priorities.

The Plans' review will focus on the identified gaps in several areas. For instance, among other areas, the following have been identified for consideration:

- The target to achieve a 50-50 balance for cumulative growth between established and greenfield communities; and,



## **Municipal Development Plan and Calgary Transportation Plan Review - Scoping Report**

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- Emerging industry and technological advancements and their impact on development, transportation infrastructure, growth strategies and investment priorities.

Work with stakeholders will also address implementation of Municipal Development Plan policies through several initiatives, including the Developed Areas Guidebook, review of the Land Use Bylaw, Industrial Growth Strategy and Established Area Growth and Change Strategy.

There are many initiatives related to this work. The project scope is aligned with and responds to ongoing higher-level policy projects including the City Charter, Municipal Government Act amendments, the Calgary Metropolitan Region Growth and Servicing Plans and the development of a comprehensive Calgary Growth and Investment Strategy. The review will include an analysis of related policy and strategy documents to ensure alignment between proposed amendments and existing City policy and regulations. Administration will provide Council with an update of findings and options for consideration prior to proceeding with Phase 2. Phase 1 will conclude with Administration's recommendations on how the Plans should be amended, along with a Phase 2 work plan in Q4 2019.

In Phase 2, Administration will amend the Plans as per Council's direction in Q4 2019. Administration expects the Plans to be consolidated into one joint plan and presented to the SPC on Planning and Urban Development in Q4 2020.

### **Stakeholder Engagement, Research and Communication**

The project team will work with stakeholders to obtain feedback and ensure their input is considered and incorporated to the maximum extent possible. If input cannot be used in making the decision, we will explain why. To address specific stakeholder input that arises from the engagement process, The City may adopt different levels of engagement along the engagement spectrum, ranging from "Listen and Learn" to "Collaborate".

The engagement strategy, as summarized in Attachment 2, begins with an education campaign to help ensure stakeholders and Calgarians have a common understanding of Calgary's Plans for the future, and the information they need to participate in the engagement process. The process will share and identify with Calgarians the issues, constraints, priorities and trade-offs that affect planning and transportation decisions, and the cost and delivery of municipal services. A variety of communication tools will be used to help stakeholders understand key issues, the Plans priorities and directions, and determine what effective tools will help ensure the Plans fundamental principles are being achieved and that gaps are being identified and addressed.

Attachment 3 provides feedback from the Federation of Calgary Communities and BILD Calgary Region on the engagement process and the project work plan.

## **Municipal Development Plan and Calgary Transportation Plan Review - Scoping Report**

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### **Strategic Alignment**

This work supports moving Calgary towards outcomes identified in Section 1.5 of the Municipal Development Plan and Section 1.7 of the Calgary Transportation Plan, which both support the process of reviewing, updating and amending the documents.

The Municipal Development Plan and Calgary Transportation Plan review work is included in and aligned with the 2019 City Planning and Policy Priorities Work Program, of which there is a report also on the 2019 January 09 Standing Policy Committee of Planning and Urban Development agenda.

The review is aligned with five Council Priorities which define the long-term goals for The City:

A Prosperous City - The Municipal Development Plan contains policies on sustainable urban growth, on creating a city that is attractive to people and business, and on supporting a land use framework with an appropriate mix of commercial, industrial, and institutional land uses. The Calgary Transportation Plan contains policies such as Complete Streets, goods movement, and local connectivity to promote a prosperous city.

A City of Safe and Inspiring Neighbourhoods - The Municipal Development Plan promotes safe and inspiring neighbourhoods through policies addressing housing, respecting neighbourhood character, and creating a safe and beautiful city through quality urban design. The Calgary Transportation Plan emphasizes investments in transportation choices including walking and cycling that connect people to public spaces and encourage use of streets, which further contribute to people feeling safe in neighbourhoods.

A City that Moves - Alignment between the Plans provides a land use and mobility plan for the city. Together, the Municipal Development Plan and the Calgary Transportation Plan provide policies on transportation choices, transit, complete streets, and local transportation connectivity. Land use and mobility are strategically aligned through the urban structure map and a set of primary transportation network maps.

A Healthy and Green City - The Municipal Development Plan contains policies on green infrastructure, land, water, ecological networks, energy, and waste. The Calgary Transportation Plan contains policies that emphasize active modes (i.e. walking and cycling), transit and local connectivity. Together, these policies help encourage travel choices that have less greenhouse gas emissions, and promote physical, mental, and social wellbeing.

A Well-Run City - The Municipal Development Plan sets forth a series of goals, key objectives, and policies that support a well-run city by aligning land use, mobility, and infrastructure. The Plans guide investment decisions to increase municipal fiscal sustainability.

## **Municipal Development Plan and Calgary Transportation Plan Review - Scoping Report**

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Attachment 4 outlines how the Plans reinforce and implement Council's priorities through city-wide strategies and policies, annual work plans and the One Calgary service delivery program. Together, the Plan and any new policies, and strategies will be aligned to the new Regional Growth Plan and will continue to align with the South Saskatchewan Regional Plan, which establishes a long-range 50-year vision and aligns provincial policies to balance economic, environmental and social goals. In 2019, the Municipal Development Plan's alignment with the South Saskatchewan Regional Plan will be confirmed in a statutory declaration.

### **Social, Environmental, Economic (External)**

#### Social

The review will provide an assessment of housing affordability, sociodemographic trends and health impacts. Consideration will be given to how policies can better align to and address social and planning issues and outcomes.

#### Environmental

Environmental sustainability was a key underlying outcome of the Plans. This review provides an opportunity to better align to and consider Calgary's sustainable development policies and strategies based on current initiatives such as the recently approved Climate Resilience Strategy. Further analysis and work will be undertaken to evaluate and adaptively plan for the environmental challenges we face today.

#### Economic (external)

The review will consider the relationship between the Plans' policies and economic outcomes, including how the Plans foster economic prosperity, and how economic conditions affect community growth and change.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

Cost for the review were included as one-time funds in 2019 and 2020 through One Calgary. The review is being conducted using currently budgeted operating resources in the Transportation, and Planning and Development departments whose work has been prioritized to this initiative for the review period. One-time funds were approved by Council for the stakeholder engagement and research components of the review.

#### ***Current and Future Capital Budget:***

There are no recommendations in this report having a direct impact to capital budgets.

## **Municipal Development Plan and Calgary Transportation Plan Review - Scoping Report**

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### **Risk Assessment**

The main intent of the scoping report is to provide clarity as to what aspects of the Plans will be subject to adjustment as part of the review. This is key to successful delivery as it helps manage stakeholder expectation and reduce scope creep.

The review does not envision reopening the eleven Sustainability Principles and eight Key Directions for Land Use and Mobility. Rather, the work will be focused on what changes need to be made to continue advancement towards these objectives. The risk of containing the review to this scope is that some stakeholders may feel that the review is not broad enough to address their concerns.

It is recognized that reviewing long-term plans in times of economic uncertainty offers the risk of incorporating responses to short-term issues with solutions which could jeopardize the long-term resilient development of the city. Consideration will be given to how the Plan can provide flexibility to respond to changing economic conditions. Further, to reduce risks, the process will align recommendations to the Council approved goals and updated targets, as well as Council priorities, to ensure that the Plan continues to focus on Calgary's long-term needs.

<b>REASON(S) FOR RECOMMENDATION(S):</b>
<p>This report will initiate a review of the Municipal Development Plan and Calgary Transportation Plan to form an updated and consolidated city-wide comprehensive Plan. The review will take into consideration current conditions, trends, emerging issues, and opportunities to ensure the Plans address gaps, remain relevant and continue to support the creation of great neighbourhoods and a sustainable Calgary in the coming decades.</p>

### **ATTACHMENT(S)**

1. Attachment 1 - Work Plan and Timeline Municipal Development Plan and Calgary Transportation Plan Review
2. Attachment 2 - Engagement Strategy At-a-Glance Municipal Development Plan and Calgary Transportation Plan Review
3. Attachment 3 - Letters from Stakeholders
4. Attachment 4 – Municipal Development Plan and Calgary Transportation Plan Implementation and Path to Service Delivery

## **Work Plan and Timeline**

### **Municipal Development Plan and Calgary Transportation Plan Review**

#### **A. Purpose and Goals**

Transportation planning and land use planning are critical to city building and making sure they work together is critical to achieving a sustainable future. The Municipal Development Plan and Calgary Transportation Plan Review will ensure that the two planning processes remain integrated and consistent by creating effective implementation strategies with practical tools and processes. The proposed Work Plan has been developed, as directed by Council, to outline the goals, engagement, deliverables and a framework for undertaking a review and an updated consolidated Plan over the next two years.

#### **B. Project Scope**

The scope for the review is designed to focus on specific elements of the Plan and uses the 2018 Municipal Development Plan/Calgary Transportation Plan Monitoring Progress Report as the foundation in combination with supplementary research. The scope defined respects this is a review and not a rewriting of the Plans.

##### In Scope

- Review and gap analysis of current land use and mobility trends and associated Municipal Development Plan and Calgary Transportation Plan policy.
- Review and updates to Urban Structure map, typologies and other Plan terminology (e.g. developing and developed areas) to improve clarity, relevance and implementation objectives.
- Offer direction to business planning and budget processes as well as long and short-term transportation and other corporate capital plans.
- Need for additional content on new and emerging topics, such as health, technology and climate change (as examples).
- Review of monitoring and reporting system in place, including the appropriateness and achievability of the current city-wide targets and core indicators.
- Identify necessary areas of revision to incorporate updated legislation such as the revised Municipal Government Act (MGA), City Charter and the Calgary Metropolitan Region Growth Plan and Servicing Plan.
- Alignment between any changes to the higher-level policy of the Municipal Development Plan – Volume 1 and Calgary Transportation Plan with ongoing municipal initiatives including the Developed Areas Guidebook and Established Area Growth and Change Strategy.
- Remove unnecessary repetition of policy between the Municipal Development Plan and Calgary Transportation Plan with the implementation plans they enable.
- Recommend and prepare updates to the Municipal Development Plan and Calgary Transportation Plan as directed by Council.

### Out of Scope

- Corporate administrative/financial policy.
- Changes to the 11 Sustainability Principles or 8 Key Directions for Land Use and Mobility
- Regional growth or annexation strategy.

## **C. Project Deliverables and Timeline**

As illustrated in *Figure 1*, the Municipal Development Plan and Calgary Transportation Plan review project consists of two phases, with the first comprised of two sub-phases:

Phase 1A: Technical Review and Research (Q4 2018 to Q4 2019) - The goal of this phase is to establish the current state of the Plans and identify what the future state of the Plans should be. Research and analysis will be undertaken to establish the overall context of the review within the broader Planning & Development planning program, and industry advancements particularly in the transportation field. The output of this phase is a set of recommendations on how the Plans should be updated.

Phase 1B: Work Plan Development (Sept 2019) - The output of this phase is a workplan and budget required to implement recommendations from Phase 1A. It will identify activities required for Phase 2 and may include additional activities that are out of scope of this project but will be needed to facilitate implementation of the updated Plans. Findings from this phase will culminate in a report to Council seeking direction for Phase 2.

Phase 2: Update the Municipal Development Plan and Calgary Transportation Plan (Q4 2019 to Q4 2020) - assuming Council's direction from Phase 1 is to update the Plans, the output of this phase will be an updated joint Plan, to be brought forward to Committee no later than Q4 2020.

## **D. Strategic Engagement and Communications**

The overall goal of the project's engagement and communications plan is to ensure Calgarians have accurate, relevant, and timely information to participate and provide input that will help inform project decisions.

To help ensure stakeholders and the general public have a common understanding of Calgary's plans for the future, and the correct information to participate, an education campaign will be done first. This will happen alongside directed conversations with key stakeholders to identify challenges, issues and needs as related to the review. The education campaign will help set the foundation for the next stage where deep conversations about issues and trade-offs will happen with small groups.

This strategy is being used to allow for deeper and more meaningful conversations with the key stakeholders to build relationships and gather key pieces of information to assist in the updating

of the policy documents. The conversations will be more focused, and the information gathered will be specific to key areas identified by the project team and key stakeholders.

Engagement: Success Factors:

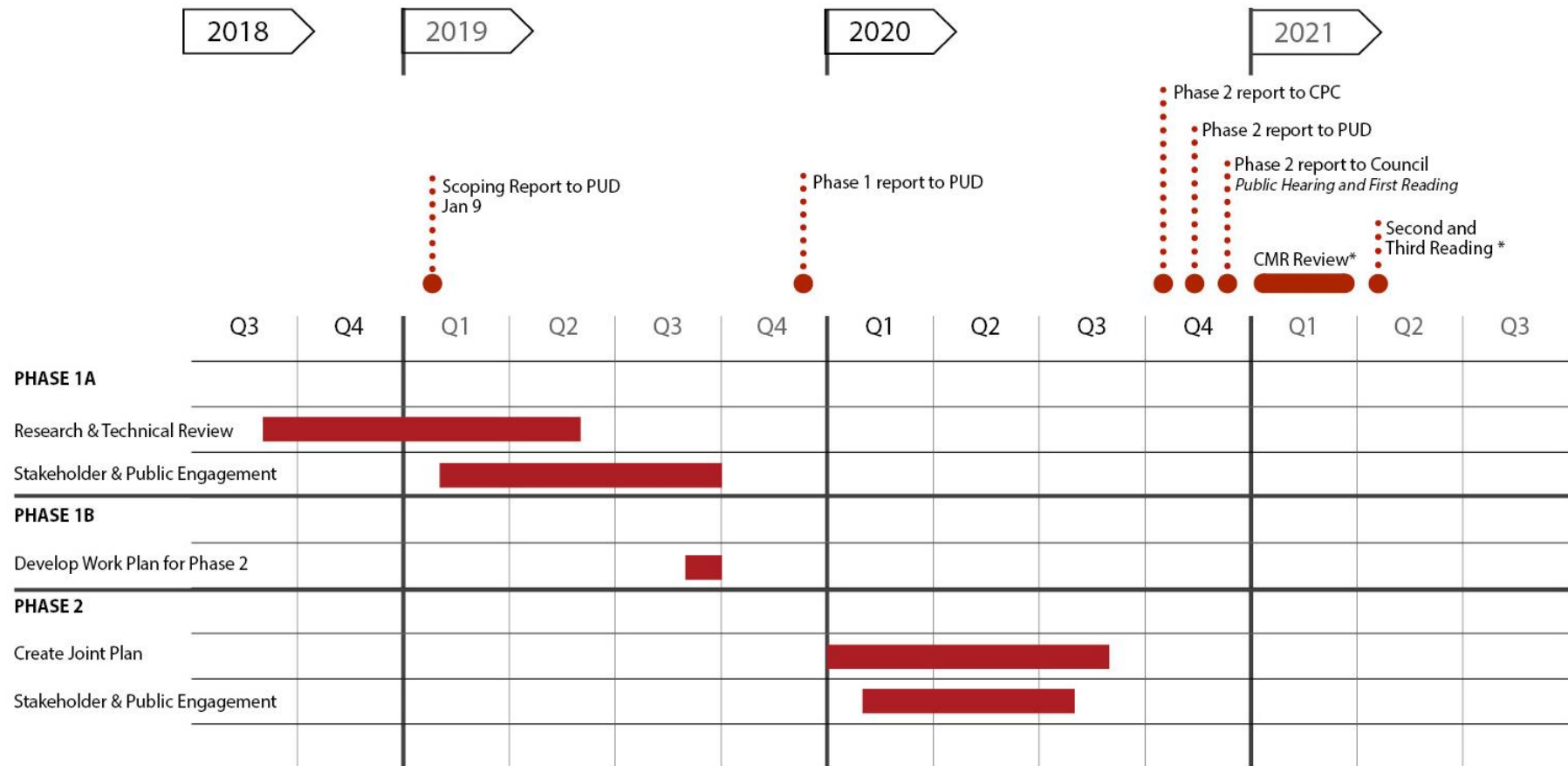
- The engagement process is inclusive, user-friendly and provides opportunities for diverse stakeholders to participate in a variety of ways.
- Stakeholders have the necessary information to participate in a meaningful way.
- Stakeholders have multiple opportunities to provide meaningful input.
- Stakeholder input is appropriate and useful for impacting project decisions.
- Stakeholder input helps the project team better understand the values, interests, expectations, and priorities of different stakeholders.
- Results of the input are shared with stakeholders to let them know what was heard, how their input was used and if it was not used, provide an explanation of why input could not be used.

Communications

- Raise awareness of the value of Calgary's long-range plans to help Calgarians understand why these plans matter to our city, and to support the engagement process.
- Share with Calgarians what The City is doing to address growth through planning and transportation choices, and examples from other municipalities around the world.
- Share and identify with Calgarians the issues, constraints, priorities and trade-offs that affect planning and transportation decisions, and cost and delivery of municipal services.
- Identify with input from Calgarians what constitutes a great city, great neighbourhoods, and the priorities/efforts needed to make life better in our city.

A variety of in-person, in-place, and online engagement techniques and communication tools such as print, paid advertising, and social media will be used to reach targeted stakeholders and citizens.

Figure 1  
Project Timeline

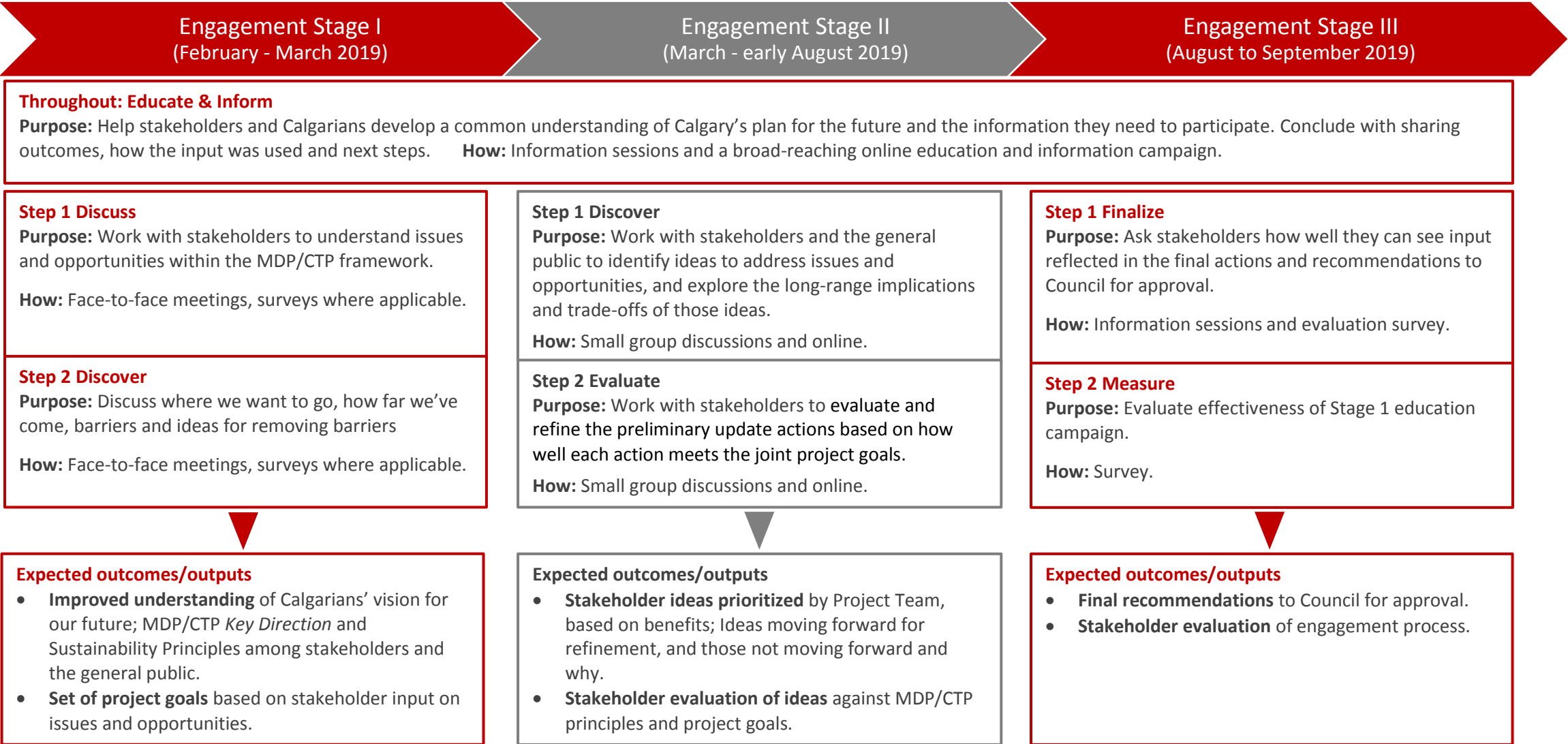


\* Note: All statutory plans, including the joint Plan will need to be reviewed and approved by the new Calgary Metropolitan Region Board (CMRB). The review period is expected to take a minimum of 2.5 to 3 months. The above timeline assumes the joint Plan will be submitted to the CMRB for review and approval after it is approved by City Council.



## Engagement Strategy At-a-Glance Municipal Development Plan and Calgary Transportation Plan Review

- Phase 1 Engagement is a three-stage process.
- Process is iterative and responsive—stakeholder input and feedback from one stage informs the next.
- Output(s) from each stage will be a combination of City expertise and stakeholder input.





## Letters from Stakeholders



December 21, 2018

**Re: Municipal Development Plan and Calgary Transportation Plan Review**

The Federation of Calgary Communities (the Federation) is the support organization for over 230 community based non-profit organizations, including 151 community associations. We advocate for and assist community associations in navigating Calgary's planning process. We are pleased to offer our support as a key stakeholder for the Review of the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP).

Along with other internal and external stakeholders, our organization was invited to participate in the MDP & CTP Strategic Workshop in early November. We were also invited to discuss any concerns and provide feedback to the project team in late November, and to review the draft work and engagement plan in December.

The MDP and CTP are critical documents for communities as they provide key direction for lower-level policies and inform how our communities are designed. The documents are also critical during the development application process and frequently referred to by community association planning committee volunteers.

We are generally supportive of the engagement strategy thus far and can appreciate that the engagement delineates between education and consultation components. As the MDP and CTP are high-level documents, it is imperative that Calgarians and communities are given the tools to understand how the documents influence their every day lives.

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## Letters from Stakeholders



Moving forward we would like to see that the engagement focuses on clear outcomes and is made accessible to all Calgarians. Further, we would like to see that the engagement is right-sized for the impact and scope of specific elements within the two plans. We understand that a considerable amount of planning work is being undertaken in 2019, and we would like to ensure that this work clearly aligns with other policy work, and that communities and Calgarians can expect to see consistency on the engagement between this project and others.

The Federation appreciates being engaged as a key stakeholder thus far, and we hope that we have continued opportunities to provide meaningful input alongside our community membership.

Sincerely,

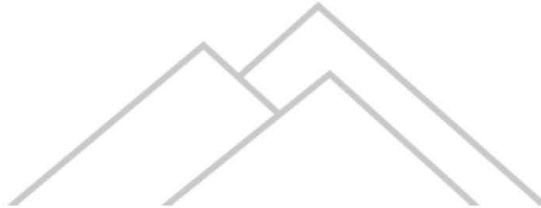
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## Letters from Stakeholders



January 2, 2018

City of Calgary, Standing Policy Committee on Planning & Urban Development  
And All Members of Calgary City Council  
The City of Calgary  
PO Box 2100, Station M  
Calgary, AB T2P 2M5

**Re: Scoping Report – 10 Year Review;  
Municipal Development Plan & Calgary Transportation Plan**

BILD Calgary Region is very pleased to be working with the City of Calgary's Senior Administration and Staff in Planning and Transportation (the "City Administration") in the review of the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) to achieve the updated and consolidated city-wide comprehensive Plan.

In our preliminary conversations with City Staff, we have touched on the following points:

- The overarching vision, principles and objectives of the MDP and CTP remain constant and are not under review;
- The intent of the review and consolidation is to ensure the Plan contains policy that is appropriately housed at a statutory level, without replicating content that is already captured effectively within City policy elsewhere;
- Are there gaps in the current policy that should be addressed with consideration to achieving MDP goals, such as housing affordability (both market and non-market), health, environmental issues, innovation, technological changes, etc.?
- The targets and core indicators within the MDP/CTP:
  - Should they be aspirational or attainable?
  - Are we tracking the correct indicators?
  - Are we trending in the direction of our targets?
  - Does policy support that direction notwithstanding the time to achieve the target?
  - Are there barriers within policy or implementation to achieving those targets?
- Is there an opportunity to address circumstances where objectives within the Plan conflict or require prioritization in order to achieve the stated goals?

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## Letters from Stakeholders

Given the 60-year horizon of the plan, we understand that Administration wishes to focus on ensuring that trends move towards the direction of the longer term goals, and use the targets as an indicators to measure that progress, not to set or 'force' policy outcomes.

BILD Calgary Region advocates that the guiding direction for decisions regarding the new Plan should be **improving housing choice and affordability**, along with transportation choice, as well as those stated in the Report's Executive Summary, being supporting a prosperous and competitive economy, maintaining a sustainable municipal financial system and providing a good quality of services for current and future Calgarians, while protecting the natural environment.

As noted in the Report, there are a number of factors in place, subsequent to the adoption of the MDP/CTP, which may have an impact on the new Plan, such as the Modernized Municipal Government Act, the City Charter, Calgary Metropolitan Region Board, and it will be important to protect and preserve the original MDP/CTP vision while aligning with the updated status of the City, Region and Province.

Given that the building and land development Industry, both in new communities and established areas, is a critical partner with the City in the growth and change guided by the Municipal Development Plan and Calgary Transportation Plan (and the consolidated New Plan), BILD Calgary Region looks forward to participating with the City as a **collaboratively engaged partner** throughout the Review Process.

Respectfully,  
BILD Calgary Region



Beverly Jarvis  
Director of Policy, Projects & Government Relations

c.c. Matthias Tita, Director, Calgary Growth Strategies, City of Calgary  
Carlie Ferguson, Coordinator, City Wide Policy, City of Calgary  
Jeffrey Haggett, Senior Planner, City of Calgary  
Denise Carbol, Senior Planner, City of Calgary



# Municipal Development Plan and Calgary Transportation Plan Implementation and Path to Service Delivery







Chief Financial Officer's Report to  
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2019 January 22

ISC: UNRESTRICTED  
PFC2019-0041

## **ZBR Program Update**

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### **EXECUTIVE SUMMARY**

The Zero-Based Review (ZBR) program complements The City of Calgary's other continuous improvement activities by adding a periodic, more thorough review of whether the right services are being provided in the right way. Ten ZBR reviews have been completed since 2012, including the Information Technology (IT) ZBR that is presented as part of this report. The findings from the IT ZBR bring the total annual financial gains identified through the ZBR program up to a range of \$60.4 million to \$71.5 million. In 2018, over \$16 million of financial gains were realized towards this target, bringing the total annual gains realized to \$43.6 million. A full update on the financial benefits realized and forecasted can be viewed in Attachment 1 – ZBR Program Dashboard.

The IT ZBR is now complete, and all recommendations are progressing to the Implementation stage. The focus of this ZBR was to balance IT's role in enabling and empowering The City's front-line services with its ability to act for the good of the overall corporation – maximizing the service's ability to promote the efficient and effective use of technology in, and across, all services for the benefit of all Calgarians. Opportunities range from achieving greater corporate clarity on the role of IT to creating a greater level of standardization throughout the corporation. These actions have the power to improve how services work together, assess investments, reduce overall costs and reduce security risks that arise from technology – a principle corporate risk. This approach has identified \$1.3 million in cash savings and \$4.4 million in productivity gains, for a total of \$5.7 million in annual financial gains upon full implementation (Attachment 2 – IT ZBR Summary Report).

The Roads ZBR recommendations are now fully implemented, having realized \$2.8 million in average annual financial benefits for the 2015 - 2018 period (Attachment 3 – Roads ZBR Final Implementation Update). These benefits represent significant cost savings and productivity gains beyond the consultant's estimate of \$1.4 million to \$1.9 million per annum. Roads has also implemented several additional initiatives resulting in customer service improvements, such as introduction of an online application which significantly reduced processing time for business customers obtaining excavation permits.

In addition to the financial benefits, the ZBR program also delivers benefits in the form of improved service effectiveness and enhanced organizational capacity for continuous improvement at The City. These benefits are diverse in nature and are harder to quantify, making it difficult to present them as a single headline measure. Administration continues to develop new performance measures to better align with the Results Based Accountability™ (RBA) framework and capture the full spectrum of the ZBR program's impact.

ZBRs currently in progress include Law, Supply and the Shared Challenges of Internal Services. Updates on these reviews will be brought forward to council in future ZBR program updates.

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## ZBR Program Update

### ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council:

1. Receive for information:
  - a. ZBR Program Dashboard (Attachment 1);
  - b. IT ZBR Summary Report (Attachment 2); and
  - c. Roads ZBR Final Implementation Update (Attachment 3).

### RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2018 JANUARY 22:

That the Administration Recommendations contained in Report PFC2019-0041 be adopted.

## PREVIOUS COUNCIL DIRECTION / POLICY

The ZBR program was created by Administration as part of its response to Council's direction to become "a more effective and disciplined organization" (C2011-55). This direction was reaffirmed in the 2018 March update of these principles (C2018-0304).

The program has evolved over time, driven by both the changing circumstances since its inception and the continuous improvement ethos of the ZBR program itself. Direction for the program is therefore contained in a number of previous reports to Council, including:

- The initial report establishing the program and setting up the pilot (FCS2011-31);
- Follow-up reports, modifying some program parameters, reflecting lessons learned and further method improvements (PFC2012-0492, PFC2012-0713 and PFC2014-0554); and
- Approval of a new program mandate and reporting approach to enable the program to continue delivering results in the face of changing circumstances and new requirements (PFC2016-0883).

## BACKGROUND

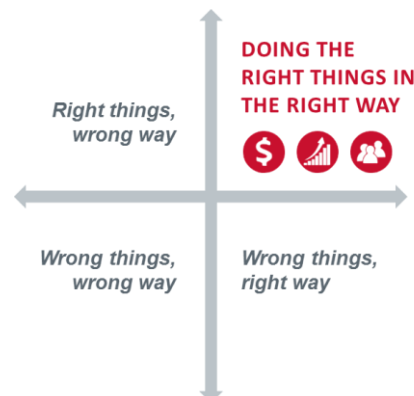
The ZBR program exists to:

1. Increase the value Calgarians get from their tax dollars by improving the efficiency, effectiveness and sustainability of services; and
2. Build the organization's capacity for continuous service improvement.

By first asking fundamental questions about whether we are doing the 'right things' in the 'right way', the ZBR program lays a foundation for true efficiency and effectiveness (Figure 1).

This work is especially important when resources are limited but the demand for City services is not. The recent economic downturn has increased the pressure on Administration to use fewer resources without

Figure 1: Effectiveness and efficiency



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## **ZBR Program Update**

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compromising service quality, and incremental budget cuts are no longer enough to address this challenge. The ZBR Program helps The City balance changing citizen needs and priorities with the resources available. The savings identified by the program will help Administration to achieve the targets for efficiencies and other savings established in One Calgary: 2019-2022 Service Plans and Budgets.

Since its inception, the ZBR program has used a service based approach including five areas of analysis:

1. **Service Rationale:** Why is The City providing the service? Should we be in this business?
2. **Service Level and Scope:** Why is The City providing the scope and level of service?
3. **Service Efficiency:** According to the industry standards, is the service efficient?
4. **Service Effectiveness:** According to the industry standards, is the service effective?
5. **Service Funding:** Are the sources of funding sustainable and appropriate?

While these fundamental questions are unchanged, the frameworks, approaches and tools used in the program have evolved over time. The continuous improvement architecture that underpins the ZBR program is the same one that guided the service planning and budgeting process used in One Calgary. Using a common approach across all elements of The City's Performance Management System helps us build a culture of continuous improvement that is a hallmark of every high-performing organization, and not only in times of financial constraint. Our efforts to further embed this culture at The City will continue in the 2019-2022 cycle.

## **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

### **ZBR Program Status: January 2019**

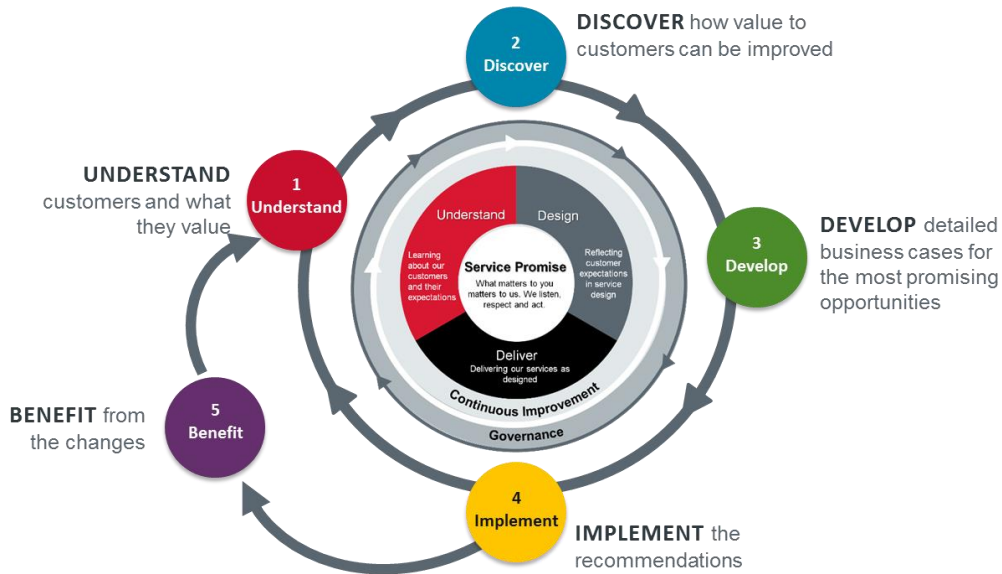
The continuous improvement process used in ZBRs is based around The City of Calgary's Customer Service Approach (Figure 2), starting with the 'Understand' phase on the left side of the circle, below.

**Figure 2: The ZBR continuous improvement process**

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**ZBR Program Update**



ZBR projects are listed below by their stage in this process. ZBR Program Updates to PFC, like this report, occasionally offer additional detail on progress for a specific project in attachments. The goal of this reporting is to bring timely progress updates on all projects. Details on where more detailed information can be found on each ZBR project is also provided.

**Summary of Benefit & Implement Stages**

Stage	Business Area	Last Update
	Fleet	Complete - PFC2012-0492
	Parks	PFC2018-0017
	Roads	Complete – Attachment 3
	Water Services	UCS2016-0169
	Fire	PFC2015-0695
	Calgary Transit	PFC2017-0431
	Water Resources	PFC2018-0647
	Calgary Building Services	PFC2018-0017
	Recreation	PFC2018-0647
	Information Technology	Attachment 2

*Overall Program Summary for Benefit & Implementation Stages*

- With the completion of the IT review the total number of reviews completed since 2012 is now ten. These reviews represent 70% of City services as measured by December 2018 gross operating budget. Details of the completed reviews are presented in Attachment 1.

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## **ZBR Program Update**

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- Total annualized financial gains of between \$60.4 million (low estimate) and \$71.5 million (high estimate) have been identified<sup>1</sup> in these reviews.
- In 2018, the Corporation realized<sup>2</sup> over \$16 million in financial gains towards this goal, bringing the total annual gains realized to \$43.6 million.
- The City has also realized benefits in the form of service effectiveness, including better customer service, reduced environmental impact and improved public safety. These results are diverse in nature and may be harder to quantify, making it difficult to present them as a single headline measure. The ZBR program's impact on service effectiveness is currently reported through case studies and success stories. This report does not include a case study attachment but further case studies will be provided to Council in the next program update report.

### *Specific Project Updates for Benefit & Implementation Stages*

- Attachment 2 presents the conclusion of the IT review. As a result of the IT ZBR, Administration is making commitments that will see improvement in seven areas. All seven are now in the implementation phase.
  - The overall focus of the review relates to the need for IT to find the right balance between their role as a service provider for all business units and their role in promoting and supporting decisions for the overall good of the corporation. Achieving the right balance requires a better dialogue and understanding between IT and its customers. To that end, IT has already improved their understanding of a key internal customer group: leaders with responsibility for line of business software applications. Following on from this, a tool was developed to provide clarity for customers around the true and full costs of supporting an application from the initial purchase to decommissioning. This tool supports the ongoing dialogue between IT and their internal customers to optimize service levels to meet, but not exceed, service needs.
  - In addition, the IT ZBR identified the need to achieve greater clarity around IT's role in making decisions that support the overall good of the corporation in connection to how existing software assets are assessed over their lifecycle and how new software is acquired and then managed for individual services and across the corporation. More clearly defining, developing and, where prudent, standardizing the data, processes and decision-making criteria needed to manage The City's application portfolio will reduce cost, reduce risk and create an environment for better cross-service collaboration. Identifying redundant line-of-business systems and decommissioning them will significantly reduce the risk for escalated support and sustainment costs in the future. Further risk reduction related to technology security results from a streamlined portfolio – not only is it more cost effective to maintain fewer applications but it also reduces the potential for security threats. As for hardware use, optimizing the use of personal productivity devices (PC's, laptops, smartphones, etc.) throughout the corporation and ensuring that each user has the right device – no more, no less –

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<sup>1</sup> **Benefits Identified:** A recommendation has been made that, when implemented, has a potential benefit associated with it and a plan to achieve these benefits is being developed or implemented.

<sup>2</sup> **Benefits Realized:** A recommendation has been implemented and benefits are being experienced financially and/or through non-financial improvements.

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### **ZBR Program Update**

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- to do their job will enhance staff productivity across the corporation while reducing the capital and operating costs of these devices.
- The total annual financial gains identified through the IT ZBR are estimated at \$5.7 million - \$1.3 million in cash savings and \$4.4 million in productivity gains. It should be noted that these benefits are expected to be achieved throughout the Corporation and do not solely fall within IT's operating or capital budgets. Further details on the benefits of the IT ZBR, and the commitments and actions Administration will undertake to deliver them, are presented in Attachment 2 – IT ZBR Summary Report.
  - The implementation of the Roads ZBR is now complete. Attachment 3 provides an update of the Roads ZBR implementation results and benefits realized, including \$2.8 million in average annual financial gains. These benefits are well above the initial estimate of \$1.4 million to \$1.9 million in annual benefits. By the end of 2018, these gains have allowed Roads to reinvest approximately \$11.4 million back in to service delivery since 2014. The ZBR program has also further strengthened Roads' culture with respect to continuous improvement. Several additional initiatives have been undertaken since the review was concluded that have resulted in halved response times for street light repairs, removal of 50% additional debris through pre-sweeping for spring cleanup, and enhanced customer experience for excavation permits through introduction of an online application for businesses.


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## ZBR Program Update

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### Summary of Develop Stage

Stage	Business Area	Last Update
	Shared Challenges of the Internal Services	PFC2018-0647

#### *Specific Project Updates for Develop Stage*

- The Shared Challenges of Internal Services ZBR is in progress. Foundational work on two opportunities (Internal Services' Role and Internal Recoveries) is underway.

### Summary of Discover & Understand Stages

Stage	Business Area	More Information
	Supply	In progress
	Law	In progress
	Facility Management ESM Land	On hold

#### *Specific Project Updates for Discover & Understand Stages*

- The foundational work completed prior to commencement of the One Calgary process ensured Supply had a head start on customer-focused and service-based thinking that is the cornerstone of the ZBR Program. The Supply ZBR has identified preliminary opportunities for improvement and those opportunities are being assessed and prioritized.
- The Law ZBR has resumed and foundational work is underway.
- During 2018, a significant amount of the organization's time and attention was focused on development of four year plans and budgets through One Calgary, including moving to a service-based model. The ZBR Program team provided support to all 61 services, integrating service review and improvement into service planning wherever possible. The work done in developing these service plans and budgets provides a strong foundation for future ZBR work and will help accelerate progress in 2019.

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## **ZBR Program Update**

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### **Data Development**

In response to the direction of the Priorities and Finance Committee in January 2018 (PFC2018-0017), the estimated date of full implementation has now been added to the program dashboard.

Work continues to improve how effectiveness gains are reported (in addition to efficiency gains) and how the ZBR program reports on its objective of capacity building for service improvement within the organization.

### **Stakeholder Engagement, Research and Communication**

Many stakeholders were engaged in the creation of this report:

- Content was developed and tested in conjunction with the IT ZBR Steering Committee, all Directors of business units that have already completed or are in the midst of completing a ZBR, as well as numerous individuals in those business units.
- Staff across the organization collaborated to collect data on benefits realized to date.
- As agreed in an earlier report on ZBR program governance (PFC2015-0903), Administration provided an opportunity for Councillors to provide input to the internal service ZBRs in May and June of 2017. Further opportunity was provided in 2018 for Council to provide input on both internal services reviews and the direction of the program in 2019-2022 through the One Calgary program engagement.

### **Strategic Alignment**

The ZBR Program is part of the Performance Management System, which in turn is one component of the Leadership Strategic Plan. The ZBR Program helps the organization respond to Council's five imperatives of integrated service delivery, engaged leadership, increased trust and confidence, a public service culture and investment and value. In particular, the ZBR program supports Stage 3 of the Leadership Strategic Plan "Road Map" as it is a tool to help improve organizational efficiency.

### **Social, Environmental, Economic (External)**

There are no direct implications from this report.

Roads contributes to social outcomes through supporting citizens' perception of safety, including providing well-lit and well-marked streets. Provision of the Streets service by the Roads business unit is also a significant economic force, providing work for The City employees as well as many contractors and other private businesses. The ZBR recommendations have supported Roads and IT in achieving these outcomes in a more efficient and effective manner.

IT contributes to social, environmental and economic outcomes through enabling other business units in service delivery thereby indirectly contributing in many ways to the quality of life for Calgarians. IT achieves these outcomes through the implementation and maintenance of technology platforms that provide the most convenient and accessible channels for citizens to connect to City services.



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## **ZBR Program Update**

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### **Financial Capacity**

#### ***Current and Future Operating Budget:***

The ZBR program helps the organization to manage operating costs, which is particularly important in the current economic climate. This report presents identified and realized reductions in operating budgets.

#### ***Current and Future Capital Budget:***

The ZBR program also helps the organization to manage capital costs. This report presents identified and realized reductions in capital budgets.

### **Risk Assessment**

Any program driving significant changes to improve services includes a degree of risk to the organization. This risk is primarily related to change management. As such, all decisions about changes to services include a detailed consideration of the risks, and this practice is now well-established at The City.

Outside of the risk to the organization, there are also risks to the successful implementation of any particular ZBR recommendation. The risks associated with the implementation of recommendations through the completed reviews include such factors as:

1. A lack of resources to implement the recommendations;
2. Poor communication with employees or customers leading to a reluctance to support implementation;
3. Lack of capacity for change within the business unit; and
4. Not measuring performance which impedes ability to demonstrate/measure improvements/success.

#### **REASON(S) FOR RECOMMENDATION(S):**

This report updates Council on the progress made through the ZBR program in increasing value for citizens by improving service efficiency and effectiveness. It also fulfills Administration's commitment to provide regular updates to Council on the ZBR program.

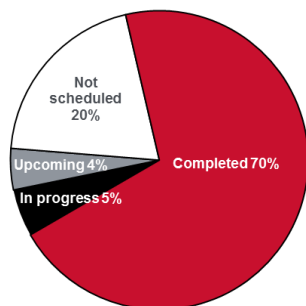
#### **ATTACHMENT(S)**

1. Attachment 1 – ZBR Program Dashboard
2. Attachment 2 – IT ZBR Summary Report
3. Attachment 3 – Roads ZBR Final Implementation Update



## PROGRAM PERFORMANCE: HEADLINE MEASURES

### How much did we do?



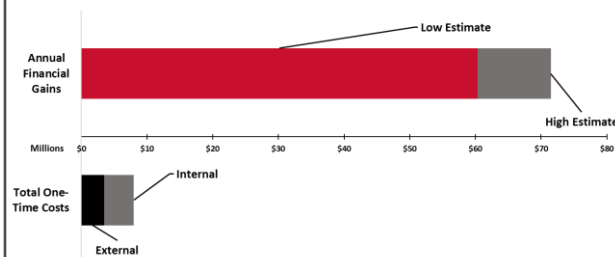
#### Proportion of City Services Reviewed through the ZBR Program

(measured by % of 2018 gross operating budget)

### Story behind the data:

- To date, ZBRs have been completed on 70% of City services. Despite the completion of the IT ZBR, this number has not changed from the last report due to the increased budget in areas not scheduled for review. The program remains on track to meet the goal of reviewing 80% of City services by 2020.
- Looking forward, the focus of the ZBR program in 2019 will continue to be on The City's internal services.
- These services have smaller budgets but are key drivers of whole organization efficiency. As such, the maximum value to be gained from these reviews lies not inside each business unit but in the relationships and processes between them – and those they serve. Improvements in these areas will have far-reaching benefits across the corporation. Any financial gains identified are likely to be for front-facing client business units, not in the internal service budget.
- Opportunities for improvement in internal-facing business units will continue to be addressed through functional or service-based ZBRs; in addition we will collaborate with multiple services to address internal services' common issues in the Shared Challenges of the Internal Services ZBR.

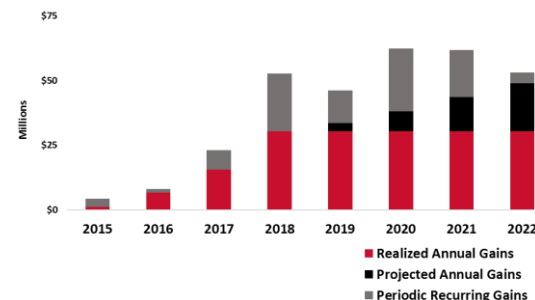
### How well did we do it?



### Story behind the data:

- The total predicted annual financial gains identified by the ZBR program to date are between \$60.4 million (low estimate) and \$71.5 million (high estimate) after full implementation. Financial gains include cost savings, productivity gains, cost avoidance and increased revenue.
- Efficiency and effectiveness improvements go hand-in-hand. Beyond the financial gains, over half of the ZBR recommendations identify advances such as improved service outcomes, higher customer satisfaction and increased employee morale. Enhanced measures on effectiveness improvements are currently under development.
- The estimated cost of undertaking the ten completed ZBRs was around \$8 million, including the pilot project with Fleet. This includes internal costs (staff time) and external costs (consulting contracts). This does not include costs associated with implementing the recommendations.
- Comparing costs and financial benefits, there have been about \$8.24 in annual financial gains identified per one-time \$1 spent on the program.
- The annual financial gains include annual gains plus the periodic recurring gains which are averaged over the implementation period.

### Is anyone better off?



### Story behind the data:

- A forecast for financial gains from the first ten completed ZBR projects is shown above (data as of Dec 2018). These figures have been updated for this program status report. Additional forecasted gains from the Recreation ZBR will be included once implementation planning has been completed.
- As more ZBRs are completed, projections for future gains will increase accordingly.
- In addition to annual financial gains, which recur every year, a number of recommendations identify recurring cost avoidance or other gains which are realized at different frequencies. These are identified as periodic gains.
- Business units that have completed ZBRs in the past are now adapting their tracking to regularly report on and forecast financial gains. The degree of accuracy in predictions will improve with time as this becomes an upfront requirement for business units completing their ZBR projects.

# ZBR Program Dashboard

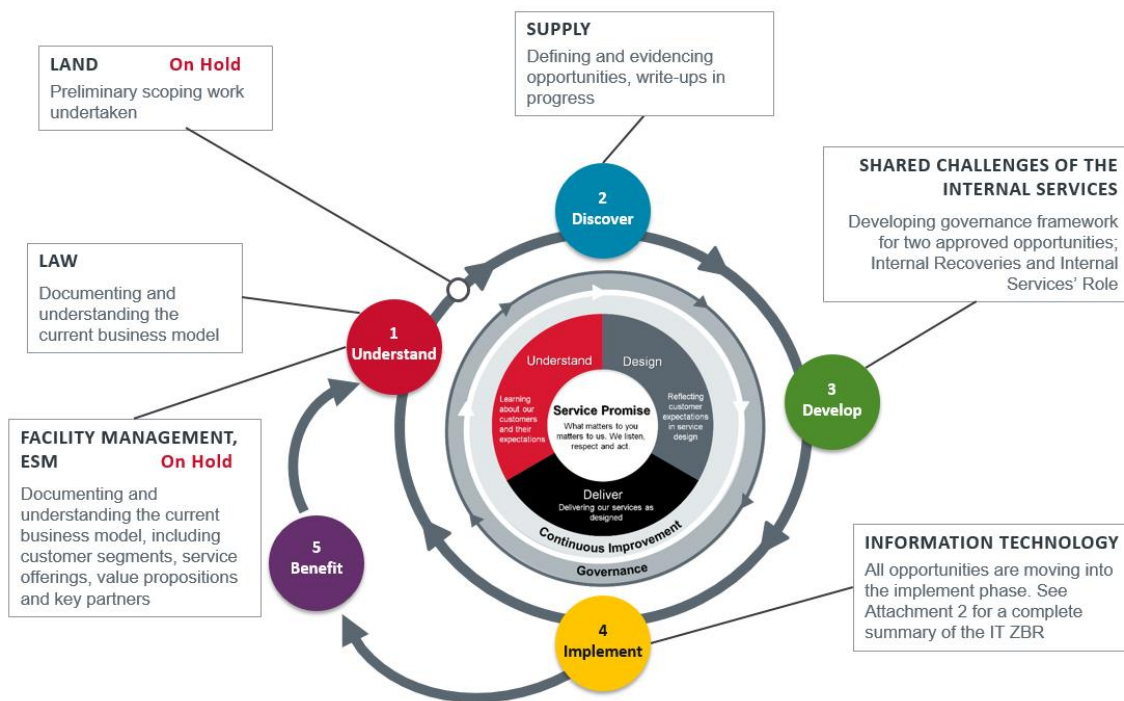
## DATA DEVELOPMENT LIST

Additional work is underway to improve tracking of service effectiveness gains and options for measuring the ZBR program objective of building capacity for service improvement within the organization.

Staff involved in the implementation of past ZBRs have been engaged to identify key options and opportunities related to the development of measures that assess capacity building within Business Units and across the Corporation.

## STATUS OF ZBRs PLANNED AND UNDERWAY

### Mapping ZBRs to the Continuous Improvement Process



# ZBR Project Implementation Tracker

Business Unit	Date Reported to PFC	Approx. Date of Full Implement'n	Current Status of Recommendations			Financial Benefits - Annual Gains		Annual Gains Realized To Date*
			Total Recommendations	Number Being Implemented	Number Complete	Low Estimate	High Estimate	
Fleet (pilot project)	Jul-12	Closed	8	0	8	-	-	-
Parks	Jul-14	2019	6	1	5	\$4.3M	\$4.3M	\$3.0M
Roads	Oct-14	Closed	5	0	5	\$1.4M	\$1.9M	\$2.8M
Water Services	Mar-15	2022	5	4	1	\$2.4M	\$6.1M	\$7.0M
Fire	Nov-15	2019	4	1	3	\$14.1M	\$15.1M	\$14.1M
Calgary Transit	Jun-16	2021	7	5	2	\$10.3M	\$11.1M	\$3.7M
Water Resources	Sep-16	2026	4	4	0	\$17.0M	\$20.5M	\$11.2M
Calgary Building Services	Nov-16	2019	4	2	2	\$3.2M	\$4.6M	\$1.8M
Recreation	Jun-18	TBD	8	8	0	\$2.0M	\$2.2M	-
IT	Jan 2019	TBD	7	6	1	\$5.7M	\$5.7M	-
<b>ZBR Program Total</b>			<b>58</b>	<b>31</b>	<b>27</b>	<b>\$60.4M</b>	<b>\$71.5M</b>	<b>\$43.6M</b>

\*Includes annual financial gains plus periodic gains (recurring cost avoidance or other gains which are realized at different frequencies). As reporting continues the dashboard will evolve, in line with our ongoing commitment to the continuous improvement of the program.



To date, the implementation of the recommendations from the **Parks ZBR** has resulted in annual ongoing gains of \$3.0M (up from \$2.4M in 2017). In conjunction with Recreation, Parks completed and is now implementing work from the Sport Field Strategic Plan. With Parks now moving into sustainment activities as they relate to the ZBR recommendations, a Parks ZBR closeout report is planned for the next ZBR Program Report.



A final implementation report on the **Roads ZBR** is included as Attachment 3. \$10M in variable annual gains were realized over four years (an average of \$2.5M per year). Roads' realized annual recurring gains were \$345K every year since 2015. Please refer to the attachment and cover report for more details. Note that a correction has been made where onetime amounts were previously reported as recurring.



The **Water Services ZBR** implementation is well underway. Annual financial gains in 2018 were \$7.0M with an additional \$2M in one-time only gains in 2017, outperforming predicted gains.



The **Fire ZBR** implementation has resulted in \$14.1 million in annual gains in 2018 (up from \$5M in 2017), inline with predicted gains. Fire is developing a Training Academy Master Plan (to be completed in 2019) which will identify strategies to address the revenue challenges the Training Academy faces in this economy. The Training Academy itself has already generated \$73,800 in revenue for 2018, plus \$236,535 of in-kind facility rentals to The Corporation.



The **Calgary Transit ZBR** started realizing financial gains in 2017. In 2018, \$3.7 million in annual ongoing gains have been realized (up from \$1.1M in 2017), with additional benefits to be realized each year until 2021. Implementation work on the Janitorial and Outside Maintenance recommendation and the Rail System Communications recommendation is complete and benefits were realized at the start of 2018.



All of the recommendations from the **Water Resources ZBR** are being implemented with gains being realized. A total of \$22.5 million has been realized since 2017 (average of \$11.2M per year). Financial gains are expected to be fully realized by 2022. Implementation of the customer delivery and service levels ZBR recommendations will wrap up in 2026.



Substantial progress has been made on all recommendations in the **Calgary Building Services ZBR**, which started realizing efficiencies in 2018. This cost avoidance will continue and is projected to reach \$4.6M by 2022. Moving services online and realizing efficiencies in inspections services are the primary factors that will increase the annual gains between 2019-2022.



Implementation planning on the **Recreation ZBR** has already begun and will be presented in a future report.



The **IT ZBR** has defined and developed all seven identified opportunities which are now moving into the Implement phase. Implementation of one of these opportunities is already complete and two are well underway.



The **Shared Challenges of the Internal Services ZBR** already has two opportunities in process. Intensive work began in the fall of 2018 to develop options to improve The City's use of Internal Recoveries.



**Next ZBR Program Report: Summer 2019**



# IT ZBR

## Summary Report

PFC2019-0041 Attachment 2

ISC: UNRESTRICTED

January 22, 2019

Prepared by: Corporate Initiatives, Chief Financial Officer's Department



# IT Zero-Based Review – Benefits at a Glance



## Total Financial Benefits

\$1.3 Million      \$4.4 Million  
Cash Savings      Productivity Gains  
Per Year upon Full Implementation

## Balanced Service Outcomes

Citizen expectations are met by balancing internal customer needs and the corporate good



## Informed Software Decisions

The practices used to manage software decisions are standardized, transparent and collaborative – we work better, together

## Smarter Portfolio

The City's portfolio of software is cost optimized and technology risk – a principal corporate risk – is reduced



## Getting the most out of Hardware

Hardware devices are provided to the right level – no more, no less – to maximize productivity for the dollars invested

### These benefits will be achieved by:

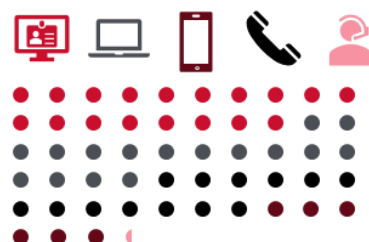
- |   |  |
|---|--|
| 1. Improving Customer Understanding                     | 5. Tracking Total Cost of Application Ownership  |
| 2. Clarifying the Mandate                               | 6. Agreeing on Levels of Service                 |
| 3. Reviewing Application Portfolio Management Practices | 7. Providing the Right Hardware Devices to staff |
| 4. Rationalizing the Existing Application Portfolio     |  |



# IT Service by the Numbers

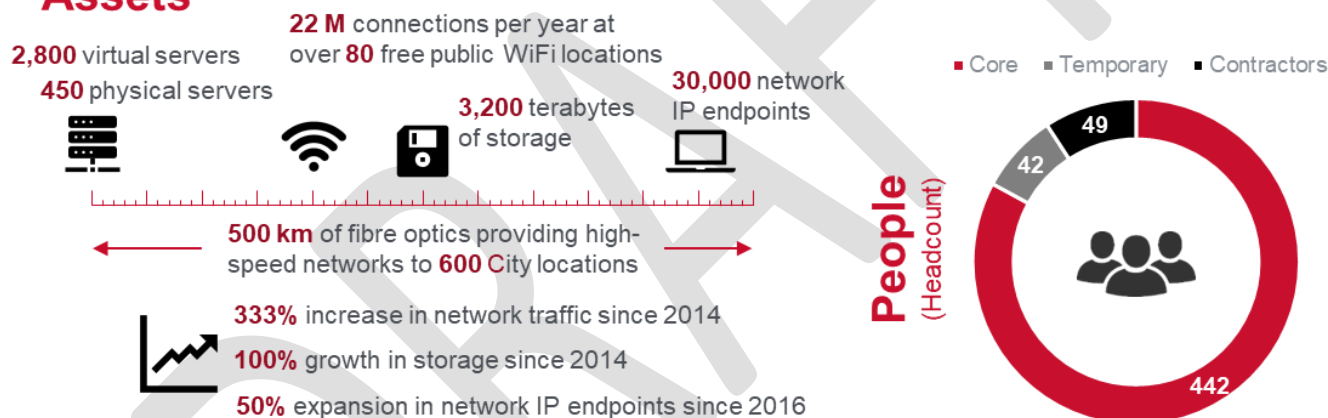
## Products and Services

- 281 citizen-facing transactions available by web or mobile app
- 375,000 myID citizen accounts & 7,000 myID business accounts
- 660 line-of-business and enterprise applications supported
- 100 cloud computing implementations (Q4 2018)
- 86 technology projects executed per year between 2015-2018 (average)



- 18,000 staff network accounts (including Active Directory and myHRconnect)
- 16,000 staff computing devices (desktops, laptops, and tablets)
- 13,000 telephone and VoIP lines
- 6,100 smartphones
- 30 call centres (including 9-1-1 and 3-1-1)

## Assets

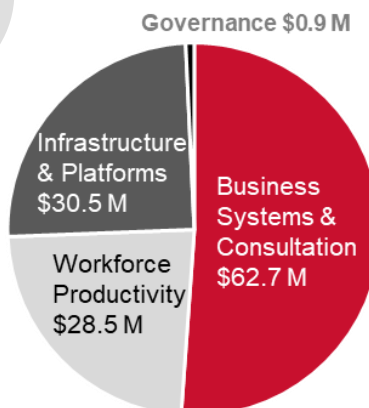


## Financial

2018 GROSS OPERATING EXPENDITURES \$121 M



WHAT THE SERVICE INCLUDES: OPERATIONAL SPENDING



- Business Systems & Consultation:** Develops and maintains both corporate-wide and line of business applications
- Workforce Productivity:** Network accounts and technology tools that enable individual staff to conduct daily business activities
- Infrastructure & Platforms:** Technology infrastructure that underpins the delivery of all technology solutions for The City
- IT Governance:** Overarching governance of corporate technology



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# IT ZBR – Balancing Customer Need with Corporate Good

Information Technology (IT) is an internal service. Like all internal services, IT is an organizational leader in striking the balance between serving the unique and varied needs of its customers with the overall good of the corporation.

This dual role creates a tension. As a customer service organization, IT is at its best when it is acting for its clients, creating solutions and accelerating their businesses. As a steward of the fundamental corporate good, IT is at its best when it sees the big picture, is actively prioritizing and is informing technology decisions with a corporate mindset.

Both roles are about doing the best thing for the citizen. This emphasizes why addressing this tension is:

- 1) Worthwhile – because IT is a core support function underlying citizen-facing services; and,
- 2) So difficult – because the corporate and customer service roles seek to achieve the same outcome in very different ways.

The first step in achieving clarity around these roles is defining IT's service mandate – all other administrative commitments cascade from this.

Currently, IT uses a “federated governance model” to make investment decisions. This combines department level accountability with a broader corporate governance body.

This model, combined with IT's customer service culture, has resulted in IT's role as a service provider – responsive to individual service and/or department needs – being prioritized over its role as a guardian of broader corporate interests and needs.

This focus has fallen out of step with a broader shift towards corporate financial restraint. IT, like all internal services, must therefore respond to

this culture shift by, itself, shifting how it provides services.

The customer-focused, operational work that IT does is critical to sustaining front-line service to citizens. If accompanied by a lack of clarity or completeness regarding the corporate element of IT's role, The City can be left vulnerable to:

- Increased Risk – Higher complexity in the software portfolio increases vulnerability and demands for support to limit system outages and security threats;
- Increased Cost – Higher potential for software duplication across user groups (also implying cost duplication) along with fewer opportunities to identify and realize corporate-wide IT investment efficiencies; and,
- Decreased Effectiveness – Misalignment between technology investment and corporate direction makes service outcomes more difficult to achieve and growing complexity makes task of realigning more challenging.

What follows in this report are the best seven opportunities found through the IT Zero-Based Review that will begin addressing this challenge of balance. They range from gaining a better understanding of IT's customers, to a direct recommendation on addressing mandate, to practical opportunities to reduce spend on productivity devices and software that have large corporate efficiency implications but limited (or reasonable) user impacts.

Opportunities found in this ZBR highlight a challenge common to all internal services and one that they will face together. As you will read, outcomes rely not only on implementation of these commitments in the IT service - they also rely on the mutual understanding and cooperation of every single one of the customers that IT works with in the corporation.

# The Opportunities

Below are brief descriptions of each of the seven opportunities that were explored in this review and form the basis of administrations commitments for improvement. More detailed information on action and progress can be found in the next section.

## 1. Improving Customer Understanding

Improving customer understanding is a foundational precursor to every other opportunity. Being able to clearly understand and articulate customer demands is a core requirement of designing a business to meet those needs. It is also essential to understanding how those needs fit into a corporate context.

## 2. Clarifying the Mandate

A key effectiveness opportunity to clarify and communicate mandate and authority over decisions and strategic corporate direction related to IT's business. This is a shared challenge of the Internal Services and will be progressed as part of that corporate-wide ZBR.

## 3. Reviewing Application Portfolio Management (APM) Practices

This opportunity is about a key place area where the “rubber hits the road” in actioning IT's mandate – how software assets are acquired and managed for individual services and across them, corporately. The APM Practices opportunity began the process to define and develop the management information, processes and decision-making criteria needed to manage The City's application portfolio and understand how to control application support costs.

## 4. Rationalizing the Existing Application Portfolio

An efficiency opportunity to identify any duplicate and redundant line of business systems.

## 5. Tracking Total Cost of Application Ownership

An opportunity to enhance the financial component of decision making related to all stages of an application's life – from purchase through to decommissioning – to better anticipate costs and align funding.

## 6. Agreeing on Levels of Service

Translating customer understanding and mandate to engage customers to determine and agree on the optimal service levels for The City's line of business systems that support City services.

## 7. Providing the Right Hardware Devices to Staff

An efficiency opportunity to optimize the use of personal productivity devices (PC's, laptops, smartphones, etc.) throughout the corporation, ensuring that each user has the right device(s) – no more and no less – to do their job.



## How the Opportunities Contribute to Balancing the IT Service Making Strategic Decisions

### *Opportunity 1: Improving Customer understanding*

### *Opportunity 2: Clarifying the Mandate*

Customer understanding underpins a clear and strong role and purpose for any service. These elements form the foundation for continuous improvement and business strategy.

The information technology industry tends to be heavily weighted to service provision, but recent shifts have seen a demand from both customers and corporate leadership to increase the strategic value and governance role of IT departments. IT's annual client survey has identified that 45 per cent of management clients are looking for IT to be a provider of strategic competitive advantage. This partnership would see IT enhance its role in the corporation to provide strategic advice, proactive recommendations on products and services and increased participation in technology decisions and investments. Delivering this type of value requires a strong and in-depth understanding of customers and their businesses.

Work completed to date builds on IT's existing – and extensive – knowledge of customer needs. This existing level of competency is evidenced by consistently high customer satisfaction scores. According to IT's Client Satisfaction survey in 2016, prior to project initiation, satisfaction for 'Existing Business Software Support' was 87 per cent. The ZBR opportunity to improve customer understanding – now completed – targeted the lowest scoring group of respondents contributing to that result - supervisors responsible for managing a business system as a core function. ZBR work was focused on the technology investment process, identified as a key frustration for this group. In-depth discussions with customers identified pain points and several areas for improvements. IT is already moving forward with updates to processes to take advantage of this information and, in 2017, satisfaction scores trended positively to 93%.

A solid foundation of customer understanding is only half of the equation for achieving balance between the service provider and governance roles of the IT service. The other essential piece is an understanding of the governance expectations as defined by the corporation in the service's mandate.

Achieving a balance between individual customer needs and overall corporate value is a key challenge for all internal services. Because of IT's strong customer understanding and service culture, their service provider role and purpose is clearer than their corporate role and purpose. Overall, IT's strongest corporate role is currently indirect and is enacted through the support of individual customers as they seek to achieve their own citizen and corporate outcomes. As identified in the ZBR, there remains an opportunity to drive wider efficiency and effectiveness gains across the corporation.

A review of role and mandate will shed light on the extent of this opportunity and how it can be better balanced with service provision.

Additionally, the IT ZBR was a key part of the realization that this opportunity is common across all internal services. As the IT ZBR progresses through to implementation and planning next steps, it will serve as a leading example for (and become part of) the Internal Services Role opportunity within the Shared Challenges of the Internal Services ZBR.



## Where the Rubber Hits the Road: Application Portfolio Management

*Opportunity 3: Reviewing Application Portfolio Management Practices*

*Opportunity 4: Rationalizing the Existing Application Portfolio*

*Opportunity 5: Tracking Total Cost of Application Ownership*

Application Portfolio Management (APM) is an IT discipline that links the organization's suite of software business tools (applications) to business strategy. In this way, APM is an important conduit through which IT actively plays out the balancing act between meeting customer needs and serving the corporation.

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### ***An example of IT's role in achieving balance through APM***

*An IT customer has defined a specific software need. IT brings expertise to bear in the form of advice and governance - does the business need the "Cadillac" of tools? Are there more cost-efficient options available? What are the functionality sacrifices for this cost efficiency? Can the customer bear these? Can they be mitigated? Do other tools exist in the corporation that could be used instead? In this way, IT balances a 'customer service' focus with a 'corporate good' mind set.*

---

In 2018, IT invested \$14.7<sup>1</sup> million into the support of 660 applications that enable the operations of every other service in The City. Rising support costs are driving the need to better understand and manage the portfolio of applications. The IT ZBR brought to light the need to evolve The City's APM approach in response. The first step in achieving this was the completion of a comprehensive application inventory which was done in concert with Beniva Consulting Group (Beniva) in Q4 2018. This work helped identify the actions that will most effectively control costs and create a more sustainable application environment in The City.

### **Improving The City's Application Portfolio Management Practice**

As the IT ZBR progressed it became evident that APM is not primarily an IT problem. Whether APM is performed successfully or not will impact the whole organization's ability to operate as effectively and efficiently as possible. As such, implementing a more robust APM practice is an enterprise-wide endeavor requiring a greater emphasis on IT's role and responsibility to take actions based on the corporate good rather than emphasizing individual business unit requirements.

Importantly, the greatest value from strong APM practices does not come from rationalizing the current portfolio. While vital to the ongoing sustainability of the application portfolio, rationalization is hard – it requires significant organizational effort and resources. The greatest value from an effective APM practice is avoiding the need to rationalize applications in the first place. It's about having the information, cooperation and clarity of governance early in the application acquisition process so that duplication doesn't occur.

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<sup>1</sup> This number doesn't include support costs that are borne solely by other services and so the total investment of the corporation will likely be higher.

As part of their consulting support to the ZBR, Beniva completed a report that identified enhancements The City could make to improve its APM practice. Three foundational principles that underlie all improvements were identified, these are:

- A. An organization's IT applications must be treated as assets.**
- B. An organization needs to engage in a coordinated use of their application assets, (with regard for broader organizational efficiency).**
- C. IT needs to be able to provide the required insights to enable coordinated enterprise decision making.**

All three of these principles are used as part of The City's current APM practices. However, Beniva has recommended additional actions that would further advance The City's APM practice related to principles B and C. Administration is reviewing these recommendations as part of the development of an implementation plan. As part of this ZBR, the work of implementing better APM practices has already begun, as is discussed in the following section.

### **Creating A Smarter Portfolio**

The removal – or rationalization – of duplicate applications is expected to be a significant outcome of advancing APM practices. The completion of a comprehensive application inventory helped to provide IT with the initial insight on where this duplication might reside. This is the first step in rationalizing the portfolio.

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#### **What does “Rationalizing the Portfolio” mean?**

*Rationalization is the reduction of functional duplication (e.g. going from two applications that do the same thing to one). For example, two City services could interact with citizens in very different ways and rely similar technology. They might not know about the opportunity to consolidate their systems. APM, enabled by the application inventory, allows IT to identify this opportunity.*

#### **Why does it matter?**

*Benefits to customers and the corporation alike can be significant. Reducing cost is the most obvious. Risk is also reduced as security threats decrease along with the number of applications in use, as does the complexity of support required by IT.*

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Completing the application inventory as part of this ZBR has led to some early successes in identifying applications that can be rationalized relatively quickly. This activity highlighted \$400,000 in annual support savings across 141 applications that could be decommissioned within two years – This savings is comprised of \$80,000 in cash savings and \$320,000 in productivity gains. IT will begin reporting on the progress of decommissioning these applications next year.

Next, the ZBR performed a more in-depth examination of four functions that were identified as having a high degree of system duplication. Beniva, with the support of IT, developed business cases on each of these to explore the potential of rationalizing some applications to achieve cost savings and other benefits. The result was an estimated \$400,000 in annual cash savings with an additional \$220,000 in annual productivity gains throughout the organization upon full implementation. This not only justifies further investigation and action in these four areas but also demonstrates the power of better APM practices when applied to The City's application portfolio. IT's next step regarding these business cases

is client management engagement to further inform the analysis done to date and begin building implementation plans.

It is possible that the portfolio of 660 IT-supported applications that were in scope for the APM practices ZBR opportunity does not entirely represent all applications in use across The City. While not believed to be a large issue, to maximize the potential benefits from a corporate perspective the APM practice will need to maintain complete insight into the IT systems being used, and have more influence over portfolio decisions than it does at present, as described in principle C. Administration is currently examining opportunities to improve how this is done.

Beniva's review of the IT-supported application portfolio highlighted some additional potential duplication across City functions. It should be noted that this is only a potential duplication and that there is still significant work required to validate this potential before a true savings figure can be reported. In addition, potential savings achieved may be partially offset by one-time costs related to validating and decommissioning the duplicate applications. These potential savings, along with any further identified savings achieved through the implementation of better APM practices, will be reported on next year and through future ZBR update reports.

### More Informed Application Decisions

Beniva also contributed to a commitment to improve IT's approach to software lifecycle costing. The result was a tool that provides a structured framework in which centralized costs can be input for every stage of an application's lifecycle – from acquisition to decommissioning. This tool provides something that IT customers haven't utilized before: a fully transparent and all-in financial picture for their application decisions.

Lifecycle costing will inform funding arrangements between IT and their customers. This will reduce surprises and create a more accurate long-term investment lens for customers and the entire corporate portfolio. The tool supports APM practices – clear financial implications make the case for rationalization and the corporate good more obvious.





## Getting The “Right” Level of Service to The Customer

*Opportunity 6: Agreeing on Levels of Service*

*Opportunity 7: Providing the Right Hardware Devices to Staff*

### High-level: Getting the Right Level of Service to Customers

For IT, having agreed levels of service with their customers represents the natural extension of the conversation to balance IT's service provider and governance roles. The City's IT service currently does not have explicitly agreed-upon service levels for a majority of the Corporation's lines of business systems. The lack of clearly defined expectations puts IT in a default position of providing whatever level of service the client requires, when they require it, and decouples discussions about service levels from discussions about the associated cost.

As more information and services shift to online channels, there is an implicit expectation that services should be available anytime, anywhere. There are costs associated with this level of service, and not all business systems carry equal strategic priority. The opportunity on agreeing to levels of service is about the dialogue between IT and the business system owners regarding which systems justifiably require enhanced services and which require service that could be defined as being 'good enough'. Underlying this dialogue is the need to balance citizen expectations and customer needs with the corporate good, and achieve an optimal level of service that satisfies all three. This will lead to better value by improving the alignment of system availability with business needs, improving customer and citizen satisfaction and improving staff morale, all through clear expectations and justification to say, “not now” when appropriate. In addition, this will lead to improved relationships between IT and customers, and the potential for identifying opportunities to improve the efficiency and effectiveness of other parts of the corporation through higher levels of service.

### Practical Level: Getting the Right Devices in the Hands of Customers. Literally.

If developing agreed levels of service between IT and its customers is a component of balancing IT's service provider and governance roles, then the opportunity to maximize The City's use of hardware is a practical application of this balance. While the number of personal productivity devices (laptops, PCs, tablets, smartphones, etc.) used by City staff continues to grow, advances in technology, changing work styles and changes in software licensing requirements are providing an opportunity to optimize the deployment of devices. By taking a more strategic, governance-oriented position, IT can ensure that each employee's workstyle is considered and that they have the right tools to meet the demands of their roles – no more, and no less.

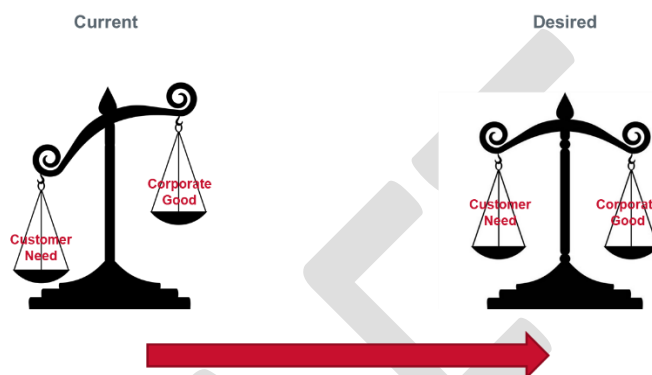
This practical application of the balance between service provider and governance roles began in 2018. Tangible benefits are expected by the end of 2019 through the consolidation of multiple personal computing devices (where possible), transitioning desktop users to Virtual Desktop, and consolidating the use of telecommunication solutions in consultation with customers. Annual benefits of \$785,000 are expected in annual cost savings, and other productivity gains spread across the corporation of approximately \$3.85 million upon full implementation.



## Conclusion

A key consideration of any Internal Service ZBR is the balance that internal services must maintain between delivering on the unique and diverse needs of their customer base and acting in the best interests of the corporation.

This challenge is increased during times of fiscal restraint, as a shifting corporate need must be interpreted by the internal services and applied across all their unique customer relationships. This implies the need to find a new balance between customer need and corporate good.



To be effective, this interplay between service and customer requires that an internal service mandate must be understood by both the internal service itself and its customers equally. Adjusting a mandate naturally implies adjustment to service – when done for the corporate good, this change requires cooperation from all parties involved.

Therefore, the higher-order, foundational commitments made by the IT ZBR are not recommended in isolation of the IT service – they require a corporate approach, cooperation and collaboration. The successful implementation of the opportunities identified – large and then small - lies more so with the willingness and ability of the corporation to act as one, rather than it does on the ability of the ZBR program and IT to present good ideas.

To begin progress on cross-corporate opportunities, the Administrative Leadership Team (ALT) have approved that IT implement the Application Portfolio Management recommendations including business unit engagement and implementation planning for key areas of business capability duplication with the goal of realizing organizational cost savings and efficiencies.

The actions Administration will take in response to the findings of this ZBR are set out in the following pages. Going forward, the IT ZBR will continue to execute on in-flight commitments and build implementation plans around several others. Concurrent work on the Shared Challenges of the Internal Service ZBR will play a significant part in how these plans take shape. Most significant to both will be continued engagement with customers – technology underpins the work of every other internal and citizen-facing service in The City.

# Administration's Commitments

## 1: Improving Customer Understanding

Actions to date:	Future Actions:
<ul style="list-style-type: none"> <li>- A customer journey map was completed for the technology investment process.               <ul style="list-style-type: none"> <li>o Included customer/partner engagement to determine process and pain points from their perspective</li> </ul> </li> <li>- Four key intervention points were identified: Process clarity, proactive support, synchronization across partners and communications.</li> <li>- Project approval methodology has been redesigned to evaluate project costs and anticipated benefits.</li> </ul>	<ul style="list-style-type: none"> <li>- Redesign the process for technology project approvals to address the customer "pain points" identified on the journey maps</li> </ul>
Benefits Realized / Anticipated:	
<ul style="list-style-type: none"> <li>- Informs work on IT's role and mandate, improving outcome of that opportunity</li> <li>- Investment process streamlined for customers making it easier to understand, more transparent and improving the overall customer experience</li> </ul>	

## 2: Clarifying the Mandate

<ul style="list-style-type: none"> <li>- This challenge has been found to be common across all enabling services and will be further defined and addressed as part of the Shared Challenges of the Internal Services ZBR focused on role and purpose.</li> </ul>
--

## 3: Reviewing Application Portfolio Management (APM) Practices

Actions to date:	Future Actions:
<ul style="list-style-type: none"> <li>- Beniva Consulting Group delivered:               <ul style="list-style-type: none"> <li>o A detailed application Inventory</li> <li>o A business capability model</li> <li>o An application portfolio assessment</li> <li>o An APM process recommendations report</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Enhance APM practice recommendations and develop an implementation plan</li> <li>- Validate and complete the application inventory</li> <li>- Embed use of the inventory in APM practices and customer interactions</li> </ul>
Benefits Realized / Anticipated:	
<ul style="list-style-type: none"> <li>- Accurate and comprehensive application set better informs decision making and helping IT and customers focus on the right things</li> <li>- Increased ability to justify acting in the interests of the corporation</li> <li>- Reduced costs. These savings are difficult to quantify, however, better decision making will help focus future investment and likely lead to the avoidance of future duplication (and related costs)</li> <li>- Simplified portfolio and all related support</li> <li>- Reduced risk – A simplified portfolio is easier to support which reduces the likelihood/potential for system outages and security threats</li> </ul>	

#### 4: Rationalizing the Existing Application Portfolio

Actions to date:	Future Actions:
<ul style="list-style-type: none"> <li>- Beniva Consulting Group Delivered: <ul style="list-style-type: none"> <li>o Four business cases on the top functional areas for duplication rationalization</li> <li>o A listing of quick win opportunities</li> <li>o An application risk assessment</li> <li>o Application portfolio recommendations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Act on quick win opportunities found</li> <li>- Validate business cases with customers / users</li> <li>- Implement the validated opportunities.</li> <li>- Continue the rationalization process, exploring the additional duplications identified by Beniva to identify and validate additional opportunities.</li> </ul>
Benefits Realized / Anticipated:	
<ul style="list-style-type: none"> <li>- Quick win application rationalization resulting in \$80,000 in cash savings and \$320,000 in productivity gains upon full implementation (expected within two years)</li> <li>- Business cases for detailed rationalization amounting to \$400,0000 in cash savings and \$220,000 in productivity gains upon full implementation</li> </ul>	

#### 5: Tracking Total Cost of Application Ownership

Actions to date:	Future Actions:
<ul style="list-style-type: none"> <li>- Beniva delivered a total cost of ownership model which enables IT to: <ul style="list-style-type: none"> <li>o Consider the myriad of financial inputs related to applications</li> <li>o Inform customers of the full ramifications of any application decision (new or existing)</li> <li>o Inform decisions related to future funding arrangements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Validate all fields for internal use</li> <li>- Integrate the use of the model into informing client new decisions and funding arrangements</li> <li>- Using the model to review existing application support funding agreements and advising clients on which agreements need to change</li> </ul>
Benefits Realized / Anticipated:	
<ul style="list-style-type: none"> <li>- Transparent and central hub for all application financials helps customers make more informed decisions</li> <li>- Equitable, fairly negotiated and clearly understood funding arrangements</li> <li>- Reduced future funding surprises</li> <li>- Clearer ability to compare options (scenario analysis)</li> </ul>	

## 6: Agreeing on Levels of Service

### Actions to date:

- Developed a framework of key factors, to support discussions
- Engagement with services
- Service level reports developed for every Business Unit

### Future Actions:

- Distribute service level reports to Business Unit leaders
- Engage leaders to ensure common understanding of business systems and support provided by IT
- Utilize costing model to determine the financial implications of adjusting service levels to meet evolving customers and citizen expectations

### Benefits Realized / Anticipated:

- Better value through improved alignment of system availability to meet business needs across the corporation
- Increased customer and citizen satisfaction
- Improved staff morale from a clear understanding of expectations and a clear basis for work prioritization
- Optimized costs

## 7: Providing the Right Hardware Devices to Staff

### Actions to date:

- Enhancing the device advisory service to assess workforce productivity and telephony devices needed by staff
- Project manager assigned
- Preliminary work with two Business Units to pilot methodology

### Future Actions:

- Review of all existing and new devices to limit redundancy and optimize their productive use

### Benefits Realized / Anticipated:

- \$785,000 in annual cost savings upon full implementation
- \$3.85 million in annual productivity gains across the organization upon full implementation
- Support for flexible work and business continuity
- Reduced asset complexity
- Risk reduction

## Appendix 1: Financial Gains Summary

Commitment		Financial Benefits Upon Full Implementation	
		Cash Savings	Productivity Gains
1	Improving Customer Understanding	-	-
2	Clarifying the Mandate	-	-
3	Reviewing Application Portfolio Management Practices	-	-
4	Rationalizing the Existing Application Portfolio	\$80,000 (Quick Wins) \$400,000 (Business Cases)	\$320,000 (Quick Wins) \$220,000 (Business Cases)
5	Tracking Total Cost of Application Ownership	-	-
6	Agreeing on Levels of Service	-	-
7	Providing the Right Hardware Devices to Staff	\$785,000	\$3,850,000
<b>Total</b>		<b>\$1,265,000</b>	<b>\$4,390,000</b>

# ROADS Zero-Based Review (ZBR) Final Implementation Update

January 22, 2019







## ROADS ZBR Final Implementation Update

### Background

In November 2015, the Transportation and Transit committee received a report for information regarding the Roads Update Report on the Zero-Based Review (TT2015-0792). It highlighted successful gains in all five service areas covered in the ZBR:

Service Area	Description
1 Streetlight Maintenance	The purchasing strategy put into place for asset replacement resulted in a substantial cost savings estimate of approximately \$1.0 million compared to previous years.
2 Pavement Rehabilitation	The average daily production increased by 15%, or 200 tonnes per day compared to 2012. These gains equaled a savings of approximately \$1.5 million. A related strategy resulted in a reduction of \$556,000 in fleet maintenance costs.
3 Pavement Marking	The program reduced their total consumption of glass beads (in the paint) by 25% compared to the previous year, saving approximately \$45,000 annually.
4 Sign Manufacturing	Adopted administrative changes to better support customer service, and reduced the production time on certain core products by up to 50%.
5 Gravel Crushing	The implementation of performance monitoring and forecasting strategies resulted in an 11% reduction in the costs per tonne. This equaled a savings of \$409,000 based on 2015 production numbers.

The consultant's ZBR report estimated a target of \$1.4 to \$1.9 million in annual savings by 2017.

Roads actual productivity gains and cost savings were **\$3.5 million** by the end of 2015.





## (Cont'd) Background

More than just cost savings, the zero-based review also provided opportunities to encourage and support innovation within teams, which led to additional customer service improvements:

- Streetlight repairs – response times were cut in half, improving to 22 days, well below the 30 day target
- Excavation permits – created an online application program for customers to use 24/7. This reduced errors and delays from using fax, email and phone to support more than 8000 requests each year.

Teams also became more efficient in delivering several of their core services, including spring street sweeping and seasonal road marking.

Response times for street light repair were cut in **HALF**

**ENABLED** electronic applications for all excavation permits

Pre-sweeping **REMOVED** 50% more debris for Spring Clean-up

**MORE** road lines and stencils were painted than ever before (500 km)

## Progress Update

The Roads ZBR is now complete, and was very successful. By the end of 2018, the gains in efficiency and productivity have allowed Roads to reinvest approximately **\$11.4 million** back into their service delivery, compared to the 2012 baseline numbers.

Roads	Efficiency Type	2015	2016	2017	2018
<b>New annual savings</b>					
Pavement Marking	Productivity Gains	\$45,000	\$45,000	\$45,000	\$45,000
Gravel Crushing	Cost Savings	\$300,000	\$300,000	\$300,000	\$300,000
<b>SUBTOTAL</b>		<b>\$345,000</b>	<b>\$345,000</b>	<b>\$345,000</b>	<b>\$345,000</b>
<b>Variable annual savings</b>					
Street Light Maintenance	Cost Avoidance (Capital)	\$1,000,000	\$600,000	\$1,900,000	\$3,200,000
Gravel Crushing	Cost Savings	\$109,000	\$225,000	\$0	\$150,000
Pavement Rehabilitation	Productivity Gains	\$2,056,000	\$560,000	\$219,000	\$0
<b>SUBTOTAL</b>		<b>\$3,165,000</b>	<b>\$1,385,000</b>	<b>\$2,119,000</b>	<b>\$3,350,000</b>
<b>Total ZBR Savings (4 years)</b>					<b>\$11,399,000</b>

One service that will not see full implementation of the administration recommendations is the Sign Shop. Strategic investments in equipment replacement and customer service did result in production time being reduced by 30-50% for some core products. However, the feasibility of expanding commercial services to other municipalities or districts has diminished, as market conditions have changed with the development of two new sign manufacturing operations in the province, including the City of Edmonton.



## Going Forward

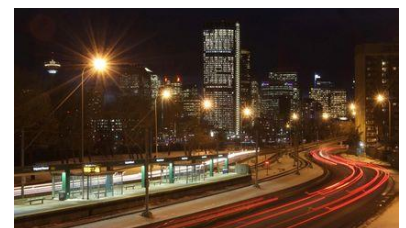
The ZBR process has led to sustainable change in how Roads continues to focus on cost-effective delivery of services, including actively encouraging staff to think about ways to make improvements.

An example of this is their **Innovation Journal** program. Held twice a year, teams participate in brainstorming sessions to talk about their processes and the way they work, use technology, and provide service – to see if there are ways to work more efficiently. At the end of 2017, the Journal had 104 entries, and 61 of the suggestions have been implemented to date.

Below are some of the additional projects and initiatives that have been implemented or are underway since the Roads ZBR was completed in 2015.

### A Culture of Continuous Improvement

Employee Engagement	<b>Innovation Journal</b> <b>Let's Talk Sessions</b> – sharing the results of employees surveys and help groups create action plans to improve their work environment <b>Women in Transportation program</b> – developing a supportive, learning environment for women in Transportation
Process Review	<b>Concrete Control Centre</b> – analysis of all concrete operations resulting in better coordination <b>311 Service Request Process mapping</b> – improved efficiency and quality of response
Customer Service	<b>New On-line Over-dimensional Booking System</b> <b>New Annual Temporary Sign Permit</b> <b>Customer Service Analysis Tool</b> – created for employees to analyze their customers journey or interaction with Roads processes to achieve their goals
Cost Savings	<b>New Installation option for iSlows</b> (residential speed signage) – Use of wooden poles reduced costs to \$1,000 versus \$5,000 for streetlight mounting. <b>Signal Cabinet Maintenance Route Optimization</b> – using ArcGIS to map inspection routes resulting in 425 less hours of driving time. <b>Steel Ramps for Sink Holes</b> – temporary structure that helps with emergency sinkholes which reduces detour set-ups and cost
Performance Measures	<b>311 Roads Dashboard</b> – provides weekly information about # of SRs received, # closed and remaining, Ward information about SR complaints and addresses - provides employees with information on trends and hotspots to help plan work



**Planning & Development Report to  
Priorities and Finance Committee  
2019 January 22**

**ISC: UNRESTRICTED  
PFC2019-0018**

**Consideration of the Nose Creek Communities in an Economic Development  
Context – Deferral Request**

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**EXECUTIVE SUMMARY**

Administration is requesting a short deferral for the Nose Creek business case review work. This work was initiated by Council through a motion arising from the New Community Growth Strategy 2018 (C2018-0900), in order to consider the Nose Creek business case within a broader economic development context. As per the Council direction, the final reporting will consider Calgary's competitiveness in attracting commercial and industrial investment, as a city and within the greater region.

A deferral will provide time for Calgary Economic Development (CED), identified members of CED's Commercial Real Estate Committee, the business case proponents, and Administration to join Councillor Jyoti Gondek (the initiator of the motion arising) in participating in a workshop where the identified questions can be considered in more detail through a collaborative, hands-on session. This session would build on the work completed on this file to-date via engagement with CED, the proponents, and the other stakeholders. Administration will also conduct engagement with Councillor Jeff Davison (Council's representative for CED).

**ADMINISTRATION RECOMMENDATION:**

That the Priorities and Finance Committee recommends that Council approve Administration's request to defer the report on the consideration of the Nose Creek business case in an economic development context, and direct Administration to return to the Priorities and Finance Committee with a report in 2019 March.

**RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2019  
JANUARY 22:**

That the Administration Recommendation contained in Report PFC2019-0018 be adopted.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2019 July 30, Council approved recommendations for the New Community Growth Strategy 2018 – Further Review and Analysis Directed through PFC2018-0678 (C2018-0900) report. Through this report, 14 new communities were approved for the One Calgary (2019-2022) service plan and budget. Additionally, the following motion arising was adopted by Council:

Direct Administration to work with Council's representative for Calgary Economic Development (CED) to identify appropriate members of CED staff and the CED Commercial Real Estate Committee to serve as an ad hoc working group that will review the Nose Creek business case to:

1. Establish viability as contemporary mixed-use, campus-style development sites;
2. Identify opportunity to draw targeted and prospective investors according to CED's ongoing economic diversification work;
3. Evaluate ability to retain urban uses within the City's boundaries to stabilize the commercial tax base;

**Planning & Development Report to  
Priorities and Finance Committee  
2019 January 22**

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PFC2019-0018**

**Consideration of the Nose Creek Communities in an Economic Development  
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4. Evaluate ability to prevent neighbouring municipalities from poaching investment opportunities from Calgary; and
5. Provide sound rationale (if any exist) for removal of the growth management overlay (GMO). Report back through PFC in 2019 January.

**BACKGROUND**

On 2018 July 30, Council directed Administration to engage Calgary Economic Development (CED) to review the business case for the two communities in the Nose Creek Area Structure Plan (ASP) that were not approved through the New Community Growth Strategy 2018 (C2018-0900). The Council motion included direction to consider this review in the context of Calgary's competitiveness in attracting commercial investment generally, and also relative to the larger Calgary economic region. Council directed Administration to return to the Priorities and Finance Committee in 2019 January.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

*Preliminary Work*

Administration engaged CED and met multiple times to develop a work plan, identify members for a working group based on the membership of CED's Commercial Real Estate Committee, and discuss the Nose Creek context while considering broader challenges and opportunities in attracting investment for industrial and commercial development in Calgary.

Meetings with the local Councillor and initiator of the motion (Councillor Gondek) and Council's representative to CED (Councillor Davison) occurred in August and September 2018.

Administration also involved QuadReal Property Group, the proponents of the Nose Creek business case, to ensure they were engaged and had the opportunity to present their business case to the other stakeholders.

*Progress to Date*

Those engaged to-date have committed effort and time to provide input on the regional competitiveness of Calgary's non-residential market, trends around industrial serviced land supply, and current market strength. A broad discussion and research of Calgary's industrial market competitiveness among similar North American jurisdictions has also occurred.

Furthermore, there were discussions around the development of the upcoming Industrial Area Growth Strategy, including potential scope and deliverables. This work is intended to leverage the ongoing work of the Industrial Strategy Working Group (part of the Industry/City Work Plan) and commence in 2019.

*Reason for Deferral*

The meetings mentioned above occurred through September to December 2018. In December, it was identified that this work would benefit from an additional workshop that was open to all stakeholders. Following this, due to the busy schedules of all involved, the earliest date that could be arranged for a workshop was determined to be 2019 January 23. This is a key

**Planning & Development Report to  
Priorities and Finance Committee  
2019 January 22**

**ISC: UNRESTRICTED  
PFC2019-0018**

**Consideration of the Nose Creek Communities in an Economic Development  
Context - Deferral Request**

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engagement event, and Administration would like to incorporate the discussion and findings from the workshop in responding to Council's direction.

In summary, a deferral of this report to Priorities and Finance Committee meeting on 2019 March 5 allows Administration to address the five points from the motion arising and include the results of the 2019 January 23 workshop in the final report.

**Stakeholder Engagement, Research and Communication**

A number of stakeholders have been working together to achieve the goals of the Council direction. These include representatives from Calgary Economic Development (CED), identified members of CED's Commercial Real Estate Committee, the QuadReal Property Group business case proponents, Councillor Jeff Davison (Council's CED Board Member), Councillor Jyoti Gondek (initiator of the motion arising), and Administration. Stakeholders have agreed that a deferral will provide time for the scheduled workshop to be completed and reflected in the final report. QuadReal Property Group (the business case proponent) has provided a letter of no objection to the deferral. This letter is included as Attachment 1.

**Strategic Alignment**

A deferral will allow for additional information from the 2019 January 23 workshop to be reflected in the report. This will enhance the comprehensiveness of the review and provide better information on opportunities for attracting and retaining commercial and industrial investment in the city. This is aligned with the One Calgary (2019-2022) Citizen Priority: A Prosperous City.

**Social, Environmental, Economic (External)**

None regarding this request to defer.

**Financial Capacity**

***Current and Future Operating Budget:***

None regarding this request to defer.

***Current and Future Capital Budget:***

None regarding this request to defer.

**Risk Assessment**

None regarding this request to defer.

Planning & Development Report to  
Priorities and Finance Committee  
2019 January 22

ISC: UNRESTRICTED  
PFC2019-0018

**Consideration of the Nose Creek Communities in an Economic Development  
Context - Deferral Request**

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**REASON(S) FOR RECOMMENDATION(S):**

A deferral of the report on the Nose Creek business case that considers Calgary's competitiveness in attracting commercial and industrial investment will allow Administration to incorporate feedback from a stakeholder workshop that is scheduled for 2019 January 23.

**ATTACHMENT(S)**

Attach 1 – Letter from QuadReal Property Group - PFC2019-0018

**Letter from QuadReal Property Group**



QuadReal Property Group  
Suite 301, 240 - 4th Avenue SW  
Calgary, AB T2P 4H4  
Canada  
T 403-202-7500  
W [www.quadreal.com](http://www.quadreal.com)

January 14, 2019

Kathy Davies Murphy  
Manager, Growth and Strategic Services  
Planning & Development, The City of Calgary  
800 Macleod Trail SE  
Calgary, Alberta T2P 2M5

**Re: No Objection Notice – Deferral of Report to Priorities and Finance Committee**

Please be advised that QuadReal Property Group ("QuadReal"), on behalf of bclMC Realty Corporation ("bclMC"), has no objection to Administration deferring the Report due to Priorities and Finance Committee with respect to the motion adopted by Council for the Nose Creek ASP lands as part of Report C2018-0900 (New Community Growth Strategy 2018 – Further Review and Analysis Directed through PFC2018-0678) from January 2019 to March 2019.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jeff Hyde", is written over the word "Sincerely,".

Jeff Hyde  
Senior Vice President  
Development, Prairies





**Deputy City Manager's Office Report to  
SPC on Utilities and Corporate Services  
2019 January 23**

**ISC: UNRESTRICTED  
UCS2019-0101  
Page 1 of 3**

## **Summary of Real Estate Transactions for the Third Quarter 2018**

### **EXECUTIVE SUMMARY**

Pursuant to Real Property Bylaw 52M2009 and LAS2011-17, Administration must report quarterly to Council on closed transactions approved through delegated authority. This report for information includes a summary of the following closed transactions for the Third Quarter 2018.

- Stand alone sales;
- Other Dispositions;
- Acquisitions less than \$5,000,000.00;
- Occupations less than \$500,000.00.

### **ADMINISTRATION RECOMMENDATION:**

**Review By: 2019 Feb 28.**

The SPC on Utilities and Corporate Services recommend that Council:

1. Receive this Report for information; and
2. Request the Recommendations, Report and Attachments remain confidential under Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act* until the report is published in the Council agenda.

### **RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED 2019 JANUARY 23**

That Council receive this Report for information.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2017 September 11, Council approved Bylaw 32M2017 to amend Real Property Bylaw 52M2009, which grants delegated authority to the City Manager who further delegates to those officers as set out in the Delegation of Authority by the City Manager.

On 2011 March 21, Council approved LAS2011-17 and directed Administration to report quarterly only on closed transactions approved through Delegated Authority.

On 2009 November 16, Council approved Real Property Bylaw 52M2009, which granted delegated authority to the City Manager who further delegated to those officers as set out in the Confirmation of Delegation of Authority by the City Manager.

### **BACKGROUND**

Pursuant to Bylaw 52M2009 Section 18 (5) *"The City Manager must prepare and submit to Council a report listing all Transactions approved pursuant to the Bylaw every three (3) months, or as otherwise directed by Committee or Council, commencing January, 2010."* Further to Section 18 (5) of Bylaw 52M2009, Administration was directed to report quarterly only on closed transactions approved through delegated authority through LAS2011-17.

**Deputy City Manager's Office Report to  
SPC on Utilities and Corporate Services  
2019 January 23**

**ISC: UNRESTRICTED  
UCS2019-0101  
Page 2 of 3**

## **Summary of Real Estate Transactions for the Third Quarter 2018**

Real Property Bylaw 52M2009 is supported by a business process review that established well-defined real estate processes in a consistent, accountable and effective manner. The redesigned processes, procedures and forms ensure the necessary due diligence and documentation to support Bylaw 52M2009. Delegated authority was only exercised as defined in the Bylaw.

All of the attached remnant land sales are less than \$5,000,000.00 and are adjacent to the property owner(s).

All of the attached stand alone sales have been the subject of method of disposition reports and have been approved by either Land and Asset Strategy Committee or SPC on Utilities and Corporate Services (UCS) and Council.

All of the attached acquisitions are requirements of Council approved projects or otherwise authorized by Council and less than \$5,000,000.00.

All of the attached leases/licenses have an annual base rent or fee less than \$500,000.00, the term does not exceed five (5) years and there are no more than two (2) options to renew, as per Bylaw 52M2009 Section 8(1)(a).

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Not applicable.

#### **Valuation**

The negotiated prices of the real estate transactions referenced in the Attachments are either based on internal valuations or independent appraisals which were endorsed by Administration's Valuation Review Committee, or are based on set rates and fees. One exception is for real estate transactions that are for nominal consideration. Valuations or appraisals have not been completed for nominal consideration real estate transactions.

#### **Stakeholder Engagement, Research and Communication**

Not applicable.

#### **Strategic Alignment**

This report aligns with Real Property Bylaw 52M2009 and LAS2011-17 whereby Administration must report quarterly to Council on closed transactions approved by delegated authority.

#### **Social, Environmental, Economic (External)**

##### **Social**

Bylaw 52M2009 provides a single point of reference for Council, Administration and the public concerning the authorities and responsibilities for real estate transactions to be undertaken by Real Estate & Development Services. Staff members are provided with training and are supported in implementing business processes and the Bylaw for all real estate transactions.

##### **Environmental**

Deputy City Manager's Office Report to  
SPC on Utilities and Corporate Services  
2019 January 23

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## **Summary of Real Estate Transactions for the Third Quarter 2018**

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The real estate processes are in accordance with The City of Calgary's Sales, Acquisitions and Leases Environmental (S.A.L.E.) Policy.

### **Economic**

Where applicable, the changes to the processes and authorities for real estate transactions will streamline the transaction timeline by four to six weeks, thus reducing the time and financial costs associated with finalizing the transaction.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

Not applicable.

#### ***Current and Future Capital Budget:***

Not applicable.

### **Risk Assessment**

The approval processes place additional decision-making responsibility on Administration for The City's real estate transactions. The potential risks associated with giving Administration greater authority, are mitigated in several ways:

- Increased due diligence and documentation achieved by the clearly defined business processes for all real estate transactions;
- All proposed real estate transactions documented by a land report or land authorization form will be reviewed by the Management Real Estate Review Committee or authorized delegated authority position;
- Administrative approvals will only be exercised where the established guidelines are met;
- The Deputy City Manager can opt to forward any proposed sale, lease or acquisition under his authority on to UCS and Council for approval; and
- Quarterly reporting to UCS and Council regarding closed transactions approved by Administration.

### **REASON(S) FOR RECOMMENDATION(S):**

Report for information.

### **ATTACHMENT(S)**

1. Attachment 1 – Summary of Stand Alone Sales for the Third Quarter 2018
2. Attachment 2 – Summary of Other Dispositions for the Third Quarter 2018
3. Attachment 3 – Summary of Acquisitions less than \$5,000,000.00 for the Third Quarter 2018
4. Attachment 4 – Summary of Occupations less than \$500,000.00 for the Third Quarter 2018.



**SUMMARY OF STAND ALONE SALES  
THIRD QUARTER 2018**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	PREVIOUS COUNCIL DIRECTION	DELEGATED AUTHORITY
1.	7287 106 AV SE	Sale of property in the community of East Shepard Industrial in the Point Trotter Industrial Park to 690909 Alberta Ltd. for a speculative multi bay industrial warehouse.	MRER2018-29	Ward 12 Councillor Shane Keating	\$1,174,550.00	1.69	\$695,000.00	2018 July 16	On 2014 November 03 Council approved LAS2014-53 – Proposed Method of Disposition, authorizing Administration to publicly market the Property and negotiate a sale with the successful applicant	Authorized by: Acting Deputy City Manager Pursuant to Bylaw 52M2009 Sections 6.(1)(b), 7.(1)(a) and 8.(1)(a)

**LEGEND / NOTES**

MRER Management Real Estate Review (e.g. MRER2018-XX)  
LAF Land Authorization Form (e.g. LAF2018-XX)  
LAS Land Asset Strategy (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)

**UCS2019-0101  
ATTACHMENT 1**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	PREVIOUS COUNCIL DIRECTION	DELEGATED AUTHORITY
2.	7308 106 AV SE	Sale of the property in the community of East Shepard Industrial in the Point Trotter Industrial Park to Engelhart Reed Ltd. for construction of a 29,000 sq. ft. multi bay industrial warehouse.	MRER2018-37	Ward 12 Councillor Shane Keating	\$1,781,600.00	2.62	\$680,000.00	2018 August 03	On 2014 November 03 Council approved LAS2014-53 – Proposed Method of Disposition, authorizing Administration to publicly market the Property and negotiate a sale with the successful applicant.	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Sections 6.(1)(b), 7.(1)(a) and 8.(1)(a)

**LEGEND / NOTES**

MRER Management Real Estate Review (e.g. MRER2018-XX)  
LAF Land Authorization Form (e.g. LAF2018-XX)  
LAS Land Asset Strategy (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)

**UCS2019-0101  
ATTACHMENT 1**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	PREVIOUS COUNCIL DIRECTION	DELEGATED AUTHORITY
3.	608 51 AV SE	Sale of property in the community of Manchester to Columbia Holdings Inc. for storage purposes and possible future redevelopment.	MRER2018-54	Ward 09 Councillor Gian Carlo-Carra	\$1,089,000.00	1.32	\$825,000.00	2018 August 08	On 2016 November 28 Council adopted the recommendations contained in LAS2016-136, Proposed Method of Disposition – 608 51 Avenue SE and requested that Administration return to Council through the SPC on Utilities and Corporate Services, no later than Q1 2017 with an update on the negotiation with the existing tenant.	Authorized by: Acting Deputy City Manager Pursuant to Bylaw 52M2009 Section 7.(1)(a)

**LEGEND / NOTES**

MRER Management Real Estate Review (e.g. MRER2018-XX)  
LAF Land Authorization Form (e.g. LAF2018-XX)  
LAS Land Asset Strategy (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)

**UCS2019-0101  
ATTACHMENT 1**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	PREVIOUS COUNCIL DIRECTION	DELEGATED AUTHORITY
4.	3504 & 3508 69 ST NW	Sale of properties in the community of Bowness to Sunnyside Greenhouses Ltd. pursuant to an exclusive option to purchase for future redevelopment.	MRER2018-58	Ward 01 Councillor Ward Sutherland	\$1,477,603.75	1.21	\$1,221,160.12	2018 July 31	On 1990 June 12, Council adopted LAND90-95; granting Sunnyside Greenhouses Ltd., a long term lease and an option to purchase the Property upon Council declaring the Property surplus to the future civic requirements of The City of Calgary.  On 2018 June 25 Regular Meeting of Council, Council adopted the recommendations in C2018-0839; declaring the Property	Authorized by: Acting Deputy City Manager Pursuant to Bylaw 52M2009 Section 7.(1)(a)

**LEGEND / NOTES**

MRER Management Real Estate Review (e.g. MRER2018-XX)  
LAF Land Authorization Form (e.g. LAF2018-XX)  
LAS Land Asset Strategy (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)



#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	PREVIOUS COUNCIL DIRECTION	DELEGATED AUTHORITY
									surplus to the future civic requirement of The City of Calgary.	

**TOTAL STAND ALONE SALES FOR THIRD QUARTER 2018:     \$5,522,753.75**

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**LEGEND / NOTES**

MRER    Management Real Estate Review (e.g. MRER2018-XX)  
LAF      Land Authorization Form (e.g. LAF2018-XX)  
LAS      Land Asset Strategy (e.g. UCS2018-XX)  
MOD      Method of Disposition (report that establishes reserve price)



**SUMMARY OF OTHER DISPOSITIONS  
THIRD QUARTER 2018**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
1.	3520 90 AV SW	Disposition of a utility right of way and an easement in the community of Glenmore Park to ATCO Gas and Pipelines Ltd.for construction of a new gate station.	MRER2017-107	Ward 11 Councillor Brian Pincott	\$10.00  (* The Consideration is nominal for these transactions as they are tied to a proposed sale of land to ATCO and some of the work is temporary).	1.51	N/A	2018 March 30	Authorized by: Director, Real Estate & Development Services Pursuant to Bylaw 52M2009 Section 7.(1)(f)

**LEGEND / NOTES**

MRER Management Real Estate Review (e.g. MRER2018-XX)  
LAF Land Authorization Form (e.g. LAF2018-XX)  
LAS Land Asset Strategy (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)



**SUMMARY OF ACQUISITIONS LESS THAN \$5,000,000.00  
THIRD QUARTER 2018**

	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	PURCHASE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
1.	1508 34 AV SW, 1730 16 AV NW and 108 Mission RD SW	Acquisition of three properties in the communities of South Calgary, Capitol Hill and Erlton by way of Right of First Refusal for future city interest including potential affordable housing sites and other value add opportunities.	MRER2017-123	Ward 08 Councillor Evan Woolley  Ward 07 Councillor Druh Farrell  Ward 11 Councillor Jeromy Farkas	\$10,321.53*  (*The Consideration for the properties was at book value as per the Master Agreement between The City and Enmax Power Corporation.)	1.029	\$10,030.64	2018 August 31	Authorized by: Director, Real Estate & Development Services Pursuant to Bylaw 52M2009 Section 6.(1)(c)
2.	4920R 68 ST SE	Acquisition of surplus Provincial property in the community of Great Plains / Starfield assembly with adjacent City of Calgary owned lands for future redevelopment.	MRER2018-53	Ward 09 Councillor Gian Carlo Carra	\$604,800.00	5.76	\$105,000.00	2018 September 14	Authorized by: Director, Real Estate & Development Services Pursuant to Bylaw 52M2009 Section 6.(1)(a)

**LEGEND / NOTES**

MRER Management Real Estate Review (e.g. MRER2018-XX)  
LAF Land Authorization Form (e.g. LAF2018-XX)  
LAS Land Asset Strategy (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)

**UCS2019-0101**  
**ATTACHMENT 3**

	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	PURCHASE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
3.	1515 46 AV SE	Acquisition of utility rights of way and easements in the community of Highfield for Stage 1 construction of the Green Line LRT project.	LAF2018-05	Ward 09 Councillor Gian-Carlo Carra	\$340,250.00	1.17	\$290,811.96	2018 July 15	Authorized by: Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Section 6.(1)(f)
4.	250 16 AV NE and 254 16 AV NE	Acquisition of an easement in the community of Tuxedo Park for upgrades to existing Calgary Transit infrastructure as part of the North Crosstown Bus Rapid Transit Project.	LAF2018-65	Ward 09 Councillor Gian-Carlo Carra	\$10.00	0.008	N/A	2018 August 15	Authorized by: Acting Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Sections 6.(1)(f) and 18.(1)(a)
5.	1200 37 ST SW	Acquisition of an easement in the community of Rosscarrock for a new pedestrian overpass at Westbrook Mall.	LAF2018-77	Ward 08 Councillor Evan Woolley	\$10.00	0.025	N/A	2018 September 14	Authorized by: Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Sections 6.(1)(f) and 18.(1)(a)

**TOTAL ACQUISITIONS FOR THIRD QUARTER 2018:        \$955,391.53**

**LEGEND / NOTES**

MRER    Management Real Estate Review (e.g. MRER2018-XX)  
LAF      Land Authorization Form (e.g. LAF2018-XX)  
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**SUMMARY OF OCCUPATIONS LESS THAN \$500,000.00  
THIRD QUARTER 2018**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
1.	160 8 AV SE	Lease of property in the community of Downtown Commercial Core to 966199 Alberta Ltd. o/a Centini Restaurant & Lounge for operating a restaurant.	MRER2017-58	Ward 07 Councillor Druh Farrell	\$72,810.00 Years 1-3  \$77,664.0 Year 4  \$82,518.00 Year 5	2017 May 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
2.	2045 12 AV SE	Third party license of property in the community of Inglewood to The City of Calgary for access and use of the property for related recreation activities associated with Harvie Passage; and for operation and maintenance of recreation facilities.	MRER2018-59	Ward 09 Councillor Gian-Carlo Carra	\$1.00	2018 June 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(d)
3.	1216, 1212 and 2010 11 AV SE	License of property in the community of Inglewood to Alberta River Surfing Association for a temporary use to host the Big Slam event.	LAF2018-35	Ward 09 Councillor Gian-Carlo Carra	\$1,000.00	2018 July 13	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

**LEGEND / NOTES**

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LAS Land Asset Strategy (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
4.	260 50 AV SE	License of property in the community of Manchester Industrial to R & F Hurbin Investments Inc. for parking and storage.	LAF2018-39	Ward 09 Gian-Carlo Carra	\$5,760.00	2018 April 01	Authorized by: Acting Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 9.(1)(a)-(d)
5.	507 30 AV SW	License of property in the community of Rideau Park to Spencer Coupland and Kim Coupland for landscaping.	LAF2018-44	Ward 11 Councillor Jeromy Farkas	\$500.00	2018 July 01	Authorized by: Acting Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
6.	840 9 AV SW	License of property in the community of Downtown Commercial Core to 1883865 Alberta Ltd. c/o Knoxville's Tavern for a temporary tent during Stampede.	LAF2018-46	Ward 08 Councillor Evan Woolley	\$66,100.00	2018 July 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
7.	4920 68 ST SE	License of property in the community of Foothills to Alberta Products Pipe Line Ltd. for a temporary use for access and workspace.	LAF2018-50	Ward 09 Councillor Gian-Carlo Carra	\$6,000.00	2018 July 01	Authorized by: Acting Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

**LEGEND / NOTES**

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#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
8.	1895 9 AV SW	Third party license of property in the community of Shaganappi to The City of Calgary to operate and maintain a temporary public detour road and pathway, required for the Crowchild Trail Expansion project.	LAF2018-52	Ward 08 Councillor Evan Woolley	\$43,000.00	2018 July 01	Authorized by: Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Section 8.(1)(a)
9.	4819 4 ST NW	Lease of property in the community of Highwood to Dylan G. Ferrier and Amilio J. Jones for a residential tenancy.	LAF2018-56	Ward 07 Councillor Druh Farrell	\$12,000.00	2018 July 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
10.	4823 4 ST NW	Lease of property in the community of Highwood to Caleb Grant for a residential tenancy.	LAF2018-57	Ward 07 Councillor Druh Farrell	\$12,000.00	2018 August 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

**LEGEND / NOTES**

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#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
11.	12620 15 ST NE	License of property in the community of Stoney 1 to ATCO Gas and Pipelines Ltd. for the construction and placement of a high pressure gas line.	LAF2018-59	Ward 03 Councillor Jyoti Gondek	\$10.00	2018 August 13	Authorized by: Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Section 8.(1)(a)
12.	205 Evermeadow AV SW	License of property in the community of Evergreen to Matthew Horch and Jenny Horch for landscaping.	LAF2018-64	Ward 13 Councillor Diane Colley- Urquhart	\$500.00	2018 August 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
13.	950 Drury AV NE	License of property in the community of Bridgeland / Riverside to Michelle Keith and Daniel Hackett for landscaping.	LAF2018-68	Ward 09 Councillor Gian-Carlo Carra	\$500.00	2018 July 17	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
14.	1334 Riverdale AV SW	License of property in the community of Elbow Park to Her Majesty the Queen in Right of Alberta as represented by The Minister of Infrastructure for landscaping.	LAF2018-69	Ward 11 Councillor Jeromy Farkas	\$10.00	2018 July 25	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

**LEGEND / NOTES**

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#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
15.	820 14 ST SW	License of property in the community of Downtown West End to Enmax Power Corporation for an upgrade to the existing utility lines.	LAF2018-72	Ward 08 Councillor Evan Woolley	\$10.00	2018 August 27	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
16.	1923 44 AV SW	License of property in the community of Altador to James MacMillan and Carla Waters for landscaping.	LAF2018-78	Ward 08 Councillor Evan Woolley	\$500.00	2018 September 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
17.	2433 54 AV SE	License of property in the community of North Glenmore to Enmax Power Corporation for utility installation to facilitate the construction of a pedestrian bridge across Crowchild TR at 54 AV SW.	LAF2018-82	Ward 11 Councillor Jeromy Farkas	\$10.00	2018 September 10	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

**LEGEND / NOTES**

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#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
18.	9101 Shepard RD SE	License of property in the community of Shepard Industrial to Westhoff Engineering Resources Inc. to conduct geotechnical and environmental investigation.	LAF2018-84	Ward 12 Councillor Shane Keating	\$2,000.00	2018 September 18	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
19.	11411 29 ST SE	License of property in the community of Shepard Industrial to Enmax Power Corporation for the construction and placement of utilities.	LAF2018-85	Ward 12 Councillor Shane Keating	\$10.00	2018 September 21	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

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**LEGEND / NOTES**

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**Utilities & Environmental Protection Report to  
SPC on Utilities and Corporate Services  
2019 January 23**

**ISC: UNRESTRICTED  
UCS2019-0113**

**Waste and Recycling Services 2018 Residential Collection Services Review**

**EXECUTIVE SUMMARY**

Waste & Recycling Services (WRS) engaged consultants to conduct a residential single detached dwelling Collection Services Review for the Black, Blue and Green Cart Programs in 2018. The review included: an analysis of WRS' performance since 2014; a municipal benchmarking analysis of residential collection; an industry scan and strategic analysis; and a financial comparison of the WRS service delivery model to an alternative service delivery model.

To standardize the evaluation of WRS' residential collection services, service value objectives of customer experience, safety, environment and costs were established. However, key value-added components of WRS service delivery to Calgarians were not considered, for example: resources for emergency response and identifying and notifying 3-1-1 of incidents outside of WRS' scope of work.

The key consultant review recommendation is that WRS maintain the public-sector service delivery model for collections, provided regular review, assessment and performance reporting occur. This recommendation was based upon the following Collection Service Review findings:

- WRS has demonstrated cost efficiencies across both manpower and fleet maintenance with collection costs per scheduled service decreasing by 6.5 per cent since 2014, even with labour wage increases and the implementation of the Green Cart Program in 2017;
- WRS residential performance for reliability and responsiveness to service requests is better than or comparable to most reporting municipalities;
- WRS has a competitive advantage, relative to private sector service providers, in attracting and retaining qualified drivers in Alberta's cyclical labour market;
- A mixed service delivery model is the most likely alternative to offer potential cost savings;
- Estimated annual savings of \$425,000 to \$1,275,000 may be achieved through a one-third mixed service delivery model, equating to less than two per cent of WRS' collection costs and a city-wide cost savings of approximately \$1.30 to \$3.90 per household per year; and
- A mixed service delivery model could put two of The City's service values objectives, customer experience and safety, at risk.

Although significant efficiencies have been realized in WRS over time through automation of collection, improvements in fleet maintenance costs, and implementation of industry specific route design software in 2018, there is further potential to reduce costs. Additional measures such as limiting excess garbage collection, developing an alternative fuel strategy, considering moving to a ten-hour work day and advocating for the Province to implement an Extended Producer Responsibility program for recycling are being explored, with reports coming to Council in 2019.

Utilities & Environmental Protection Report to  
SPC on Utilities and Corporate Services  
2019 January 23

ISC: UNRESTRICTED  
UCS2019-0113

### **Waste and Recycling Services 2018 Residential Collection Services Review**

#### **ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee (SPC) on Utilities and Corporate Services (UCS) recommends that Council: direct Administration to:

1. Receive this report for information; and
2. Direct Administration to assess and pursue service efficiency opportunities, as identified in the 2018 Collection Services Review, with a report back to SPC on UCS no later than Q2 2020.

#### **RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED 2019 JANUARY 23:**

That Council:

Direct Administration to assess and pursue service efficiency opportunities, as identified in the 2018 Collection Services Review, with a report back to SPC on UCS no later than Q2 2020.

#### **Opposition to Recommendation 2: Councillor Farrell**

#### **PREVIOUS COUNCIL DIRECTION / POLICY**

2015 June – Waste & Recycling Services Collection Service Review: Operational Performance & Fleet Management (UCS2015-0324): report received for information.

2015 March – Waste & Recycling Services: Collection Service Review (UCS2015-0220): Council directed Administration to provide city-wide black, blue and green cart residential collection services through a public service delivery model for the remainder of the 2015-2018 business cycle, and to consider an alternate service delivery model in alignment with the 2019-2022 business cycle.

2014 October – Waste & Recycling Services Collection Service Delivery Review (UCS2014-0262): Council directed Administration to report back to SPC on UCS with a recommended collection service delivery model for black, blue and green cart service commencing in 2017 no later than 2015 March and review the consultants' recommendations on operational performance and fleet management and bring a status update to SPC on UCS no later than 2015 June.

#### **BACKGROUND**

In 2017 WRS underwent operational change with the implementation of city-wide Green Cart Program (Council direction summarized in UCS2016-0440, Attachment 2) and the change in service level to every-other-week for black cart collection. In 2018 WRS' level of service for the three residential cart based services were: black cart every-other-week; blue cart weekly; and green cart weekly in the summer season and every-other-week for the winter season.

In preparation for the 2019-2022 service plans and budgets, WRS conducted a Residential (single detached dwelling) Collection Services Review for the Black, Blue and Green Cart Programs in 2018. WRS commissioned consultants with industry specific expertise in waste management (Tetra Tech Canada Inc. and Stack'd Consulting) and labour market analysis (HR Align Consulting) to complete the review.






## Waste and Recycling Services 2018 Residential Collection Services Review

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

The consultants completed several different analyses to conduct a balanced review of WRS' performance in the delivery of residential black, blue and green cart collection services. Results of the 2018 Collection Services Review are summarized in Attachment 1.

The review included an analysis of WRS' performance since 2014, a benchmarking analysis of residential collection with other municipalities, an industry scan and strategic analysis, and a financial comparison of WRS to the private sector for residential cart based service. Combined, these evaluations allowed the consultants to make recommendations. Results from these evaluations are included in the investigation below.

A municipal scan comparing residential waste and recycling charges, programs and level of service provided by each municipality is summarized in the table below. Typically, these charges cover full program costs including collection, processing/disposal, education and communications. The municipal scan identifies that WRS' charges remain aligned with those of other municipalities.

Service Delivery Model	Municipality	2019 Annual Fees	Type of Programs	Collection Frequency
Public	<b>Calgary</b>	\$292	<i>unlimited</i> 	Black EOW Blue Weekly Green summer Weekly winter EOW
Mixed	<b>Vancouver</b>	\$299* Black and Green only		Black EOW Blue Weekly Green Weekly
	<b>Toronto</b>	\$347* Black and Green only		Black EOW Blue EOW Green Weekly Yard EOW seasonally
	<b>Edmonton</b>	\$565	Black/Green and Blue & Depots, Reuse Centre, Big bin events and Eco Stations	Black/Green Weekly Blue Weekly
Private	<b>Airdrie</b>	\$255	<i>one bag</i> 	Black Weekly Blue Weekly Green summer Weekly winter EOW
	<b>Cochrane</b>	\$258		Black Weekly Blue Weekly Green summer Weekly winter EOW

\* Ontario and British Columbia have producer-funded recycling programs for blue cart recycling, therefore charges are for Black and Green cart service only.

EOW – every other week.

## **Waste and Recycling Services 2018 Residential Collection Services Review**

To standardize the evaluation of WRS' residential collection services, a set of service value objectives were developed: customer experience, safety, environment and costs. Considered together, these objectives support understanding of the overall performance of collection services. However, key value-added components of WRS service delivery to Calgarians were not considered, for example: resources for emergency response and identifying and notifying 3-1-1 of incidents outside of WRS' scope of work.

The consultants' key results and recommendations for the collection service review can be summarized as follows.

### **WRS' Efficiency and Effectiveness Analysis (Attachment 2)**

Since the 2014-2015 Collection Services Review, WRS has had major changes to both its services and levels of service. Attachment 2 summarizes the consultants' efficiency and effectiveness analysis of WRS' performance between 2014 and 2018.

- Collection costs have decreased by 6.5 per cent per scheduled service since 2014, even with collective bargaining labour wage increases and the introduction of the Green Cart Program in 2017.
- WRS and Fleet Services have demonstrated cost efficiencies across both manpower and fleet maintenance.
- WRS has been providing reliable, responsive and valued collection services with service reliability performance better than most reporting municipalities and comparable service request responsiveness.

### **Industry Scan and Strategic Analysis (Attachment 3)**

The consultants completed a qualitative scan of alternative service delivery models and a strategic analysis of the residential collection industry. The following highlights were identified.

- Collection contracts primarily fail due to labour issues with the attraction and retention of qualified drivers.
- In Alberta, over the short-term, the private sector could likely provide reliable, cost effective services and a comparable alternative to WRS collection services.
- In the medium to long-term, the private sector could be challenged to attract and/or retain labour in Calgary, which can lead to higher risk of service unreliability.
- Private service providers may not be able to maintain initial cost savings over the life of the contract.
- WRS has a competitive advantage, relative to private sector service providers, in attracting and retaining labour in Alberta's cyclical labour market.
- Historically, The City has had an effective and positive relationship with the Labour Unions.
- Contracting out part of the service may get an aggressive bid from a private company to win a contract, but they may not be able to maintain initial cost savings over the life of the contract.
- A mixed service delivery model could put two of The City's service values objectives, customer experience and safety, at risk. This is due to the decrease in direct control a municipality has to achieve desired outcomes, a potential conflict between the drive



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**ISC: UNRESTRICTED  
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## **Waste and Recycling Services 2018 Residential Collection Services Review**

for profit and service quality, and challenges associated with including performance measures within contracts.

### **Cost Impact for Alternative Service Delivery Model (Attachment 4)**

The consultants recommended a cost comparison to a mixed service delivery model. For consistency with the 2014 review, a contract area of one-third of the residential collection services for black, blue and green carts was determined to be the most appropriate cost comparison for Calgary. The attachment shows the cost comparison between WRS and an ideal private sector service provider.

- Costs focused on labour including fringe benefits, fleet, miscellaneous business expenses, contract management costs, corporate allocations, and profit.
- Labour: WRS hourly driver labour rate is 10 per cent above the market median and WRS pays more for fringe benefits including pension. In the consultants' financial evaluation, the private sector has been given the benefit of both lower costs and greater efficiency over WRS.
- Fleet: WRS purchases trucks and fuel at the same price as the private sector, typically has a lower interest rate for purchases, and likely spends more on trucks to include ergonomic features. In the consultants' financial evaluation, the private sector has been given the benefit of both lower costs and greater efficiency over WRS.
- Contract management costs of \$775,000 and a private sector profit of 10 per cent were included in the financial analysis.
- Based on the analysis, the estimated annual savings of \$425,000 to \$1,275,000 may be achieved by transitioning to a mixed service delivery model. This equates to less than two per cent of WRS' residential collection costs and a city-wide cost savings of approximately \$1.30 to \$3.90 per household per year.

### **Consultants Key Recommendations (Attachment 4)**

This attachment summarizes the consultants' recommendations based upon the research and analysis completed.

- Maintain the public-sector service delivery model for residential collections, provided, regular review, assessment and performance reporting occur.
- Manage costs per scheduled service through the 2019 to 2022 cycle in balance with the service value objectives of customer experience, environment and safety objectives.
- Create and maintain performance measures and operational indicators for residential collection services to support annual reporting on progress across all three service value objectives, as noted in Attachment 5.
- Consider extending collection shifts to a ten-hour work day.
- Consider alternative fuel vehicles to further enhance cost savings.

### **Benchmarking and Performance Measurement (Attachment 5)**

Regardless of the service delivery model, monitoring performance is a critical activity. WRS participates in several initiatives to monitor and compare performance including: Municipal Benchmarking Network Canada; National Solid Waste Benchmarking Initiative; annual Accountability Reports to Council; and The City's EnviroSystem and Safety reporting systems.

## **Waste and Recycling Services 2018 Residential Collection Services Review**

Several existing performance measures and benchmarks will support WRS' efforts to continually monitor performance of the residential black, blue and green cart collection system. Use of measures that support all four of the service value objectives will create a balanced representation of overall performance. Attachment 5 shows performance measures for residential collection as they relate to the service value objectives. WRS is also committing to participate in either a zero-based review or another Collection Services Review to inform the 2023 to 2026 service plan and budget cycle.

### **Residential Collection Services Summary**

The consultants' key findings upon completing the 2018 Collection Services Review were:

- WRS has been providing reliable, responsive and valued collection services;
- WRS has a competitive advantage to attract and retain qualified labour;
- Specific risks to changing the service model for residential black, blue and green cart collection services include customer experience and safety;
- WRS should develop an annual benchmarking plan to monitor its' indicative performance; and
- A mixed service delivery model likely has the potential for cost savings in the range of \$425,000 to \$1,275,000, equating to a city-wide cost savings of approximately \$1.30 to \$3.90 per household per year.

WRS' Black, Blue and Green Cart Programs offer highly valued services at competitive rates. Significant efficiencies have been realized over time with the introduction of automated collection, cost improvements in fleet maintenance, and the implementation of industry specific route design software in 2018.

The potential exists to further reduce collection costs for the Black, Blue and Green Cart Programs. The consultants have recommended WRS consider extending collection shifts to a ten-hour day and developing an alternative fuel strategy. In addition, WRS continues to explore cost cutting opportunities such as: limiting excess garbage collection, in-truck technology and advocating the Province to implement an Extended Producer Responsibility (EPR) program for recycling. Reports will be coming to Council in 2019.

### **Stakeholder Engagement, Research and Communication**

Other municipalities that have experience with alternative collection service delivery models were engaged regarding information on their services, levels of service and performance. Tetra Tech Canada Inc. and Stack'd Consulting completed strategic and analytical evaluations. HR Align Consulting conducted a labour market analysis of Class 3 drivers.

Citizen satisfaction with WRS continues to be consistently and highly valued. In 2018, citizen satisfaction with residential collection programs were:

- 88 per cent with residential garbage (black cart) collection;
- 91 per cent with residential blue cart recycling; and

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- 78 per cent with green cart service (Ipsos Reid surveys, Spring Pulse and November 2018).

WRS has consistently delivered high-quality services that are important to citizens. These results largely demonstrate increased satisfaction of residential cart-based programs as they mature.

**Strategic Alignment**

The Collection Services Review aligns with the 2019-2011 Council Directive for A Well-Run City:

W2 – We need to shift our understanding and focus from how services are delivered to why services are delivered. The City must work on improving the value of municipal services delivered by simplifying and streamlining processes and procedures, cutting red tape, eliminating service silos, and discontinuing those services that The City should not be providing. Beyond removing barriers, The City must move to a culture that actively promotes businesses.

**Social, Environmental, Economic (External)**

*Social*

Customer experience of residential collection services needs to be consistent, reliable, and responsive to inquiries. Issues will be resolved in a timely, accurate and courteous way. At the same time residential black, blue and green cart collection services need to be performed in a way that ensures public and worker safety, while protecting public and private property.

*Environmental*

The City has a culture which focuses on environmental outcomes. For residential collection services, this places emphasis on greenhouse gas emissions and spills. Reductions in these aspects helps to protect air, land and water. As well, collection drivers facilitate diversion in the cart based programs through their cart tagging and education efforts.

*Economic (External)*

Ongoing evaluation of WRS' collection system to identify efficiencies minimizes the cost of the services WRS provides to Calgarians.

**Financial Capacity**

***Current and Future Operating Budget:***

There are no direct impacts to WRS operating budget with these recommendations.

***Current and Future Capital Budget:***

There are no direct impacts to WRS capital budget with these recommendations.

**Risk Assessment**

Continuing with the public-sector service delivery model for collections could lead to potential risks, including:

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- customers not realizing potential savings from potentially lower cost service delivery model options;
- potential future city budget constraints may lead to a decreased level of service;
- potential for labour negotiations to impact costs and citizen customer service experiences; and
- though unlikely given the current economic climate and past performance, lack of competition could create complacency instead of striving for further efficiencies.

Anticipated risks with contracting out residential collection services include:

- initial savings promised to customers might not be realized over the term of the contract;
- aggressive bids and large contracts create less competitive markets over time resulting in potentially smaller cost savings;
- potential motive for profit becomes more important than quality service;
- failure to meet performance expectations for customer experience and safety;
- service levels impacted by contract default from lack of driver attraction and retention, especially in challenging cyclical labour markets; and
- service quality may suffer due to the difficulty of including qualitative performance measures within contracts.

It should also be noted that initiating and managing contracts may compete for available resources and other WRS strategic efforts, such as Pay-As-You-Throw (PAYT). Contract costs can also be negatively impacted by the desire to include flexibility to allow for future system changes. For example, a fixed contract term could result in delayed savings for citizens from Extended Producer Responsibility (EPR) implementation in Calgary.

**REASON(S) FOR RECOMMENDATION(S):**

Since 2014, WRS' performance shows: improved collection costs per scheduled service; collection reliability performance that is better than most reporting municipalities; and comparable responsiveness to service requests.

WRS' Black, Blue and Green Cart Programs offer highly valued services at competitive rates. Significant efficiencies have been realized over time with the introduction of automated collection, cost improvements in fleet maintenance, and the implementation of industry specific route design software. The consultants have recommended WRS consider extending collection shifts to a ten-hour day and developing an alternative fuel strategy to realize further efficiencies. In addition, WRS continues to explore cost reduction opportunities such as: limiting excess garbage collection, in-truck technology and advocating the Province to implement an Extended Producer Responsibility (EPR) program for recycling and reports will be coming to Council in 2019.

**ATTACHMENT(S)**

1. Attachment 1 – WRS 2018 Residential Collection Services Review Summary
2. Attachment 2 – Efficiency and Effectiveness Analysis
3. Attachment 3 – Industry Scan and Strategic Analysis
4. Attachment 4 – Cost Impact for Alternative Service Delivery Model and Recommendations

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5. Attachment 5 – Residential Cart based Collection Benchmarking and Performance Measurement



# WASTE & RECYCLING SERVICES



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## 1. INTRODUCTION

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In preparation for the 2019-2022 business plan and budget, Waste & Recycling Services (WRS) conducted a 2018 residential Collection Services Review. This review focuses on the single detached dwelling residential collection system, specifically for Black, Blue and Green Cart Programs. WRS commissioned several consultants with industry specific expertise. Tetra Tech Canada Inc. and Stack'd Consulting completed the strategic and analytical evaluations and HR Align Consulting completed the labour market analysis.

The 2018 scope of work included: strategic review; external scan; analysis of WRS' efficiency and effectiveness; performance measurement and benchmarking; labour survey; industry evaluation and cost comparison; and industry research including trend identification.

### 1.1 CURRENT RESIDENTIAL SERVICES AND LEVELS OF SERVICE

Operationally, WRS underwent significant change in 2017, with the city-wide implementation of the Green Cart Program, and the change to every-other-week black cart garbage collection. In the fall of 2018, the Green Cart Program started every-other-week winter collection.

#### BLACK CART COLLECTION

The Black Cart Program has every-other-week collection, Tuesday through Friday, of a 240 litre cart, plus excess bags outside the cart. WRS' Director can limit excess, if necessary, because of operational constraints from large volumes, to ensure all customers receive service. Service runs 52 weeks per year.

#### BLUE CART COLLECTION

The Blue Cart Program has weekly collection, Tuesday through Friday, of a 240 litre cart, without excess outside of cart. Service runs 52 weeks per year.

#### GREEN CART COLLECTION

The Green Cart Program has weekly collection in the summer months, and every-other-week collection (November to March) in the winter months as of the fall of 2018. Collection occurs Tuesday through Friday, of a 240 litre cart, plus excess outside the cart in paper bags or bundled. WRS' Director can limit excess, if necessary, because of operational constraints from large volumes, to ensure all customers receive service. Service runs 52 weeks per year.

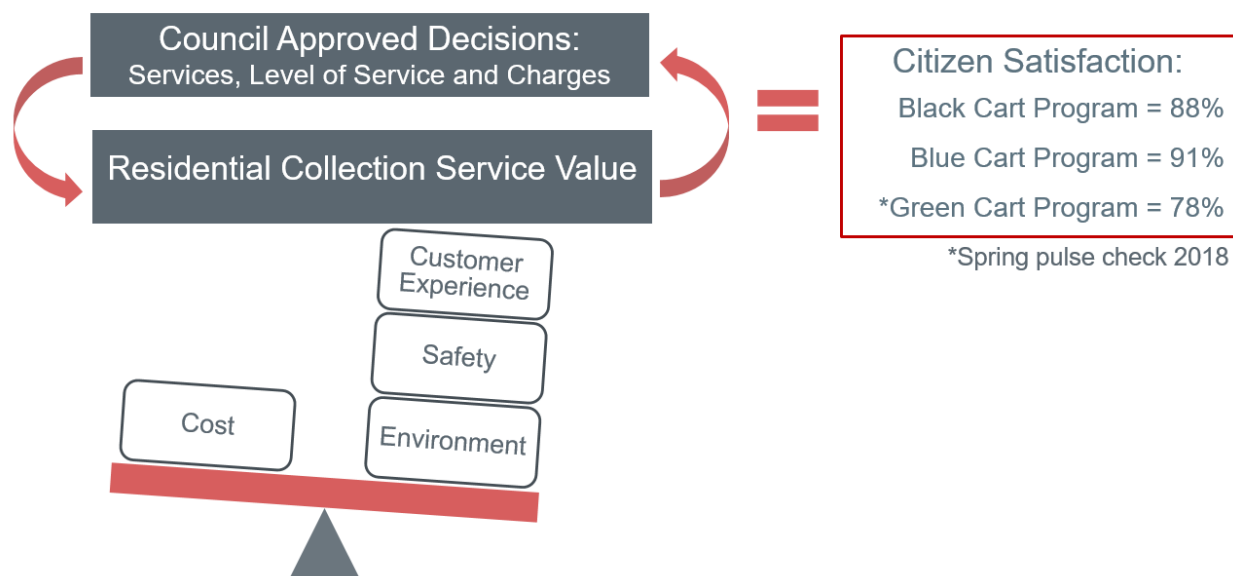
## 2. STRATEGIC REVIEW - OBJECTIVES

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To standardize the evaluation of WRS' residential collection services, a set of service value objectives were developed. The following objectives define the residential collection service values: customer experience, safety, environment and costs. Considered together, the service value objectives support understanding of the overall performance of these services and how WRS makes life better for Calgarians every day.

Figure 1 below shows the service value objectives trade-off. It illustrates how residential collection service values and Council approved decisions regarding the service, service level and charges, impact the citizen satisfaction survey results for residential collection.

FIGURE 1: SERVICE VALUE OBJECTIVES AND CITIZEN SATISFACATION



These residential collection service value objectives are defined in Table 1. Further analysis within the 2018 Collection Services Review uses these service value objectives as their framework.

TABLE 1: SERVICE VALUE OBJECTIVES DEFINITIONS

Service Value Objectives	Definition
<b>Customer Experience</b>	<ul style="list-style-type: none"> <li>Deliver consistent and reliable black, blue and green cart collection services.</li> <li>Respond to inquiries and resolve issues in a timely, accurate and courteous way.</li> </ul>
<b>Safety</b>	<ul style="list-style-type: none"> <li>Ensure public and worker safety while protecting public and private property.</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>Protect air, land and water.</li> <li>Facilitate waste diversion.</li> </ul>
<b>Cost</b>	<ul style="list-style-type: none"> <li>Provide safe; environmentally responsible; reliable and responsive customer experiences at the lowest possible cost.</li> </ul>

Beyond these objectives, WRS' provision of residential collection services allows for the opportunity for Calgarians to receive additional value-added service. Examples include: WRS participating in emergency responses; WRS often returns to collect a cart, regardless of fault; or drivers as part of the wider

community who are able to call into 3-1-1 for issues beyond their own scope of work, as additional eyes and ears on the streets and back alleys of Calgary.

## 2.1 CUSTOMER SATISFACTION

The City of Calgary (The City) conducts an annual Citizen Satisfaction Survey to ask Calgarians how satisfied they are with City performance, programs, services, and overall quality of life in Calgary. Specifically included in the survey are questions asking citizens about the importance of and satisfaction with, residential garbage, recycling and green cart services. Table 2 shows the history of citizen satisfaction survey results.

**TABLE 2: CITIZEN SATISFACTION SURVEY RESULTS FOR RESIDENTIAL COLLECTION PROGRAMS**

Calgary Citizen Satisfaction Results	2010	2011	2012	2013	2014	2015	2016	2017	2018
Importance of Residential Garbage (Black cart) collection	99%	98%	99%	99%	99%	99%	99%	98%	98%
Satisfaction with Residential Garbage (black cart) collection	95%	93%	94%	95%	96%	97%	96%	91%	88%
Importance of Blue Cart Recycling	89%	92%	95%	94%	94%	95%	93%	93%	93%
Satisfaction with residential blue cart recycling	83%	84%	90%	90%	92%	92%	93%	93%	91%
Importance of Green Cart Service	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	*80%
Satisfaction with Green Cart Service	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	*78%

\*THE 2018 SPRING PULSE SURVEY INCLUDED QUESTIONS REGARDING THE GREEN CART PROGRAM.

For The City, residential Black Cart and Blue Cart Programs continue to be a primary strength. WRS has consistently delivered high-quality services that are important to citizens. These results largely demonstrate increased satisfaction of residential cart-based programs as they mature over time.

## 3. PROJECT FRAMEWORK

Using the integrated service value objectives, the consultants completed several different types of analyses in order to perform a balanced review of WRS' overall collection performance in the delivery of residential black, blue and green cart services.

Included in the review was: an analysis of WRS' performance since 2014; a benchmarking analysis of residential collection to other municipalities; an industry strategic analysis; and a financial comparison of WRS to the private sector for a portion of The City's residential cart-based service. Combined, these evaluations allowed the consultants to draw conclusions and make recommendations on WRS service provision in consideration of a potential move to a mixed service provider model for a portion of The City's residential collection; potential cost savings; and associated risks for changes in service delivery models. Results from these evaluations are further discussed below.

Often finding comparable benchmarks for a distinct collection system is challenging as the likelihood of finding another municipality with the same residential services and level of service is low. As such, it is important for WRS to monitor its own performance over time. Given the timing of these service changes and this review it was challenging to gather full-year data of the new collection system as part of this evaluation, the consultants performed necessary data extrapolation to be used as a basis for analysis, as required.

## 4. CUSTOMER EXPERIENCE

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Customer experience is the result of direct customer interaction. In 2018, WRS residential cart-based collection had over 40 million scheduled services to homes across Calgary. WRS strives to make these interactions reliable, responsive, timely, accurate and courteous.

WRS delivery of collection services allows for direct control of this objective. It allows The City to retain an in-depth understanding of residential collection operations issues and opportunities to shape customers' experiences. Additional benefits to public service delivery is that it maintains collection capabilities for emergency response situations and places city employees in the community to offer value-added services, as previously mentioned.

Reliability is measured through missed collections per scheduled service. WRS' performance is better than other municipalities who reported this performance metric. Further opportunities exist to improve data gathering for this performance measure by determining when collection has been missed by a driver, versus a 'missed collection' for other reasons. Examples of missed collections that are not driver error include: carts not set out on time, carts containing inappropriate materials, carts not used, incorrect cart spacing or emergency road closure. In these cases, collection was not possible, yet was recorded as a 'missed collection'.

WRS' response time for service requests is typically between one and two days and is consistent with other municipalities.

The consultant evaluation reported that consistent, reliable service is achieved through the driving workforce. Typically, drivers with longer tenures create a more consistent customer experience. WRS has a competitive advantage for providing collection services based on its ability to attract and retain qualified drivers throughout the cyclical labour markets in Alberta. The City's relationship with the Labour Union also positively impacts this evaluation.

The consultants noted that private companies may have risks of labour instability based on their inability to attract and retain drivers over the long-term, which can impact the reliability of the customer's

experience. However, if collection is completed reliably on the scheduled day of service, then citizens may not notice any change in service delivery model.

Municipalities can have conflicting pressures to limit user fee increases while still maintaining high quality service. If budgets are too stringent, then customer service may be impacted; however, the private sector may have a similar challenge between the conflicting objectives of profit and customer service.

## 5. SAFETY

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A safe collection operation requires constant focus and attention. Safe operations are not only about the driver's safety, but about public safety and protection of public and private property. Benchmarking across Canada shows that safety performance is not consistently measured or managed. Safety performance measures are not always included in collection contracts, or if they are included, results are often not publicly reportable outside the contract for comparison purposes.

WRS delivery of collection operations allows for direct monitoring of impacts of safety choices in our community. To support safe services, The City applies stricter driver infringement rules than the Province of Alberta.

Industry research suggests that public collection drivers often experience better working conditions than the private sector. Enhanced truck ergonomic features support driver safety and safety equipment, such as 360 degree cameras, creating a safer environment for the public. The industry-wide move to automated collection has decreased the number and severity of injuries and claims for drivers. However, excess collected outside of carts still has an impact on driver safety, as this is where the majority of sprains and strains happen from lifting, slipping and falling.

## 6. ENVIRONMENT

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Through The City's environmental management system (Envirosystem), The City supports a culture focused on environmental outcomes. For WRS residential collection services this places emphasis on both greenhouse gas emissions and spills. WRS supports a culture of spill reporting, such that root cause analysis can be applied and future incidents avoided. Other municipalities have noted that it is difficult to get environmental performance reporting from contracted services unless explicitly included as a contract requirement.

WRS drivers facilitate diversion efforts for the Black, Blue and Green Cart Programs through their education and cart tagging efforts. Interactions with customers become opportunities to reinforce behaviour, using tags to help educate where behaviour can be changed.

The public sector is often more risk adverse in the adoption of new technology for vehicles. For residential collection, the private sector is adopting both Compressed Natural Gas (CNG) fueled trucks and electric trucks. Both types of vehicles produce fewer emissions than diesel vehicles. Investments in specific fleet is a significant operating and capital costs and as such, relevant and rigorous testing is

important. WRS is developing an alternative fuel strategy to further enhance environmental outcomes and potentially increase cost savings.

## 7. COSTS

Since the 2014 and 2015 Collection Services Review, WRS has had major changes to both its services and levels of service. Council decisions based on Administration recommendations on levels of service impacts collection costs. Examples include: continuing to collect excess garbage outside of black carts (more expensive), and switching to every-other-week winter collection for the Green Cart Program (less expensive).

WRS delivery of collection services provides Council with a degree of cost control through the approval of budgets and associated performance expectations. WRS residential black, blue and green cart collection services are operated on cost recovery basis.

The consultants' research concludes that a potential initial cost savings from privatizing collection services may be hard to maintain over the life of a multiple-year contract. Often aggressive bids are submitted to 'win the work', resulting in a first mover advantage over competitors. In the long run, these bids are often difficult to maintain and may pose an additional challenge of reduced competition for future bids.

Overall, WRS collection services costs per scheduled service have decreased across the current business cycle (Table 3). Since 2014 black and blue cart collection costs per scheduled service have decreased 3.5 per cent even with collective bargaining increases. If those increases were backed out the decrease in costs per scheduled service would be 8.8 per cent. If green cart costs for 2017 and 2018 were added to the calculations, cost per scheduled service would have decreased 6.5 per cent and adjusted for collective bargaining would have decreased 10.2 per cent.

TABLE 3: RESIDENTIAL COST PER SCHEDULED SERVICE

Residential cost per scheduled service	2014	2018	Percent Change 2018 vs 2014	Percent Change 2018 Adjusted Costs vs 2018
<b>Black and Blue</b>	\$1.40	\$1.35	-3.5%	-8.8%
<b>Black, Blue and Green</b>	\$1.40	\$1.31	-6.5%	-10.2%

### 7.1 EFFICIENCY AND EFFECTIVENESS

When comparing collection performance, it is important to remember that it can be impacted by program variables including: distance between stops; distances to processing and disposal sites; materials to be collected; material weight; excess allowed outside the cart; weather; topography; and traffic.

For overall residential collection performance one of the most useful proxies for efficient collection performance is households collected per truck per day, or households collected per truck per hour. This measure demonstrates the importance of efficiency of the main two cost drivers, vehicles and labour resources. WRS performance since the 2014 Collection Services Review is noted in Table 4. Going forward, benchmarking this efficiency may be more meaningful if changed to households collected per truck per hour. This would take out any bias in different collection systems days and hours of work between municipalities.

**TABLE 4: HOUSEHOLDS COLLECTED PER TRUCK PER DAY**

Residential Collection Efficiency	2014	2018
Black Cart Program	905	1050
Blue Cart Program	1225	1200
Green Cart Program	Not applicable	1050

In 2017, WRS had major changes to its operation with the addition of the Green Cart Program and the change to every-other-week collection for the Black Cart Program. Improvements in black cart collection efficiency is notable considering the 2017 change to every-other-week collection increased set out, with most carts set out every collection period, and unlimited excess still acceptable outside the black cart. Further efficiencies could be achieved in black cart collection if excess outside the cart were to be removed or limited.

## 7.2 LABOUR AND LABOUR MARKET EVALUATION

The industry scan completed by the consultants noted that generally in North America there is a shortage of qualified drivers for collection services. In the short-term, in Calgary the private sector would likely be able to find qualified drivers and pay them a lower rate than The City, which would create a cost savings. However, with a return to a strong economy there is a risk that private sector would have to increase the rate they pay drivers becoming more expensive or not able to get drivers over the life of a contract due to higher competition for qualified drivers across the province.

The consultants noted WRS has a competitive advantage for providing collection services based on its ability to attract and retain qualified drivers throughout cyclical labour markets. The consultants identified that offering an attractive total compensation package, trucks featuring ergonomic features for driver safety and a collaborative relationship with the Labour Unions support this advantage.

WRS hired an independent consultant that specializes in labour market evaluations, HR Align Consulting, to complete a salary survey of Class 3 drivers to gain an understanding of market conditions and commented on the likely range of fringe benefits. The consultant gathered publicly available 2018 market data related to Class 3 truck drivers. As is standard salary survey methodology, the consultant collected top job rates and calculated the median of all participants' data. The market median was then compared to The City's top rate (\$34.85). In short, the analysis compares the market's top step to The City's top step.

The salary reviewed 16 Alberta private sector organizations, 7 municipalities in Alberta; and results from the Alberta Government Wage and Salary Survey, which is completed every two years. The consultant noted that the Alberta Government Wage and Salary Survey is “unique and insightful as it incorporates a large number of smaller private sector employers (less than 10 employees) that do not typically participate in labour surveys”.

The review identified the “2018 median pay rate for comparable Alberta private sector Class 3 truck drivers as \$31.72 and \$31.75 for the public sector (low/high range of all private sector data is \$27.90-\$36.56) and public sector (\$28.30 – \$35.49). Standard industry methodology for estimating a job market competitive range is to calculate plus/minus five percent of the market median. Applying this methodology to private sector 2018 Alberta class 3 driver rates would result in a competitive range of \$30.13 to \$33.31.”

The survey “recognized that of the 16 private sector organizations surveyed, there were 16 distinct market rates collected”. The “median calculation (\$31.72) simply provides a centralized representation of all the data. The plus/minus five percent suggests: a) The market for truck drivers should not be viewed as one precise number, \$31.72 but rather a range; and b) If an Alberta business is paying \$30.13 to \$33.31, they are generally aligned with where the market data clusters.”

The consultant noted “that relative to the rest of Canada, Alberta has been a distinct labour market for 15-20 years. Today, most Alberta companies compare their pay exclusively with other Alberta employers”.

For reference purposes, WRS also asked the consultant to reviewed labour rates in Ontario and British Columbia (BC). “The data sample from Ontario and BC indicates rates average 8 per cent behind the Alberta market and 18 per cent behind The City of Calgary drivers. However, the consultant recommends that non-Alberta market data should be considered as contextual information only.”

The City’s “current pay rate for Waste & Recycling residential collection drivers is \$34.85. Therefore, The City of Calgary is approximately 10% above the market median and calculating that range using the plus/minus 5% methodology”.

Tetra Tech and Stack’d Consulting’s efficiency and effectiveness analysis revealed that WRS has produced cost efficiencies of 6.5% in combined labour for black and blue cart collection costs per scheduled service over the last five years, after adjustments for labour rate increases. As WRS does not directly control collective bargaining decisions, this demonstrates how WRS has more efficiently deployed manpower since 2014. Green cart has improved efficiency in all cost areas since rollout in mid-2017.

### 7.3 FLEET

Since 2014, WRS and Fleet Services have increased collaboration for vehicle procurement, maintenance, and driver training. Over that same time, fleet maintenance costs per scheduled service shows improvement across all three services and fleet leasing costs have remained consistent.



However, even with these improvements the consultants concluded that it is likely private companies would pay less for fleet due to a lower fleet labour rate, greater standardization of vehicles and lean operational practices.

The consultant's industry scan concluded that WRS Fleet Services has competitive purchasing power for vehicle procurement, with the possible exception of one large multi-national service provider. In the purchase of fleet, The City likely has lower borrowing rates for capital purchases. It should be noted that vehicle costs are impacted by United States (US) dollar exchange rates, as all chassis come from the US. Vehicle costs are also impacted by choices of ergonomic and safety features.

Between 2014 and 2018, fuel and oil costs per scheduled service improved. This is likely attributed to differences in market prices and not to overall efficiency. In future, the potential use of Compressed Natural Gas (CNG) vehicles could produce saving in fuel costs and greenhouse gas emissions. But, CNG vehicles will add to the purchase cost and will require new, more expensive fueling stations.

Several improvements have been implemented since 2014, such as adjustments to inspection and maintenance schedules to allow for most work to occur after hours and during the weekends. This coordination allows WRS to lower our vehicle spare ratio from 24 per cent in 2014 to 16.5 per cent in 2018. Typically, jurisdictions have reported spare vehicle ratios between 10 and 25 per cent. It has been observed that contracts with the private sector often require a minimum of 10 per cent spare vehicle ratio.

WRS is updating collection routes using a waste collection industry specific software, Route Smart™. The first routes have been rolled out and updates based on actual use are under development. Use of industry specific software gives WRS the ability to operate routes based on industry best practices. This should allow WRS to be as efficient as large private waste haulers. However, the consultants noted that WRS has not implemented turn-by-turn technology in trucks, which gives the driver a specific route to follow to complete the necessary number of households. This technology would likely add a further level of efficiency to operations.

Initiatives currently underway include the implementation of software that improves asset lifecycle analytics and truck lifecycle prediction; on-going efforts to improve pre-trip inspections; and a WRS alternative fuel strategy.

Previously WRS has specified vehicles that are interchangeable between garbage, recycling and food and yard waste collection. It was thought that allowing vehicles to move from one area to another, as required, was the most efficient fleet strategy. Experience with this model has shown that this is not necessarily the case. In 2018, the fleet acquisition strategy was adjusted with the ordering of 'fit for purpose' vehicles, specifically for blue cart collection.

## 7.4 CONTRACT MANAGEMENT

Currently WRS does not have any contract management costs with public service delivery. Moving to private collection through an alternative model will add costs for: procurement; contract management; oversight; quality control; and 3-1-1 service request coordination. The consultants estimated that 8 additional full time positions would be required to contract out one-third of residential collection.

One time transition costs per contract period are estimated at \$600,000 every 7 to 8 years, based on contract length. It was estimated by the Toronto Environmental Alliance study of waste collection that proper monitoring for waste collection contracts costs are about 20 per cent of the annual contract costs to achieve high performance levels.

## **7.5 MISCELLANEOUS COSTS**

A move to an alternative service delivery model would have several changes both positive and negative to miscellaneous costs. Most noticeable are the avoidance of Corporate Human Resources costs which are typically based on the total number of full-time equivalent positions due to the reduction in WRS residential collection services positions.

The consultants noted that miscellaneous business expense costs per scheduled service has increased over time. They recommended that further review may be warranted in this area.

## **7.6 PROFIT**

According to industry review, private sector companies' profit margins specifically for collection operations are estimated at 10 per cent. Previous studies have noted that a range of 7 per cent to 15 per cent are possible.

# **8. COST OF ALTERNATIVE SERVICE DELIVERY**

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There are risks involved in switching service delivery models. The consultants' industry scan noted that a mixed service delivery model has potential for cost savings relative to WRS existing service delivery model. For consistency with the 2014-2015 Collection Services Review, a contract area of one-third of the residential collection services for black, blue and green carts was determined to be the most appropriate cost comparison for Calgary. The consultants were not asked to comment on the ideal number of households to consider contracting out, their scope did include assessment of risks and potential savings.

The comparative financial analysis for the two service delivery models for 1/3 of Calgary's residential collection is based on costs for: labour; fleet; miscellaneous business expenses; corporate allocations; and profit. Estimates are based on differences between known WRS costs and efficiencies; and expected private sector costs and efficiencies. Table 5 summarizes the cost comparison.

TABLE 5: SUMMARY COST COMPARISON OF 1/3 OF SERVICE DELIVERY PUBLIC VS. PRIVATE

Cost Element	WRS Current Model Annual Cost for 1/3 Collection Network	1/3 Private Sector Estimate		1/3 Private Sector vs. WRS Current Model Difference
Labour	\$8.928 million	\$6.919 million		(\$2.009 million)
Fleet Leasing	\$3.473 million	\$3.039 million		(\$0.434 million)
Fleet Maintenance	\$3.096 million	\$2.787 million		(\$0.309 million)
Fuel & Oil	\$10388 million	\$1.319 million		(\$0.069 million)
Misc. Business Exp.	\$0.874 million	\$0.830 million		(\$0.044 million)
Contract Management	-	\$0.775 million		+\$0.775 million
Corp HR Allocations	\$0.250 million	-		(\$0.250 million)
Profit	-	\$1,490 million		+\$1.490 million
<b>Total Difference</b>	<b>\$18.011 million</b>	<b>\$17.160 million</b>		<b>(\$0.851 million)</b> <b>+/- 50% range</b>

Overall, annual savings of approximately \$850,000 may be achieved with an alternative service delivery model where one third of residential black, blue and green cart collection are contracted out. This is less than 2 per cent of WRS' entire collection costs and equates to a possible city-wide rate savings of \$2.59 per household per year. Based on the nature of this evaluation, the analysis could vary by as much as plus or minus 50 percent.

## 9. RISKS

WRS' existing residential collection services model could lead to some potential risks. These risks include:

- Customers not realizing savings passed onto them from potentially lower cost service delivery options;
- Potential future city budget constraints may cause the level of service to decrease;
- Potential labour negotiation impacts on costs are unknown, while unlikely, there is the potential for impacts to citizen customer service experiences if contract negotiations were to become contentious; and
- Although unlikely given the current economic climate and past performance, lack of competition could create complacency instead of striving for further efficiencies.

As well, there are anticipated risks with contracting out residential black, blue and green cart collection services. These risks include:

- Initial savings promised to customers might not be realized over the term of the contract;
- Aggressive bids and large contracts can create less competitive markets over time resulting in potential smaller cost savings;
- The profit motive could become more important than quality service, if costs are higher than anticipated at the time of the bid;
- Moving to a mixed service delivery model poses potential risks to performance in Customer Experience, particularly for reliability, and safety, due to the lack of control over the service and an increased risk for the private entity to attract and retain qualified drivers;
- Industry scan has noted that the most likely cause for contract default is the lack of qualified drivers, especially in a challenging labour market like Calgary where there are large fluctuations in demand based on the cyclical nature of the oil and gas industry, this could cause service level impacts; and
- Customer service quality could suffer due to the difficulty of including qualitative performance measures and reporting requirements within contracts.

It should also be noted that initiating and managing contracts may compete for available resources and other WRS strategic efforts, such as Pay-As-You-Throw (PAYT). Contract costs can also be negatively impacted by the desire to include flexibility to allow for future system changes. For example, a fixed contract term could result in delayed savings for citizens from Extended Producer Responsibility (EPR) implementation in Calgary.






## **10. RESIDENTIAL CHARGES – MUNICIPAL SCAN**

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A recent scan of charges for residential waste programs are shown in Table 6 below. Typically, these charges are for full program costs including: collection, processing/disposal, education, communication and administration. Municipalities were selected to cover various service delivery models including, public, mixed and private.

It should be noted that Ontario and British Columbia have producer-funded recycling programs (Extended Producer Responsibility) for recycling. Therefore, the charges noted for Toronto\* and Vancouver\* are for Black and Green cart services only.

TABLE 6: SCAN OF OTHER MUNICIPALITIES' WASTE MANAGEMENT CHARGES

Service Delivery Model	Municipality	2019 Annual Fees	Type of Programs	Collection Frequency
Public	Calgary	\$292	<i>unlimited</i> 	Black EOW Blue Weekly Green summer Weekly winter EOW
Mixed	Vancouver	\$299* Black and Green only		Black EOW Blue Weekly Green Weekly
	Toronto	\$347* Black and Green only		Black EOW Blue EOW Green Weekly Yard EOW seasonally
	Edmonton	\$565	Black/Green and Blue & Depots, Reuse Centre, Big bin events and Eco Stations	Black/Green Weekly Blue Weekly
Private	Airdrie	\$255	<i>one bag</i> 	Black Weekly Blue Weekly Green summer Weekly winter EOW
	Cochrane	\$258		Black Weekly Blue Weekly Green summer Weekly winter EOW

Vancouver, Toronto, Airdrie and Cochrane all limit either the amount of garbage for collection and / or the amount of paid excess garbage that can be collected, which impacts collection efficiency and costs to deliver services.

This illustrates that even though the potential exists for residential collection savings WRS' overall program charges remain in line.

## 11. RESIDENTIAL COLLECTION PERFORMANCE

WRS participates in several initiatives to monitor and compare performance including: Municipal Benchmarking Network Canada (MBNCanada); National Solid Waste Benchmarking Initiative (NSWBI); annual Accountability Reports to Council; and The City's EnviroSystem and Safety reporting systems.

WRS will continue to benchmark and monitor performance of the residential cart-based collection system, using measures from both existing initiatives and corporate programs to monitor black, blue and green cart collection services. Combined use of all these measures supports achieving the outcome of providing safe; environmentally responsible; reliable; and responsive customer experiences at the lowest possible cost.

Any collection service delivery model has risks and it is important to evaluate and monitor those risks to determine future courses of action. As such, WRS is also committing to participate in either a Zero-Based Review or another Collection Services Review to inform the 2023 to 2026 service plan and budget cycle.

## **12. CONSULTANTS KEY RECOMMENDATIONS**

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As part of the 2018 Collection Services Review, the consultants made 10 individual recommendations as a result of the research and analysis completed. Highlights include:

- Maintain the public-sector service delivery model for residential collections, provided, regular review, assessment and performance reporting occur.
- Manage costs per scheduled service through the 2019 to 2022 cycle in balance with the service value objectives of customer experience, environment and safety objectives.
- Create and maintain performance measures and operational indicators for residential collection services to support annual reporting on progress across all three service value objectives.
- Consider extending collection shifts to a ten-hour work day.
- Consider alternative fuel vehicles to further enhance cost savings.

## **13. SUMMARY**

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The key findings upon completing the 2018 Collection Services Review were:

- WRS has been providing reliable, responsive and valued collection services;
- WRS has a competitive advantage to attract and retain qualified labour;
- Specific risks to changing the service model for residential black, blue and green cart collection services include customer experience and safety;
- WRS should develop an annual benchmarking plan to monitor its' indicative performance; and
- A mixed service delivery model likely has the potential for cost savings in the range of \$425,000 to \$1,275,000, equating to a city-wide cost savings of approximately \$1.30 to \$3.90 per household per year.

WRS' performance since 2014 shows: improved collection costs per scheduled service; better cost efficiencies in labour and fleet maintenance per scheduled service; collection reliability performance that is better than most reporting municipalities; and comparable responsiveness to service requests.

Regardless of the service delivery model, monitoring performance is a critical activity. WRS continues to be part of several benchmarking initiatives and corporate performance reporting system that allow monitoring of residential black, blue and green cart collection performance. Use of measures that

support all four service value objectives creates a balanced representation of overall performance and will be used to report annually on WRS' residential Collection Service. Transparent reporting assures the public of the value for money received from residential collection services.

A mixed service delivery model is the most likely alternative to WRS' current service delivery model to offer potential cost savings. Estimated annual savings of \$425,000 to \$1,275,000 may be achieved through a one-third mixed service delivery model, equating to less than 2 per cent of WRS' collection costs and a city-wide cost savings of approximately \$1.30 to \$3.90 per household per year. However, a mixed service delivery model could put two of The City's service values objectives, customer experience and safety, at risk.

WRS' Black, Blue and Green Cart Programs offer highly valued services at competitive rates. Significant efficiencies have been realized over time with the introduction of automated collection, cost improvements in fleet maintenance, and the implementation of industry specific route design software in 2018.

The potential exists to further reduce collection costs for the Black, Blue and Green Cart Programs. The consultants have recommended WRS consider extending collection shifts to a ten-hour day and developing an alternative fuel strategy. In addition, WRS continues to explore cost cutting opportunities such as: limiting excess garbage collection, in-truck technology and advocating the Province to implement an Extended Producer Responsibility (EPR) program for recycling. Reports will be coming to Council in 2019.





## **Waste & Recycling Services Collection Services Review Attachment 2 – Efficiency and Effectiveness Analysis**



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## 1.0 STRATEGIC, EFFECTIVENESS AND EFFICIENCY ANALYSIS

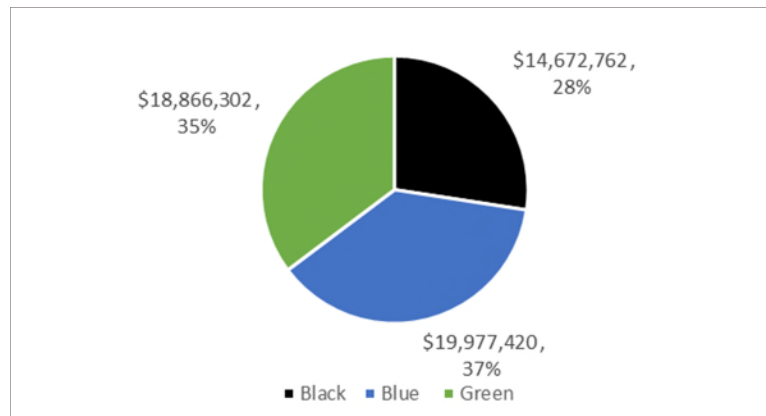
The purpose of this section is to analyze WRS' recent performance for both effectiveness and efficiency regarding the delivery of residential collection services. In addition, it provides a strategic analysis of the waste collections industry's competitive dynamics, including an analysis of competitive advantages between WRS and the private sector.

### 1.1 Financial Overview

This section identifies the significant cost elements which comprise WRS' current residential collection services model. In addition, it itemizes how these costs comprise each the black, blue, and green cart collection services.

A review of the projected 2018 operating and maintenance (O&M) collection costs was performed each for black, blue, and green cart program. These were projected based on actual costs to date (as of the end of June 2018) and projected costs for the remainder of the calendar year. Considerations were also given to a planned change to the green cart service level, which is planned to adjust to once every two weeks at the start of November 2018. On a go-forward basis, it is acknowledged that green cart will be collected once every two weeks across November to March and once every week from April to October. WRS estimates the cost savings over the course of a full year to be approximately \$2 million.

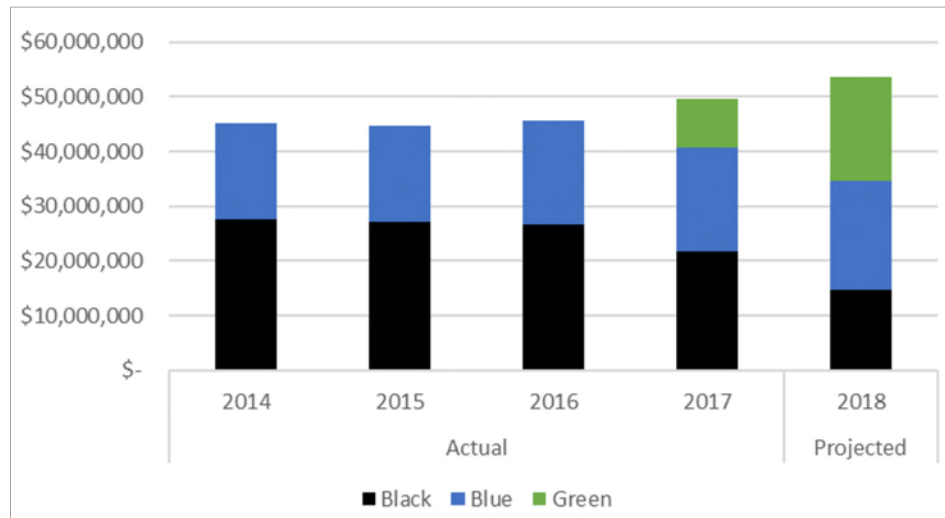
The total projected 2018 O&M costs for each of the curbside programs is detailed in the chart below.



**Figure 4-1: Project 2018 Residential Collection Costs by Service**

This demonstrates that a slightly greater share of the present residential collection programs is focused on the diversion programs. Between the blue and green cart programs, the total collection service O&M costs comprise 72% of the total collection services costs. The remaining 28% is associated with the black cart program. This is not surprising given the scale back in the collection frequency of black cart to once every two weeks across 2018 and the weekly collections (to date) for each the blue and green carts.

In addition, analysis was provided to determine how the total collection costs per service have evolved over the previous business cycle. Figure 4-2 below illustrates this. Total collection costs have increased since 2014 from \$45.2 million to a 2018 projected total of \$53.5 million, but the primary source for this has been the introduction of the Green Cart program. Customer growth has been another driver for increased costs, as the number of Black Cart customer accounts has increased from 313,250 to in 2014 to an estimated 332,466 households in 2018. Total costs for Black cart collections have declined as its collection frequency was scaled back to once every two weeks.

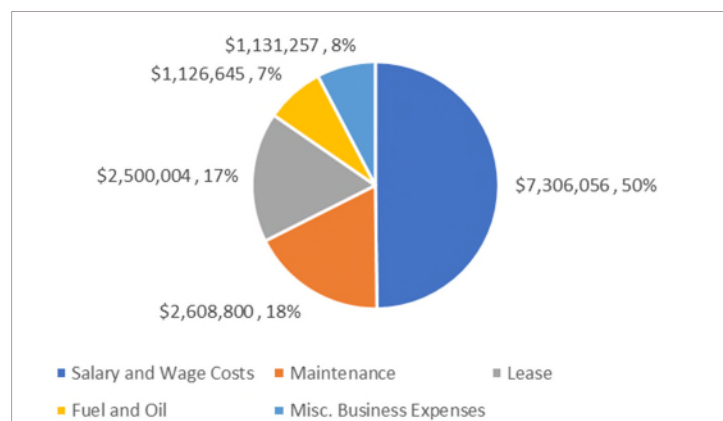


**Figure 4-2: Total Collection Costs**

As noted in Section 3.2, the majority of WRS' residential collection costs are comprised of fleet management, manpower labour, and administrative expenses. These costs are further itemized for each the black, blue, and green cart programs below.

### Black Cart

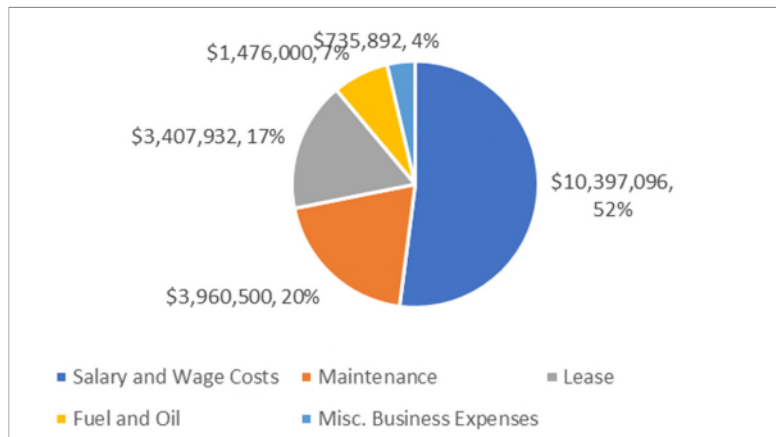
The following chart (Figure 4-3) details the composition of the projected 2018 black cart collection costs by element. Internal labour represents the largest component at 50% (\$7.31 million). Fleet costs comprised of leasing (\$2.50 million), maintenance (\$2.61 million), and fuel and oil (\$1.13 million) together represent 42% of the total costs. The remaining 8% of costs are represented by miscellaneous administration costs, including training, utilities, telecommunications, route design and sanding.



**Figure 4-3: 2018 Project Black Cart Collection Service Costs by Element**

### Blue Cart

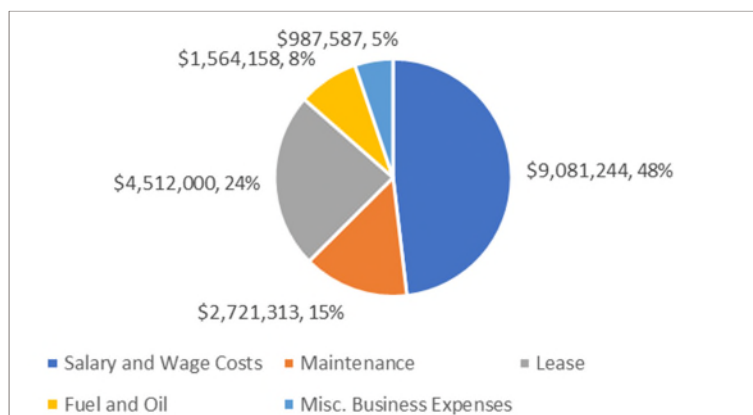
The following chart details the composition of the projected 2018 Blue Cart collection costs by element. Internal labour represents the largest component at 52% (\$10.40 million). Fleet costs comprised of leasing (\$3.41 million), maintenance (\$3.96 million), and fuel and oil (\$1.48 million) together represent 44% of the total costs. The remaining 4% of costs are represented by miscellaneous administration costs, including training, utilities, telecommunications, route design and sanding.



**Figure 4-4: 2018 Project Blue Cart Collection Service Costs by Element**

### Green Cart

The following chart details the composition of the projected 2018 Green Cart collection costs by element. Internal labour represents the largest component at 48% (\$9.08 million). Fleet costs comprised of leasing (\$4.51 million), maintenance (\$2.72 million), and fuel and oil (\$1.56 million) together represent 47% of the total costs. The remaining 5% of costs are represented by miscellaneous administration costs, including training, utilities, telecommunications, route design and sanding.



**Figure 4-5: 2018 Project Green Cart Collection Service Costs by Element**

## 1.2 WRS Performance Analysis

This section identifies the recent performance for WRS' black, blue, and green cart collection services. This considers performance for each of the priority residential collection services objectives (i.e., customer experience, environment, safety, and cost).

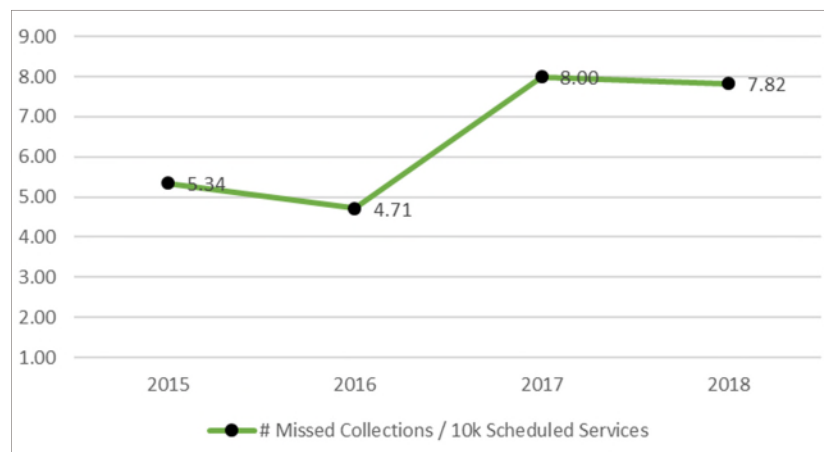
### 1.2.1 Customer Experience Performance

To assess WRS' residential collections customer experience performance, historical data for both the number of missed collections and average days to complete 3-1-1 service requests was obtained.

#### Reliability

The number of missed collections from 2015 to 2018 (projected) per service type was obtained from 3-1-1. While these total numbers are noted as missed collections, they are in fact classified as per intake by 3-1-1 operators and the citizen. True missed collections (where a driver did not service a household despite a cart being properly set out) would be a subset of these total numbers. For example, if a driver was not able to service a household because the cart was not set out appropriately and the customer calls 3-1-1 to log a missed collection, 3-1-1 would add this to the overall list of recorded missed collections. In 2018 WRS has started to track true missed collections by root cause (i.e., distinguish between driver vs. customer issue).

In addition, the number of scheduled collection services per service was obtained in order to normalize the measurement and truly understand the frequency upon which there are reported collection issues for each scheduled customer collection event. The graph below illustrates the frequency of total missed collections across all services from 2015 to 2018 (projected) for every 10,000 scheduled collection services:



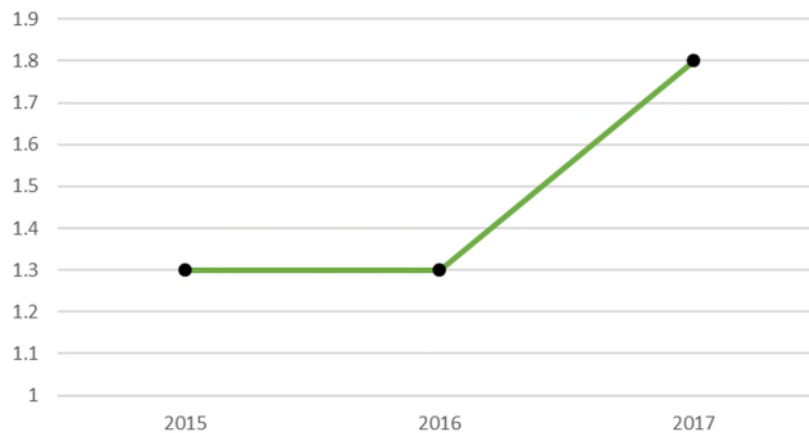
**Figure 4-6: WRS Missed Collections**

It was found that, prior to the roll-out of the green cart program and change of the black cart program to every-other-week collection, WRS averaged close to 5 missed collections for every 10,000 scheduled services. Upon roll-out of the green cart program, this frequency increased to approximately 8 missed collections. This increase is easily explained by the introduction of the green cart program and changing service levels for the black cart program (i.e., adjusted from weekly collection to once every two weeks collection).

By comparison to the results of the external scan, it is noted that WRS is performing better than those municipalities who have reported on this number, with the exception of Edmonton (Edmonton uses an application and Foremen to track any collections which are not completed by drivers such that any 3-1-1 call can be properly handled). This demonstrates WRS' ability to provide dependable, reliable collection services on the scheduled day of pick-up.

## Responsiveness

In addition, the number of days required to respond to and complete 3-1-1 service requests was obtained from 2015 to 2017. These were specific to the residential collection program (i.e., not including service requests related to other functions and services within WRS). The 2018 numbers to date were not yet available. The graph below illustrates the average number of days to complete 3-1-1 service requests:



**Figure 4-7: WRS Service Request Response Time**

This shows that WRS has consistently completed collection services-related service requests between 1-2 days. This is directly in-line with data received from comparable municipalities in the external scan. The relative increase in 2017 is explained by the introduction of the green cart program. In addition, it is noted that WRS' target responsiveness for collection service requests is 6 days. As such, WRS' recent performance has been greatly superior to its target. Given this demonstrated performance, there is an opportunity for WRS to evaluate the appropriateness of this target.

### 1.2.2 Environment Performance

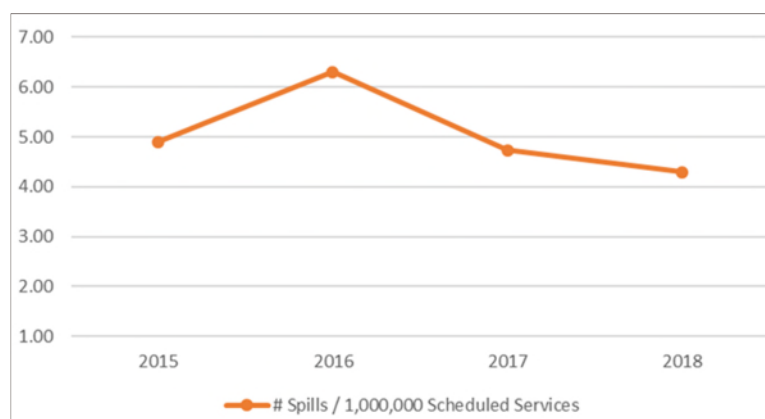
To assess WRS' residential collections environmental performance, historical data for both the number of vehicle spills and GHG emissions was obtained. The number of vehicle spills is reported annually, and data was made available from 2015 to 2018 (projected). The total GHG emissions for WRS was obtained for 2017 and was calculated based on the total diesel fuel consumption for each service type with a constant Diesel Emission Factor of 2,754.28 (gCO<sub>2</sub>e/L).

The 2017 actual GHG emissions per cart service type and per scheduled service are itemized below:

- Black Cart:
  - 3,710 tonnes
- Blue Cart:
  - 4,527 tonnes
- Green Cart:
  - 1,651 tonnes

Based on each service's individual consumption of fuel and number of scheduled services, it was found that each service incurs approximately 2.72 tonnes of CO<sub>2</sub> emissions per every 10,000 scheduled services.

In addition, the number of vehicle spill events (for all WRS vehicles, not just residential collection services) was analyzed and compared to the number of scheduled collection services. The graph below illustrates the general downward trend in number of these events from 2016 to 2018 (projected). It is noted, however, that comparative vehicle spill data was not collected in the external scan and would represent a difficult measure upon which to assess WRS' residential collection fleet environmental performance.



**Figure 4-8: WRS Spills**

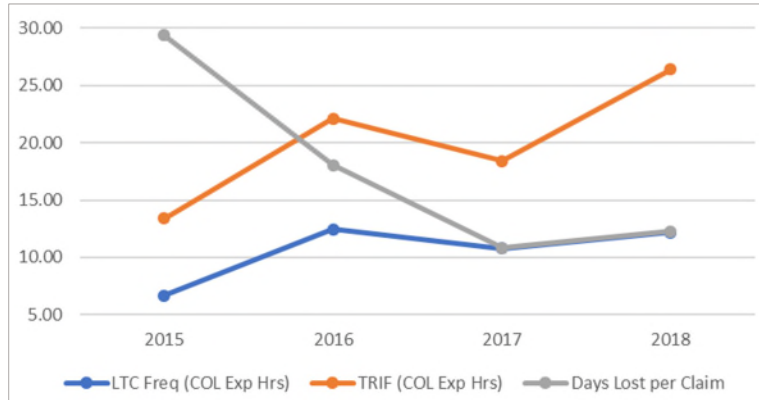
### 1.2.3 Safety Performance

To assess WRS' residential collections safety performance, historical data for the number of driver Worker Compensation Board (WCB) claims, Lost Time Claims (LTC) Frequency, Total Reportable Injury Frequency (TRIF), and Public Damage expenses were obtained.



## Residential Collections Workforce Safety

The following graph illustrates the historical performance for residential collections workers' safety. It includes LTC Frequency, TRIF, and Days Lost per Claim.

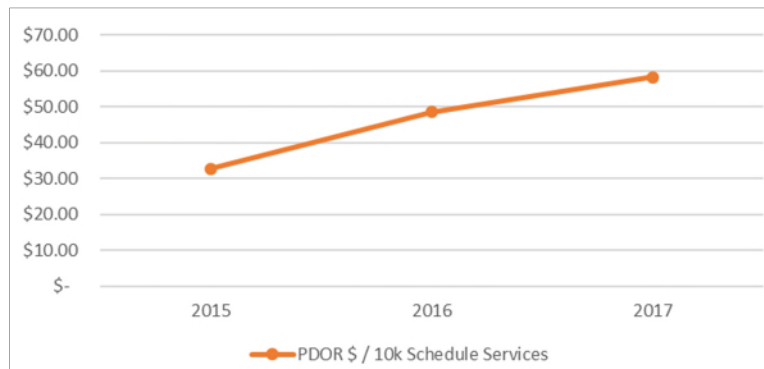


**Figure 4-9: WRS Residential Collection Employee Injury Data**

Generally, it shows that the number of safety-related incidents for drivers has been trending upwards across 2015 to 2018 (projected). In discussions with WRS subject-matter-experts, it is acknowledged that small muscle repetitive strain-type injuries have been increasing due to the increased automation of the collection vehicles. WRS has already modified worker training programs to better address this growing issue from both a prevention and rehabilitation perspective. Driver safety is an area that WRS Management Team will continue to monitor closely.

## Public Safety

To analyze public safety performance, the total public damage (PDOR) accident claims expenses were obtained and compared against the total number of scheduled services. The following graph illustrates the trend of this performance from 2015 to 2017:



**Figure 4-10: WRS Residential Collection PDOR**

As detailed in the graph, the total PDOR expenses per every 10,000 scheduled services has increased in each of the two years from 2015. It has almost doubled from a total of \$32.68 to \$58.23 (for every 10,000 scheduled services).

It is noted that comparative safety data was not collected in the external scan and would represent a difficult measure upon which to assess WRS' residential collection safety performance. However, given this objective's importance, WRS should continue to measure its own performance over time. Moving forward performance measurement system maturity would require support from other municipalities and industry on this type of reporting.

## 1.2.4 Cost Performance

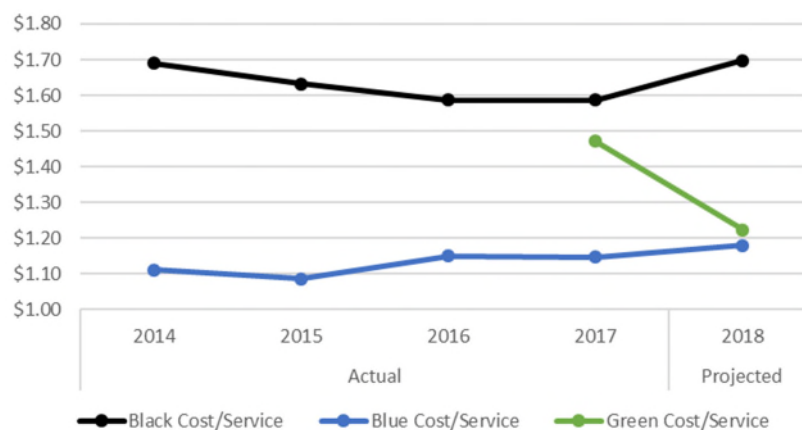
To assess WRS' residential collections cost performance, historical and projected data for the major expenses for each the black, blue, and green cart collection services functions were obtained. In addition, the costs for the service's primary cost elements was obtained in order to assess trends for the individual resources required to support the delivery of the services. To assess trending performance, the results were normalized against the total number of scheduled services.

Cost analysis is presented and discussed in the following order:

1. Cost trends at the service level (i.e., black, blue, and green cart programs); and
2. Cost trends for major cost elements (i.e., salary and wages, fleet leasing, fleet maintenance, fuel and oil, and miscellaneous administration expenses).

### 1.2.4.1 Overall Collection Costs per Cart Program

The following graph illustrates the trend in the collections cost per scheduled service for each cart program:



**Figure 4-11: Cost per Scheduled Collection**

As can be seen in Figure 4-11, black cart collection costs per scheduled collection are consistently higher than either blue or green carts. The primary reason for this is the increased service levels which exist for black (i.e., collecting excess materials customers set out beside their carts), which result in a fewer number of households which can be collected in a single beat. In addition, it can be seen that the total cost per scheduled collection decreased from 2014 (\$1.69) to 2017 (\$1.58) before rising back up in 2018 (\$1.70).

Blue cart costs per scheduled collection are relatively stable across 2014 to 2018, albeit with a slight increase in costs. Costs per scheduled collection are projected to increase from \$1.11 (2014) to \$1.18 (2018). This is an average increase of approximately 1.6% per year.

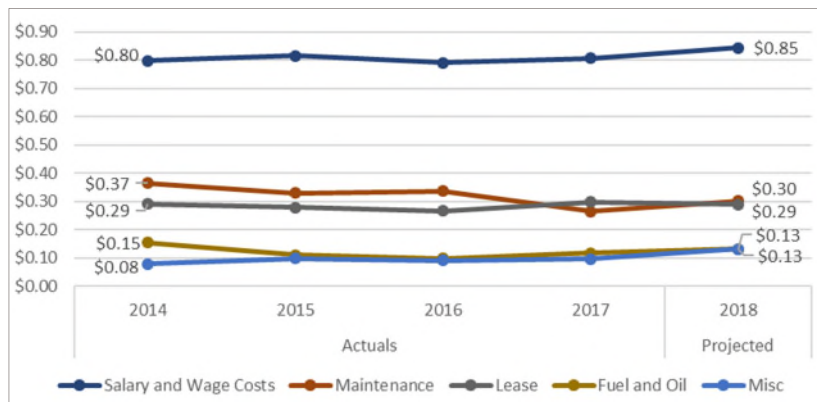
Green cart costs were first recorded in 2017 when the roll-out of the green cart program commenced. Projected costs per scheduled service are estimated to be lower for 2018 as the service stabilizes. However, further cost stabilization will likely continue across 2019 as the service levels switch to a less frequent collection schedule (i.e., once every two weeks) during the winter months.

Overall, an initial observation from this analysis is that WRS' residential costs per scheduled collection are fairly consistent. A more in-depth analysis of major cost elements was required to further understand individual changes and trends across 2014 to 2018. This is discussed in the following section.

#### 1.2.4.2 Collection Cost Elements

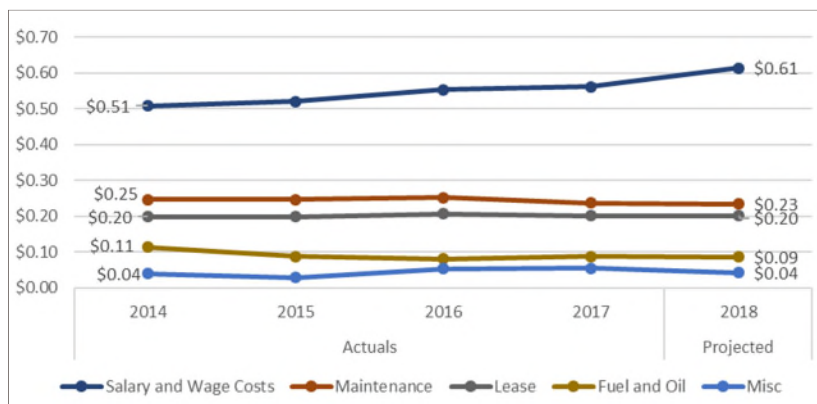
This section provides further detail on the 2014-2018 cost trends for major cost elements which comprise the black and blue cart collection services.

The collection costs per scheduled collection for each cost element within the black cart service are plotted below:



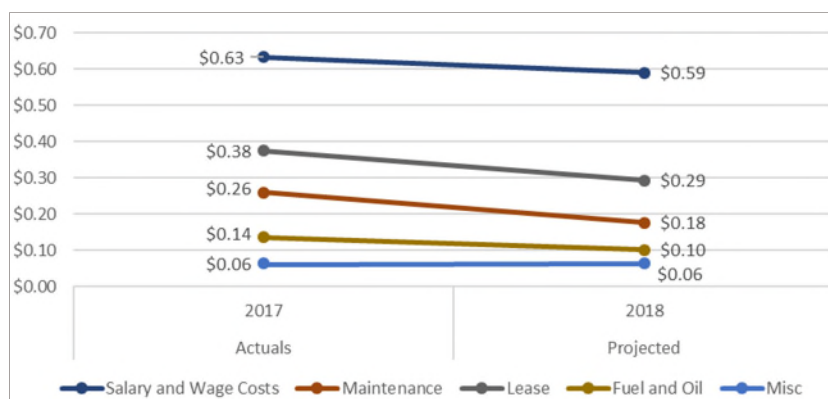
**Figure 4-12: Black Cart Cost Elements per Scheduled Service**

Similarly, the collection costs per scheduled collection for each cost element within the blue cart service are provided:



**Figure 4-13: Blue Cart Cost Elements per Scheduled Service**

Finally, the collection costs per scheduled collection for each cost element within the green cart service are provided. It is noted that results are only provided for 2017 and 2018.



**Figure 4-14: Green Cart Cost Elements per Scheduled Service**

Discussion on each cost element is provided below.

### Salary and Wages

Key observations from the analysis across both black and blue cart services include the following:

- Salary and wage costs increase on a per scheduled collection basis each for black and blue as follows:
  - Black: increased from \$0.80 (2014) to \$0.85 (2018), or an average annual increase of 1.5%.
  - Blue: increased from \$0.51 (2014) to \$0.61 (2018), or an average annual increase of 5.2%.
- It should be noted that these salary and wage costs are subject to approved union labour wage increases which occurred across 2015 to 2018. The annual wage increases per year were 3.2%, 3.5%, and 4.0% for 2015, 2016, and 2017, respectively. If these approved wage increases are removed (as WRS does not directly control these collective bargaining decisions), then more meaningful observations can be made regarding how efficiently WRS' collections manpower have been deployed. The following table summarizes this analysis:

**Table 4-1: Salary and Wage Analysis**

Service	2014 Salary and Wage Cost per Scheduled Collection	2018 Adjusted Salary and Wage Cost ( <i>Adjusted for Wage Increases</i> ) per Scheduled Collection	2018 Adjusted vs. 2014 Change
<b>Black</b>	\$0.80	\$0.75	-5.4%
<b>Blue</b>	\$0.51	\$0.55	+7.9%
<b>Black + Blue Combined</b>	<b>\$0.65</b>	<b>\$0.62</b>	<b>-5.6%</b>

From this analysis, it can be shown that black cart manpower cost efficiency per scheduled collection has improved by 5.4% across 2014 to 2018. Conversely, it shows that blue cart manpower has required an additional 7.9% additional resourcing across this same period. However, when considering total manpower costs across both black and blue services relative to the number of scheduled services, WRS has decreased its overall manpower

requirements on a per scheduled collection basis from \$0.65 to \$0.62. This represents an approximate 5.6% manpower cost efficiency improvement in 2018 relative to 2014.

It is also noted that green cart salary and wages costs per scheduled collection decreased from \$0.63 in 2017 to \$0.59 in 2018, but it is also noted that these costs are still in midst of stabilization given adjustments to service levels.

### **Fleet Leasing Costs**

Fleet leasing costs stay very consistent across 2014 to 2018 each for black cart and blue cart. Black cart leasing costs per scheduled collection are maintained at \$0.29 while blue cart's respective costs are maintained at \$0.20.

Green cart fleet leasing costs per scheduled collection have decreased from \$0.38 (2017) to \$0.29 (2018 projected), but it is also noted that these costs are still in midst of stabilization given adjustments to service levels.

It is noted that, since 2014, several initiatives were taken to improve the level of efficiency and effectiveness of Fleet. These comparative costs demonstrate a stabilization of the required fleet leasing resources and costs to support delivery of the collection services.

### **Fleet Maintenance Costs**

Fleet maintenance costs per scheduled collection show improvement across each of the black, blue, and green cart services. Between 2014 to 2018, black cart fleet maintenance costs per scheduled collection decrease from \$0.37 to \$0.30 while blue cart's respective costs decrease from \$0.25 to \$0.23. Green cart fleet maintenance costs per scheduled collection have decreased from \$0.26 (2017) to \$0.18 (2018 projected), but it is also noted that these costs are still in midst of stabilization given adjustments to service levels.

Overall, this shows continued fleet maintenance cost efficiency relative to the reported 2014 performance.

### **Fuel and Oil Costs**

Fuel and oil costs per scheduled collection has also decreased for both black and blue cart programs across 2014 to 2018. However, this primarily indicates the difference in market prices for fuel and oil over this time, as neither differences in truck fuel economy nor internal purchasing practices can justifiably be attributed with these cost efficiency improvements.

### **Miscellaneous Administrative / Business Expenses**

Overall, there has been an increased cost per scheduled collection across all cart programs for miscellaneous administrative and business expenses. This has been primarily the case for the black cart program. Given the extent of increase, a further review by WRS may be warranted.

#### **1.2.4.3 Overall Collection Costs across All Cart Programs**

An overall review of WRS' entire residential collection services costs per scheduled collection was calculated and analyzed. The results of this analysis are summarized in the table below:

**Table 4-2: Collection Cost Analysis**

Services	2014	2015	2016	2017	2018	2018 vs. 2014 Change	2018 Adjusted Costs vs. 2014 Change
<b>Black + Blue Combined</b>	\$1.40	\$1.36	\$1.37	\$1.34	\$1.35	<b>-3.5%</b>	<b>-8.8%</b>
<b>Black, Blue, + Green Combined</b>	\$1.40	\$1.36	\$1.37	\$1.36	\$1.31	<b>-6.5%</b>	<b>-10.2%</b>

This analysis demonstrates that, overall, WRS' collection services costs per scheduled collection have decreased across the current business cycle. Considering just the black and blue cart programs, the collection costs per scheduled collection have decreased by 3.5% since 2014 (despite collective bargaining labour wage increases across 2015 to 2017). If those labour wage increases are backed out, the costs per scheduled collection show an improvement of 8.8%.

Further, if the costs and scheduled collections for green cart are included (which started in 2017), the 2018 average cost per scheduled collection is \$1.31, which is down from the \$1.40 in 2014.

Overall, this shows that WRS has been effective in increasing its residential collection services efficiency.



## **Waste & Recycling Services Collection Services Review Attachment 3 – Industry Scan and Strategic Analysis**



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## 1.0 INDUSTRY SCAN

Collecting waste from single detached dwellings has evolved over the past three decades from a one stream (garbage only) system to, typically, a three-stream system that consists of separated garbage, recyclables and organics. In Canada, the entities who administer these collection programs are typically the municipality but the entity who actually delivers the waste stream collection service can be either in-house/municipal staff or contracted out to private sector service providers or a combination of both. This section discusses the various aspects of the curbside waste collection industry.

### 1.1 Service Delivery Models

Most municipalities in Canada have service delivery models for curbside collection that consist of municipal crews, contracted services or a combination of arrangements. Table 3-1 provides a summary and comparison of the three main service delivery models.

**Table 3-1: Comparison of Service Delivery Models for Residential Curbside Collection**

	Public Sector (In-House Service)	Mixed (In-House and Contracted Service)	Private Sector (Contracted Service)
Model Description	<ul style="list-style-type: none"> <li>City is responsible for staffing, collection, procurement and maintenance of vehicles.</li> <li>City manages customer service operations.</li> </ul>	<ul style="list-style-type: none"> <li>Divided into work areas either by geography or material type.</li> <li>Residential collection managed through a combination of public and private sector service providers.</li> <li>Private sector is managed through contract or agreement.</li> <li>As a secondary implementation decision, can be established via Managed Competition where The City provides a bid to compete with private sector contractors for the work.</li> </ul>	<ul style="list-style-type: none"> <li>City issues request for proposal for private sector to bid on contract, agreement of exclusive permit to operate.</li> <li>Depending on arrangement, customer service requests can be managed by City or private sector contractor.</li> <li>As secondary implementation decisions: <ul style="list-style-type: none"> <li>Can be one service provider or multiple.</li> <li>Can be divided by geography or by material type.</li> </ul> </li> </ul>

Historically, waste collection from single detached dwellings was delivered by the public sector. Due to a number of variables that include: collection cost, operational efficiencies, work site injuries, labour relations, asset management, etc., there has been a growing trend across North America to outsource waste collection services. In most of these cases, waste collection was conducted manually. One or two swampers would ride and stand off the back of a rear packer garbage truck and jump off the truck as it neared the waste to grab and throw the materials into the back of the truck. Jumping on and off of a slow-moving truck and throwing garbage cans and bags that weigh up to 25 kg can result in a number of different types of worker injuries. These injuries result in higher costs to the city or program because of workers compensation and replacement worker costs. This was typically one of the main drivers for changing the delivery model to contracted services.

Over the past decade, the collection approach has been changing from manual collection to automated collection. More and more communities are transitioning to this new approach because of technological and labour management improvements. Ultimately, it leads to cost savings for the following reasons:

- Labour costs: automated collection requires one staff person (i.e. a certified truck operator) versus two to three staff members (including physical labourers) for manual collection.
- Worker compensation cost: automated collection has less probability of detrimental physical injuries and results in lower insurance costs for the entire corporation.
- Labour management: automated collection allows for a wider range of workers (less reliant on young workers by reducing physical labour requirements).
- Technical improvements: advancements in robotics means automated trucks can perform almost as well as manual trucks in urban settings with tight set-outs and in terms of tipping speed.

With fewer labour related issues, many communities are starting to reconsider their service delivery model. There are cities that have changed from a contracted service model to an in-house model because of service improvements, flexibility to change and less reliance on private sector waste haulers. In the past two years this includes the Canadian Cities of St. John's, Nanaimo, and Port Coquitlam amongst others.

### 1.1.1 Evaluation of Alternative Service Delivery Models

The purpose of this section is to provide a qualitative analysis of the alternative service delivery models against the priority residential collection services objectives as defined in Section 2.4. This considers **industry-general** advantages, concerns, and overall degree of support for each objective are noted for each delivery model. Where it is perceived that WRS is an exception to the industry-general observations, specific notes have been included.

#### 1.1.1.1 Public Sector Model (In-House)

This section provides a qualitative evaluation of the Public Sector Model relative to each collection services objective.

#### Customer Experience

Advantages	Concerns
<ul style="list-style-type: none"> <li>▪ Municipalities have more control to manage collection services scope and quality of service. This increased control makes it easier to: <ul style="list-style-type: none"> <li>– Provide a high-quality customer experience;</li> <li>– Respond to and modify service levels (if desired in the future);</li> <li>– Direct drivers to provide a greater extent of customer cart tagging / education to encourage desired customer behaviour; and</li> <li>– Direct drivers to provide any additional community value-add services where desired (e.g., calling 311 for City tree / road or other community issues).</li> </ul> </li> <li>▪ Typically, more drivers with longer tenures of service, thereby enabling a more consistent customer experience.</li> <li>▪ Municipalities, through recognition and adoption of emerging citizen-focused public service models, are now providing drivers with extensive customer service training.</li> <li>▪ Municipal crews can be more readily deployed to provide other services (e.g., community emergency response).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Municipalities typically bear pressure to both limit user fee increases and deliver high quality customer experience, which are conflicting objectives: <ul style="list-style-type: none"> <li>– Municipalities may sacrifice desired customer experience objectives to fit within approved budget envelopes.</li> </ul> </li> <li>▪ Existing service requirements to complete beats on-time may hinder customer education (in some cases) or providing other types of community value-add activities.</li> <li>▪ Within Alberta, there is a risk of labour instability over the longer-term. As such, driver availability and retention willingness can be dependent on the condition of the labour market across the province.</li> <li>▪ Within some municipalities, there are examples of disruptive relationships with labour unions which have resulted in strikes, service disruptions, and poor reliability. <ul style="list-style-type: none"> <li>– <i>It should be noted that Calgary has historically not been subject to such labour disruptions.</i></li> </ul> </li> </ul>

Overall, it is viewed that the Public Model can be **strongly aligned** to the customer experience objective. This is gained primarily from a municipality's ability to directly control the desired customer service levels and benefit from emerging municipal citizen-focused public service models. However, a key factor in this evaluation for any specific municipality is its relationship with its labour union. There are examples where municipalities have not reliably or consistently provided collection services due to labour disruptions.

## Safety

Advantages	Concerns
<ul style="list-style-type: none"> <li>Often results in better worker conditions, benefits and safety and health training <ul style="list-style-type: none"> <li><i>In particular, it is noted that WRS has focused on truck ergonomic features for enhanced driver safety</i></li> </ul> </li> <li>Municipalities tend to enforce stricter requirements for internal driver competencies than the minimum Provincial requirements.</li> <li>Municipalities can directly monitor the impacts of safety choices.</li> </ul>	<ul style="list-style-type: none"> <li>Budget limitations can result in cost cutting measures on safety investments as other expenses rise.</li> </ul>

Overall, it is viewed that the Public Model can be **strongly aligned** to the Safety objective primarily due to typically better working conditions and the municipality's ability to directly control the organization's adoption of a safety-minded environment.

## Environment

Advantages	Concerns
<ul style="list-style-type: none"> <li>Direct control over the implementation of desired environmental objectives.</li> <li>Municipalities can develop a specific culture focused on environmental outcomes: <ul style="list-style-type: none"> <li><i>E.g. Utilizing Triple-Bottom-Line as decision criteria to guide organization investments, providing ongoing tracking and environmental reporting, ensuring use of vehicle spill kits, providing focused employee training, etc.</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Municipalities typically lag private sector with respect to certain vehicle technologies: <ul style="list-style-type: none"> <li><i>e.g., municipalities tend to be risk averse – will let others prove new technologies first prior to adoption</i></li> </ul> </li> <li>Noted that some private sector collection entities have adopted natural gas vehicles, which tend to produce fewer emissions vs. diesel vehicles.</li> </ul>

Overall, it is viewed that the Public Model can be **moderately aligned** to the environment objective. Although it has more direct control on achieving desired environmental outcomes and has typically developed an enhanced organizational culture focused on minimizing impact to the environment, it typically lags the private sector in the adoption of leading vehicle technologies focused on fuel efficiency and limitation of emissions.

## Cost

Advantages	Concerns
<ul style="list-style-type: none"> <li>▪ Municipalities typically operate on a cost-recovery basis – which avoids a profit rate-revenue requirement (<i>which can range from 7% to 15% in the private sector</i>).</li> <li>▪ Avoids incremental contract management, procurement, and service request coordination costs (<i>required for an outsourced model</i>).</li> <li>▪ Enables greater economies of scale and scope (<i>particularly vs. the Mixed Model</i>).</li> <li>▪ Enables Council a greater degree of control in setting future user rates / directing cost reduction initiatives:             <ul style="list-style-type: none"> <li>– <i>Typically, waste collection contracts lock in rates for the private sector vendor over a 7-8-year timeframe.</i></li> </ul> </li> <li>▪ Avoids the potential risk of an incumbent contractor advantage:             <ul style="list-style-type: none"> <li>– <i>Industry research has noted that some municipalities which have outsourced sizable collection contracts have resulted in providing the private entity a first mover advantage vs. its private sector competitors, thus decreasing the level of competition for future contracts.</i></li> </ul> </li> <li>▪ Municipalities typically have access to a lower cost of capital / borrowing for capital (vehicles / equipment).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unlike private sector, no profit motive exists for the public sector to help drive efficiency and lower overall cost for collection services.</li> <li>▪ Municipal fleet services, which provide services for all municipal departments, can typically be less focused and efficient specifically for collection trucks vs. private sector (<i>which are typically streamlined for their collections business</i>).</li> <li>▪ Private sector entities can provide a lower cost of service primarily either through:             <ul style="list-style-type: none"> <li>– <i>Aggressive “low-ball” bids in order to initially win the work; and</i></li> <li>– <i>Lower total labour wages and benefits.</i></li> </ul> </li> </ul>

Overall, it is viewed that the Public Model can be ***moderately aligned*** to the Cost objective, although this will vary from municipality to municipality based on the degree to which their internal capabilities have been developed. Observations from across the industry repeatedly point to cost savings realized from outsourcing to the private sector (at least initially). However, these observations also indicate that municipalities who have focused on increasing their internal operational efficiencies and effectiveness can do so. Note that further specific cost comparisons between the Private Sector and WRS’ current service delivery model are provided in **Section 6.0**.

### 1.1.1.2 Mixed Model

This section provides a qualitative evaluation of the Mixed Model relative to each collection services objective.

## Customer Experience

Advantages	Concerns
<ul style="list-style-type: none"> <li>▪ Allows the municipality to maintain control on the overall customer experience and service.</li> <li>▪ Enables municipality to retain an in-depth understanding of collection operations from which to monitor and compare vs. the outsourced portion.             <ul style="list-style-type: none"> <li>– <i>Can directly compare metrics for internal vs. outsourced portions (if included in contract required reporting).</i></li> <li>– <i>Possibility to learn leading practices from private hauler.</i></li> </ul> </li> <li>▪ Maintains internal collections capabilities – can ramp up as potential risk mitigation in case service disruption occurs with private hauler.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Positions customer interactions to be partially managed through arms-at-length contract – harder to control and adjust (<i>in case of future changes to service levels</i>).</li> <li>▪ Customer experience could be inconsistent and dependent on geography / material type.</li> <li>▪ Mixed model can be complex to implement and requires more resources to administer effectively, particularly upon managing and reporting customer service request responses vs. hauler contract clauses incentives and/or penalties.</li> </ul>

<ul style="list-style-type: none"> <li>– Similarly, in cases where service disruption occurs within the in-house portion, the private sector could ramp up resourcing to help mitigate.</li> <li>▪ Municipal crews can be used to provide other services (e.g., emergency response).</li> </ul>	<ul style="list-style-type: none"> <li>– Potential risk to customer experience.</li> <li>▪ For a private hauler, the profit motive / drive for efficiency <b>may</b> sometimes be in direct conflict with service quality.</li> </ul>
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Overall, it is viewed that the Mixed Model can be **moderately aligned** to the customer experience objective. Customer service interactions become increasingly provided by an arms-at-length model, which decreases the direct control a municipality has to achieve desired customer outcomes. In addition, there is increased risk to customer service consistency given the additional number of collections providers.

## Safety

Advantages	Concerns
<ul style="list-style-type: none"> <li>▪ Municipality has direct control over the setting of working conditions for their staff.</li> <li>▪ Enables the municipality to achieve a minimum level of safety that may be then compared to private sector.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requires the municipality to provide contract management efforts to ensure outsourced model operates in accordance with internal expectations.</li> <li>▪ It is less likely that the private sector hauler would divulge safety performance; may be more difficult to measure (e.g., property damage).</li> <li>▪ There is potential that the private sector adheres to lower safety standards compared to the municipality.               <ul style="list-style-type: none"> <li>– It is noted that WRS' safety standards for driver demerits is more stringent than Provincial requirements.</li> </ul> </li> </ul>

Overall, it is viewed that the Mixed Model can be **moderately aligned** to the safety objective given that it is unlikely that the Private Sector would perform at the same levels as the Public Sector Model.

## Environment

Advantages	Concerns
<ul style="list-style-type: none"> <li>▪ Municipality maintains some level of control over environmental factors (e.g., greenhouse gas [GHG] emissions).</li> <li>▪ May be able to leverage private-sector truck fuel technology advantages vs. municipal fleet.</li> </ul>	<ul style="list-style-type: none"> <li>▪ May be more difficult to measure private hauler environmental performance (e.g., emissions, fluid spills).</li> <li>▪ Pending final route designs between municipality vs. private sector hauler – Mixed Model may result in increased mileage and fuel consumption.</li> </ul>

Overall, it is viewed that the Mixed Model can be **moderately aligned** to the environment objective. Potential increases in risk to environmental performance introduced from outsourcing portions of the collection network may be mitigated by gains from increased utilization of vehicles with increased fuel technologies.

## Cost

Advantages	Concerns
<ul style="list-style-type: none"> <li>▪ Takes advantage of potentially lower cost of service which the private sector may be able to provide.</li> <li>▪ Enables the municipality to compare in-house costs and performance vs. those of outsourced model, which in turn can drive internal efficiencies through competitive tension.</li> <li>▪ Can enable the municipality to spread contracts among qualified vendors to: <ul style="list-style-type: none"> <li>– <i>Maintain competitive tension;</i></li> <li>– <i>Prevent potential incumbent advantage; and</i></li> <li>– <i>Assign specific districts / materials to vendors based on unique competencies</i></li> </ul> </li> <li>▪ Municipality can alleviate potential fleet decommissioning costs through retirement of older/less reliable trucks. <ul style="list-style-type: none"> <li>– <i>Examples of private hauler commencing collections contract with a fleet with a mixed lifecycle status (i.e. not all new trucks upon commencement) which enables it to avoid larger initial capital investments</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Could result in incumbent contractor advantage based on the local market, which risks increased costs for future contract negotiations.</li> <li>▪ With multiple providers, the entire collection system may potentially risk diseconomies of scale (<i>e.g., inefficiencies, duplicate resources and processes, etc.</i>).</li> <li>▪ Potential for single private hauler to come in at a throw-away price that is not competitive and “true” for the overall market.</li> <li>▪ Requires municipality to invest in ongoing contract management, procurement, and service request coordination resources and costs.</li> <li>▪ Will require some one-time change costs for every contract (i.e. once every 7-8 years).</li> </ul>

Overall, it is viewed that the Mixed Model can be **strongly aligned** to the cost objective, primarily with the expectation that the private sector can provide a lower cost of service. Note that further specific cost comparisons between the private sector and WRS’ current service delivery model are provided in **Section 6.0**.

### 1.1.1.3 Private Sector Model (Fully Contracted Service)

This section provides a qualitative evaluation of the Private Sector Model (fully contracted out) relative to each collection services objective.

## Customer Experience

Advantages	Concerns
<ul style="list-style-type: none"> <li>▪ Still possible to manage reasonable customer experience outcomes through contract management requirements and tactics.</li> <li>▪ Recognizes that as long as reliable collection occurs on scheduled day of pick-up, customers may not tangibly notice difference in service.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Municipality would be “out of the game” – difficult to re-enter should service disruptions or performance / cost issues arise.</li> <li>▪ Direct customer interactions now fully managed through arms-at-length contract – harder to control and adjust (<i>in case of future changes to service levels</i>). <ul style="list-style-type: none"> <li>– <i>Service changes need to be negotiated with private haulers, making it more difficult for city to standardize or improve services.</i></li> </ul> </li> <li>▪ Customer experience could be inconsistent and dependent on geography / material type / number of individual private haulers.</li> <li>▪ The private sector entity’s profit motive / drive for efficiency could impact service quality.</li> <li>▪ Risk in loss of consistency due to higher turnover of staff vs. usual municipality norms.</li> <li>▪ Service reliability entirely based on private sector’s ability to attract and retain competent drivers, which has <b>not</b></li> </ul>



	consistently been the case in situations across North America.
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Overall, it is viewed that the Private Sector Model can be **weakly aligned** to the customer experience objective. Customer service interactions are entirely left to an arms-at-length contract relationship and present significant levels of risk.

### Safety

Advantages	Concerns
<ul style="list-style-type: none"> <li>Enables municipality to ensure that minimum-level safety objectives are included in contract with the private entities.</li> <li>Avoids internal efforts focused on further investments to optimize internal working conditions (e.g., <i>truck ergonomics</i>).</li> </ul>	<ul style="list-style-type: none"> <li>Requires municipal contract management efforts to ensure outsourced model operates in accordance with internal expectations.</li> <li>May be more difficult to measure private hauler safety performance (e.g., property damage), which puts this performance at risk vs. the other models.</li> <li>There are noted instances where private hauler worker conditions have been significantly below typical municipal expectations.</li> </ul>

Overall, it is viewed that the Private Sector Model can be **weakly aligned** to the safety objective given that it is unlikely that the private sector would perform at the same levels as the Public Sector Model.

### Environment

Advantages	Concerns
<ul style="list-style-type: none"> <li>May be able to leverage private-sector truck fuel technology advantages.</li> </ul>	<ul style="list-style-type: none"> <li>May be more difficult to measure private hauler environmental performance (e.g., emissions, fluid spills).</li> </ul>

Overall, it is viewed that the Private Sector Model can be **weakly aligned** to the Environment objective, as typical private sector focus on this outcome are less than those of municipalities.

## Cost

Advantages	Concerns
<ul style="list-style-type: none"> <li>Profit incentive of private hauler to continuously drive for efficiencies can result in lower cost operations than public (in-house) or mixed models.</li> <li>Private hauler may have synergies in its other local waste management operations – which may be leveraged to reduce costs.               <ul style="list-style-type: none"> <li>e.g., using collection trucks on non-residential collection days to reduce normalized truck cost.</li> </ul> </li> <li>May achieve greater economies of scale (e.g., international) and as such potential cost reductions.               <ul style="list-style-type: none"> <li>Private sector might have ability to drive down capital purchase costs.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>If using only one hauler, the incumbent may have a distinct incumbent advantage in future proposals / bids, thus costs can rise substantially over time.               <ul style="list-style-type: none"> <li><i>It has been repeatedly studied and identified that the degree of savings from outsourcing decreases over time due to a decrease in market competitiveness and increase in the municipality's operational efficiencies. If fully outsourced, this competitive tension between internal vs. outsourced operations is lost.</i></li> </ul> </li> <li>Municipality must spend the resources, time and money to develop and negotiate high quality service requirements on go-forward basis.</li> <li>Cost of incremental and ongoing procurement, contract negotiation and management must be considered against savings.</li> <li>Will require some one-time change costs for every contract (i.e. once every 7-8 years).</li> <li>Timing of contracts / procurement needs to be staggered if multiple vendors.</li> <li>If multiple vendors – economies of scale are dependent on the size of the zones tendered (costs can increase if zones are too small).</li> <li>Municipality would face potential decommissioning costs for existing fleet – slim potential market for used inventory.</li> </ul>

Overall, it is viewed that the Private Sector Model can be **moderately aligned** to the cost objective. Although there may be more significant initial savings than the other models, there is more risk to cost increases over the medium to long-term.

### 1.1.1.4 Summary of Qualitative Evaluation of Alternative Models

Based on the in-depth qualitative evaluation of the model alternatives in the previous sections and WRS-specific observations (for WRS' current Public Model), the following summary evaluation of each service delivery model against each priority objective is provided:

Objective	WRS' Public Model	Mixed Model	Private Model (Fully Outsourced)
Customer Experience	Strong	Moderate	Weak
Safety	Strong	Moderate	Weak
Environment	Moderate	Moderate	Weak
Cost	Moderate	Strong	Moderate

From this analysis, it demonstrates that WRS' Public Sector Model is likely to achieve stronger levels of customer experience and safety outcomes but may feature higher costs than a model which partially outsources to a private sector entity. There are advantages and concerns for public vs. private sector performance in regard to the



environment objectives for each service delivery model. However, as greater portions of the collection network are outsourced to the private sector, there are increasing risks in achieving desired customer experience and safety outcomes. The increase in risks primarily stem from the lack of direct control a municipality has from an arm-at-length contract (which are normally set for a 7-8-year duration, and thus more difficult to adjust over time pending changing customer or Council priorities). In addition, there is evidence of increased risk for the private sector attracting and retaining sufficiently competent drivers, which can result in significant service instability and unreliability.

This presents the need to quantitatively estimate the degree of potential cost savings from an outsourcing arrangement and compare to the added performance risks. This analysis is provided in **Section 6.0**.

## 1.2 Waste Collection Components

Waste collection cost considerations typically consists of four components: (1) fleet management which includes collection system assets such as collection vehicles and containers and consumables such as fuel; (2) labour management that consists of the people who operate the collection system assets; (3) administrators who plan and/or manage the collection system; and (4) customer service component which helps collection customers understand how to use the collection system and/or field questions and requests regarding their service.

Figure 3-1 illustrates the four key components that make up the cost for a residential curbside collection program. The following subsections describes the four components in greater detail.



**Figure 3-1: Waste Collection Cost Illustration**

### 1.2.1 Fleet Management

The fleet management cost is one of the largest portions of the waste collection costs and consists of the equipment used to collect the waste, fuel to run the equipment and operation and maintenance of that equipment. The following describes the various aspects of the assets in greater detail.

#### 1.2.1.1 Collection Equipment

Collection equipment consists of collection vehicles and in some instances, generator-based waste receptacles such as carts that service curbside collection customers. There are generally two companies that supply collection trucks to the industry in North America (LeBrie and Heil).

The total cost for a standard collection truck ranges from approximately \$200,000 for a rear load truck to \$300,000 for an automated side loader. The cost is dependent on two key considerations: (1) the chassis of the truck and (2) the box and body parts that are put on the truck.

- The cost of the chassis can range from \$100,000 to \$150,000. Most trucks that are in the low-cost range have chassis that cost between \$100,000 to \$120,000. It is important to note that the chassis are built in the United States and their cost can be affected by fluctuations in the US exchange rate and potentially trade tariffs.
- The cost of the payload box and the loader position are other cost considerations that make up the remainder of the total cost. A rear loader with a built-in compactor adds approximately \$100,000 to the cost of the chassis. A side loader with a compactor adds about \$150,000 to the cost of the chassis, and an automated side loading arm is an additional \$30,000 to \$50,000. Figure 3-2 shows photos of two collection truck configurations used by WRS.



**Figure 3-2: Photos of Side Load and Rear Load Waste Collection Trucks**

Added features to a collection truck whether it is for comfort, or safety reasons, can add up to 25% to the total cost of the waste collection truck. Right-hand-side driver control is typically an added feature and adds in the order of \$25,000 to the cost of the truck. Cameras, sensors, air conditioning and air-ride suspension seats normally add less than \$10,000 to the overall cost of the truck.

Interesting notes from the collection truck suppliers include the following:

- About 80% of the curbside collection vehicle market is automated.
- Typical vehicle replacement is 7 to 8 years with most trucks logging between 12,000 and 13,000 hours of use.
- Automated arms require considerable ongoing maintenance and should be rebuilt every 5 to 7 years.
- Maintenance requirements are less extensive for rear load trucks.
- With the possible exception of the largest waste collection firm, most private sector waste haulers do not purchase collection trucks at a discounted rate.
- Truck delivery from time of ordering is typically 12 to 18 months.

Financial implications of collection trucks are typically amortized on an annual basis. Amortization periods normally coincide with replacement vehicle periods. Trucks that are amortized for a shorter period such as five years will result in higher annual costs to pay for that vehicle. For this reason, most communities that contract out their collection service to the private sector have a contract length that is consistent with expected vehicle life.

Most communities require a certain number of vehicles (i.e., spare ratio) to accommodate vehicles that are taken out of service for repairs or to account for busier waste collection periods. Spare ratios range from 10% to 20% which means an additional truck or two is required for every fleet of 10 collection trucks. Having these extra vehicles adds to the total cost of collection assets.

### 1.2.1.2 Fuel

The standard fuel type for most collection fleets is diesel. In the past decade, more fleets are moving towards compressed natural gas (CNG) because the cost for CNG is almost half the cost of diesel and emissions from CNG vehicles are less. Although diesel fueled trucks deliver about 15% more power than CNG, many public and private sector waste haulers are moving towards using CNG for the financial and environmental benefits. However, CNG collection trucks typically cost 10% more and fueling stations need to be established or arrangements made with existing fueling stations.

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*Waste Management Inc. has so far replaced 14,000 of its more than 18,000 trucks with natural gas fueled vehicles which save an estimated 8,000 gallons of diesel fuel, worth approximately \$31,000, per truck per year. A CNG garbage truck only costs \$30,000 more than a comparable diesel truck, so most major service providers that have access to CNG or LNG fueling stations, or are willing to build in their own, are in the process of transitioning their fleet to the new fuel. (from Ford Research Group).*

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Another aspect with regards to CNG is bio-CNG which comes from landfill gas and anaerobic digestion of source separated organics, such as the materials in WRS's green cart program. Collecting and upgrading landfill gas for vehicle use has been occurring for over a decade. Recent trends in solid waste management include anaerobic digestion of source separated organics to produce biogas which can be used by a combined heat and power (CHP) unit to generate electricity and heat or upgraded for use as vehicle fuel or injected into the CNG distribution network. It should also be noted that bio-CNG is not fossil fuel based and is exempt from the GHG accounting protocol.

A new innovation for waste collection is electric/battery powered collection vehicles. These vehicles are being tested in many jurisdictions and might be an alternative in the future when more sustainable energy generation options such as solar and wind become more available. A limitation with electrical vehicles is poor battery performance during cold weather conditions. The Municipality of Anchorage is testing electric waste collection vehicles and it is worth contacting them in the near future to discuss their overall experience.

WRS is working on an Alternative Fuels Strategy for all of its vehicles.

### 1.2.1.3 Operation and Maintenance

Operating and maintaining collection trucks is a large undertaking. Automated collection vehicles require more maintenance and generally it is recommended that automated arms be rebuilt after approximately 5 years of use. According to a collection truck supplier, annual maintenance cost for an automated truck is typically between 10% and 13% of the cost of the truck, which equates to approximately \$30,000 to \$40,000 per year per truck. This is an average over the life of the vehicle with maintenance requirements for the first four years of use generally much less compared to the last three to four years of the vehicle's life. In addition, the maintenance costs by year seven or eight are such that purchasing a new truck is typically more cost effective.

Recognizing the expected maintenance cycle, it is ideal to spread out the vehicle replacement process over the likely life of the vehicles. This is estimated to be 15% of the fleet annually. This should provide a more consistent maintenance demand and minimize peaks for major servicing and or breakdowns.

In northern climates such as the Canadian Prairies where temperatures are typically -10°C or below during the winter months, collection vehicles are more often stored indoors in large vehicle shelters which reduces maintenance costs of the vehicles and improves start up times during cold winter mornings. This saves fuel required to warm up the vehicles, allows better performance of hydraulic systems, allows for maintenance and cleaning to occur when the vehicle is parked and not in use, and provides a better work environment for staff when they start and end their day or need to assess the condition of the vehicles.

Organizations can either maintain their vehicles on an as needed basis or also undertake a preventative maintenance program to minimize unexpected breakdowns. Although preventative maintenance has an additional cost, there are potential savings from having a smaller spare ratio and fewer service disruptions.

For the private and public sector, having in-house servicing departments are feasible when the fleet reaches a certain size. The priority is to have sufficient work so that staff can be retained full-time. Smaller fleets usually have contracts with private sector fleet shops to address their servicing needs. WRS has one of the largest publicly owned waste collection fleets in Canada and are of a suitable size to cost effectively service their vehicles in-house.

#### **1.2.1.4 Cart Management**

Most jurisdictions in Canada have moved or are in the process of moving to an automated waste collection system. Automated collection requires carts for proper storage and collection of waste materials. The jurisdictions that led the path for automated collection bought and maintained the carts that are required for the collection system. These carts are normally warrantied for up to 10 years, and servicing and switching of carts typically occur over the life of the cart.

Depending of number, size, and quality of carts, the cost of carts can range from \$60 to \$120 per unit. When contracts to procure carts are awarded, most jurisdictions require the vendor deliver the carts as part of the purchase price. The vendor typically retains a firm to deliver and track the distribution of the carts. Servicing of the carts is usually left with the community. Additional resources are needed to provide additional carts that are required for replacing and switching, space or property for storage of the carts and customer service staff (including field staff) to receive calls, address issues and replace/switch carts as requested.

Some jurisdictions who contract out collection services will require the contractor to procure, deliver and maintain the carts as part of their contract. Depending on the contract arrangement, ownership of the carts could transfer to the jurisdiction at the end of the contract.

Another approach to cart management is leasing carts from the vendor. In these situations, a vendor would bid to provide and deliver the carts to the jurisdictions customers, receive and address customer service requests, and deliver the services as stipulated in the contract. This approach was used by one of the largest cities in Canada and has positive and negative aspects such as cost and contract administration.

#### **1.2.2 Labour Management**

Labour is one of the greatest challenges for waste collection programs. Prior to 2010 in Canada, most jurisdictions had manual waste collection programs where two to three people would ride each truck, collecting the various waste streams. In most instances, there was one driver and one or two swampers/helpers who would ride on the back of the collection truck until the truck came up to a garbage and/or recycling set out and the swampers would jump off the truck, grab the containers or bags, and throw the waste materials into the truck. The swampers had a physical job and in most situations, they were young men who were able to complete repetitive physical tasks under varying weather conditions.



Most jurisdictions realized that manual waste collection costs were on the rise because of worker injuries. These injuries could be caused from repetitive motions, slips/trips/falls or sprains from getting on and off the trucks or strains as a result of an aging work force (Figure 3-3). These employees would be compensated for their incurred injuries and another person would need to be brought in to replace the injured worker. This essentially doubles the labour cost for each injured person. Because of these rising labour costs, many jurisdictions turned to contracted services to move away from worker compensation claims and have the private sector deal with labour management issues.



**Figure 3-3: Photo Illustrating Manual Collection with Snow on the Ground**

Because of rising labour costs and injury claims, interest in automated waste collection started becoming more prevalent. Although these trucks were up to 50% more expensive than manual collection trucks, the savings from only requiring one staff member and potential for reduced workplace injury claims made automated collection the new standard for curbside waste collection. Additional benefits for automated collection trucks were the personnel who could operate these vehicles. This opened this opportunity to a wider range of workers that did not have to be physically fit and can include persons from an older workforce.

An important consideration in Western Canada is obtaining and retaining a specially trained workforce that can drive and operate a waste collection truck. Some jurisdictions had a difficult time retaining physically fit people who can drive large trucks and collect waste. These jurisdictions turned to automated collection trucks to reduce the number of workers needed and to expand the range of workers they can hire. This was the situation in interior British Columbia where it was difficult retaining trained staff who would move to jobs in the oil industry for higher wages.

The labour market in Alberta is challenging. When the oil industry is booming, wages for Class 3 drivers rise significantly and retaining staff is difficult when wages are so much higher in other sectors. Considering that waste collection contracts typically span seven years, it makes it difficult for a private sector hauler to guarantee waste collection rates if staff cannot be retained over the life of the contract and higher wages are needed to complete the waste collection services. If a contractor is unable to meet its obligations for financial or technical reasons, the city can dissolve the contract and look for another contractor (which takes significant resources) or adjust the contract to meet market rates.

### 1.2.3 Administration and Planning

Most jurisdictions have personnel who oversee the entire program on behalf of the municipality and have a team that, at a minimum, will be responsible for: (1) planning for the future services; (2) addressing regulatory and/or service requirements; (3) assessing the municipality's needs; (4) managing financial expenditures and revenues; (5) addressing customer complaints and queries; (6) managing contracts with internal and/or external entities; (7) managing customer accounts (new, old and closed); (8) general office/department administration; (9) procurement of vehicles and (10) performance management.

In a contracted service model, most of the responsibilities listed above still need to be overseen or undertaken by municipal staff. The extent of oversight required depends on the services that the municipality relinquishes to the private sector. The municipality will also require additional staff for contract enforcement and monitoring to ensure the contractor(s) are delivering the collection service as per the final contract.

#### 1.2.4 Public Education and Communication

Most large cities use a call centre to receive calls from their customers, and to distribute those calls to the appropriate service providers. The financial commitment to maintain this customer service system is not likely to change if the collection services were contracted out to a private sector waste hauler.

In the United States, where many jurisdictions have a franchise system, customers call the private hauler sector directly for missed pick-ups, queries and general complaints. The municipality typically does not receive any progress and/or annual reports unless it is stipulated in the terms of the contract.

### 1.3 Contracted Services

The extent of a waste collection contract can range from strictly providing the labour, to conduct the work, to providing all the necessities to undertake the work. For most collection contracts, the chosen hauler provides the trucks, labour, fuel and fleet maintenance. Sometimes the rate for fuel is adjusted annually to account for unforeseen price hikes. Program planning, contract management, education/public outreach and customer service requests are usually undertaken by the municipality.

Prior to 2010, in Canada waste collection was manual and labour intensive. Due to rising labour rates and work place injury claims, municipalities moved towards contracting out their waste collection services to the private sector to avoid these costs and issues. Most private sector waste haulers are not unionized and, in addition, are not bound to the same standards as municipal workers. The private sector has a financial advantage because they typically use a workforce that is less expensive (and therefore, typically less experienced), less prone to injuries and recognises that the employment lasts for the life of the contract.

Many jurisdictions across Canada contract out waste collection services to the private sector. The rationale for contracting out from a municipality's perspective may include the following:

- Resources required to address administrative and human resource management issues;
- Rising costs as a result of worker injury claims;
- Managing asset and budgeting responsibilities;
- Perceived efficiencies provided by the private sector; and/or
- Lack of political will to acquire/re-acquire assets and labour resources for in-house collection.

Contracted collection services are not always a positive experience for municipalities or their citizens. Some municipalities have had bad agreements that led to termination of their contract. Whether it is the fault of the contractor or the municipality, the disruption of service reflects poorly on the municipality as a whole, as well as those who are administering the contract.

Important considerations to ensure a good contract and working relationship include the following:

1. **Comprehensive Contract** – have comprehensive specifications and procedures in the contract to ensure services are delivered as expected. It is also prudent to have a dispute resolution processes that enables both parties to resolve unplanned issues.
2. **Company Reputation** – retain a service provider that prides itself on good service and shared responsibility should result in a better working relationship and delivery of service.
3. **Value for Money** – the lowest cost proposal is not always the best value. Details of the value for service need to be assessed.

### 1.3.1 Liquidated Damages

Guidelines developed for municipalities writing collection contracts<sup>1</sup> often recommend including a liquidated damages clause to help recover the Municipality's costs for contractor defaults. Due to the nature of residential waste collection, it would be impractical to assess actual damages to a city for each individual action or default by a contractor such as failing to correct a missed pickup or repeated customer service failures. Therefore, waste collection contracts often include provisions for liquidated damages to substitute a predetermined cost for assessment of actual damages. The challenge of these clauses is in their enforcement by municipalities. At their core, liquidated damages should serve as a timely deterrent for a contractor cutting corners, but often due to lax incident tracking, and lack of monitoring, liquidated damages are applied in lumps for significant time periods damaging the contractor-city relationship and not positively impacting contractor performance as detailed in the 2011 waste industry article "Waste Collection Contractors Beware"<sup>2</sup>.

## 1.4 Labour Rates

Labour rates in Alberta are typically higher than other provinces. The labour rates in Alberta increase dramatically when the economy is strong, and this drives the cost of services across all sectors in the province. The economy in Alberta is known to cycle through highs and lows. This creates an inherent risk for the private sector trying to predict and guarantee a sustainable labour rate that would span the life of a collection contract.

Labour rates in the public sector are typically higher than the private sector. When the economy grows in Alberta, the labour rates for the private sector increase due to market demand. This becomes a risk for private sector waste haulers who need to guarantee collection rates over the life of their contract. If the firm is unable to physically or financially deliver the service, they will need to default on the contract or renegotiate a higher rate that is competitive with the rest of the industry to attract skilled workers. In the event a contractor defaults on its contract obligations, there will be liquidated damages that the city can claim but in the meantime the collection service will suffer, and customers will express their displeasure to the city.

In a 2018 article, the Canadian Centre for Policy Alternatives in Manitoba<sup>3</sup> summarized concerns for the working conditions of labourers hired through temporary help agencies by one of the City's previous collection contractors. The article claims that labour standards for these temporary workers did not meet legislative requirements and

<sup>1</sup> Recent guidelines include "Is Your Waste Contract Putting Your Municipality at Risk? Best Practices in Municipal Waste Contracting" from the U.S. based In the Public Interest.

<sup>2</sup> An article published by Waste 360 in 2011 warned waste collection contractors about the challenges with public contracts.

<sup>3</sup> The Canadian Centre for Policy Alternatives Manitoba Office published the article "Trashed: How Outsourcing Municipal Waste Collection Kicks Workers to the Curb" in February 2018 following the City of Winnipeg's fall 2017 award of solid waste collection services to two contractors who had not held the previous contract.

suggests that in-house services would provide more stable, safe, and healthy jobs in the City (Winnipeg). When labour rates are higher in the private sector, the benefits of in-house services would be an important consideration for skilled workers to not seek employment elsewhere.

The data sample from Ontario and BC indicated rates average 8% behind the Alberta market and 18% behind The City of Calgary drivers.

## 1.5 Publications

WRS is sometimes asked to demonstrate their service efficiency and effectiveness, and whether there would be cost savings in outsourcing segments of its residential collection services. This largely stems from an attitude that *“the private sector can do it better”*. A 2010 article from C.D. Howe Institute<sup>4</sup> further implies that municipalities can have savings through outsourcing collection services.

While the general consensus amongst industry research is that some level of competition in service provision provides value by increasing innovation and keeping costs down, few argue that the private sector will always out-compete the public sector. Indeed, this view is espoused by the previously referenced C.D. Howe Institute article which argues that it is innovation rather than privatization that drives costs down<sup>5</sup>. In a response to this article<sup>6</sup>, the Canadian Union of Public Employees (C.U.P.E.) identifies a number of areas where the article's analysis is inconclusive as to the relative cost of public and private costs and identifies a number of municipal studies that have concluded that costs are comparable with either entity providing services.

A United Nations Development Program (UNDP) article<sup>7</sup> echoed the idea that contracting services can increase efficiency but cautioned against the notion that private actors could universally achieve greater efficiency than the public sector as other characteristics of collection such as geographic characteristics had a greater influence.

## 1.6 Industry Scan Summary

There is no apparent major trend toward private or public delivery of waste collection services in North American municipalities at this time. Indeed, privatization is an often-debated topic within the industry with groups dominated by private haulers arguing for contracting services, and groups dominated by the public sector arguing for greater public-sector control. A 2011 waste industry article<sup>8</sup> summarized that “the private versus public debate should be judged largely on a case-by-case basis” and made an argument for municipalities using managed competition as a catalyst to increase efficiency and define the scope of their collection services for both public and private sector bidders.

Increasingly municipalities are choosing approaches that eliminate monopolies of services by either the public sector or a single private contractor. In larger municipalities this tends to take the form splitting services based on

<sup>4</sup> The C.D. Howe Institute's Commentary No. 308 “Picking up Savings: The benefits of Competition in Municipal Waste Services” argues that municipalities with waste collection services primarily provided by municipal staff could decrease costs by contracting more services.

<sup>5</sup> The report states “Privatization alone does not reduce costs, but much evidence shows that the existence of a competitive tendering system results in cost savings provided by either public employees or private contractors.”

<sup>6</sup> The Canadian Union of Provincial Employees' article “Garbage In, Garbage Out: the real costs of solid waste collection” identifies that the per tonne and per household cost of solid waste collection in Ontario does not indicate that contracting more services results in lower costs to consumers.

<sup>7</sup> The United Nations Development Program article “Is the Private Sector More Efficient? A cautionary tale” sites a Japanese study of waste collection efficiency from 2013 that concluded private participation could increase efficiency in some situations.

<sup>8</sup> An article published by Waste360 in 2011 “Private Benjamins: The Debate Over Privatizing Waste Collection” summarized the public debate occurring in the United States at the time between the National Solid Waste Management Association and the Solid Waste Association of North America.



location or materials collected. This approach allows municipalities to encourage and increase competition for their collection services and protects against the risk of not being able to replace a private contractor who cannot fulfill the requirements of the contract by either maintaining internal City resources who can step in to provide service and/or maintaining relationships with multiple contractors who can take on extra work if required. In municipalities where only one potential private collection contractor exists (frequently in small or remote communities), the public sector often chooses to retain collection services to maintain control of costs and in recent years many smaller municipalities have moved from contracted service to in-house collection services due to increasing contract costs.

Large municipalities are increasingly using mixed service delivery models to encourage ongoing innovation and competition amongst private sector contractors and public sector service providers. These processes can be initially onerous for municipal staff and have associated costs. They provide citizens and politicians a level of confidence that collection services are efficient and cost-effective. In North America, the public sector often wins these competitions<sup>9</sup>.

Municipalities are particularly vulnerable to private sector contractors dictating prices where infrastructure such as landfills and transfer stations are privately held. WRS's landfills enable them to not be reliant on the private sector for solid waste infrastructure.

### 1.6.1 Automated Collection

As discussed in Section 3.2.1, there is a trend toward automated collection in municipalities wherever possible. In some cases, commentators have estimated significant cost savings from municipalities switching from manual to automated collections. In a 2014 report, the New York Citizens Budget Commission<sup>10</sup> estimated that The City could reduce injury rates and improve productivity by switching from the demanding physical labour required in manual collection for a total cost savings of \$10 to \$22 million per year.

### 1.6.2 CNG Collection Vehicles

There is a trend to using CNG collection vehicles. Although it is approximately 10% more to purchase a CNG collection truck, adoption of CNG trucks could cut fuel costs in half<sup>11</sup>. As noted above, Waste Management Inc. (arguably the largest private sector waste management provider in North America) aspires to have more CNG vehicles, which save an estimated 8,000 gallons of diesel fuel, worth approximately \$31,000, per truck per year. Therefore, most major service providers that have access to CNG fueling stations or are willing to build in their own, are in the process of transitioning their fleet to the new fuel (from Henry Ford Research Fund<sup>10</sup>).

### 1.6.3 Contracted Services

Siting studies published from 2004 through 2008<sup>12</sup>, the Toronto Environmental Alliance (TEA) study of waste collection (2011) estimated that proper monitoring for waste collection contracts costs about 20% of the annual contract cost to achieve high performance levels. Monitoring contractors should be considered when estimating the

<sup>9</sup> The C.D. Howe Institute's Commentary No. 308 "Picking up Savings: The benefits of Competition in Municipal Waste Services" argues that municipalities with waste collection services primarily provided by municipal staff could decrease costs by contracting more services.

<sup>10</sup> In its September 2014 article "Getting the Fiscal Waste Out of Solid Waste Collection in New York City", the New York Citizens Budget Commission suggests that there are significant opportunities for savings in changing a portion of its collection to automated trucks.

<sup>11</sup> Waste Management Services Industry, prepared by The Henry Ford Research Fund, Dated February 11, 2014

<sup>12</sup> The Toronto Environmental Alliance report cites several studies including "Privatization and Its Reverse: Explaining the Dynamics of the Government Contracting Process" (2004), "Municipal Service Contract Administration Booklet" and "Managed Competition in Indianapolis: The Case of Indianapolis Fleet Services" (2005).

total cost of service. The study further references the City of Toronto's data that costs for The City's privately contracted waste collection areas increased much more quickly than public collection costs.

**Quote:**

"The City of Phoenix uses the "go away" cost analysis. Under this approach, the primary factor is the impact of contracting on the department budget. The city's bid is determined by evaluating what city costs would "go away" if a private firm were awarded the contract and then calculating the city's cost of providing those go away elements. This process has gained credibility over a period of time as having the best evaluation of the impact on the taxpayers receiving the services. " – Managed competition: A tool for achieving excellence in government<sup>13</sup>.

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<sup>13</sup> Jensen, R. (1995). Managed competition: a tool for achieving excellence in government. Retrieved June 2018, from <https://msu.edu/course/pr/371/Privatization%20and%20Downsizing/competition.html>

## 1.7 Collections Industry Strategic Analysis

This section provides a strategic analysis of the waste collection industry's competitive dynamics, including an analysis of competitive advantages between WRS and the private sector. Strategic industry analysis is performed to:

1. Assess the level of competitiveness across the waste collection industry private sector; and
2. Evaluate how well the private sector is positioned to compete vs. WRS.

### 1.7.1 Industry Competitive Dynamics

From a variety of waste collection industry research, the following observations are made:

1. **It functions as an Oligopoly<sup>14</sup>:** the market share is dominated only by a few, large companies. These companies compete across national / international market locations. Additionally, the market is particularly prone to consolidation, as there are significant barriers to entry for new / smaller market players.
  - Over the mid-to-long term, oligopolies tend to moderate the degree of price competition amongst market players.
2. **Competition is focused on integrated price leadership and service quality differentiation:** Entities compete for contracts both within local markets and across regions (multipoint) primarily on:
  - Price (Integrated Cost Leadership – leverage economies of scale and scope); and
  - Service Differentiation (reliability, timeliness, and environmental).

In the short-term, the industry can feature intense rivalry and price competition. It has been observed that companies will “low-ball” contracts in order to win the work and gain entry to the local market.

In the mid-to-long term, however, it has also seen a tendency to deploy a “fat-cat” pricing strategy. In this scenario, the market leaders will develop similarly price-oriented strategies, rolling out disciplined price increases in order to maintain positive revenue even against rising costs. This is consistent with the oligopoly market structure.

Based on this, there is promise that WRS may elicit an aggressive bid from a vendor wanting to win the work but may not be likely to maintain these initial cost savings. Caution is advised for future contracts given this oligopoly structure.

### 1.7.2 Market Trends

Similarly, a review of a variety of market research, news articles, and industry thought leadership papers has identified the following market trends for the collections industry:

1. The market is generally growing across North America, as the amount of collection services demand generally grows with the population and economy.
2. Within this market, there is generally growing demand for:

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<sup>14</sup> Karen Joyce, “Waste Collection Services Competitive Analysis”, 2015

- Automated cart-based collection systems;
  - Curbside recycling and organics collections; and
  - Enhanced environmental outcomes (i.e. limiting greenhouse emissions).
3. There has been a general trend for municipalities outsourcing (at least) portions of their residential collection network.
  4. There is a general shortage of qualified truck drivers across North America, which has led to repeated instances of curbside collections instability and unreliability within select cities.
    - It is noted that the 2018 labour study completed by The City indicates that the demand for drivers within Alberta is currently lower than historical levels. However, it is further noted that this demand can increase sharply upon an upswing in the provincial economy.

These market trends suggest that, in the medium-to-long term, the private sector may be at risk to the general industry labour shortage. This will put pressure on the private sector entities with lower total wage and benefit packages to reliably provide collection services for large contracts. In addition, the general growth of the market and increased trends in municipalities choosing to outsource will tend to decrease the level of price competition within the market.

### 1.7.3 WRS' Competitive Position

In review of the collections industry, key organizational resources were identified upon which companies use to compete and win within their selected markets. These key resources included the following:

1. Development and deployment of technology.
2. Vertical integration / market synergies.
3. Attraction and retention of skilled labour.
4. Fleet management practices.

Based on these sources of competitive advantage, an analysis of WRS vs. a potential private sector entity was developed. It is summarized in the following table:

Resource	Advantage	Comments
Technology	Private Sector	<ul style="list-style-type: none"> <li>▪ Natural Gas Vehicles.               <ul style="list-style-type: none"> <li>– Lower Greenhouse Gases (GHGs).</li> <li>– Improved fuel economy.</li> </ul> </li> <li>▪ Route Design / In-Truck Technology.               <ul style="list-style-type: none"> <li>– More efficient beats – more households (HHs) per route.</li> </ul> </li> </ul>
Vertical Integration / Synergies	Neutral	<ul style="list-style-type: none"> <li>▪ Both WRS and Vertically-Integrated Private Sector Entities have economies of scale and scope advantages within Calgary.</li> </ul>
Attraction & Retention of Labour	WRS	<ul style="list-style-type: none"> <li>▪ General driver shortage (across North America).</li> <li>▪ Historically The City has had an effective and positive relationship with Union. Identified for offering an attractive total compensation package.</li> <li>▪ WRS trucks feature increasing levels of driver ergonomics.</li> </ul>

Fleet Management	Private Sector	<ul style="list-style-type: none"> <li>▪ Select large firms can exert higher purchasing power.</li> <li>▪ Private sector can optimize fleet management across their entire operations (including commercial) and increase asset utilization.</li> <li>▪ Larger firms can focus on a greater level of asset standardization, adoption of lean methods, and increased focus on fleet efficiencies.</li> </ul>
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The findings from this analysis include:

1. **Short-Term:** it is reasonable to conclude that, in the short-term, the private sector can provide reliable, cost effective services and provide a comparable alternative to internal WRS resources.
2. **Medium-to-Long Term:** the private sector may be challenged by higher labor costs and inability to effectively retain labour to the degree which The City can, which can lead to higher risks of service unreliability.



# **Waste & Recycling Services Collection Services Review Attachment 4 – Cost Impact for Alternative Service Delivery and Recommendations**



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## 1.0 COST IMPACT FOR ALTERNATIVE SERVICE DELIVERY MODEL

The purpose of this section is to estimate the potential impact of WRS adopting an alternative service delivery model. The Mixed Model is likely to hold some potential cost savings relative to WRS' existing Public-Sector Model. Given this analysis, it is beneficial to estimate this cost difference and compare that to the impacts to customer experience, safety, and environment performance.

A discussion of the major residential collection service cost components and the assumptions made in the estimating the differences between WRS' cost structure vs. that of a potential private sector vendor is provided in the following sections.

### 1.1 Alternative Model Description for Cost Comparison

It was found that the Mixed Model is likely to represent the most attractive alternative model upon which to compare against WRS' existing Public-Sector Model. It was found to be superior than the fully outsourced Private Sector Model regarding customer experience, safety, environment, and cost objectives.

Further, it was assumed that an appropriate Mixed Model to serve as a comparison would be approximately one-third of WRS' current residential customers. This was set as a base assumption to best align and minimize the change impact to the current state service delivery model. The existing residential collection services are organized and managed as a set of three residential districts. Within each district, all material types (i.e., black, blue, and green cart) are collected. Although the districts are encouraged to collaborate and share resources upon need, each is separately managed by a Superintendent and supporting Foremen. Given this, it would result in less change impact to the existing collections model should a private sector entity be awarded one of these districts.

Consideration for outsourcing a specific material type across the entire City was not considered. Previous studies have indicated that it is possible to outsource residential collections by material type. However, it was viewed that this method can result in increased logistical and route design challenges. In addition, it was noted that this method may further risk customer service consistency should individual customers be served by multiple haulers.

### 1.2 Efficiency

The number of scheduled customer services (or households) a service provider can achieve with the same number of resources (i.e., trucks, labour, and hours) is a proxy for service efficiency. A service provider with greater efficiency can collect from more households than other less efficient providers. This allows them to require relatively fewer collection trucks and drivers than less efficient providers.

In the external scan, a review of the number of households per collection beat across the variety of municipalities was considered. However, it is dangerous to review the differences in these results to conclude whether a municipality is either less or more efficient. This is due to the several logistics and service level differences that are present between these municipalities, which include:

- Customer excess service levels (e.g., black and green carts);
- Customer set-out frequency;
- Degree of customer cart tagging / communications;

- Total distance per route; and
- Local traffic speed limit and flow conditions.

Based on all these potential variables, it is impractical to draw absolute conclusions from comparing the number of households per collection beat across different municipalities.

However, it is possible to assess whether WRS could increase its efficiency based on existing collection practices. It was noted that WRS has already identified the need to adopt an industry leading route design tool. Internally, it is viewed that this tool will enable WRS to be on-par with current industry leading practices and functionality. However, it is also acknowledged that some private sector entities have been ahead of WRS on both route design and in-truck technology (e.g., turn-by-turn technology).

Based on this, it is reasonable to assume that WRS may now lag private sector efficiency in the range of 5% to 10%. To estimate the costs between WRS and a potential private sector entity, this relative efficiency gain can be used to assume that a private sector entity may need between 5% to 10% less total labour and collection trucks (for the same number of households per collection district) based on this advantage.

It is acknowledged that, upon implementation of the improved route design functionality, WRS may tighten the gap on expected route efficiency between itself and private sector. However, for the sake of the financial cost analysis, an efficiency advantage of 7.5% for the private sector was assumed.

### 1.3 Cost of Labour

A study of the potential differences in labour rates for Class 3 drivers in Calgary and Alberta was conducted by The City<sup>1</sup>. Highlights of the findings from this study were provided to support the potential cost estimates between WRS and a potential private entity. A review of salaries from 16 Alberta private sector organizations, 7 municipalities in Alberta, and results from the Alberta Government Wage and Salary Survey (which is completed every 2 years) was leveraged for this analysis.

It was found that current WRS rates for a Class 3 driver are 10% above the market median (when calculating that range using the +/- 5% methodology). Thus, for the same number of Class 3 drivers, it is estimated that WRS now pays approximately 10% more than the market median.

To be conservative, for this evaluation, it was decided to increase this difference between WRS and a potential private entity to 15% given that this was within the stated 5% to 15% competitive market range quoted and further considers the likelihood that private sector collection companies may feature slightly lower wages relative to other organizations within the sample.

### 1.4 Cost of Fleet

When considering relative differences in total fleet costs between WRS and a potential private sector entity, the following cost components are identified:

- Collection truck purchase cost, which translates to a lease cost;
- Maintenance; and

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<sup>1</sup> The City of Calgary, "Collection Services Review – 2018", September 2018

- Fuel and oil.

To consider the difference in total truck leasing costs on a per-truck basis, differences in the estimated quality per truck (based on the anticipated technical features and functionality), purchasing power, and financing costs were considered. Given WRS's selection for trucks with enhanced driver ergonomics, it is estimated that a potential private sector entity may spend approximately 5% less per truck. Based on discussions with sources from industry collection truck providers, only the largest private sector entity may elicit slight purchasing power (i.e. price discount) savings relative to WRS. However, it is also acknowledged that The City may save on truck financing costs given its access to a relatively lower cost of debt financing as compared to the private sector. Based on these factors, it is estimated that a potential private sector entity may save approximately 5% in truck purchase and leasing costs.

In addition, it is estimated that a private sector entity may have an advantage in total maintenance costs for the same number of collection trucks (despite the observation that fleet maintenance costs have demonstrated increased efficiencies over the current business cycle). Although a labour salary comparison for the same level of mechanics was not performed, it is acknowledged that WRS fleet services are provided from Corporate Fleet Services. In comparison to a large private sector hauler, it is estimated that such a hauler may be able to leverage increased asset utilizations, realize more stringent asset standardizations, and feature leading asset management and lean operational practices. Given these considerations, it was estimated that a private hauler may realize 5% increased maintenance efficiency.

Finally, based on estimated route design and fuel economy efficiency advantages which a private sector entity may be able to provide, it was estimated that it could also save 5% on total fuel and oil costs for a given collection district.

## 1.5 Cost of Miscellaneous Business Expenses

In addition to direct costs for collection driver labour and fleet, there are additional direct business expenses to support the collection services function. These address a variety of administrative needs, including facilities, communications, materials and commodities, supplies, insurance, and security.

To estimate the differences in costs between WRS and a potential private sector entity, it was generally assumed that this would follow overall efficiency advantages of approximately 5% for the private sector.

## 1.6 Contract Administration Costs

It was identified that, should WRS outsource portions of its collection districts, it would be required to design and implement incremental administration resources within its organization structure. Such incremental resources would be required to perform the following activities:

- Perform overall contract management and oversight;
- Triage and manage 3-1-1 customer service requests completion and reporting; and
- Provide regular oversight and quality assurance (i.e., on-site inspectors) for the outsourced collection district.

From input from other municipalities which already outsource significant portions of their collection districts, it was estimated that approximately 8 net-new full-time-equivalents may be required within WRS to accommodate outsourcing of a collection district (note that a detailed review would be required to confirm this estimate).

In addition, it is anticipated that one-time transition and procurement costs will be required to develop the request for proposal, direct the tendering process, and both develop and implement a contract. It is vital for WRS to not

overlook the efforts required to perform this function, as there can be a fine divide between including route completion timeliness incentives vs. desired customer service and service request completion objectives. The one-time costs were estimated at approximately \$600,000, which could be expected to be amortized across the contract life-time (assumed to be 8 years).

## 1.7 Avoidance of Corporate HR Allocations

Presently, WRS records internal human resources costs based on a corporate allocation model. These reflect the total Corporate HR costs which are allocated to the Business Unit. These are typically allocated based on the total number of head-count of internal full-time-equivalent employees. Recognizing that through outsourcing one-third of the WRS' total collection routes would significantly decrease WRS' total headcount, it can be reasonably assumed that approximately one-third of the HR costs now allocated to WRS just for its residential collection services employees could be avoided. Based on this, it was estimated that WRS could save approximately \$250,000 per year through the avoidance of current Corporate HR allocations.

## 1.8 Private Sector Entity Profit

It is identified that any successful private sector entity needs to earn a profit on its business. This is required to achieve private sector sustainability long-term. As such, WRS should only be interested in outsourcing portions of its business to reliable and sustainable private sector entities, as it cannot risk the consistent provision of its residential collections service.

An industry scan noted that the average private sector profit margin achieved for the collections function is 10%<sup>2</sup>. This is consistent with other previous studies which have provided a generally profit margin range of between 7% to 15%.

## 1.9 Comparative Financial Analysis Summary

Based on the estimated assumptions and discussion above on each applicable cost component between current WRS costs and those from a potential private sector entity, the total cost difference was estimated for one of WRS' three existing collection districts. This is summarized in the following table:

Cost Element	WRS Current Model Annual \$ for One-Third Collection Network	One-Third Private Sector Model Estimate \$	One-Third Private Sector vs. WRS Current Model Difference \$	Comments / Assumptions
Labour	\$8,928,132	\$6,919,302	(\$2,008,830)	<ul style="list-style-type: none"> <li>15% labour savings</li> <li>7.5% efficiency savings</li> </ul>
Fleet Leasing	\$3,473,312	\$3,039,148	(\$434,164)	<ul style="list-style-type: none"> <li>5% truck cost savings</li> <li>7.5% efficiency savings</li> </ul>
Feet Maintenance	\$3,096,871	\$2,787,184	(\$308,687)	<ul style="list-style-type: none"> <li>5% cost savings</li> <li>5% efficiency savings</li> </ul>
Fuel & Oil	\$1,388,934	\$1,319,488	(\$69,447)	<ul style="list-style-type: none"> <li>5% efficiency &amp; fuel economy savings</li> </ul>

<sup>2</sup> Michael Emgarten, "Waste Management Services Industry, The Henry Fund, Henry B Tippie School of Management, 2014  
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Misc. Business Expenses	\$874,031	\$830,329	(\$43,702)	▪ 5% efficiency savings
Contract Transaction Costs	-	\$775,000	+\$775,000	▪ 8 new WRS FTE's ▪ \$600k 1-time costs
City Corp HR Allocations	\$250,000	-	(\$250,000)	▪ Decrease of ~ one-third allocations
Profit	-	\$1,489,545	+\$1,489,545	▪ 10% contractor profit
<b>Total Difference</b>	<b>\$18,011,280</b>	<b>\$17,159,996</b>	<b>(\$851,284)</b>	▪ ~ +/- 50% range

Based on this analysis, it is estimated that WRS may save approximately \$850,000 per year if it was to outsource one-third of its total residential collection network (i.e., 1 district). However, given that each cost element features its own unique factors and assumptions, it should be acknowledged that this amount may vary approximately +/- 50%. The differences in future WRS efficiencies and actual private sector pricing proposals would dictate actual cost savings.

To analyze these potential savings, their impact on WRS' potential budget and cost per residential household customer summarized in the following table:

Annual Budget Savings \$	Budget Savings % vs. 1/3 Collection Network	Budget Savings % vs. Entire Collection Network	Household Savings per Month	Household Savings per Year
\$851,284	4.7%	1.6%	\$0.2160	\$2.59

However, it is noted that moving to a Mixed Model such as this does pose potential risks to performance in customer experience (particularly for reliability) and safety. These risks are primarily due to the extended arms-at-length control which The City would need to adopt over residential waste collections and the increased risk for the private entity to attract and retain qualified drivers relative to WRS.

## 2.0 SUMMARY

The provision of residential collection service is a highly debated and contested issue across Canada and North America. Successful collection is a balance between achieving several competing objectives, such as customer satisfaction, service reliability, customer responsiveness, environmental management, public and private safety, and costs.

Essentially there are three different service delivery models that municipalities can choose from: In-house, Mixed or Fully Contracted. Each has its own benefits and challenges depending on the desired outcomes. Our analysis demonstrates that WRS' Public Sector Model is likely to achieve stronger levels of customer experience and safety outcomes but may feature higher costs than a model which partially outsources waste collection to a private sector entity.

Waste collection costs for WRS can be divided into four parts: (1) fleet management; (2) labour management; (3) planning and administration; and (4) customer service. Item 3 and Item 4 are parts that are normally undertaken by the municipality whether the service delivery is conducted in-house or contracted out. The "big ticket items" of the

collection costs are fleet management and labour management which combined make up 80% to 85% of the total cost. Fleet management is 40% to 45% of the total cost and includes leasing vehicles, maintenance, and fuel. Labour management is also about 40% to 45% of the total cost that includes wages and benefits. Item 1 and Item 2 are aspects that can be performed by the public and private sectors.

Many jurisdictions moved towards contracted services because of uncontrollable costs associated with work place injuries and wages. Using automated collection trucks reduces the potential for work related injuries and opens the door to a wider pool of workers. There are a number of communities that are moving from contracted services to in-house collection services because of the flexibility and operational benefits it provides their community such as snow removal and disaster debris management.

Findings from the external scan showed that the lowest cost arrangement does not always represent the best value or service for the community. There are several examples, including Winnipeg, where the low-cost collection contracts were terminated because of quality of service issues such as missed pick-ups, old trucks that break-down and affect traffic and flexibility to address issues.

Labour rates for drivers in Manitoba and Ontario are typically 8% less than in Alberta and 18% behind The City of Calgary rates for drivers. Considering that labour costs make up as much as half of the collection costs, there is a strong likelihood that per household costs will be lower in Manitoba and Ontario than in Alberta. Benchmarking unit costs helps to understand how communities compare across the country. However, it is more important to understand the factors and circumstances for the differences among communities so that program performance can be evaluated and compared to identify leading practices and help communities as a whole identify optimal targets to achieve the most efficient system.

The labour rates in Alberta can be high when the oil and gas industry is thriving. When this occurs, wages for skilled services such as truck drivers escalate rapidly. For this reason, it may be challenging for the private sector to guarantee a unit collection fee for the life of a six to eight-year contract. Private sector haulers are likely to lose drivers to other organizations that will offer higher wages. If the contractor is unable to find drivers for the wages they set in their contract, there is a risk that the contract will not be financially sustainable, or the contractor will not be able to fulfill the terms in the collection contract. WRS pays its drivers slightly above market rates and with better benefits to motivate and retain staff who want to serve The City.

From the efficiency and effectiveness analysis performed, it is noted that WRS has been providing reliable, responsive, and valued collection services. Its history of service consistency, response time to customer service requests, and high citizen satisfaction scores can attest to this. In addition, WRS has demonstrated a commitment towards safety (both for the public and its workforce) and environment outcomes. Finally, it has demonstrated it can drive cost efficiencies across both manpower and fleet maintenance resources.

However, a private entity may well be able to perform the residential waste collection services at a cheaper cost than WRS. Analysis performed indicated that a private entity may be able to achieve approximately \$850,000 (+/- 50%) in savings if it was to assume one-third of WRS' entire collection network. However, there are risks to this approach which largely stem from the nature of the contract (as a private entity would be managed at an arms-at-length contract, which can be difficult to define well across a 7 or 8-year duration) and WRS' current advantage in attracting and retaining qualified manpower. There are noted examples from other jurisdictions where these issues resulted in service instability and disruptions.

Finding the most suitable metrics to assess and compare WRS's waste collection program will involve developing benchmarks that will be of interest for other communities. Based on the findings from the collection service review, some options to discuss with other jurisdictions include (1) cost per scheduled collection; (2) customer collections per hour; (3) maintenance cost per vehicle per month (or year); (4) FTE's required per 10,000 scheduled pick-ups,



(5) fleet spare ratio; (6) fleet cost per vehicle; and (7) scheduled collections per vehicle per week. These will need to be defined so that the group of jurisdictions understands the information required to calculate these metrics and the relevance of these benchmarks to their respective organizations.

There is a possibility that elected officials might want to test whether the private sector can propose and provide a comparable or better level of service for better value. WRS can consider issuing a request for proposals for one of its service areas that would be subject to a competitive process. This would include collection of all three streams which mirrors the services provided by WRS. Details of the fleet requirements, collection approach, routing plan, vehicle storage, fuel type, vehicle maintenance and labour expectations would need to be established by WRS.

### 3.0 RECOMMENDATIONS

The purpose of this section is to summarize the individual recommendations as a result of research and analysis presented throughout the main body of this report.

1. **Hours of work:** Drivers work 9.5 hours per day for a total of 38 hours per week. If there is a desire to improve collection rates by extending the shifts to a 10-hour day, the extra 30 minutes could result in 60 to 100 more pick-ups per shift thereby improving the daily efficiency of each collection vehicle.
2. **Additional Collection Day:** Collection trucks are financed and used four days per week. If The City were to use those vehicles on Mondays and Saturdays, there would be no incremental finance charge for using those vehicle on those days. This is a business model used by corporations like WestJet to keep the vehicles in use to maximize revenue. Collecting waste on Mondays or Saturdays could be applied to multi-family and commercial customers.
3. **Alternative Fuel Vehicles:** Fuel and oil make up approximately 8% of the total collection costs. Most jurisdictions are moving towards CNG because of financial and environmental benefits. WRS has some experience testing CNG collection vehicles. A feasibility analysis should be conducted to assess the financial and environmental benefits and concerns to WRS if alternative fuels such as CNG were used in one of the districts or the entire fleet. Electric vehicles are also worth considering as they are being tested across several jurisdictions across North America.
4. **Review Worker Safety Performance Issues:** WRS' safety performance for its drivers has demonstrated a growing number of claims. Through discussions with WRS, this performance is already known and initiatives to improve driver safety are underway. These include improved truck ergonomics, driver safety training, and prevention / physical conditioning techniques. It is recommended that WRS maintain a regular review and update of these safety improvement initiatives to ensure worker compliance with updated safety training protocols.
5. **Continue to Cultivate Employee Retention:** Given the insights from the industry analysis, a key resource which defines how reliable service providers can be is the attraction and retention of skilled labour, particularly for Class 3 drivers. Although it has been identified that WRS has a current advantage in this regard relative to the private sector, it must continue to focus and maintain this advantage should it desire to continue delivering residential collections internally. For WRS, this will necessitate continued investments into driver training, ergonomics, and safety. In addition, it must continue to maintain the historically positive relationship it has had and partner with drivers to ensure that collection objectives and community needs are met.
6. **Adopt Collection Services Objectives:** The residential collection service objectives are intended to serve WRS over the long-term as a description on what this function is intended to achieve. They are agnostic of the

actual service delivery model. As such, it is recommended these objectives continue to live outside of this project and serve as key strategic planning inputs to the future of The City's residential collection services.

7. **Adopt Performance Measures and Operational Indicators and Establish Targets:** To support each of the residential collection services objectives, specific performance measures and supporting operational indicators were identified and reviewed with the WRS Management Team. It is recommended that these be adopted and included within WRS' annual performance measurement planning and review processes. Ongoing measurement and reporting of these will enable an enhanced culture of continuous improvement against each of the overarching objectives. Upon adoption of the performance measures and indicators, further work is recommended to develop desired performance targets. These should reflect a continuous improvement mindset balanced with industry leading practices, current performance levels, and desired levels for improvement.
8. **Review Projected Collection Services Costs per Scheduled Service:** From review of historical collection services costs, it is shown that overall costs decreased on a per scheduled collection basis between 2014 to 2017. However, it can also be seen that black and blue cart collection costs per scheduled collection are projected to slightly increase in 2018. In addition, increases to black cart's miscellaneous administrative/business expenses have been reported.

It is understood that costs are in progress of being confirmed due to the recent changes in service levels to both green and black carts. Further, an internal view is that manpower has become lean and additional manpower may be required. It is recommended that WRS focus on the 2018 and 2019 costs per scheduled service metric, confirm appropriate manpower and administrative / business expense requirements, and work to both limit and stabilize these costs across 2019 to 2022 in balance with the priority customer experience, environment, and safety objectives.

9. **Develop Annual Performance Review and Reporting Protocols:** Given the objectives, performance measures, and indicators, it is recommended that WRS establish an annual process devoted to performance benchmarking, performance analysis, and both management and public reporting. It is acknowledged that, over time, political questions will continue whether WRS should continue to serve residents itself or outsource a portion of its collections route. Facing this reality, WRS should adopt a performance measurement and reporting protocol that demonstrates both its commitment to continuous improvement and its comparable performance against other municipalities. This could utilize existing benchmarking initiatives where appropriate to minimize the additional administrative effort required. However, it would also be expected that this would require select other municipalities to participate in sharing their respective performance information.
10. **Continue to Deliver Residential Services:** Given the strategic and efficiency and effectiveness analysis, it is noted that WRS has been providing effective customer experience performance. Overall customer satisfaction has consistently been high for both black and blue services, while both WRS' reliability and responsiveness measures strong performance. In addition, it has demonstrated a commitment to improving both its safety and environment performance over time. Further, pending final cost management adjustments based on the 2017 and 2018 service level changes, it has achieved increased cost efficiencies, particularly in manpower management and fleet maintenance costs.

Further, it is shown that WRS currently has a competitive advantage for the attraction and retention of skilled labour. From research conducted, this is a primary root cause for unreliable collection services. This would be a key risk should WRS outsource a portion of collections to a private sector entity.

It is acknowledged that WRS may save approximately 1.6% of its total baseline residential collections budget (i.e., for its entire collection network) if it chose to outsource one-third of its collection network. This equates to



a residential bill impact of between \$0.22 (+/-50%) per month. However, based on potential consequences to desired performance outcomes (as noted from other jurisdictions across North America) and the initial changes required, it would introduce new risk to WRS' residential collections. These can include risks to service reliability, responsiveness, and safety outcomes.

Based on this, it is recommended that WRS maintain its internal collections model, with a caveat that it can regularly review, assess, and report on its performance relative to other jurisdictions on a go-forward basis.



# WASTE & RECYCLING SERVICES





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## 1. INTRODUCTION

Monitoring performance of residential cart-based collection is a critical activity, regardless of the service delivery model. To that end, WRS participates in several initiatives to monitor and compare performance. Several existing performance measures and benchmarks support WRS' efforts to continually monitor performance of the residential black, blue and green cart collection system. Use of measures that support all four of the service value objectives, developed for the 2018 Collection Services Review create a balanced representation of overall performance.

## 2. OBJECTIVES

Service value objectives were used throughout the 2018 Collection Services Review to create a balanced look at WRS' performance of residential cart-base collection services. The objectives were: customer experience, safety, environment and costs. They have been defined in Table 1 below:

Service Value Objectives of Residential Collection	Definition
Customer Experience	<ul style="list-style-type: none"> <li>• Deliver consistent and reliable Black, Blue and Green cart collection services.</li> <li>• Respond to inquiries and resolve issues in a timely, accurate and courteous way.</li> </ul>
Safety	<ul style="list-style-type: none"> <li>• Ensure public and worker safety while protecting public and private property.</li> </ul>
Environment	<ul style="list-style-type: none"> <li>• Protect air, land and water.</li> <li>• Facilitate waste diversion.</li> </ul>
Cost	<ul style="list-style-type: none"> <li>• Provide safe; environmentally responsible; reliable and responsive customer experiences at the lowest possible cost.</li> </ul>

TABLE 1: SERVICE VALUE OBJECTIVES DEFINITIONS

## 3. CURRENT PERFORMANCE MEASUREMENT PROGRAM

WRS currently participates in several initiatives to monitor and benchmark performance. Four of the initiatives are corporately mandated and include: Municipal Benchmarking Network Canada (MBNCanada) formerly known as Ontario Municipal Benchmarking Initiative (OMBI); accountability reports to Council for One Calgary; and The City's environmental management system (Envirosystem)

and Safety reporting systems. WRS also voluntarily participates in an additional initiative called the National Solid Waste Benchmarking Initiative (NSWBI) to supplement benchmarking opportunities.

Several performance measures or benchmarks currently exist to support WRS' efforts to continually monitor performance of residential cart-base collection system.

### **3.1 CUSTOMER EXPERIENCE**

Residential cart-based customer experience focuses on two main purposes, reliability and responsiveness. These were defined to: Deliver consistent and reliable Black, Blue and Green cart collection services and respond to inquiries and resolve issues in a timely, accurate and courteous way.

The ideal performance proxy for reliability is to monitor missed collections. In order to benchmark with other municipalities, missed collections should be normalized for the number of scheduled collections, removing some of the bias between differing program service levels.

Further opportunities exist to improve data gathering for this performance measure by determining when collection has actually been missed by a driver, versus a 'missed collection' for other reasons. Examples of missed collections that are not driver error include: if a cart is not set out on time, cart containing visibly improper materials, a cart not used or emergency road closure; as such, collection was not possible, yet often it is recorded as a 'missed collection'.

MBNCanada and NSWBI provide benchmarking data regarding the number of missed collections for each line of service (garbage, recycling and organics). The existing measures are:

- Missed collection calls received per scheduled collection -residential curbside garbage;
- Missed collection calls received per scheduled collection - residential curbside recyclables;
- Missed collection calls received per scheduled collection - residential curbside organics; and

WRS' response time to complete service requests is a measure of collection responsiveness. On average, WRS response time is between one and two days and is consistent with the results of most other municipalities. Neither MBNCanada nor NSWBI has a benchmark regarding response times for service calls. However, WRS has proposed a performance measure for One Calgary 2019-2022 service plans and budgets that monitors average initial response time for all WRS service requests. From this measure, WRS will monitor its own response time for residential cart-based response time performance.

The consultants have suggested several internal operating measures that will support WRS in its overarching goal of reliable and responsive customer experience. These include: internal employee engagement survey satisfaction results; staff turnover percentage; and truck availability percentage.

### **3.2 ENVIRONMENT**

The environment objective is defined as the importance to both protect air, land, and water and facilitate waste diversion.

The City's Envirosystem monitors greenhouse gas (GHG) emissions from operations, reported at the WRS Business Unit level. From this, WRS can calculate greenhouse gas emissions from trucks which deliver residential cart-based collection services. To benchmark results to other municipalities, GHG emissions should be reported per scheduled service.

Envirosystem also monitors spills, by both their frequency and amount. WRS encourages a culture of reporting in this area, as it helps to determine root causes to be addressed. As such, benchmarking on this measure may misrepresent findings when comparing against other municipalities who have not established this culture. It would be important to determine how other municipalities define spills, in order to create a comparable measure.

In addition, WRS has developed a performance measure to track the per cent of residential waste being diverted through cart-based programs for the 2019-2022 One Calgary service plans and budgets. This measure will monitor the percentage of total residential waste diverted from landfill as achieved by both the Blue and Green Cart Programs. Both MBNCanada and NSWBI have similar diversion measures, which allows WRS to benchmark performance with other municipalities. MBNCanada reports on total tonnes of residential solid waste diverted per household and percent of residential solid waste diverted – single family; while the NSWBI reports on the residential curbside diversion rate based on weight.

However, it should be noted that cart-based diversion measures gauge the effectiveness of the overall residential curbside collections programs, and not necessarily the collection service delivery model itself. This acknowledges that although collections drivers can support customer education through activities such as set-out requirements and behaviours, they cannot be held accountable for program diversion.

The consultants have suggested an internal operating measure of total diesel fuel consumption per scheduled service, which would support WRS' environment objective.

### 3.3 SAFETY

The safety objective is defined as the protection of both the public and internal workers, and both public and private property.

WRS reports internally on a variety of safety-related measures at the Business Unit level, which can also be monitored for residential cart-based collection. These include:

- Total number of days lost for all claims;
- Lost Times Claims Frequency; and
- Total Recordable Injury Frequency.

With respect to industry benchmarking, NSWBI has a measure that monitors providing a safe work place, and is reported as the number of WCB claims per 1,000 hours for residential curbside collection of garbage, recycling and organics. NSWBI is considering switching to a new safety measure in the future, at which point WRS could consider that benchmark.

WRS monitors property damage by observing the costs associated with property damage repair for both public and private property. A performance measure of total public property damage per scheduled service is recommended by the consultants for future monitoring.

The consultants have also recommended considering an internal measure of number of public safety incidents per scheduled service.

### 3.4 COSTS

The cost objective is focused on WRS providing safe; environmentally responsible; reliable and responsive customer experiences at the lowest possible cost.

In Action Plan 2015-2018 business plan and budget, WRS had an annual performance measure that reports on black cart collection costs per household. This measure monitors operational efficiency for collection of waste from single-family homes.

In order to benchmark financial performance, it is important to have performance measure definitions that support comparability. As costs can be impacted by program decisions, such as handling of excess or the materials included in a program, it is important to understand what is and isn't included in each benchmark. The consultants recommended financial performance measures where costs are measured per scheduled service, however these are currently not available with either MBNCanada or NSWBI. They also recommended wherever possible, that each measure should be reported individually by material type (garbage, recycling and organics).

While not ideal, existing NSWBI and MBNCanada financial performance measures, do indicate general financial trends across municipalities. These include:

- Residential curbside collection cost per tonne collected material – garbage;
- Residential curbside collection cost per tonne collected material – recyclables;
- Residential curbside collection cost per tonne collected material – organics;
- Residential curbside collection cost per tonne collected material – combined; and
- Operating Cost for Garbage Collection per Tonne.

Several challenges arise in using these measurements as a direct comparison for WRS performance. These include different service levels; such as collection frequencies and handling excess outside the cart, and the inclusion of different levels of internal indirect and overhead costs. However, these do provide a general comparison, particularly for trending patterns over time.

The consultants suggested several internal operating measures that will support WRS in achieving the financial objective. Fleet and manpower costs are the largest cost components of a residential collection services financial analysis and as such, it was identified that indicators that support measurement of these elements are necessary. These include: collection efficiency, average number of households collected per day; fleet availability efficiency, fleet spare ratio; manpower availability efficiency, manpower spare ratio.



## 4. SUMMARY

WRS will continue to benchmark and monitor performance of the residential cart-based collection system. Table 2 is a summary of measures from both existing initiatives and corporate programs that

WRS will use to monitor black, blue and green cart collection services. Use of these measures will support achieving the outcome of providing a safe; environmentally responsible; reliable and responsive customer experiences at the lowest possible cost.

Objective	Benchmarks and Performance Measures	Operational Indicators
<b>Customer Experience</b>	Missed collections per scheduled service Average service request response time in days	Truck availability Employee engagement satisfaction survey Staff turnover
<b>Safety</b>	Number of public safety incidents per scheduled service Dollar amount of public damage per scheduled service Corporate safety reporting for residential cart-based collection	Corporate safety reporting for residential cart-based collection
<b>Environment</b>	GHG emissions (tonnes) per schedule service Percent of residential waste diverted through cart-based programs	Total litres of diesel fuel consumed per household for each Black, Blue, and Green cart program
<b>Cost</b>	Black Cart: cost per scheduled service Blue Cart: cost per scheduled service Green Cart: cost per scheduled service	Number of households collected per day (separately for Black, Blue, & Green) Vehicle spare ratio Manpower spare ratio

**TABLE 2: SUMMARY OF BENCHMARKS, PERFORMANCE MEASURES AND OPERATIONAL MEASURES FOR RESIDENTIAL COLLECTION SERVICES.**

Any collection service delivery model has risks and it is important to evaluate and monitor those risks to determine future courses of action. As such, WRS is also committing to participate in either a Zero-Based Review or another Collection Services Review to inform the 2023 to 2026 service plan and budget cycle.



POSTPONED REPORT

Land Use Amendment in Walden (Ward 14) at 19605 Walden Boulevard SE, LOC2018-0185, CPC2018-1345

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Background: At the 2019 January 14 Combined Meeting of Council, Council postponed Report CPC2018-1345 to the 2019 February 04 Combined Meeting of Council.

Ineligible to Vote: All Members are eligible to vote.

Public Hearing: The public hearing has not been held.

Bylaw 36D2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

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Excerpt from the Minutes of the Regular Public Hearing Meeting of Council, 2019 January 14

**“Moved by** Councillor Woolley

**Seconded by** Councillor Keating

That the Agenda for today's Meeting be amended by postponing the following reports to the 2019 February 04 Combined Meeting of Council:

- 8.1.3. CPC2018-1336
- 8.1.11 CPC2018-1313
- 8.1.14 CPC2018-1306
- 8.1.22 CPC2018-1359
- 8.1.24 CPC2018-1235
- 8.1.27 CPC2018-1352
- 8.1.30 CPC2018-1259
- 8.1.34 CPC2018-1353
- 8.1.35 CPC2018-1365
- 8.1.41 CPC2018-1345

Against: Councillor Colley-Urquhart

**MOTION CARRIED”**



Planning & Development Report to  
Calgary Planning Commission  
2018 November 29

ISC: UNRESTRICTED  
CPC2018-1345  
Page 1 of 7

## Land Use Amendment in Walden (Ward 14) at 19605 Walden Boulevard SE, LOC2018-0185

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### EXECUTIVE SUMMARY

This land use amendment application was submitted 2018 August 16 by Carol McClary Planning Solutions on behalf of the landowner Genco (Walden) Ltd and DWG Holdings Corp. The application proposes to change the designation of the subject parcel from DC Direct Control District to Commercial – Corridor 2 f0.5h12 (C-COR2 f0.5h12) District to allow for:

- commercial development;
- a maximum building area of approximately 5,173.2 square meters based on a floor to parcel area ratio (FAR) of 0.5;
- a maximum building height of 12.0 metres; and
- a broader range of uses than what is available under the existing DC District.

The proposal is in keeping with applicable policies of the *Municipal Development Plan* and the *East Macleod Trail Area Structure Plan*.

A development permit for a Cannabis Store within one of the existing buildings was submitted by Puneet Nagpal on 2018 April 24 and was refused on 2018 August 07. An appeal to the Subdivision and Development Appeal Board was submitted 2018 August 21 and a hearing is scheduled for 2019 January 08.

### ADMINISTRATION RECOMMENDATION:

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw the proposed redesignation of 1.03 hectares  $\pm$  (2.55 acres  $\pm$ ) located at 19605 Walden Boulevard SE (Condominium Plan 1711606) from DC Direct Control District **to** Commercial – Corridor 2 f0.5h12 (C-COR2 f0.5h12) District; and
2. Give three reading to the proposed bylaw.

### RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, DATED 2018 NOVEMBER 29:

That Council hold a Public Hearing; and

1. Adopt, by Bylaw the proposed redesignation of 1.03 hectares  $\pm$  (2.55 acres  $\pm$ ) located at 19605 Walden Boulevard SE (Condominium Plan 1711606) from DC Direct Control District to Commercial – Corridor 2 f0.5h12 (C-COR2 f0.5h12) District; and
2. Give three reading to **Proposed Bylaw 36D2019**.

### PREVIOUS COUNCIL DIRECTION / POLICY

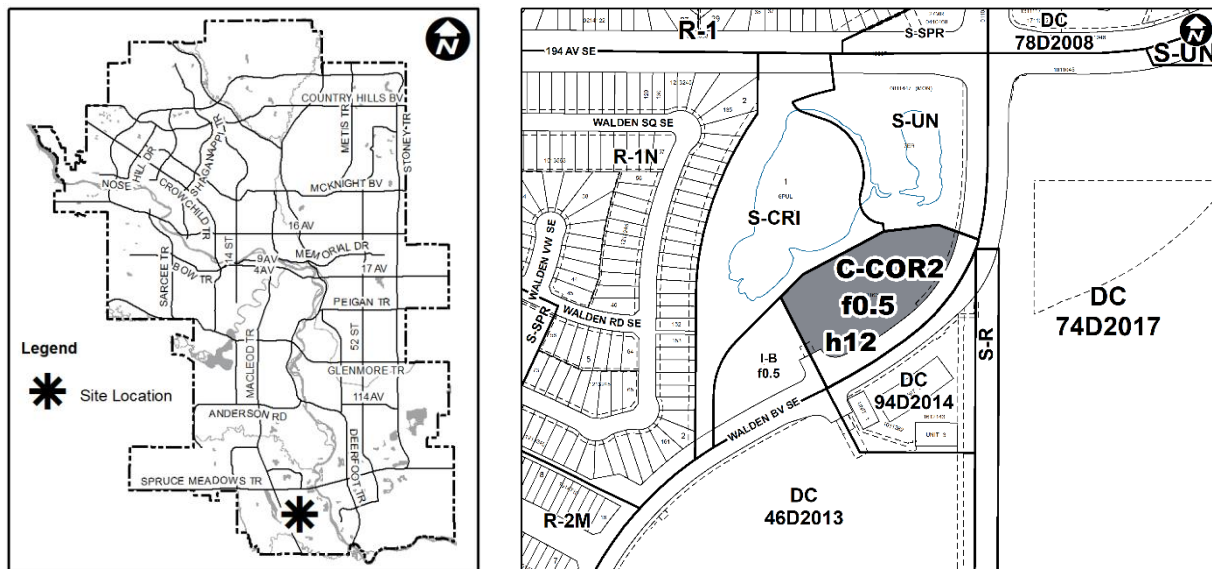
## Land Use Amendment in Walden (Ward 14) at 19605 Walden Boulevard SE, LOC2018-0185

None.

### BACKGROUND

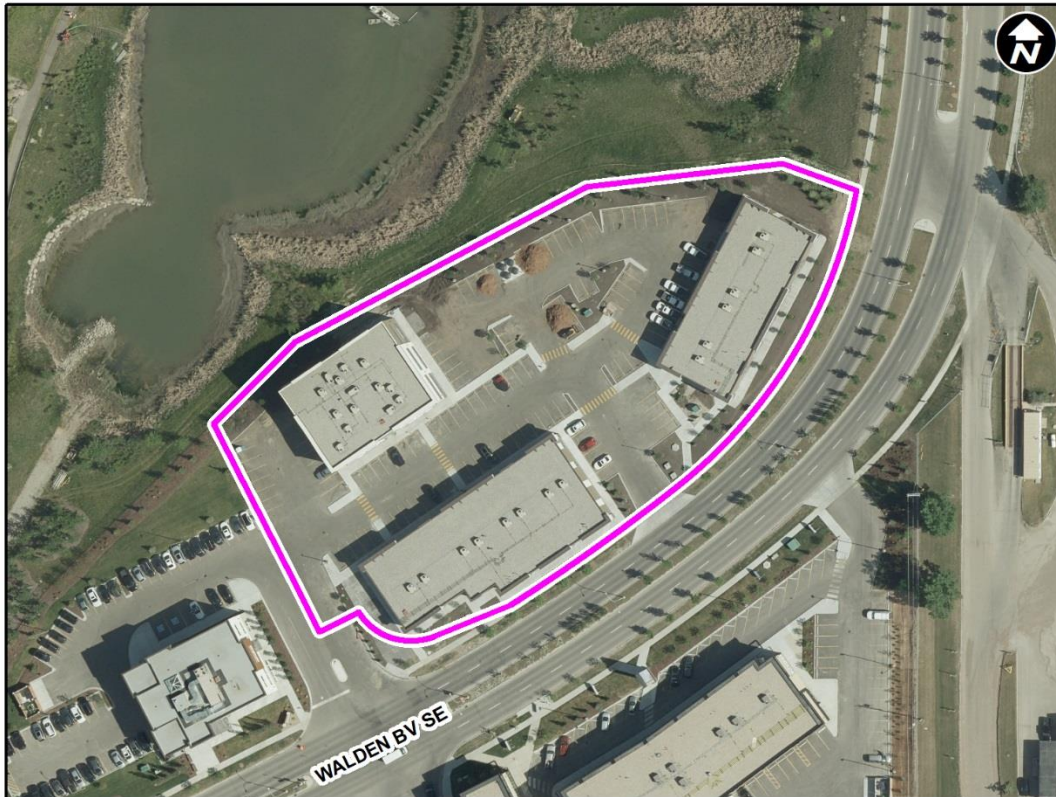
This land use amendment application was submitted 2018 August 16 by Carol McClary Planning Solutions on behalf of the landowner Genco (Walden) Ltd and DWG Holdings Corp. As indicated in the Applicant's Submission (Attachment 1), the application proposes to change the existing DC District to the standard C-COR2 District, which will allow for commercial development with a broader range of uses that are compatible with existing development on site and the surrounding area. The site is within a landfill setback area and any prohibited uses will require a variance to the Provincial *Subdivision and Development Regulation* at the development permit stage. A development permit for a Cannabis Store within an existing building was submitted by Puneet Nagpal on 2018 April 24 and was refused on 2018 August 07. An appeal to the Subdivision and Development Appeal Board was submitted 2018 August 21 and a hearing is scheduled for 2019 January 08.

### Location Maps



**Land Use Amendment in Walden (Ward 14) at 19605 Walden Boulevard SE,  
LOC2018-0185**

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### Site Context

The subject site is located in the community of Walden along Walden Boulevard SE. The site and surrounding parcels are developed with a number of commercial uses including medical clinics, offices, fitness centres, retail and consumer service and instructional facilities. An urban natural area and stormwater pond are located north of the site. An office development is located adjacent to the site to west, and a commercial development with a beverage container drop-off depot and retail and consumer services are located south of the site.

A landfill site is located to the east of the site across Walden Boulevard SE. The landfill has an existing Provincial approval held by Waste Connections of Canada Inc, and is owned and managed by Progressive, formally known as Browning Ferrie Industries (BFI). The Provincial approval for the landfill expires on 2019 July 31, and to Administration's knowledge the site is not currently accepting new waste. The latest development permit for a landfill expired in 2013 July.

The site is approximately 1.03 hectares in size and is developed with two one-storey buildings and one two-storey building.

**Land Use Amendment in Walden (Ward 14) at 19605 Walden Boulevard SE,  
LOC2018-0185**

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**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

**Planning Considerations**

The proposed land use redesignation, if approved, would allow for commercial development with a broader range of uses than what is available under the existing DC District. The proposal meets the objectives of applicable policies as discussed in the Strategic Alignment section of this report.

**Land Use**

The existing DC District (Bylaw 184D2015) is based on the Industrial-Business (I-B) District with the additional discretionary use of Liquor Store. The DC District is intended for high quality manufacturing, research and office development and includes a number of discretionary commercial uses. The original proposal was for a new DC District based on the I-B district with both Liquor Store and Cannabis Store as additional discretionary uses, however the existing development contains commercial uses and does not have the characteristics of an industrial development.

The proposed Commercial – Corridor 2 (C-COR2) District would allow for a broader range of commercial uses than what is allowed for under the existing DC District. Other commercial districts and the Industrial – Commercial (I-C) District were considered in the review of the proposal. C-COR2 was selected because it does not include uses outside the building and only allows for limited automotive uses. The proposed district includes uses that can serve the surrounding neighbourhood, and the proposed height and density modifier limit the potential for future development to have adverse impacts on the neighbourhood nodes and gateway commercial areas identified within the *East Macleod Trail Area Structure Plan (ASP)*. The proposed density modifier of 0.5 FAR is consistent with the existing DC District, and the proposed height modifier of 12.0 metres allows for moderate intensification of the site in the future.

A variance to the *Subdivision and Development Regulation* for prohibited uses will still be required at the development permit stage. While the proposed C-COR2 District would expand the number of prohibited uses from what is included in the existing DC District, residential and significant intensification of commercial uses are restricted with the proposed height (12 metres) and density modifiers (0.5 FAR).

**Development and Site Design**

Any proposed prohibited uses under the *Subdivision and Development Regulation* will be required to follow The City's *Waste Management Facilities: Setback Variance Protocol*. While a variance has been approved for a Liquor Store on the site (DP2016-1027), this does not mean that all prohibited uses will necessarily be granted a variance in the future. Cannabis Store is considered a prohibited use and specific mitigation measures may be identified at the development permit stage for the development of a Cannabis Store on this site.



## **Land Use Amendment in Walden (Ward 14) at 19605 Walden Boulevard SE, LOC2018-0185**

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Redevelopment of the site is not anticipated in the short or medium term given that the existing development was approved in 2016 January. At the time of future redevelopment, the rules of the proposed C-COR2 District will provide basic guidance for development including pedestrian and vehicular access, site design and building massing.

### **Environmental**

The site is within a landfill setback area and is subject to the *Subdivision and Development Regulation*.

### **Transportation**

Vehicular and pedestrian access to the site is from the existing driveways adjacent to Walden Boulevard SE. The area is well served by Transit with bus stops located within 200 metres of the site on Walden Boulevard SE. A Transportation Impact Assessment (TIA) and Parking Study was not required in support of this land use amendment application.

### **Utilities and Servicing**

The site is developed with water, sanitary, and storm services. The existing site services are adequate to support the proposed land use amendment.

### **Stakeholder Engagement, Research and Communication**

In keeping with Administration's practices, this application was circulated to stakeholders and notice posted on-site. Notification letters were sent to adjacent landowners and the application was advertised online. No public meetings were held by Administration or the applicant.

Administration received one inquiry but did not receive any letters regarding the application.

Following Calgary Planning Commission, notifications for a Public Hearing of Council will be posted on-site and mailed out to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (Statutory, 2014)***

The recommendation by Administration in this report has considered and is aligned with the policy direction of the *South Saskatchewan Regional Plan (SSRP)* which directs population growth in the region to Cities and Towns and promotes the efficient use of land.

#### ***Municipal Development Plan (Statutory, 2009)***

The site is located within a '*Residential; Developing; Planned Greenfield with Area Structure Plan (ASP)*' area as identified on the Urban Structure Map (Map 1) in the *Municipal*

## **Land Use Amendment in Walden (Ward 14) at 19605 Walden Boulevard SE, LOC2018-0185**

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*Development Plan* (MDP). While the MDP makes no specific reference to this site, this land use proposal is consistent with MDP policies including the complete communities policies found in subsection 2.2.4.

The proposed redesignation to C-COR2 would allow for commercial development that can provide services that are within walking distance to surrounding residential development and meet the day-to-day needs of residents, in keeping with the above MDP policy.

### ***East Macleod Trail Area Structure Plan (Statutory, 2007)***

The site is located within Neighbourhood A of the *East Macleod Trail Area Structure Plan* (ASP) and identified as within the 'Landfill Restricted Area' on the Land Use Concept Map (Map 3). The purpose of the 'Landfill Restricted Area' is to provide for the protection of the landfill site, formally known as the BFI Landfill, from encroachment of incompatible uses (section 6.10.1).

The proposed redesignation to C-COR2 does not limit the requirement for future development to meet the Provincial *Subdivision and Development Regulation* that governs landfill operations and landfill setbacks.

### **Social, Environmental, Economic (External)**

The recommended land use district will help to implement policy goals of providing more compete communities with a variety of shops and services that meet daily needs of residents. The district also allows for a broader range of uses than the existing DC District, thereby increasing the overall market viability of the development.

The *Subdivision and Development Regulation* and the *Waste Management Facilities: Setback Variance Protocol* require analysis of proposed future development of prohibited uses within the landfill setback for any potential environmental and health risks.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

There are no known impacts to the current and future operating budgets at this time.

#### ***Current and Future Capital Budget:***

The proposed land use amendment does not trigger capital infrastructure investment and therefore, there are no growth management concerns at this time.

### **Risk Assessment**

The proposed C-COR2 District includes a larger number of uses that are prohibited under the *Subdivision and Development Regulation* than the existing DC District. There is the possibility that uses may be proposed with future development permits that cannot be accommodated under the *Waste Management Facilities: Setback Variance Protocol*. The landowner

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2018 November 29

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Page 7 of 7

**Land Use Amendment in Walden (Ward 14) at 19605 Walden Boulevard SE,  
LOC2018-0185**

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acknowledges that the regulation may limit certain uses included in the proposed district, please see Attachment 2 for the letter submitted by the landowner.

**REASON(S) FOR RECOMMENDATION(S):**

The proposal is consistent with the applicable policies of the *Municipal Development Plan* and the *East Macleod Trail Area Structure Plan*.

**ATTACHMENT(S)**

1. Applicant's Submission
2. Landowner Letter
3. **Proposed Bylaw 36D2019.**



## Applicant's Submission

### Applicant's Submission

This land use amendment application, submitted by Genco (Walden) Ltd., requests to redesignate the parcel located at 19605 Walden Boulevard SE to Commercial Corridor – 2 f0.5 h12 which will reflect the desired form of development and expand the list of uses currently available. The current DC land use district (DC184D2015) is basically the I-B Industrial – Business District with the additional use of liquor store and a maximum floor area ratio (FAR) of 0.5.

The subject parcel is located at 19605 Walden BV SE, Condo Plan 1711606, Units 1 to 7.

The subject parcel is located on the northwestern edge of the Walden community, just west of the former BFI landfill site, near the intersection of Walden Boulevard and 194<sup>th</sup> Avenue SE. The community of Chaparral is located north of 194<sup>th</sup> Avenue SE.

The parcel is 1.03 ha (2.49 acres) in area. The property has one two-storey building and two single storey buildings which contain medical offices, a pharmacy, a liquor store, personal grooming services (specializing in hair and nails), a dance studio, and a fitness centre.

Access is from Walden Boulevard SE, a four-lane divided road with a median. Adjacent uses are:

- o To the east (across Walden Boulevard SE): the lands of the former BFI landfill site
- o To the southeast (across Walden Boulevard SE): medical, dental and veterinary clinics, a pharmacy, a dance gym and a beverage container drop-off depot.
- o To the south: a three storey office building designated I-B Industrial-Business and, further to the south, and across Walden Boulevard, a place of worship (Southview Alliance Church)
- o To the north: a natural area wet pond with a pedestrian pathway
- o To the west: a dry pond (part of surface drainage infrastructure)

The former landfill site to the east, is owned and managed by Progressive, formerly known as Browning Ferrie Industries or BFI. It now appears as a large grassed hill. Because the subject property is within 300 metres of a former landfill site, the Subdivision and Development Regulation prohibits residential, school, hospital and food handling uses on the subject property and on certain neighbouring properties.

The East Macleod Area Structure Plan acknowledges the constraints imposed by the Subdivision and Development Regulation. The subject parcel and the neighbouring parcels to the south and southeast were subsequently designated Industrial Business (I-B), in alignment with the provisions of the Subdivision and Development Regulation. Since these initial land use designations, the subject parcel and the parcel to the southeast were redesignated to Direct Control to provide for certain additional uses. By redesignating these lands to Commercial Corridor – 2 f0.5 h12 land use district, the listed uses are still restricted by the Subdivision and Development Regulation.

## Applicant's Submission

The direction found in the Land Use Bylaw is to use the standard land use districts when possible while maintaining the policy direction. The proposed redesignation would be in keeping with the Community Planning Department's policy to minimize Direct Control Districts where ever possible, therefore, the most appropriate commercial land use district was chosen.

The land use district Commercial Corridor – 2 f0.5 h12, ensures the intend of the Land Use Bylaw is being followed while directing any future development to a high standard of building design, limiting building height and mass, directing building siting, and implementing the policy direction for restricted uses located within buildings. The list of uses has expanded slightly from those of the current DC Bylaw but the overarching restrictions of the Subdivision and Development Regulations still prevail.

The subject parcel serves the nearby residential area of the Walden community and nearby businesses with a range of medical and dental services, small personal service and local fitness centres. These types of uses are not typically located in the community's core commercial area to the west. The proposed redesignation to Commercial Corridor – 2 would expand the list of uses to those with a commercial characteristic which allow for a limited retail, consumer service, offices, and medical uses all of which occur inside a building and do not allow any outside storage of goods.

The Commercial Corridor – 2 land use district lists cannabis store as a discretionary use and would be a commercial use compatible with the existing uses on the property and adjacent properties, in a manner that is consistent with the general locational criteria for this use. The proposed use will respect the minimum separation distances specified in the Land Use Bylaw. The proposed cannabis store will be located within a physical context of office, medical, retail, personal service and other business uses. The subject site is not adjacent to residential properties. In fact, the subject property is oriented away from the residential area, it takes access from a four-lane divided road to the east and to the west, the large wet pond is at minimum 3 metres lower in elevation than the site and there is no direct connection to the wet pond area or to the nearby residential area. There is adequate onsite parking for all the uses on the parcel

The current Land Use Bylaw has many rules for cannabis stores and restrictions on their location. A proposed cannabis store located on the subject parcel would comply with all of the current rules.

Genco (Walden) Ltd. respectfully requests approval of the redesignation of the subject parcel to Commercial Corridor – 2 f0.5 h12 land use district as it is the most appropriate land use district to direct any future development that follows the planning policy for the community.

## Landowner Letter



**GENCO DEVELOPMENT CORPORATION**

Suite #1100, 634 - 6th Ave SW  
Calgary, AB, T2P 0S4  
[www.gencodevelopments.com](http://www.gencodevelopments.com)

Dated: October 15, 2018

City of Calgary  
Planning and Development  
3rd floor, Municipal building  
800 Macleod Trail SE  
Calgary, AB

Dear Sir/madam

**Re: 19605 Walden Blvd, SE, Calgary**

I am the owner of the parcel located at 19605 Walden BV SE, and I am aware of the restrictions surrounding landfill parcels as noted in the Subdivision and Development Regulation. I am prepared to follow all procedures required to obtain a development permit application for any of the prohibited uses noted in the Regulation.

Regards,  
Pali Bedi

---

Genco (Walden) Ltd.  
[Pali.bedi@avisonyoung.com](mailto:Pali.bedi@avisonyoung.com)  
Cell: 403.888.5388





# PROPOSED

CPC2018-1345  
ATTACHMENT 3

## BYLAW NUMBER 36D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0185/CPC2018-1345)**  
\*\*\*\*\*

**WHEREAS** it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and substituting therefor that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

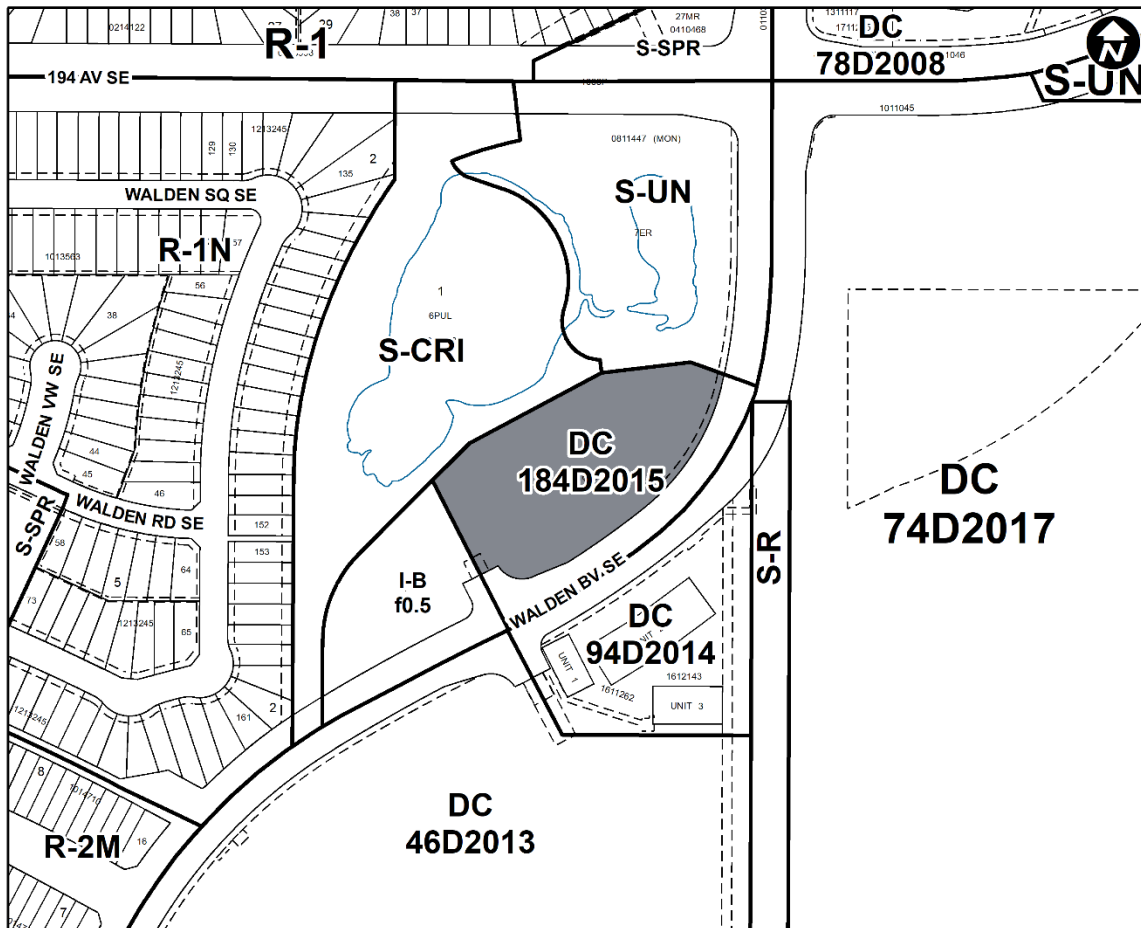
\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0185/CPC2018-1345  
BYLAW NUMBER 36D2019

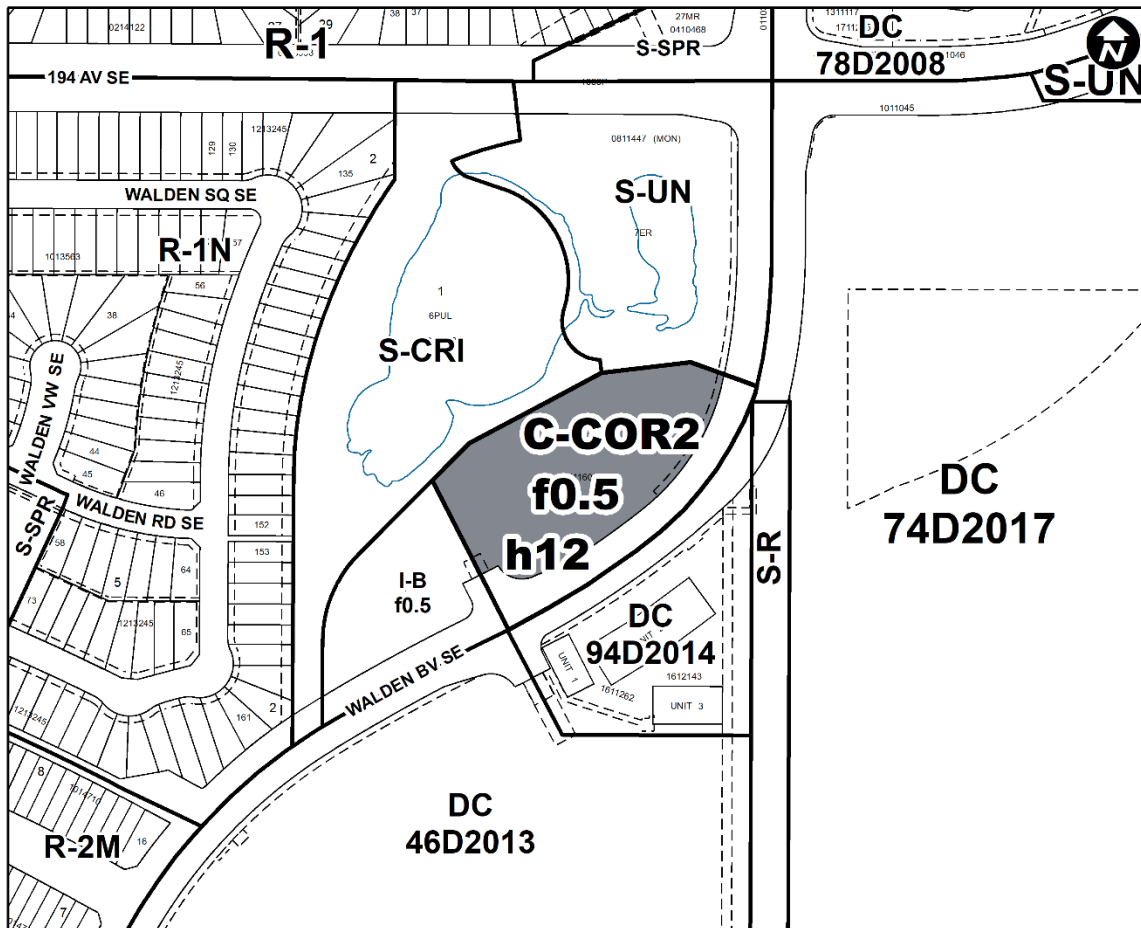
## SCHEDULE A



# PROPOSED

AMENDMENT LOC2018-0185/CPC2018-1345  
BYLAW NUMBER 36D2019

## SCHEDULE B





POSTPONED REPORT

Policy Amendment and Land Use Amendment in Residual Sub-Area 13D (Ward 13) at 15113 – 37 Street SW, LOC2017-0308, CPC2018-1359

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Background: At the 2019 January 14 Combined Meeting of Council, Council postponed Report CPC2018-1359 to the 2019 February 04 Combined Meeting of Council.

Ineligible to Vote: All Members are eligible to vote.

Public Hearing: The public hearing has not been held.

Bylaw 8P2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

Bylaw 31D2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

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Excerpt from the Minutes of the Regular Public Hearing Meeting of Council, 2019 January 14

**“Moved by** Councillor Woolley

**Seconded by** Councillor Keating

That the Agenda for today's Meeting be amended by postponing the following reports to the 2019 February 04 Combined Meeting of Council:

- 8.1.3. CPC2018-1336
- 8.1.11 CPC2018-1313
- 8.1.14 CPC2018-1306
- 8.1.22 CPC2018-1359
- 8.1.24 CPC2018-1235
- 8.1.27 CPC2018-1352
- 8.1.30 CPC2018-1259
- 8.1.34 CPC2018-1353
- 8.1.35 CPC2018-1365
- 8.1.41 CPC2018-1345

Against: Councillor Colley-Urquhart

**MOTION CARRIED”**



## **Policy Amendment and Land Use Amendment in Residual Sub-Area 13D (Ward 13) at 15113 – 37 Street SW, LOC2017-0308**

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### **EXECUTIVE SUMMARY**

This land use amendment application was submitted by Stantec Consulting on behalf of Dream Asset Management Corporation on 18 October 2017. The land use redesignation consists of 54.16 hectares± (133.83 acres±) of undeveloped greenfield land in the southwest community of Residual Sub Area 13D. The proposed land use amendment area is located within the *Providence Area Structure Plan*.

The subject lands are currently designated Special Purpose – Future Urban Development (SFUD) District. The proposed redesignation is to allow for a residential development of 1261 units and includes the following:

- A minimum 493 dwelling units within medium and high density, low rise multi-residential developments comprising of townhouses and 4 to 6 storey apartment buildings (M-2 and M-H1);
- A minimum 165 dwelling units within low density residential development comprising of rowhouses on smaller than typical compact lots (DC/R-Gm);
- A minimum 197 dwelling units within low density residential development comprising of single and semi-detached dwellings on comprehensively planned green court blocks that have publicly accessible private open spaces throughout the block (DC/R-G);
- A minimum 406 dwelling units within low density residential development comprising of single and semi-detached dwellings (R-G);
- Approximately 5.64 hectares (13.93 acres) of Municipal Reserve (MR) and Municipal School Reserve (MSR) in the form of neighbourhood parks and a future elementary school site (S-SPR); and
- Approximately 4.30 hectares (10.63 acres) for a stormpond and supporting public infrastructure (S-CRI).

This application has been applied for with the support of a related outline plan application on today's agenda (CPC2018-1360) to provide the future subdivision layout for the subject site. Conditions have been incorporated in the outline plan to effectively address the site's development given the unique conditions and site constraints. The proposed land use amendment is in alignment with the policies of the *Municipal Development Plan* and the *Providence Area Structure Plan (ASP)* by implementing the efficient utilization of land and infrastructure through the outline plan. As part of this application, there are minor text amendments to the *Providence ASP* related to the subject site.

**Policy Amendment and Land Use Amendment in Residual Sub-Area 13D (Ward 13) at 15113 - 37 Street SW, LOC2017-0308**

**ADMINISTRATION RECOMMENDATION:**

That Calgary Planning Commission recommends that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed amendments to the Providence Area Structure Plan (Attachment 4); and
2. Give three readings to the proposed bylaw.
3. **ADOPT**, by bylaw, the proposed redesignation of 56.38 hectares  $\pm$  (139.32 acres) located at 15113 – 37 Street SW (Portions of NE1/4 Section 36-22-2-5 and SE1/4 Section 36-22-2-5) from Special Purpose – Future Urban Development (S-FUD) District **to** Multi-Residential – High Density Low Rise (M-H1) District, Multi-Residential – Medium Profile (M-2) District, Residential – Low Density Mixed Housing (R-G) District, Special Purpose – Community Service (S-CRI) District, Special Purpose – School, Park and Community Reserve (S-SPR) District and DC Direct Control District to accommodate low density mixed use housing, with guidelines (Attachment 2); and
4. Give three readings to the proposed bylaw.

**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, DATED 2018 NOVEMBER 29:**

That Council hold a Public Hearing; and

1. Adopt, by Bylaw, the proposed amendments to the Providence Area Structure Plan (Attachment 4);
2. Give three readings to **Proposed Bylaw 8P2019**.
3. Adopt, by Bylaw, the proposed redesignation of 56.38 hectares  $\pm$  (139.32 acres) located at 15113 – 37 Street SW (Portions of NE1/4 Section 36-22-2-5 and SE1/4 Section 36-22-2-5) from Special Purpose – Future Urban Development (S-FUD) District to Multi-Residential – High Density Low Rise (M-H1) District, Multi-Residential – Medium Profile (M-2) District, Residential – Low Density Mixed Housing (R-G) District, Special Purpose – Community Service (S-CRI) District, Special Purpose – School, Park and Community Reserve (S-SPR) District and DC Direct Control District to accommodate low density mixed use housing, with guidelines (Attachment 2); and
4. Give three readings to **Proposed Bylaw 31D2019**.

Excerpt from the Minutes of the 2018 November 29 Regular Meeting of the Calgary Planning Commission:

“The following documents were distributed with respect to Report CPC2018-1359:



## Policy Amendment and Land Use Amendment in Residual Sub-Area 13D (Ward 13) at 15113 - 37 Street SW, LOC2017-0308

- A revised page 3 of 10 of Report CPC2018-1359; and
- A revised Attachment 2.”

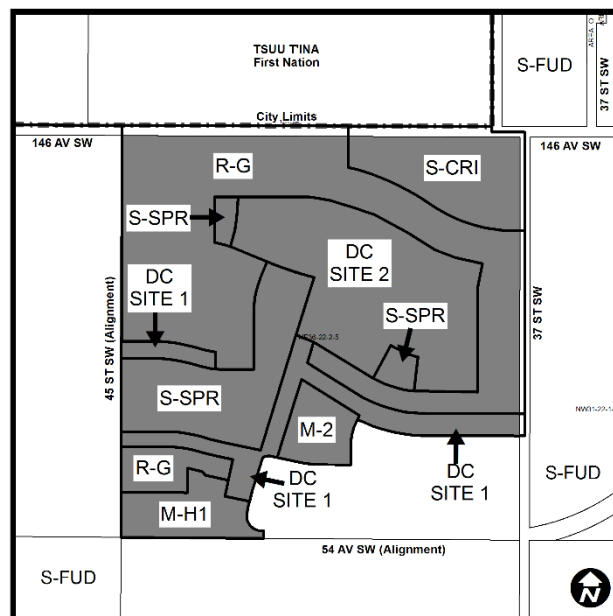
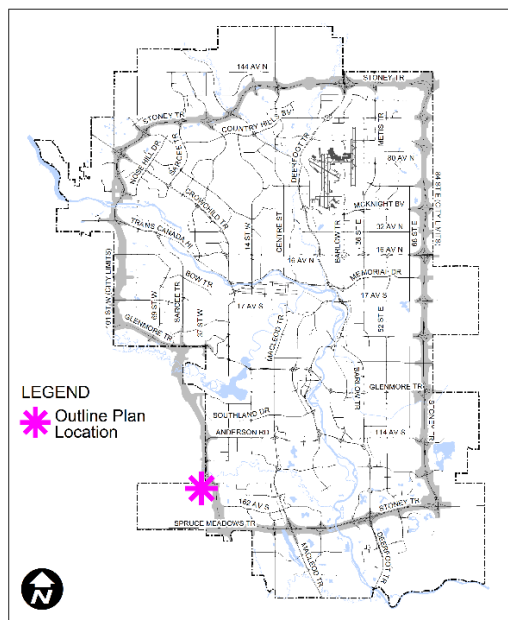
### PREVIOUS COUNCIL DIRECTION / POLICY

None.

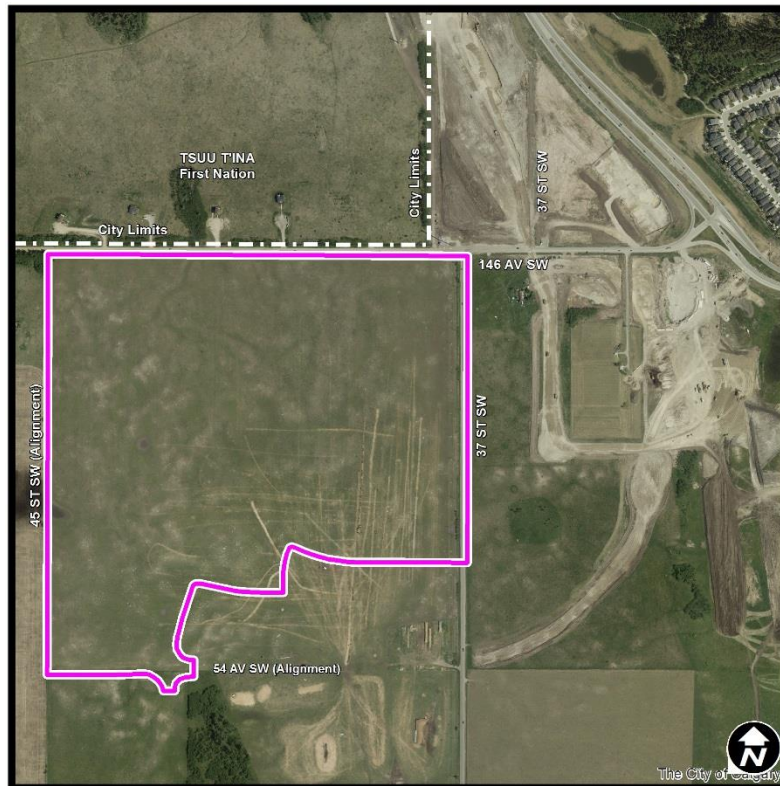
### BACKGROUND

In 2015, Council adopted the *Providence Area Structure Plan (ASP)*, in which a Growth Management Overlay (Overlay) was put in place on the subject site to indicate that the capital infrastructure required for development was neither in place nor approved in the capital budget for future years. On 2018 July 30, Council approved the removal of the Overlay for a portion of the *Providence ASP* area, which included the subject site. This is the first proposal for a planned neighbourhood within the *Providence ASP* area.

### Location Maps



**Policy Amendment and Land Use Amendment in Residual Sub-Area 13D (Ward 13) at 15113 - 37 Street SW, LOC2017-0308**



### Site Context

The subject site is located in the southwest quadrant of the city in Residual Sub-Area 13D. The land is bounded by 37 Street SW to the east and 146 Avenue SW to the north. Within close proximity are Tsuut'ina First Nation to the north across 146 Avenue SW and the Southwest Ring Road (under construction) which is approximately 200 metres to the east. The nearest existing community is Evergreen which is located to the east on the other side of the Southwest Ring Road.

The subject site is currently undeveloped and are used for agricultural purposes. There is a significant change in topography of approximately 30 metres from the highest point in the southwest corner of the subject site where it then slopes downhill to the northeast corner.

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

This land use amendment with Direct Control Guidelines (Attachment 2), outline plan application (Attachment 3) and minor Area Structure Plan textual amendment (Attachment 4) will facilitate the development of a residential neighbourhood with a strong mix of housing types, as well as parks and school uses that will contribute to the growth of this future new community as envisioned by the policies of the *Municipal Development Plan* (MDP) and the *Providence ASP*.

## **Policy Amendment and Land Use Amendment in Residual Sub-Area 13D (Ward 13) at 15113 - 37 Street SW, LOC2017-0308**

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### **Planning Considerations**

As part of the review of this application, several key factors were considered by Administration including implementing the direction of the *Providence Area Structure Plan*, providing a condition framework that ensures key infrastructure is built and including the basic design elements that contribute to a complete neighbourhood.

### ***Subdivision Design***

The related outline plan informs a future proposed subdivision that is approximately 56.38 hectares (139.32 acres) in size. The application consists of predominantly residential development that is intended to tie into a future Neighbourhood Activity Centre (NAC) and Community Retail Centre (CRC). The NAC and CRC would be provided as part of a subsequent outline plan for Dream's future and subsequent phases of development immediately adjacent to the south of the subject site. In addition, the NAC and CRC will be within a five minute walk (400 metres) of the vast majority of the subject outline plan area.

A wide mix of dwelling unit types are proposed in the plan area including single and semi-detached homes, rowhouses, townhouses and apartments. Anticipated lot widths and sizes for the low density residential uses vary from 5.0 metres wide and 90 square metres lot area for rowhouse buildings in the Direct Control Residential – Low Density Mixed Housing (DC/R-Gm – Site 1) District to an average of 16 metres wide and 450 square metre lot area for single detached dwellings in the R-G residential area within the 200 metre Tsuut'ina Interface Area.

A unique and innovative product proposed by the applicant includes five green court blocks. The green court blocks (DC/R-G – Site 2) will consist of single and semi-detached homes that either front onto the public street or onto a central inner green space area ("green court") that would be privately owned and maintained by a homeowners association but remain accessible to the public. The green spaces and their pathways will provide a critical role in connecting the neighbourhood together.

Two multi-residential parcels are proposed for the development. The first parcel is designated Multi-Residential – High Density Low Rise (M-H1) District and proposes 371 units in townhouse and apartment building form with heights between 3 and 6 storeys. The second parcel is designated Multi-Residential – Medium Profile (M-2) District and proposes 122 units in townhouse and apartment building form with heights between 3 and 4 storeys.

Open space is provided through parks serving varying functions. A central park is located along a primary north south green spine which is envisaged to run the entire length of the subject site from 146 Avenue SW in the north, to 162 Avenue SW at the south. 2.34 hectares (5.77 acres) of Municipal Reserve (MR) will be dedicated within the Outline Plan Area. 3.30 hectares (8.15 acres) is dedicated as MSR – Municipal and School Reserve to facilitate a Calgary Board of Education (CBE) Elementary School Site. The MR/MSR dedication provides the 10 percent MR requirement.

## Policy Amendment and Land Use Amendment in Residual Sub-Area 13D (Ward 13) at 15113 - 37 Street SW, LOC2017-0308

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### ***Land Use***

This land use amendment application proposes to redesignate the current site from Special Purpose – Future Urban Development (S-FUD) District and undesignated road right-of-way to the following:

- Residential – Low Density Mixed Housing (R-G) District;
- Direct Control / Low Density Mixed Housing (DC/R-Gm – Site 1) District;
- Direct Control / Low Density Mixed Housing (DC/R-G – Site 2) District;
- Multi-Residential – Medium Profile (M-2) District;
- Multi-Residential – High Density Low Rise (M-H1) District;
- Special Purpose – School, Park and Community Reserve (S-SPR) District; and
- Special Purpose – City and Regional Infrastructure (S-CRI) District.

### ***Density***

This land use amendment and associated outline plan provides for development that achieves both the *Municipal Development Plan* and the *Providence Area Structure Plan* minimum density and intensity targets (population and jobs). This will help to support the future transit and community amenities within the greater area.

The *Providence Area Structure Plan* requires that land within 200 metres of Tsuut'ina Nation be developed at a maximum density of 12 units per hectare (5 units per acre) and therefore this area is to be subtracted from the density and intensity calculations of the remainder of the plan area. The number of units proposed for the Tsuut'ina Nation Interface Area is 153 which equates to an anticipated residential density of 9.7 units per hectare (24.0 units per acre).

Overall, the application proposes to accommodate a residential unit range between 1261 and 1459 units. When the Tsuut'ina Nation Interface Area is subtracted from the calculations, the remainder of the plan area has a projection of 1109 units and 3059 total people and jobs. This equates to a minimum and anticipated residential density of 27.1 units per hectare (11.0 units per acre) and an intensity of 75.4 people and jobs per hectare. This anticipated density and intensity achieves the minimum residential density of 20 units per hectare (8 units per acre) and minimum intensity of 60 people and jobs per hectare required by the *Municipal Development Plan* and the *Providence ASP* for the neighbourhood.

### ***Environmental***

A Phase I Environmental Site Assessment (ESA) for the site was provided and was reviewed. No significant pre-development environmental risks were noted in the report.

There are a number of small Class I and Class II wetlands located on the subject lands, however none of them are Crown claimed and will be subject to Province of Alberta Water Act approval.

## **Policy Amendment and Land Use Amendment in Residual Sub-Area 13D (Ward 13) at 15113 - 37 Street SW, LOC2017-0308**

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### ***Transportation Networks***

The proposed development is generally bounded by 146 Avenue SW to the north, 37 Street SW to the east, 154 Avenue SW to the south, and 45 Street SW to the west. Primary access to the subject lands is provided from Stoney Trail SW via 154 Avenue SW and 37 Street SW. Additional access from the south is available from Highway 22X via 53 Street SW.

Administration worked with the applicant to develop a transportation network that supports multi-modal connectivity for local and regional trips. The combination of limited block sizes, comprehensive development permit review for the large DC green court blocks, and planned pathways and park space that are adaptive to the existing topographic features provide additional opportunities for pedestrians and cyclists to enjoy good connectivity within and around the plan area.

Staging of the proposed development through to completion is planned to provide connectivity to the regional transportation network, with primary access to Stoney Trail SW. Opportunities for connections to the south into future development areas, including an additional connection to Stoney Trail SW via 162 Avenue SW are provided with the proposed plan.

The plan also provides the opportunity to introduce transit service to the area. Public transit will be introduced in phases over time and is expected to include several bus routes running through the *Providence Area Structure Plan* lands, providing local and regional service through and around the plan area. Transit service will be phased to support future Bus Rapid Transit stations along 162 Avenue SW connecting to the Somerset-Bridlewood LRT station.

A regional pathway system that establishes both strong east-west and north-south connections both within and adjacent to the plan area is provided.

The regional pathway aligns with the intent of the *Area Structure Plan* by providing pedestrian and cycling connections around and outside the plan area.

### ***Utilities and Servicing***

A capital-funded dual zone pump station (the Lower Sarcee Reservoir/Starlight Pump Station) will be required and designed to accommodate the ultimate servicing for the *Providence ASP*. Once complete, water servicing of the lands within the subject site will be achieved through a tie-in to the pump station.

Sanitary servicing of the lands within the subject site will be achieved via an extension of the 162 Avenue SW sanitary trunk from the stub at 24 Street SW in the community of Evergreen. Once complete, the plan area will tie-into the extended portion of the 162 Avenue SW sanitary trunk. It is noted that permissions will be required for the 162 Avenue SW sanitary trunk extension to cross the Transportation Utility Corridor.

The plan identifies that water will be directed to a single engineered stormwater management facility/pond in the northeast corner of the plan area. Future storm trunks are planned along the

## **Policy Amendment and Land Use Amendment in Residual Sub-Area 13D (Ward 13) at 15113 - 37 Street SW, LOC2017-0308**

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west side of the Southwest Ring Road (Transportation Utility Corridor) with an outfall to Fish Creek west of the Ring Road. The pond will discharge to the outfall at Fish Creek via a storm line under 146 Avenue SW. It is noted that permissions will be required from Alberta Transportation to allow the storm main to cross the Transportation Utility Corridor and thereby extend to the outfall at Fish Creek.

A Staged Master Drainage Plan (SMDP) was submitted by the applicant and was reviewed and approved by Water Resources. A Master Drainage Plan for the *Providence ASP* area is still under review. However, Administration has evaluated the risks and has no concerns with allowing the SMDP and Outline Plan approval prior to approval of the Master Drainage Plan. The Staged Master Drainage Plan for the subject lands demonstrates that this development area is fairly isolated with respect to drainage and that there are no major drainage systems that have any measurable impact on adjacent lands to the north or west, including the Tsuut'ina Nation. For this reason Administration is proposing an amendment to the Providence ASP to exempt them from the requirement that the Master Drainage Plan be complete prior to land use and outline plan approval. Each subsequent land use and outline plan application will have to be evaluated on its own merits with respect to the requirement for the Master Drainage Plan completion, prior to the review and approval of a Staged Master Drainage Plan. Approval of this application has been assessed to be low risk.

### **Stakeholder Engagement, Research and Communication**

In keeping with Administration's standard practices, this application was circulated to relevant stakeholders and notice posted on-site. Notification letters were sent to adjacent land owners, including Tsuut'ina First Nation, and the application was advertised online. There is no Community Association for the subject area and no letters from adjacent landowners or the general public were received.

The applicant undertook extensive engagement with Tsuut'ina First Nation, including members of Tsuut'ina Administration, Elders and neighbouring residents. City Administration also participated in three meetings with Tsuut'ina that were led by the applicant. Overall, Tsuut'ina is generally supportive of the application. A summary of the engagement undertaken by the applicant with Tsuut'ina can be found in Attachment 5.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (Statutory – 2014)***

The recommendation by Administration in this report has considered and is aligned with the policy direction of the *South Saskatchewan Regional Plan (SSRP)*. The site is located within the "City, Town" area as identified on Schedule C: *South Saskatchewan Regional Plan Map* in the *SSRP*. While the *SSRP* makes no specific reference to this site, the supporting application is consistent with the *SSRP* policies including the Land Use Patterns strategies (subsection 8.14) within the Implementation Plan portion of the document through featuring innovative housing designs with a range of densities and housing types.

**Policy Amendment and Land Use Amendment in Residual Sub-Area 13D (Ward 13) at 15113 - 37 Street SW, LOC2017-0308**

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***Municipal Development Plan (Statutory, 2009)***

The subject lands are identified as Planned Greenfield with Area Structure Plan (ASP) as per the MDP, Map 1 Urban Structure. The MDP provides overall guidance for development in new communities and the *Providence Area Structure Plan (ASP)* provides policy guidance for the planning and design of the neighbourhood. The proposed land use amendment application meets the MDP objectives by providing a diversity of housing types, efficient usage of land by locating higher density developments near transit stations, promoting grid-based street networks to improve connectivity within the neighborhood, incorporating multi-modal connectivity for all users, and protecting and integrating significant ecological sites into the plan.

***Providence Area Structure Plan (Statutory, 2015)***

The subject lands are identified within a portion of “Neighbourhood 2” of “Community A” in the *Providence Area Structure Plan*. The ASP identifies this site primarily as a ‘neighborhood area’, with arterial and collector road connections, regional pathways and a joint use site. The ASP also identifies a Neighbourhood Activity Centre (NAC), a Community Association site and a Community Retail Centre, however each of these are located just outside the proposed plan area and will be provided as part of the applicant’s second phase of development to the south. Considering the above, the proposed plan is in alignment with the ASP. A minor policy amendment is required under section 8.3 of the ASP to allow for the Outline Plan to be approved prior to Water Resources approval of the Master Drainage Plan (see Attachment 4) under section 8.3 of the ASP.

**Social, Environmental, Economic (External)**

The proposed outline plan enables development of a new neighbourhood that provides a future framework for a mix of housing types, various densities

**Financial Capacity**

***Current and Future Operating Budget:***

There is currently no impact to the current operating budget. As development proceeds, the provision of City services such as roads, transit, parks maintenance and waste and recycling would have an operating budget impact at such time as they are provided. The projected operating costs for this development during 2019-2022 have been included in the One Calgary service plans and budgets.

***Current and Future Capital Budget:***

There is no impact to the current capital budget as a result of this report. The capital investment required to construct and upgrade the required local infrastructure will be funded entirely by the developer. The proposed development will require City capital investment in utilities and has been included in the 2019-2022 budget cycle. This City infrastructure was added to the Off-site

**Policy Amendment and Land Use Amendment in Residual Sub-Area 13D (Ward 13) at 15113 - 37 Street SW, LOC2017-0308**

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Levy Bylaw through report PFC2018-0973 and approved by Council on 2018 November 12. The utilities will be funded 100 per cent through off-site levies paid by developers. While the infrastructure is funded by developer levies, the initial monetary outlay for this infrastructure is paid for by The City and debt financed, with developers repaying this infrastructure outlay through levies as development progresses.

**Risk Assessment**

This project lies on the periphery of The City of Calgary in an area which is currently unserved and has a transportation network that is still developing. The associated outline plan conditions of approval (CPC2018-1360) adequately deal with the infrastructure costs associated with development of a new neighborhood in this area.

**REASON(S) FOR RECOMMENDATION(S):**

The proposed land use amendment has been developed in accordance with the objectives of the *Municipal Development Plan*, and more specifically is in accordance with the policies specified in the *Providence Area Structure Plan*. The proposed land uses and their distribution facilitate the development of a strong mix of housing options, creating conditions to enable citizens from a wide economic spectrum to live within the neighbourhood. These land uses will be implemented through the supporting outline plan application that provides the subdivision layout and conditions to realize the site's development.

**ATTACHMENT(S)**

1. Applicant's Submission
2. **Proposed Bylaw 8P2019**
3. Proposed Outline Plan
4. **Proposed Bylaw 31D2019**
5. Summary of Applicant's Indigenous Engagement
6. **Public Submission**



## Applicant's Submission

On behalf of Dream Development (Dream), Stantec Consulting Ltd. is pleased to submit the enclosed Outline Plan (OP) and Land Use Redesignation (LUR) for the lands legally described as NE 36-22-2-W5M; municipally addressed 15113 37th Street SW.

The plan area is in proximity to Highway 22X to the south, has direct access to the Southwest Ring Road (SWRR) on the east, and is across the SWRR from the existing residential community of Evergreen. The proposed OP layout aligns closely with the Area Structure Plan (ASP), including land use mix, intensity, and location.

In Providence, the central amenity is the community itself – its attributes, centered on walkability, progressive urban form, jobs, public space, daily amenities, and social connection, contribute to a quality of life that is unparalleled amongst new communities. The Providence ASP area offers a full array of housing choice, jobs, amenities, and services that benefit all of the surrounding neighbourhoods in southwest Calgary, providing a true city within the city.

Two unique housing choices of note proposed within the Outline Plan include shallow rowhomes with varying lot depths and widths, as well as, as well as five large green court blocks. The rowhomes provide unique and affordable housing options for Calgarians, incorporating a fine grain block with units accessed from the lane, specifically designed to enhance the streetscape and public realm, and located near open spaces and amenities reducing the need for every unit to provide large private outdoor space. The green court blocks include parks flanked by free simple, park front homes that are accessed and address from an enhanced lane. These green court parks are publicly accessible private open spaces, owned and maintained through a Home Owners Association (HOA).

To accommodate the unique nature of the proposed housing typologies, a Direct Control (DC) District is proposed to account for the following bylaw considerations:

**Site 1:** nonstandard lot depths of rowhomes, and

**Site 2:** classify *Single-detached* and *Semi-detached Dwellings* as *discretionary uses* within the green courts to allow for Development Authority review on access and servicing.

As part of the Providence ASP requirements Dream began early and on-going engagement with the Tsuut'ina Nation. Through open dialogue between Dream and the Tsuut'ina Nation the OP, LUR, and future community naming application continues to provide an opportunity to share input, issues, and concerns, and explore new opportunities.



# PROPOSED

CPC2018-1359  
ATTACHMENT 2

## BYLAW NUMBER 8P2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE PROVIDENCE AREA STRUCTURE PLAN BYLAW 48P2015

\*\*\*\*\*

**WHEREAS** it is desirable to amend the Providence Area Structure Plan Bylaw 48P2015, as amended;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended:

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

1. The Providence Area Structure Plan attached to and forming part of Bylaw 48P2015, as amended, is hereby further amended as follows:
  - (a) Delete section 8.3.1 and replace with section 8.3.1 and include the following:

“The Master Drainage Plan for the plan area must be approved by The City of Calgary’s Water Resources Department prior to Outline Plan/Land Use Amendment approval, except for the parcel legally described as NE36-22-2-W5.”
  - (b) Delete section 8.3.5 and replace with section 8.3.5 and include the following:

“A Staged Master Drainage Plan, referencing and remaining consistent with all relevant stormwater management policies at the time of application, must be submitted as part of an Outline Plan/Land Use Amendment application. A Staged Master Drainage Plan may be approved prior to the approval of the Master Drainage Plan for the parcel legally described as NE36-22-2-W5.”

# PROPOSED

**BYLAW NUMBER 8P2019**

2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

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CITY CLERK

SIGNED ON \_\_\_\_\_

## Proposed Outline Plan

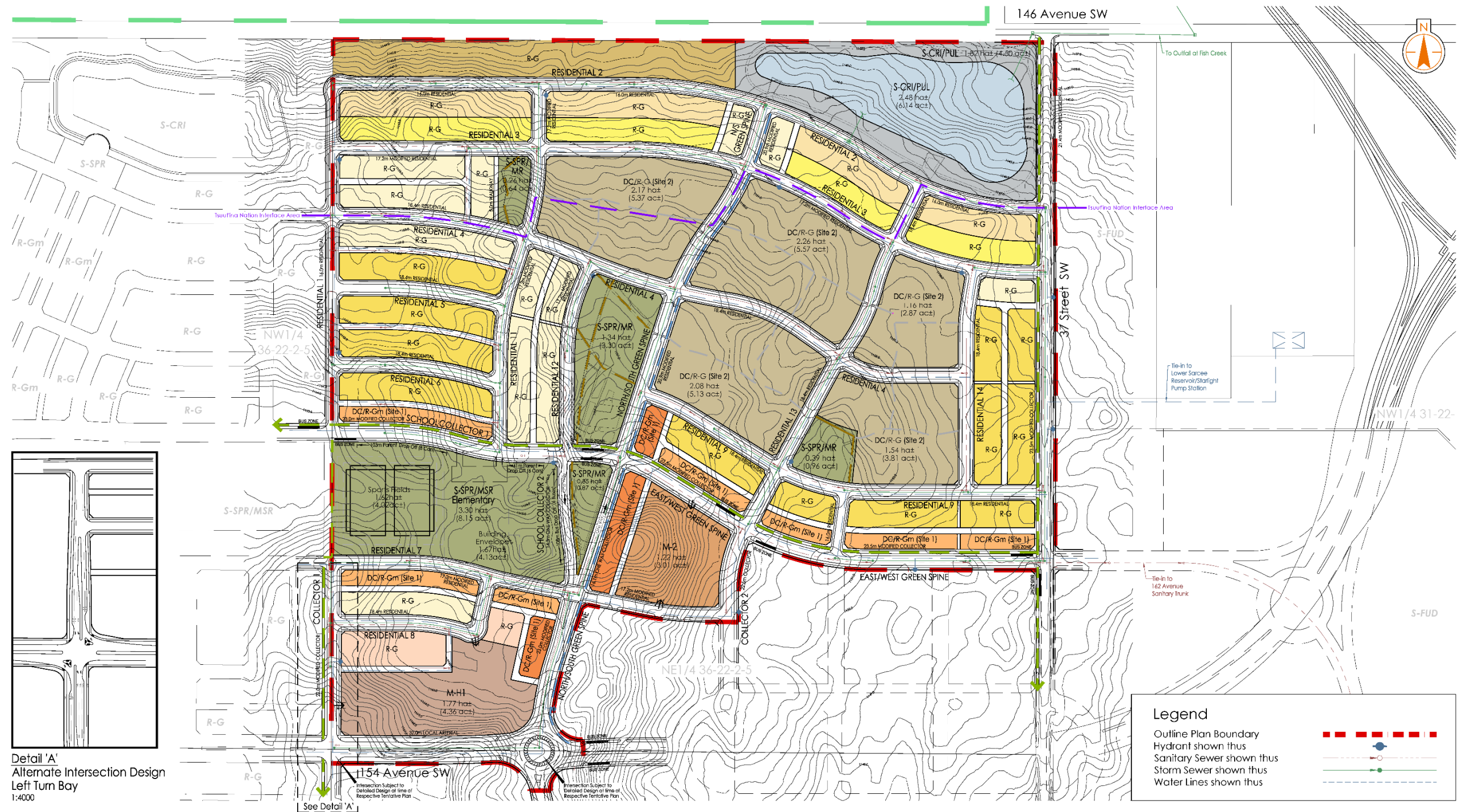


FIGURE 1.0 | PROVIDENCE

## Outline Plan

PREPARED FOR: DREAM DEVELOPMENTS

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**dream**  **Stantec**  
Design with community in mind

116500475  
November 13, 2018

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Proposed Outline Plan
















Total Area Outlined		56.38 ha± (139.31 ac±)	
Residential Areas Within 200m Tsuut'ina Interface Area			
	R-G (Country Wide - depth 42.0m) Approximate Frontage Ant. No. of Lots (18.5m)	1.97 ha± (4.87 ac±) 458 m± (1,502 ft±) ±24 Lots	
	R-G (Vintage Wide - depth 30.0m) Approximate Frontage Ant. No. of Lots (16.0m)	1.68 ha± (4.16 ac±) 558 m± (1,830 ft±) ±34 Lots	
	R-G (Vintage Wide - depth 26.0m) Approximate Frontage Ant. No. of Lots (16.0m)	1.23 ha± (3.05 ac±) 470 m± (1,542 ft±) ±29 Lots	
	R-G (Vintage Wide - depth 27.0m) Approximate Frontage Ant. No. of Lots (16.0m) (*Based on Vintage Wide - 26m. Additional 1m added to account for 3.7m shallow utility easement)	1.48 ha± (3.66 ac±) 547 m± (1,794 ft±) ±34 Lots	
	DC/R-G (Site 2)	1.22 ha± (3.02 ac±) ±32 Units	
Anticipated Density	$\frac{24+34+29+34+32=153}{15.79 \text{ ha} \pm (39.02 \text{ ac} \pm)}$ =9.69 upha± (3.9 upac±)		
Residential Areas Outside 200m Tsuut'ina Interface Area			
	R-G (Carriage Way - depth 40.0m) Approximate Frontage Ant. No. of Lots (9.1m)	0.62 ha± (1.54 ac±) 158 m± (518 ft±) ±17 Lots	
	R-G (Slim Laned - depth 31.0m) Approximate Frontage Ant. No. of Lots (7.5m)	4.71 ha± (11.64 ac±) 1,507 m± (4,944 ft±) ±200 Lots	
	R-G (Vintage Wide - depth 30.0m) Approximate Frontage Ant. No. of Lots (16.0m)	0.40 ha± (1.00 ac±) 133 m± (436 ft±) ±8 Lots	
	R-G (Vintage Wide - depth 26.0m) Approximate Frontage Ant. No. of Lots (16.0m)	2.19 ha± (5.40 ac±) 830 m± (2,723 ft±) ±51 Lots	
	R-G (Vintage Wide - depth 27.0m) Approximate Frontage Ant. No. of Lots (16.0m) (*Based on Vintage Wide - 26m. Additional 1m added to account for 3.7m shallow utility easement)	0.40 ha± (0.98 ac±) 145 m± (475 ft±) ±9 Lots	
	DC/R-Gm (Site 1) (Townhouse - depth 24.0m) Approximate Frontage Ant. No. of Lots (6.5)	0.65 ha± (1.60 ac±) 266 m± (872 ft±) ±40 Lots	
	DC/R-Gm (Site 1) (Townhouse - depth 17.5m) Approximate Frontage Ant. No. of Lots (6.5)	1.43 ha± (3.52 ac±) 817 m± (2,680 ft±) ±125 Lots	
	DC/R-G (Site 2)	7.98 ha± (19.72 ac±) ±165 Units	
	M-H1 Ant. Avg. Density (210 upha)	1.77 ha± (4.36 ac±) ±371 Units	
	M-2 Ant. Avg. Density (100 upha)	1.22 ha± (3.01 ac±) ±122 Units	
Anticipated Density	$\frac{17+200+8+51+9+40+125+165+371+122=1,108}{40.59 \text{ ha} \pm (100.29 \text{ ac} \pm)}$ =27.30 upha± (11.0 upac±)		
Areas of Public Dedication			
Roads		17.49 ha± (43.22 ac±) (31.0%)	
S-CRI		4.30 ha± (10.64 ac±) (7.6%)	
Total Public Dedication		21.79 ha± (53.86 ac±) (38.6%)	
Open Space Areas			
S-SPR (MR)		2.34 ha± (5.77 ac±)	
S-SPR (MSR)		3.30 ha± (8.15 ac±)	
Total Open Space		5.64 ha± (13.92 ac±) (10.0%)	

FIGURE 2.0 | PROVIDENCE  
Outline Plan Statistics

PREPARED FOR: DREAM DEVELOPMENTS

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Proposed Outline Plan

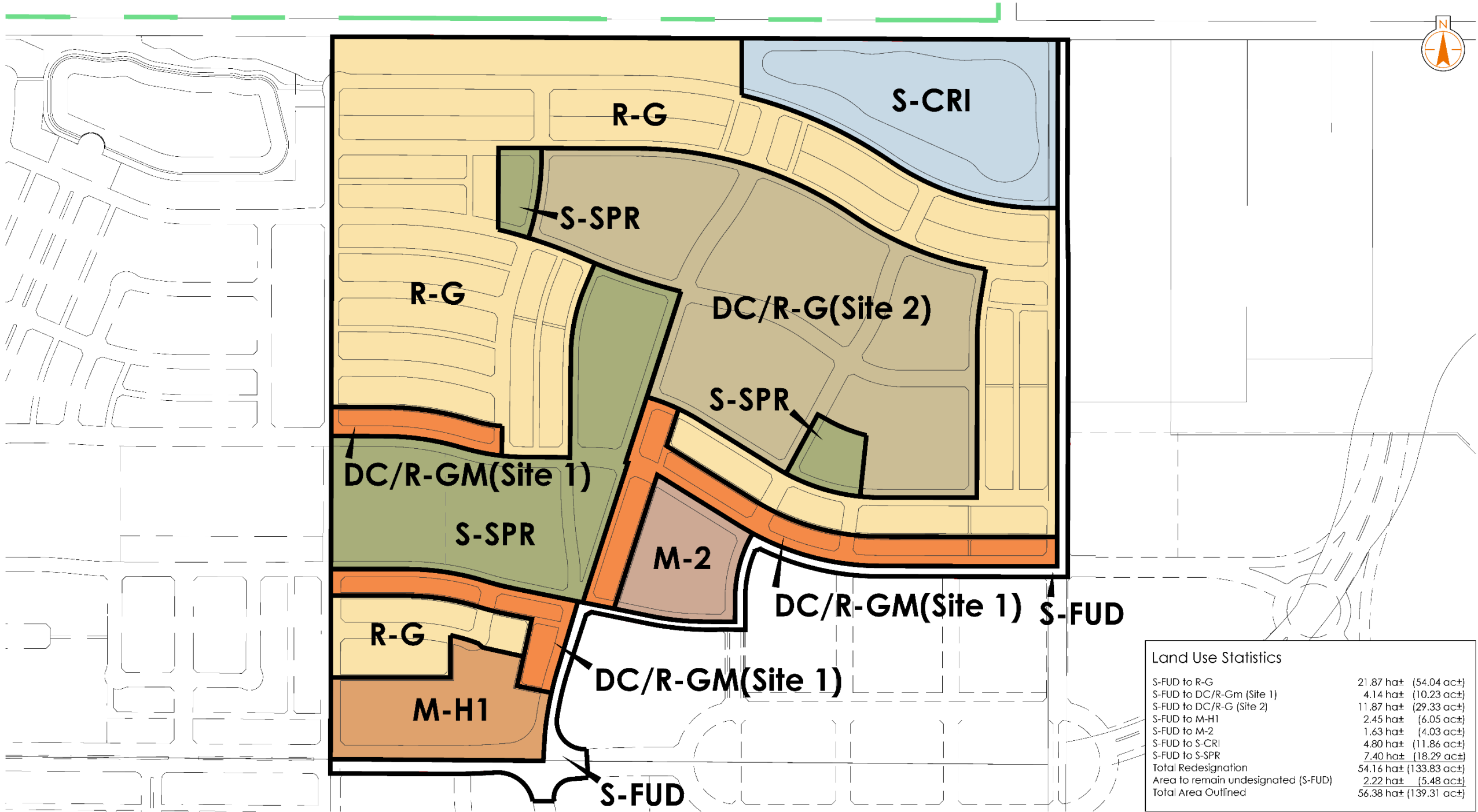


FIGURE 3.0 | PROVIDENCE  
**Proposed Land Use Redesignation**

PREPARED FOR: DREAM DEVELOPMENTS  
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# Proposed Outline Plan

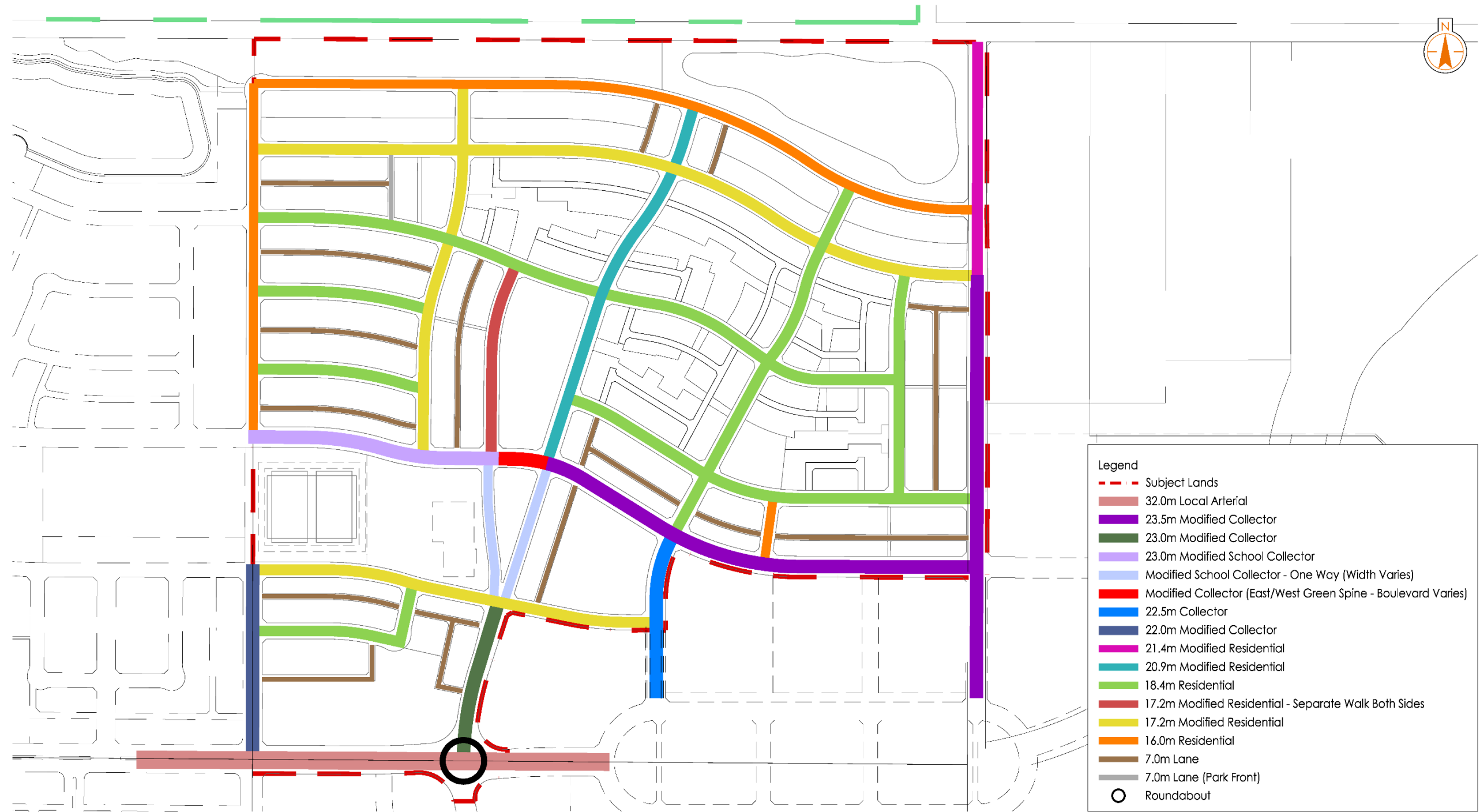


FIGURE 4.0 | PROVIDENCE

## Street Standard Key Map

PREPARED FOR: DREAM DEVELOPMENTS

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**dream** **Stantec**  
Design with community in mind

116500475

November 13, 2018

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## Proposed Outline Plan

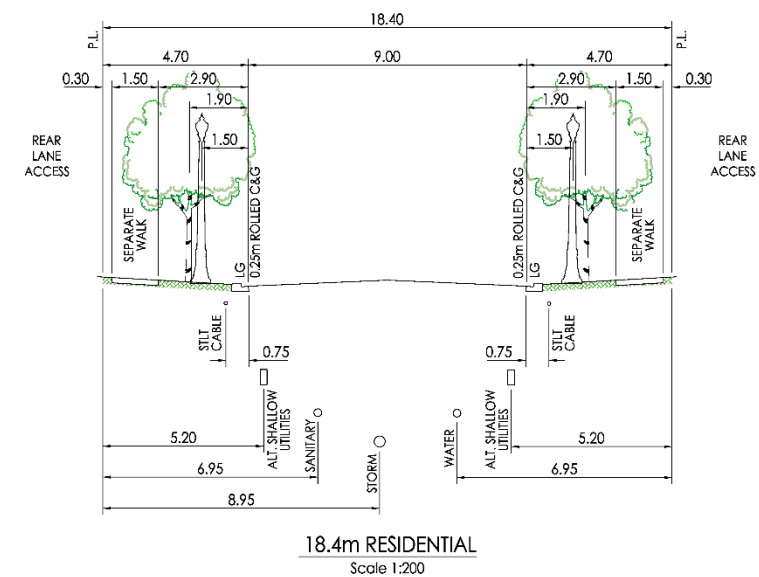
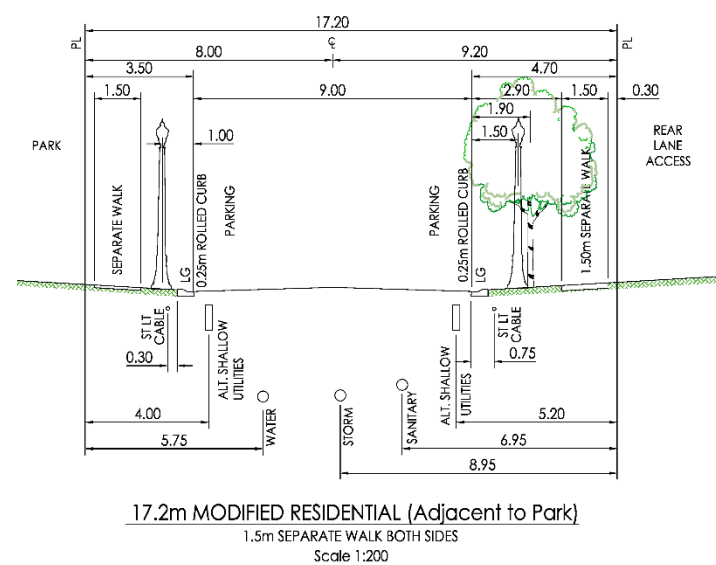
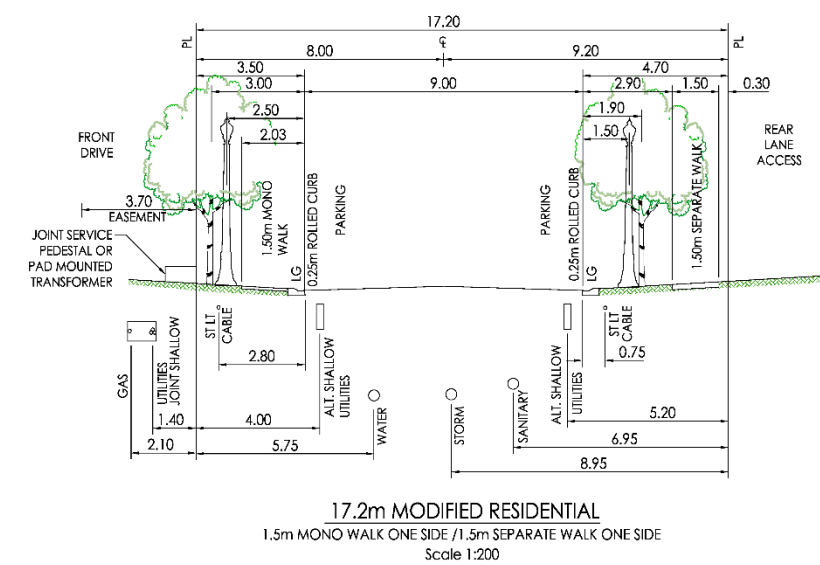
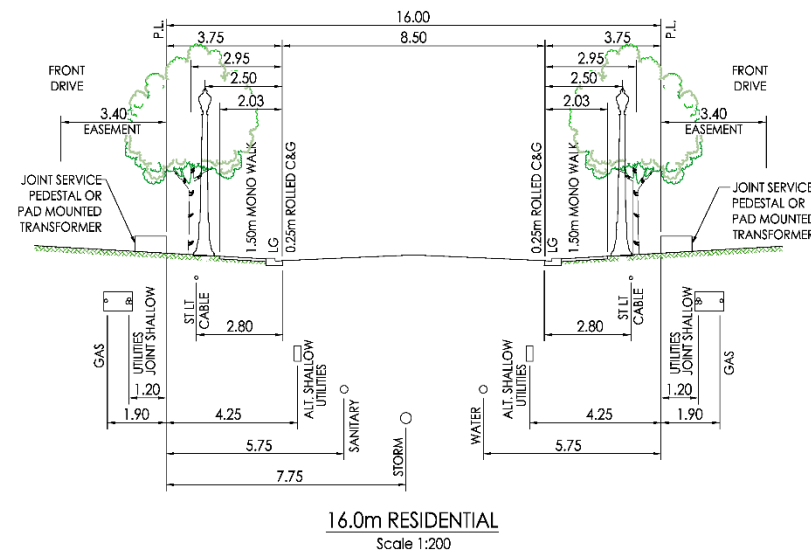


FIGURE 5.0 | PROVIDENCE

## Street Cross Sections

PREPARED FOR: DREAM DEVELOPMENTS

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Proposed Outline Plan

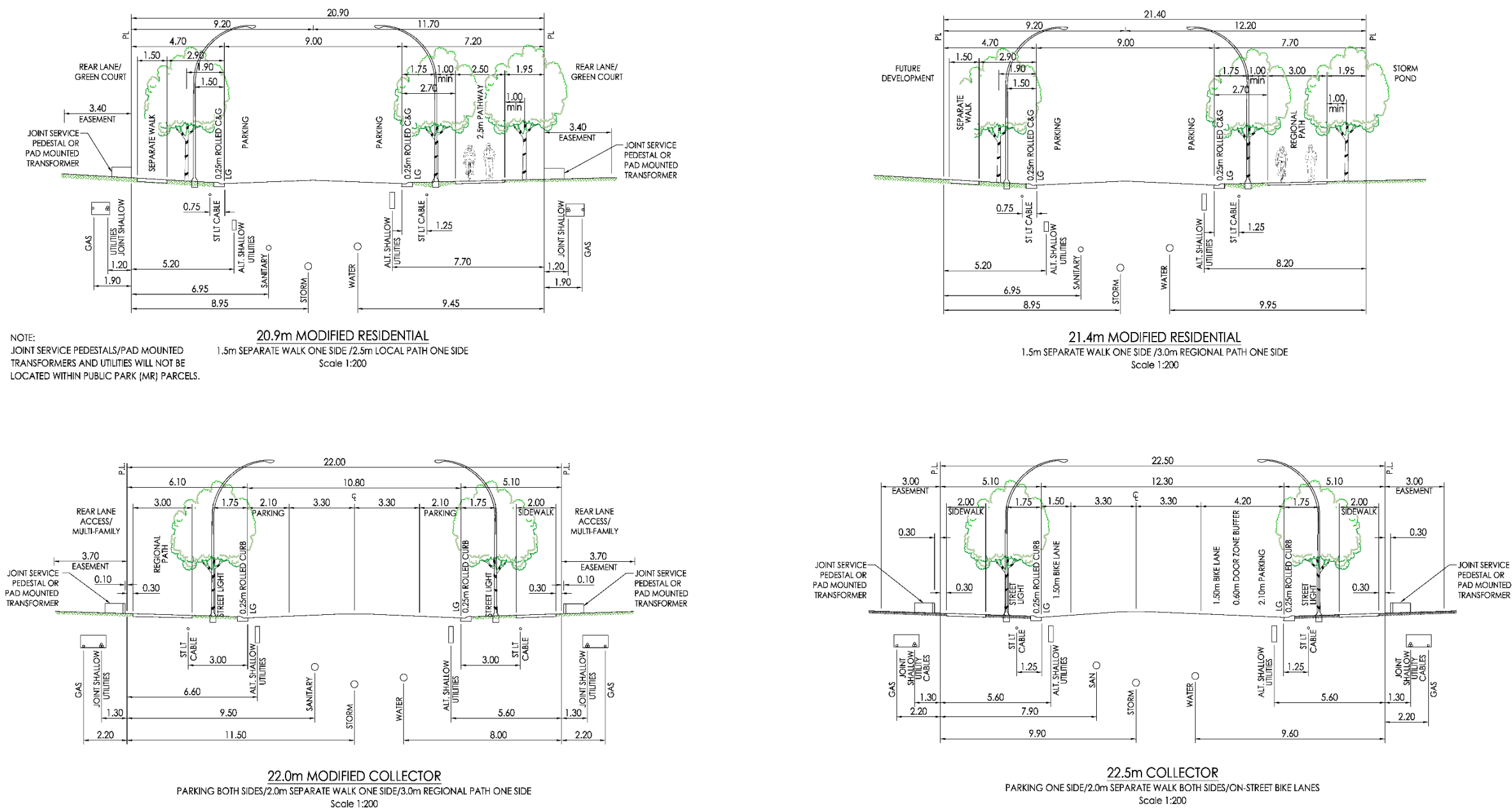


FIGURE 6.0 | PROVIDENCE  
**Street Cross Sections**

PREPARED FOR: DREAM DEVELOPMENTS

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Proposed Outline Plan

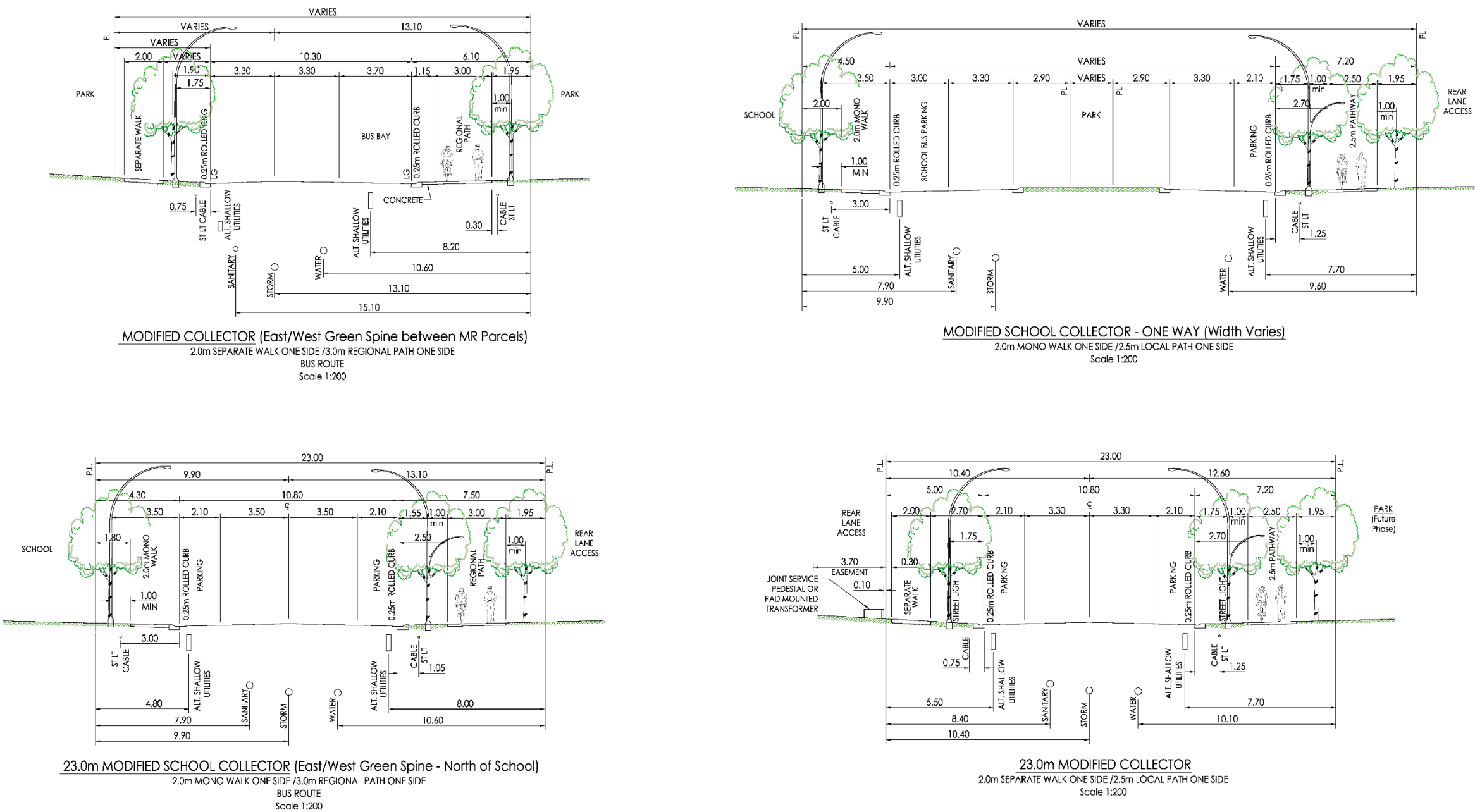


FIGURE 7.0 | PROVIDENCE  
**Street Cross Sections**

PREPARED FOR: DREAM DEVELOPMENTS

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Proposed Outline Plan

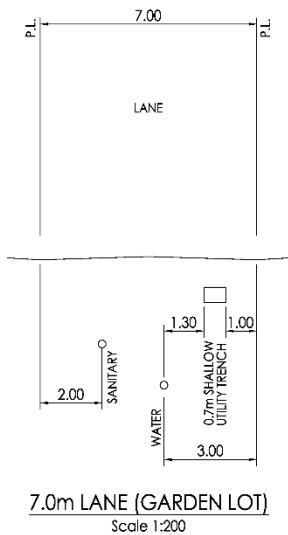
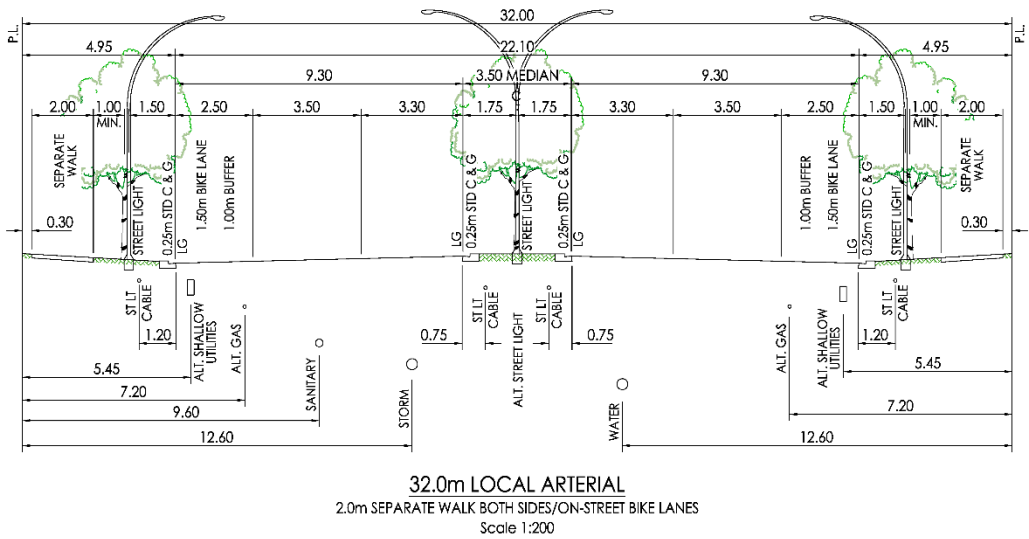
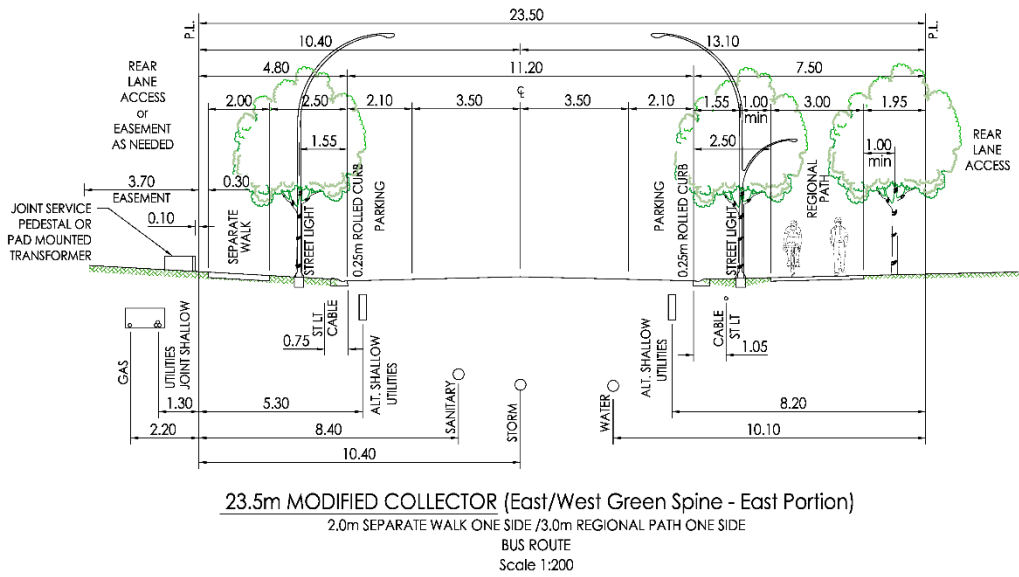


FIGURE 8.0 | PROVIDENCE  
**Street Cross Sections**

PREPARED FOR: DREAM DEVELOPMENTS

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Proposed Outline Plan

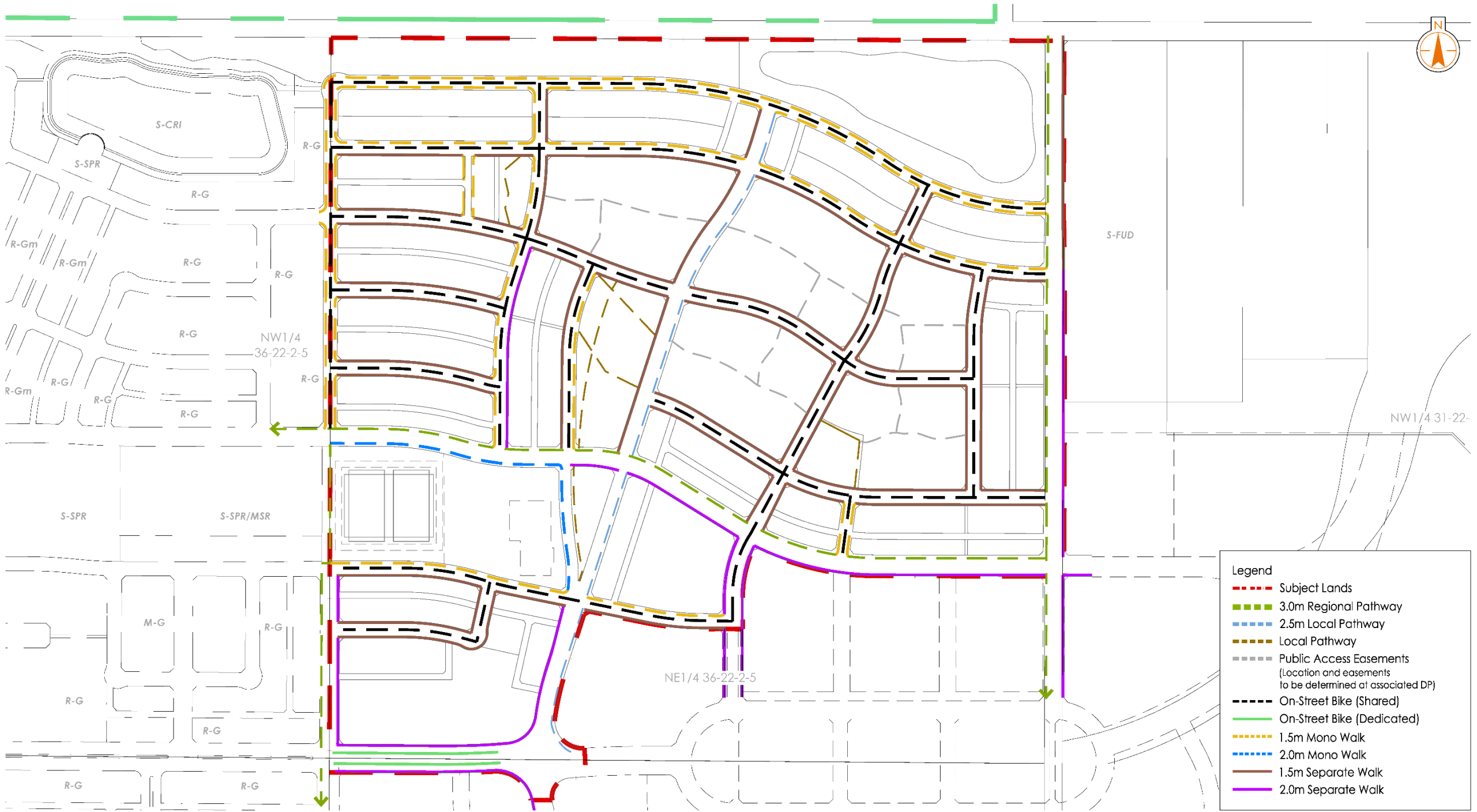


FIGURE 9.0 | PROVIDENCE

Active Modes Infrastructure

PREPARED FOR: DREAM DEVELOPMENTS

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25 0 25 50 75 100 (m)  
1:4000

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116500475  
November 13, 2018  
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# PROPOSED

CPC2018-1359  
ATTACHMENT 4

## BYLAW NUMBER 31D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2017-0308/CPC2018-1359)**  
\*\*\*\*\*

**WHEREAS** it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and substituting therefor that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

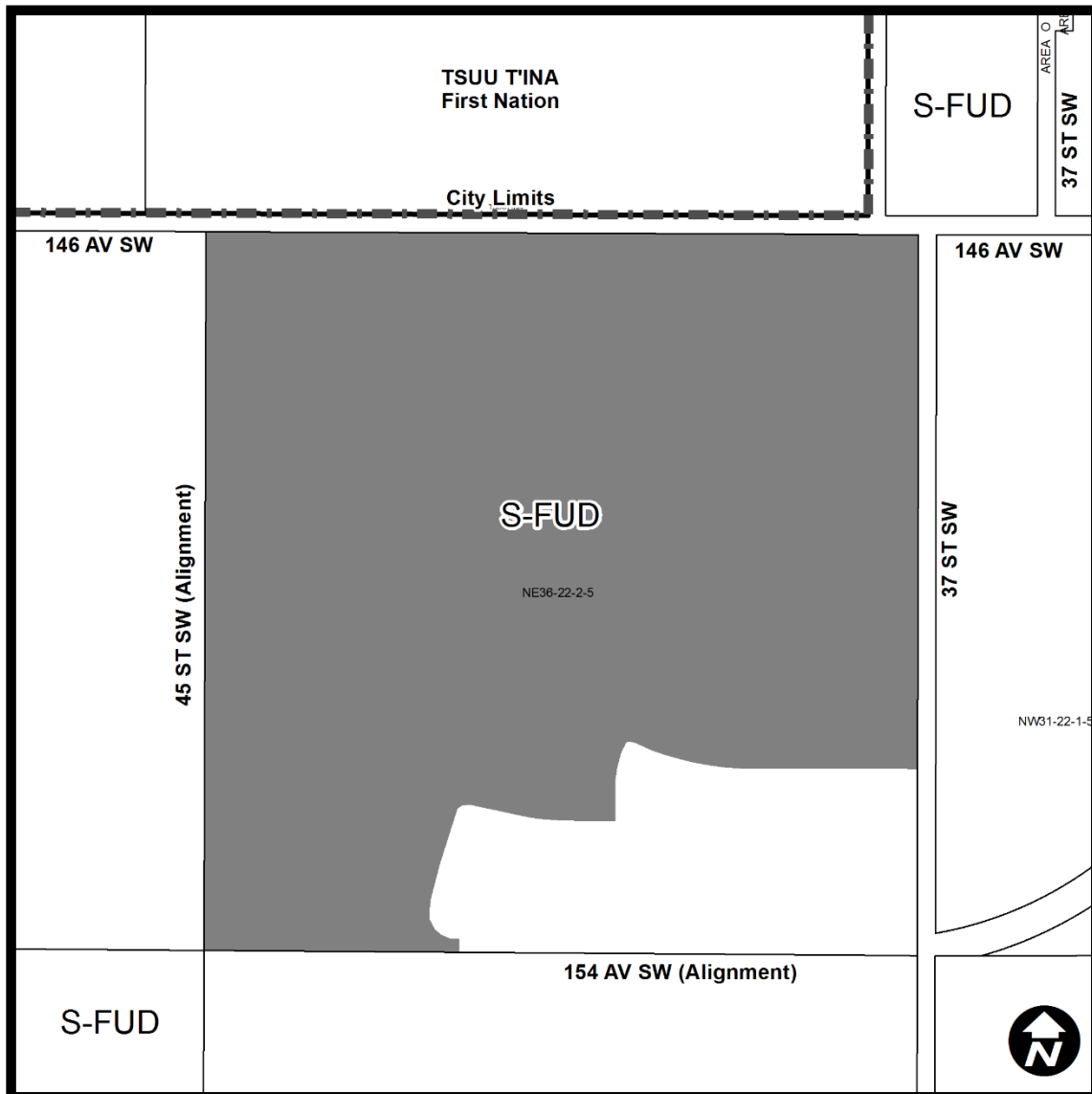
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CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2017-0308/CPC2018-1359  
BYLAW NUMBER 31D2019

## SCHEDULE A

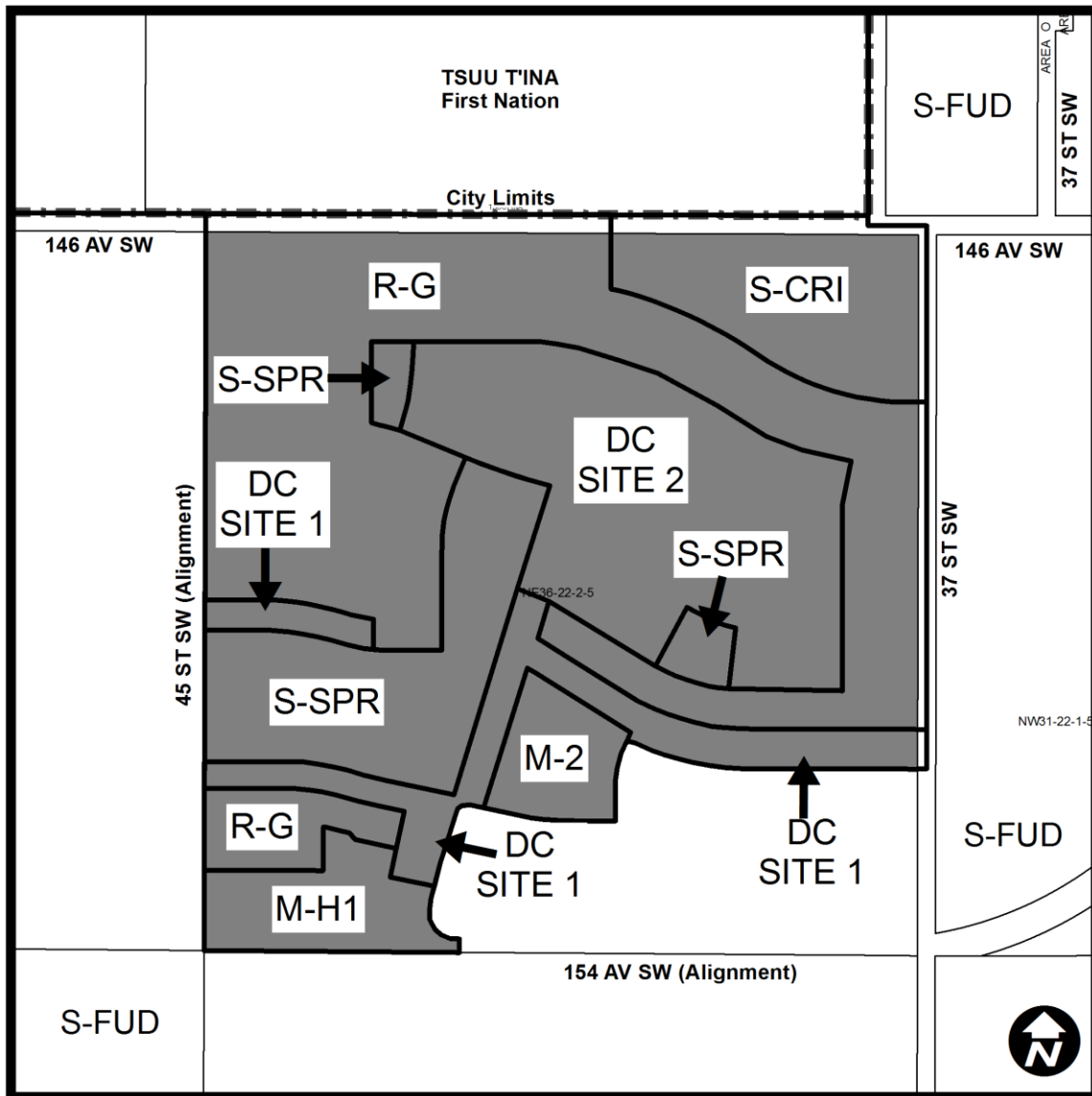




# PROPOSED

AMENDMENT LOC2017-0308/CPC2018-1359  
BYLAW NUMBER 31D2019

## SCHEDULE B



### DIRECT CONTROL DISTRICT

#### Purpose

1 This Direct Control District is intended to:

- (a) accommodate street-oriented residential **development** in the form of **Semi-detached Dwellings** and **Rowhouses** on small-scale lots with rear **lane** access and minimal **rear yard setbacks**; and

# PROPOSED

## AMENDMENT LOC2017-0308/CPC2018-1359 BYLAW NUMBER 31D2019

- (b) classify **Single Detached Dwellings** and **Semi-detached Dwellings** as **discretionary uses** within **green court blocks** to facilitate comprehensive **development permit** requirements.

### Compliance with Bylaw 1P2007

- 2 Unless otherwise specified, the rules and provisions of Parts 1, 2, 3 and 4 of Bylaw 1P2007 apply to this Direct Control District.

### Reference to Bylaw 1P2007

- 3 Within this Direct Control District, a reference to a section of Bylaw 1P2007 is deemed to be a reference to the section as amended from time to time.

### General Definitions

- 4 In this Direct Control District,

- (a) **green court block** means a block of privately owned land that is predominantly bound by public **streets** on all sides and includes, but is not limited to, the following within the block:
- (i) **Dwelling Units** that may be provided on individual **parcels**;
  - (ii) **private condominium roadways**;
  - (iii) publicly accessible private open space and local pathways; and
  - (iv) private utility servicing.

### Site 1 (4.14 hectares ±)

### Application

- 5 The provisions in sections 6 through 11 apply only to Site 1.

### Bylaw 1P2007 District Rules

- 6 Unless otherwise specified, the rules of the Residential – Low Density Mixed Housing (R-Gm) District of Bylaw 1P2007 apply to this Direct Control District.

### Permitted Uses

- 7 The **permitted uses** of the Residential – Low Density Mixed Housing (R-Gm) District of Bylaw 1P2007 are the **permitted uses** of this Direct Control District.

### Discretionary Uses

- 8 The **discretionary uses** of the Residential – Low Density Mixed Housing (R-Gm) District of Bylaw 1P2007 are the **discretionary uses** in this Direct Control District.

### Parcel Area for a Rowhouse Building

- 9 The minimum area of a **parcel** for a **Rowhouse Building** is 90.0 square metres per **Dwelling Unit**.

### Building Setback from Rear Property Line

- 10 The minimum **building setback** from a **rear property line** for any portion of the **building** is 0.6 metres.

# PROPOSED

AMENDMENT LOC2017-0308/CPC2018-1359  
BYLAW NUMBER 31D2019

## Outdoor Private Amenity Space

- 11 (1) Each **Dwelling Unit** must have direct access to **private amenity space** that:
- (a) has a minimum total area of 15.0 square metres;
  - (b) has no dimension of less than 2.0 metres; and
  - (c) may be located at **grade**, or located above **grade** as part of the **main residential building**.
- (2) A **patio** may be located in the **front setback area** or in a **setback area** on the **street** side of a **corner parcel**.

## Site 2 (11.87 hectares ±)

### Application

- 12 The provisions in sections 13 through 16 apply only to Site 2.

### Bylaw 1P2007 District Rules

- 13 Unless otherwise specified, the rules of the Residential – Low Density Mixed Housing (R-G) District of Bylaw 1P2007 apply to this Direct Control District.

### Permitted Uses

- 14 The **permitted uses** of the Residential – Low Density Mixed Housing District (R-G) District of Bylaw 1P2007 are the **permitted uses** of this Direct Control District, with the exclusion of:
- (a) **Semi-detached Dwelling**; and
  - (b) **Single Detached Dwelling**.

### Discretionary Uses

- 15 The **discretionary uses** of the Residential – Low Density Mixed Housing District (R-G) District of Bylaw 1P2007 are the **discretionary uses** of this Direct Control District, with the addition of:
- (a) **Semi-detached Dwelling**; and
  - (b) **Single Detached Dwelling**.

### Development Permit Requirements

- 16 A comprehensive **development permit** is required for each **green court block** and must include all **Dwelling Units**, in addition to the requirements of Bylaw 1P2007.



## Summary of Applicant's Indigenous Engagement

### 1. BACKGROUND

On December 8, 2015, City Council approved the Providence Area Structure Plan (ASP), for the lands located south of Tsuut'ina Nation along 146 Avenue SW. In the approved ASP, two policies **5.1 Tsuut'ina Interface Area** and **9.3 Future Tsuut'ina Nation Engagement** were included to address privacy of Tsuut'ina citizens, access to 146 Avenue SW, protection of watercourses, trespassing on to Tsuut'ina lands and burial sites. Additionally, The City committed to work with land developers to develop an engagement process with Tsuut'ina Nation on future outline plan/land use amendment applications.

### 2. APPROACH

In July 2017, Dream/Qualico conducted early engagement with the Tsuut'ina Nation to discuss engagement preferences and explore how to establish a long-term relationship with the Tsuut'ina Nation and Tsuut'ina citizens.

Between July 2017 and September 2018, Dream/Qualico have participated in several conversations, meetings, events, and a site visit to understand issues, concerns, and associated opportunities related to the proposed developments.

In the attached **Table 1.0, ASP Identified Concerns and Policy Requirements** is a summary of how policy requirements were addressed through the design of the development of the engagement process and resolved through the dialogue with Tsuut'ina Nation. Attached in **Table 2.0, High-level Summary of Tsuut'ina Engagement Activities** is an overview of the engagement that has occurred to date.

### 3. NEXT STEPS

- Dream and Qualico are speaking with Tsuut'ina Nation in order for them to confirm if there are any objections to using any of the provided community names.
- Tsuut'ina Nation have committed to provide a Field Report from a site visit that was held on July 10, 2018. Once the report received, any of the discussed adjustments to design will be accommodated.
- Dream and Qualico have organized a Tsuut'ina Nation Community Neighbour Barbeque on the Dream site. Tsuut'ina residents along 146 Avenue SW and Chief and Council have been invited. The event will provide an opportunity to share an update on the project and discuss any issues, concerns, or opportunities. Additionally, this event will also support Dream's/Qualico's development of a long-term relationship with the Tsuut'ina Nation and Tsuut'ina residents.

### 4. CLOSURE

Dream/Qualico are committed to maintaining an ongoing dialogue with Tsuut'ina Nation and fostering a long-term relationship.

**Further Documentation:** Following is a list of the engagement with Tsuut'ina Nation by Dream and Qualico along with an overview of the topics discussed. Meeting notes can be found in the informational binder that was provided to The City on May 8, 2018.

## Summary of Applicant's Indigenous Engagement

**Table 1.0, ASP Identified Concerns and Policy Requirements**

5.1 Tsuut'ina Interface Areas	Dream/Qualico Response
<p><b>ASP Identified Concerns:</b></p> <p>During the engagement associated with the ASP in 2015, Tsuut'ina Nation identified the following concerns:</p> <ul style="list-style-type: none"> <li>a) Maintaining a sense of privacy and separation from the city</li> <li>b) Minimizing impact on Nation Citizens living adjacent to the plan area</li> <li>c) Protecting places of significance</li> <li>d) Protecting watercourses leading to and flowing through the Nation</li> <li>e) Maintaining road access along 146 Ave SW for Nation residents</li> <li>f) Clearly delineating the Nation's boundary during any construction and after development is completed</li> <li>g) Discouraging trespassing onto Nation land</li> </ul>	<p>In response to ASP identified concerns similar concerns were mentioned in the engagement regarding the proposed development. The following is a summary of how the concerns have been addressed:</p> <ul style="list-style-type: none"> <li>• Proposed development has been set back development from 146 Ave SW and neighbour Tsuut'ina citizens</li> <li>• No vehicle access to 146 Ave SW has been provided from proposed development, except for emergency vehicle access</li> <li>• Density of development along 146 Ave SW has also been reduced, to respect privacy and separation.</li> <li>• During a site visit with Tsuut'ina Nations field staff, one area between the Dream and Qualico developments was identified as important. Both developers have committed to work with Tsuut'ina to identify an appropriate way to address this area.</li> <li>• In discussions with Tsuut'ina citizens along 146 Ave SW, it was decided by that they preferred a combination of a fence and vegetation along the developer's property line to provide privacy and security from those trespassing on to Tsuut'ina Nation from the proposed development.</li> <li>• There is only one watercourse traveling between Qualico's land and Tsuut'ina Nation; during discussions with the Nation, Qualico committed to ensure that any existing flow of water to the Nation would be maintained as long as desired.</li> <li>• Dream/Qualico committed to Tsuut'ina Nation that during construction that Tsuut'ina Nation boundary between clearly delineated.</li> <li>• In response to trespassing, Dream/Qualico committed to address the concern of trespassing in new homeowner packages, making residents aware of the location of the Tsuut'ina Nation boundary and making them aware of that trespassing will not be tolerated by the Nation.</li> </ul>

## Summary of Applicant's Indigenous Engagement

<p><b>ASP Policies:</b></p> <ol style="list-style-type: none"> <li>1. The Tsuut'ina Nation Interface Area is shown conceptually on Map 4: Interface Areas and should apply to those lands within approximately 200 metres of The City of Calgary boundary.</li> <li>2. Development within the Tsuut'ina Nation Interface Area will be residential and will be developed to a maximum density of 12 units per hectare (5 units per acre). Land within this Interface Area will be subtracted from the density and intensity calculations for Community A and Neighbourhoods 1 and 2.</li> <li>3. Opportunities for wider lots and housing design that minimize overlook on Tsuut'ina Nation land should be explored at the Outline Plan/Land Use Amendment stage.</li> <li>4. The Tsuut'ina Nation boundary should be clearly delineated during construction and upon completion of development to discourage trespassing.</li> <li>5. The City will continue to provide access to 146 Avenue SW for Tsuut'ina Nation.</li> </ol>	<p>The 200m interface area has been address in the proposed development by:</p> <ul style="list-style-type: none"> <li>• Residential density along 146 Ave SW being reduced to a maximum of 12 units per hectare (5 units per acre).</li> <li>• To reduce overlook onto Tsuut'ina Nation wider lots and housing setback from 146 Ave SW has been proposed. Cross-sections of the interface area have been shown to Tsuut'ina Nation illustrating the distance between existing homes on Tsuut'ina Nation and the possible future homes. The proposed stormwater management ponds identified on both Dream an Qualico developments, helps to provide separation from the Tsuut'ina citizens along 146 Ave SW.</li> <li>• Dream/Qualico committed to Tsuut'ina Nation that during construction that Tsuut'ina Nation boundary between clearly delineated.</li> </ul>
<p><b>9.3 Future Tsuut'ina Nation Engagement</b></p>	<p><b>Dream/Qualico Response</b></p>
<p><b>ASP Policies:</b></p> <ol style="list-style-type: none"> <li>1. At the Outline Plan/Land Use Amendment stage, The City should work with applicants and the Tsuut'ina Nation to develop an engagement process during which adjacent Tsuut'ina Nation residents are informed</li> </ol>	<p>Since July 2017, Dream/Qualico have held early engagement with Tsuut'ina Nation, and work collaboratively with the Nation to identify meaningful engagement activities. During the engagement held between July 2017 and September 2018, Dream/Qualico:</p> <ul style="list-style-type: none"> <li>• Attended several meetings with Tsuut'ina Nation Consultation Department staff;</li> <li>• Facilitated a half-day workshop with the Tsuut'ina Elders Committee Meeting;</li> </ul>

## Summary of Applicant's Indigenous Engagement

<p>about the application and an opportunity for The City to solicit the Nation's adjacent residents' input is provided.</p> <p>2. Developers are strongly encouraged to work with the Tsuut'ina Nation to develop a process to respectfully manage any archaeological resources or burial sites that are found during the development process. The City may act as an intermediary in this process to facilitate an acceptable and timely outcome for both the applicant and the Nation, but has no jurisdictional authority or responsibility to manage any burial sites.</p>	<ul style="list-style-type: none"> <li>• Held a community dinner and workshop for Tsuut'ina citizens along 146 Ave SW;</li> <li>• Facilitated a half-day information session with the City of Calgary and Tsuut'ina Nation staff and Elders;</li> <li>• Facilitated a two-day information session with Tsuut'ina Nation staff, community members and Elders;</li> <li>• Commissioned a Tsuut'ina Nation Consultation Department Site Visit and Field Assessment; and,</li> <li>• Participated in the Grand Entry of the Tsuut'ina Nation Pow Wow and attended the Tsuut'ina Nation Rodeo.</li> </ul> <p>Although the formal engagement for this phase of the project is now complete, Dream/Qualico are committed to maintaining an on-going dialogue and building a long-term relationship with Tsuut'ina Nation and Tsuut'ina citizens.</p>
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**Table 2.0, High-level Summary of Tsuut'ina Engagement Activities**

Engagement Summary
<p><b>July 17, 2017 Meeting – Dream, Qualico, and Tsuut'ina</b></p> <ul style="list-style-type: none"> <li>• The purpose of the meeting was intended to commence early engagement with Tsuut'ina Nation and to help establish a long-term relationship</li> <li>• Dream and Qualico shared an overview and background package of the proposed development</li> <li>• The Nation provided the following: <ul style="list-style-type: none"> <li>○ No access from the future development to 146 Avenue SW should be provided</li> <li>○ There is an opportunity to have a Tsuut'ina names use for the community name</li> <li>○ Residents are concerned about the interface between the development and their homes along 146 Avenue SW</li> <li>○ Concern was expressed about potential burial sites on the future site and how sites would be handled</li> <li>○ The Nation is interested in learning more about procurement opportunities</li> <li>○ Early engagement was appreciated as it provides time to properly discuss the future development</li> </ul> </li> </ul>



## Summary of Applicant's Indigenous Engagement

### **August 24, 2017 Meeting - Dream, Qualico, and Tsuut'ina**

- Dream and Qualico committed to not access their developments via 146 Ave SW, with the exception of emergency access
- The Nation requested that mature trees along the boundary remain and that Dream/Qualico plant equivalent trees if any had to be removed
- Dream and Qualico will install signage and include information in the New Homeowner's packages to discourage trespassing on Tsuut'ina Nation
- The Nation's consultation team will meet with 146 Ave SW residents to discuss the project and report back findings to Dream and Qualico
- The Nation was concerned about wildlife corridors. Dream shared that there was a report that was completed recently that addressed wildlife corridors and that a copy of the report would be shared with Tsuut'ina.

### **September 5, 2017 Meeting - Dream, Qualico, and Tsuut'ina**

- Dream, Qualico, and Tsuut'ina Nation discussed setting up a booth in the administration building in concert with a Tsuut'ina planned community event
- Further to the request from the last meeting, a copy of the wildlife / biophysical impact report was provided to Tsuut'ina for review
- Chief Crowchild has requested a memo to learn more about the project and the engagement process to date

### **November 8, 2017 Meeting - Dream, Qualico, and Tsuut'ina**

- Dream and Qualico presented possible fencing options for 146 Ave SW and requested feedback from the Nation
- The Nation shared some questions they heard during engagement with 146 Ave SW residents, which included: concerns regarding trespassing, access to 146 Ave SW, fencing along 146 Ave SW, the name of the future community, procurement and employment opportunities, and general questions about the development and developers

### **November 29, 2017 - Dream, Qualico, and Tsuut'ina (including residents and Elder)**

- Dream and Qualico provided an overview of the project then opened up the floor for questions and discussion
- Some of the topics discussed included:
  - Trespassing, 146 Avenue, utility services, fencing options, development size and details
- Residents reviewed fencing options and decided on the one that appeared the most like natural vegetation to be their preferred choice

### **May 8, 2018 - Dream, Qualico, City of Calgary, and Tsuut'ina (including an Elder)**

- Dream and Qualico provided an overview of project, followed by question and answer discussion
- Some of the topics reviewed included:
  - A burial site on Tsuut'ina Nation near the project adjacent to the future development
  - Possibility of additional trespassing and criminal activity associated with the future development

## Summary of Applicant's Indigenous Engagement

<ul style="list-style-type: none"> <li>○ Future development access 146 Ave SW, Tsuut'ina doesn't want 146 Ave SW to become congested with traffic from the development</li> <li>○ Planned water and sewer services and whether Tsuut'ina Nation would be able to connect into these services in the future</li> <li>○ Employment and procurement opportunities are important to Tsuut'ina citizens</li> <li>• An Tsuut'ina elder shared that they felt comfortable and more confident in the project after this meeting</li> <li>• Tsuut'ina Nation expressed an interest in building long-term relationships and invited Dream, Qualico, and The City to take part in their Pow Wow and Rodeo</li> <li>• Tsuut'ina recommended that prior to development taking place a ceremony be held for both Dream and Qualico projects</li> </ul>
<p><b>July 4, 2018 – Tsuut'ina and AACI (on behalf of Dream and Qualico)</b></p> <ul style="list-style-type: none"> <li>• Tsuut'ina identified that July 16-17 would be the best dates for meeting with Nation Elders, Tsuut'ina Planning Committee, and Chief and Council members</li> <li>• Meeting logistics, agenda topics, and items were identified for the July 16-17 meeting</li> <li>• Early details regarding the Tsuut'ina Pow Wow and Rodeo were shared</li> </ul>
<p><b>July 10, 2018 – Dream, Qualico, and Tsuut'ina (Field Crew including an Elder)</b></p> <ul style="list-style-type: none"> <li>• Tsuut'ina Nation conducted a field visit of both the Dream and Qualico lands</li> <li>• One potential site was discovered <ul style="list-style-type: none"> <li>○ The site was documented and photographed, Tsuut'ina committed to follow up on how sensitive the site was and commented that they could potentially propose some possible mitigations</li> </ul> </li> <li>• Tsuut'ina will prepare a Field Assessment Report and will share it with Dream and Qualico</li> </ul>
<p><b>July 15, 2018 - Dream, Qualico, City of Calgary, and Tsuut'ina (including Elders)</b></p> <ul style="list-style-type: none"> <li>• Possible community names were presented and discussed</li> <li>• Dream and Qualico provided a list of potential names and Tsuut'ina review and comment on the potential community names</li> <li>• Concerns regarding the project were discussed and previous responses were provided by Dream and Qualico <ul style="list-style-type: none"> <li>○ Concerns included: issues of trespassing and crime in the area, whether transit service would be offered in the area, if water and sewage services could be extended to the Nation, whether a monitoring plan could be prepared, access from the development to 146 Ave SW, and procurement</li> </ul> </li> <li>• Details were provided regarding the upcoming Pow Wow and Rodeo, Dream and Qualico were invited to attend and take part in the Grand Entry</li> </ul>
<p><b>July 16, 2018 - Dream, Qualico, City of Calgary, and Tsuut'ina (including Elders)</b></p> <ul style="list-style-type: none"> <li>• Dream and Qualico provided an overview of the project and what is planned and how the plans will mitigate the concerns that have been raised already</li> <li>• Discussion of potential community names continued</li> <li>• An overview of the site visit that took place in July was shared</li> </ul>

### **Summary of Applicant's Indigenous Engagement**

- Elders requested to be able to collect medicines that are growing in the area before construction begins
- Tsuut'ina requested to monitor the excavation and watch for any artifacts or significant findings
- Procurement was reviewed
- Potential ways to build a long-term relationship with the community were explored and how that relationships could continue after construction was completed

#### **Tsuut'ina Nation Pow Wow and Rodeo, July 28-29, 2018 – Dream and Qualico**

- Dream and Qualico participated in the Pow Wow Grand Entry on July 28, 2018, and attended the Pow Wow and Rodeo.



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**WRITTEN SUBMISSIONS OF BRODYLO FARMS LTD.**

**RE: PROPOSED AMENDMENTS TO  
PROVIDENCE AREA STRUCTURE PLAN  
(BYLAW 8P2019)**

**CITY COUNCIL HEARING ON MONDAY, JANUARY 14, 2019**

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**SUBMITTED ON:**

January 7, 2019

**SUBMITTED BY:**

**WADDELL PHILLIPS PC**

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## **PART I - OVERVIEW**

1. The Brodylo Family asks City Council to adjourn, or alternatively refuse, the City Planning Department's motion to amend the Providence ASP.
2. Dream and City planners demand that City Council remove a key protection for neighbouring landowners woven into the Providence ASP, requiring the completion of a Master Drainage Plan ("MDP") before an outline plan may be approved. No proper explanation is provided for this remarkable demand – including why it is so urgent that the development proceed without a MDP in place.
3. The City and Dream assert, contrary to the available evidence, that the drainage courses within the proposed Outline Plan are "isolated" from the surrounding properties. An expert retained by the Brodylo Family, however, provides strong findings otherwise. According to this expert, there is a significant drainage course running west to east from the Brodylo Farm through to Dream's proposed development. This challenges the City's Planning Commission Report and EXP's Staged Master Drainage Plan ("SMDP") findings that water flows "uphill" from the Brodylo Farm and drains directly north. There are therefore potentially serious problems with the SMDP which must be considered in greater detail.
4. The Brodylo Family was denied basic procedural fairness leading up to this hearing. They have repeatedly requested, and have consistently been denied access to, the draft MDP upon which the SMDP relies. They are asked to make submissions on a matter of intense personal interest with only snippets of information being made available to them. In addition, the Brodylo Family was not provided with the SMDP for review until December 20, 2018 – just before the Christmas holidays. Since that time, they were expected to consult with an expert, review the technical information available in the SMDP, and provide submissions to City Council.
5. Both substantively and procedurally, City Council must not approve this motion. Dream, just like all other developers, should be required to conform to an approved MDP prior to proceeding to outline stage. There are no compelling reasons to break with the City's standard operating procedure in this case; on the other hand, there are significant risks for the Brodylo Family Farm if City Council allows Dream to proceed with its development. Dream should consequently come back to Council with its outline plan once it has an approved MDP in hand.

## **PART II - BACKGROUND**

### **THE INTERESTED PARTY, BRODYLO FARMS LTD.**

6. Brodylo Farms Ltd., is a family farm owned by Margaret Brodylo and her children, Leslie Chisholm, Reid Brodylo, John Brodylo, and Ellen Brodylo (together the “Brodylo Family”).

7. Brodylo Farms owns a large farm property located at the edge of the southwest limits of the City of Calgary (the “Farm”) which is approximately 129.5 hectares (320 acres) in size. The Farm contains two wetland complexes (one large one to the south and a smaller one to the north) that the Brodylo Family have diligently stewarded since the family purchased the Farm in 1958.

### **BRODYLO FAMILY’S INITIAL CONCERNS ABOUT PROVIDENCE**

8. Providence was commenced in October 2014 as one of the City’s first developer-funded ASPs. Its boundaries cover an area of approximately 816 hectares (2,016 acres) of land.

9. Initially, Providence’s commencement was not disclosed to neighbouring landowners unless they were a part of the private developing conglomerate behind the project. In February 2015, however, the Brodylo Family became aware, through a media report, that private developers to their east and south intended to complete a substantial development and were completing a privately funded ASP. Immediately, the Brodylo Family raised concerns to City planners and, at this time, learned of Providence’s existence.

10. The Brodylo Family requested information about what was proposed within Providence and how the Providence development would impact their Farm. They were concerned that the private developers might engage in “de facto” or “shadow” planning of stormwater drainage into their Farm in an effort to maximize developable land within Providence. They were concerned that Providence planners did not account for drainage patterns in the surrounding area and that the Farm and its wetland were in jeopardy. They requested that the City’s Planning Department ensure the completion of all necessary studies prior to Providence’s approval and that these studies be provided to the Brodylo Family for review.



## **INITIAL LACK OF INFORMATION ABOUT STORMWATER PLANNING**

11. The private developers and City planning were not open or forthcoming with information about Providence. At least 14 planning meetings were held about Providence between 2014 and 2015 from which the Brodylo Family was excluded.
12. From the beginning, the Brodylo Family was met with hostility from members of the City's Planning Department who were assisting the private developers in getting Providence ready for City Council approval.
13. The Brodylo Family attended an "open house" for Providence seeking information directly from City Planners and private developers about Providence on September 8, 2015. City staff members and experts retained by the private developers were unable to answer some very basic questions about the storm drainage management plans within Providence. City staff members, and agents of the private developers, further displayed open hostility and anger towards the Brodylo Family.

## **APPROVAL OF PROVIDENCE BY CITY COUNCIL**

14. On October 22, 2015, the Providence ASP was provided to the City's Planning Commission for its review in advance of a December 7, 2015 public hearing before City Council.
15. City Council completed the public hearing for Providence on December 7, 2015. At the conclusion of the hearing, City Council adopted ByLaw 48P2015 approving Providence.

## **SECTION 8.3.1 OF PROVIDENCE**

16. Section 8.3.1 of the Providence ASP contained a very important qualification to help protect the public interest and postponing discussion by Council of some of the Brodylo Family's most pressing concerns about stormwater planning. This provision required that:

**8.3.1** The Master Drainage Plan for the plan must be approved by The City of Calgary's Water Resources Department prior to Outline Plan / Land Use Amendment approval.

17. This provision provides some protection to the Brodylo Family and other affected landowners / interest holders in Providence and surrounding areas. It ensures that, before

development proceeds, stormwater planning is properly accounted for and placed before City Council for its consideration.

18. City Council should have a high degree of confidence that it knows who is affected by stormwater runoff and what plans are in place for this prior to approving any development.

19. Once provided with a proper factual foundation through a MDP, City Council can balance the potentially competing interests of the various landowners and interest holders affected by proposed stormwater drainage planning. Stormwater drainage issues, by their very nature, involve competing landowner interests. The question is whose property will be left to carry the burden of, and potentially sustain damage from, the excess water.

20. The Brodylo Family understands that the provision of a MDP prior to proceeding to outline stage approval is a standard operating procedure for the City and that what Dream and the City Planning Department are proposing in this case (proceeding without a MDP in place) is a significant deviation from the norm.

#### **STEPS TO OBTAIN A MDP**

21. As of today's date, and more than three years after Providence was approved by City Council, a Master Drainage Plan is not in place. The Brodylo Family and the general public still have no explanation for why there is such a long delay in completing a MDP.

22. In May 2018, Stantec provided a draft MDP to Water Resources. The Brodylo Family does not know why this draft MDP was not approved.

23. The Brodylo Family has repeatedly requested that City planners, and the developers behind Providence, provide any draft MDP and all available supporting data for their review. They were repeatedly rebuffed, ostensibly on the ground that a MDP will only be publicly disclosed once approved by the City's Water Resources.

24. As of today's date, the Brodylo Family has not yet had an opportunity to review the May 2018 draft MDP. They continually are advised that things are "under review" by the City's Water Resources department and that there are "unresolved" issues with the MDP. The Brodylo Family has no idea what these unresolved issues are and whether they relate to drainage issues affecting their Farm.

25. Dream and the City's Planning Commission ask City Council to take them at their word that the Dream development at the northeast corner of Providence will not affect drainage for other neighbouring landowners. They rely upon their own, predominately undisclosed, studies that have not been tested by independent experts.

## **PART III – SUBSTANTIVE ISSUES**

### **THE PROPOSED AMENDMENTS**

26. Dream and the City's Planning Commission now ask City Council to approve amendments to Providence and ByLaw 48P2015 that will remove the protections afforded by Section 8.3.1. They maintain that a “carve out” is appropriate because Dream's development in NE36-22-2-W5 is, allegedly, “fairly isolated with respect to drainage and... there are no major drainage systems that have any measurable impact on lands to the north or west...”.<sup>1</sup> The Planning Commission believes, therefore, that the proposed changes are “low risk”.

### **GORDON JOHNSON'S REPORT**

27. The Brodylo Family has retained the services of Gordon Johnson, a professional engineer and president of Burgess Environmental Ltd. His report is provided for City Council's review, together with these submissions.

28. Mr. Johnson's report raises several serious objections to the methodology and evidence relied upon by EXP Consulting in the SMDP it prepared for Dream, including:

- a) EXP's SMDP relies heavily upon a MDP that has not been approved by Water Resources and which may change prior to approval;
- b) EXP's SMDP relies upon key inaccurate factual information including, in particular, that 53<sup>rd</sup> St SW blocks flow from the north half of the Brodylo Farm and that the drainage course from the Brodylo Farm does not connect to Dream's proposed development; and

<sup>1</sup> City of Calgary Planning & Development Report dated November 29, 2018 at 7.

- c) Dream's development may risk encumbering drainage from the Brodylo Family's property, thereby increasing the water retained on Brodylo Family land.

## **REFERENCES TO MDP**

29. The most obvious problem with EXP's SMDP is that the information it relies upon is taken from a MDP that is not publicly available for review and which is not approved by Water Resources. Significantly, the SMDP assumes a future Brodylo stormwater management facility, in accordance with the (unapproved) Providence MDP.<sup>2</sup>

30. The SMDP therefore "puts the cart before the horse". Even though there is not yet City Council or Water Resources' approval for a stormwater management facility on Brodylo land (or on Qualico land for that matter), the SMDP bases its assumptions on the existence of these as "functional storages" for stormwater.<sup>3</sup> It is not clear what happens with EXP's SMDP if City Council or Water Resources refuses to approve stormwater facilities at either location.

## **DRAINAGE ACROSS 53<sup>rd</sup> STREET**

31. In 2015, the Brodylo Family identified a clogged culvert to the east of the Farm's southern wetland that was covered by roadwork widening 53<sup>rd</sup> Street SW. The clogged culvert led to significant impounding of the southern wetland – causing damage both to the Brodylo Family's farming operations and to the wetland environment. When the culvert was unclogged, a massive water release took place, easing the impoundment on the Brodylo southern wetland and thereby draining the artificially impounded water into the eastern properties – including Qualico and Dream lands.

32. The Brodylo Family asserts that there is also a culvert buried under 53<sup>rd</sup> Street SW that drains the northern wetland into lands to the east of 53<sup>rd</sup> Street. There is no indication in EXP's SMDP that a culvert was considered at this location.<sup>4</sup> If there is a buried culvert, as asserted by the Brodylo Family, it may lead to a potentially massive outflow of water into Qualico and Dream lands to the east once unburied and unclogged.

<sup>2</sup> EXP's Staged Master Drainage Plan ("SMDP") at 3 - para 3.1, at 14 – para 4.5, and at 23 – para 6.0.

<sup>3</sup> SMDP at 14 – para 4.5

<sup>4</sup> Report of Gordon Johnson dated January 7, 2019 ("GJ Report") at p 6.

33. At a minimum, some study of whether there is such a culvert and, if so, what effect it will have on the proposed SMDP, must take place. There is simply no information before City Council to account for this possibility.

34. Notably, Mr. Johnson suggests that before an MDP is completed, it may be necessary to re-establish and account for the drainage through the culvert.<sup>5</sup>

### **DRAINAGE COURSE INTO DREAM'S PROPOSED DEVELOPMENT**

35. Contrary to the assertions of Dream and the City's Planning Commission, Mr. Johnson forcefully maintains that the Dream development area is, for drainage purposes, not a fairly isolated area.<sup>6</sup> The northern wetland located on the Brodylo Farm drains directly east along Qualico's proposed development area and ultimately into Dream's proposed development. This is clearly illustrated in the map provided by Mr. Johnson at Figure 3.<sup>7</sup> Ultimately, the northern wetland on the Brodylo Farm drains east into Dream's development area and then north onto Dream's proposed development, as well as into Fish Creek.

36. EXP's SMDP remarkably asserts, contrary to the known laws of fluid dynamics, that water from the northern wetland on the Brodylo property "flows uphill" due north of the Brodylo Farm or northeast on the western edge of Qualico's property and into Fish Creek via the Tsuu T'ina reserve across 146<sup>th</sup> Avenue SW. A three dimensional topographical map with drainage collection basins, provided by Mr. Johnson, visually illustrates the issues with EXP's assertions.<sup>8</sup>

37. A drainage course from the northern wetland on the Brodylo Farm, on the contrary, runs directly east from the Brodylo Farm through Qualico's land and into Dream's development. The drainage course is bordered by higher elevations on both the north and the south side, funnelling the water into the drainage valley and proceeding in an easterly direction. This drainage course flows downhill eastbound until it reaches a ridge located within the proposed Dream development. The drainage course then appears to dissipate into Dream's land or to flow northward towards Fish Creek.

<sup>5</sup> GJ Report at 6.

<sup>6</sup> GJ Report at 4.

<sup>7</sup> GJ Report at 4, Figure 3.

<sup>8</sup> GJ Report at 6, Figure 5.

38. The City's Stormwater Management & Design Manual discourages the "segregation" of natural drainage courses. Nevertheless, the SMDP proposed by Dream and the City does precisely this. This is an unjustified break with ordinary rules of stormwater drainage design and planning.

### **RISK OF DAMAGE TO BRODYLO FARM LAND**

39. The obviously interconnected nature of the drainage course between Brodylo Farms through to the proposed Dream development raises the spectre of significant risk of harm. The Brodylo Family already has suffered extensive damage to their Farm because of the impoundment of the southern wetland. Mr. Johnson's Report suggests that similar damage may occur, if it has not already occurred, to the northern wetland as well.

40. Dream's development risks encumbering surface water flows. EXP's SMDP provides no details as to how pre and post-development flows of surface water through the proposed development will be accommodated.<sup>9</sup> Additional flooding of the Brodylo Farm may occur if there is further impoundment of water. Mr. Johnson's analysis suggests, in fact, that there is a possibility of significant enough flooding to, in effect, bisect the Brodylo Farm from north to south due to the proportion of the Farm that is below the elevation of the crown of 53<sup>rd</sup> Street.

41. A MDP which takes all of this into account is crucial. There is a real risk of harm to the Brodylo Farm (and the lands of others) and simply no compelling reason why the Dream development should be rammed forward without such a plan.

## **PART IV – PROCEDURAL FAIRNESS ISSUES**

### **DENIAL OF BASIC PROCEDURAL FAIRNESS**

42. The Brodylo Family maintains that this motion is being pushed through quickly and without proper disclosure of key information. In particular, they raise the following basic concerns about the fairness of the approach taken by the City in moving forward with this motion:

- (a) The Brodylo Family, and the general public, *have not been provided access to the MDP* (including the studies and technical data from this) which the SMDP relies heavily upon; and

<sup>9</sup> GJ Report at 7.

- (b) Despite the fact that the Brodylo Family was known to the City as an interested party, and despite the City taking steps towards this motion at a much earlier date, it was not until December 10, 2018 that the City advised the Brodylo Family of this motion, consequently, *the Brodylo Family has had extremely limited time to review and comment on a decision of substantial importance to them.*

## **LACK OF INFORMATION**

43. The Brodylo Family has consistently requested that the City's Planning Department and Water Resources provide it with a MDP, including any draft versions of this document that it receives. City representatives, to date have refused to do so.

44. Even with this motion pending, City representatives continue to refuse to disclose EXP's MDP, which the EXP SMDP relies upon, to the Brodylo Family and the general public for comment and review.

## **TIMING OF DISCLOSURE**

45. Equally disconcerting is the fact that the City did not provide the Brodylo Family with EXP's approved SMDP until December 20, 2018. Thus, the Brodylo Family has had precisely 18 days to retain an expert to review the SMDP and supporting documentation, flag potential concerns, and prepare submissions for City Council. The 18-day period, of course, does not take into account the customary Christmas holidays observed by most Albertans.

## **KEY PERSONAL INTERESTS INVOLVED**

46. The Brodylo Farm is a property that is greater than 320 acres in area. This land is, by far, the greatest economic asset of each of Margaret Brodylo and her four children, who are the sole shareholders of the property. It goes without saying that the Brodylo Family has a substantial vested interest in ensuring that the Farm is not further harmed by flooding incidents and artificial impoundment of water.

47. Given their significant personal interests in the Farm, the Brodylo Family rightly demands that they receive a full and fair hearing before City Council – particularly as their expert, Mr. Johnson, warns that there are significant implications for their Farm if City Council approves the proposed amendments to Providence and allows Dream to proceed without an approved MDP in

place. At a minimum, the City should provide the Brodylo Family with appropriate conditions to ensure that City Council is adequately informed of the risks and benefits of a proposed course of action with a potentially profound impact on them.

### **EFFECT OF LACK OF INFORMATION AND LACK OF TIME TO RESPOND**

48. The lack of disclosed information and the timing of the disclosure of information is highly prejudicial to the Brodylo Family and does not accord with their right to a procedurally fair hearing. In particular, the Brodylo Family lacks access to the basic information that City planners and private developers have in brining this motion. The Brodylo Family, further, does not know if information was selectively excluded from disclosure to City Council by EXP or City planners and, if so, the effect that this may have on the reasonableness of their conclusions.

49. The Brodylo Family therefore cannot make meaningful and fully informed submissions to City Council without the available information. Mr. Johnson has worked with information that was available in the SMDP and the information the Brodylo Family has compiled over the last several years; however, the City's Planning Department retains information that Mr. Johnson has not reviewed.

50. On a rush basis, the Brodylo Family retained Mr. Johnson to compile a report and to comment on the EXP SMDP, together with the City Planning Commission's report to City Council. If provided with additional time, it is very likely that significant additional concerns about the SMDP would have been discovered.

51. The Brodylo Family cannot help but wonder whether Dream's rush to get its SMDP approved by City Council is an effort to avoid public scrutiny of the large drainage problems associated with the Providence development.

### **PART V – REQUEST OF COUNCIL**

52. The motion to amend the Providence ASP and to approve Dream's Outline Plan simply must not be allowed. EXP's SMDP relies upon inaccurate information and assumptions and the process leading to this City Council hearing is fundamentally flawed.

53. Brodylo Farms and the Brodylo Family therefore requests that City Council:



- (a) Adjourn the motion until a Master Drainage Plan is approved by Water Resources and fully disclosed to the Brodylo Family; or
- (b) Refuse Dream's and the City's Planning Commission's motion to amend the Providence ASP.

All of which is respectfully submitted this 7<sup>th</sup> day of January, 2019



---

**JOHN KINGMAN PHILLIPS**

Waddell Phillips Professional  
Corporation

## **SUPPORTING DOCUMENTATION**

1. Report of Gordon Johnson of Burgess Environmental dated January 7, 2019
2. Summary of Information prepared by Gordon Johnson of Burgess Environmental dated January 7, 2019

## Burgess Environmental

24 Strathlorne Crescent SW  
Calgary, Alberta, T3H 1M8  
Telephone: (403) 875-5206  
[burgessenv@shaw.ca](mailto:burgessenv@shaw.ca)

January 7<sup>th</sup>, 2019

Project #: BROD-01

Brodylo Family Farm  
15015 53<sup>rd</sup> Street SW  
Calgary, Alberta

**Attn: Reid Brodylo  
President**

Dear Reid:

**Subject: Review of Staged Master Drainage Plan for Dream Asset Management Corporation**

### Summary

Dream Asset Management Corporation (Dream) has submitted an Outline Plan (Stantec, 2018) and supporting Staged Master Drainage Plan (SMDP, EXP, 2018) for development of 56.38 hectares of land primarily located within the NE ¼ of 36-22-2 W5M (yellow outline, Figure 1). The Dream property is located immediately east of a proposed Qualico development and a ¼ Section east of the Brodylo Family Farm, which is located within the East ½ of 35-22-2 W5M (red outline, Figure 1).

The City of Calgary (City) proposes to accept and approve the Outline Plan and SMDP without first having an approved Master Drainage Plan (MDP) for the area. In my opinion, the proposed OP and SMDP should not be approved without first approving a MDP for the following reasons.

- The approval of the SMDP contravenes the City's own process, whereby an approved MDP is required prior to issuing and approving a SMDP.
- The fundamental premise that the Dream lands are hydraulically isolated from the surrounding lands that would be subject to the MDP is flawed. A significant water course flows from the Brodylo lands, across 53<sup>rd</sup> St SW and Qualico lands, through the Dream lands, and should be accounted for by an approved MDP and the SMDP.
- EXP's primary conclusion that, 'the overall drainage concepts considered for the Providence SMDP adhere to the Providence Master Drainage Plan (Providence, 2018)' is not supported. If the SMDP relies on the MDP then the MDP should be finalized and approved prior to processing Dream's OP and SMDP for the Dream Development.
- The City's technical staff has been told that 53<sup>rd</sup> St SW entirely blocks flow from the north half of the Brodylo land, which is not correct and should not be relied upon. 53<sup>rd</sup> St SW impedes flow from the Brodylo property but does not entirely blocking it. The buried culvert at this location should be replaced to return natural drainage to this portion of the Brodylo lands.
- Approval of a SMDP in the absence of an approved MDP has the potential to encumber drainage from the Brodylo and Qualico properties, as well as their future development.

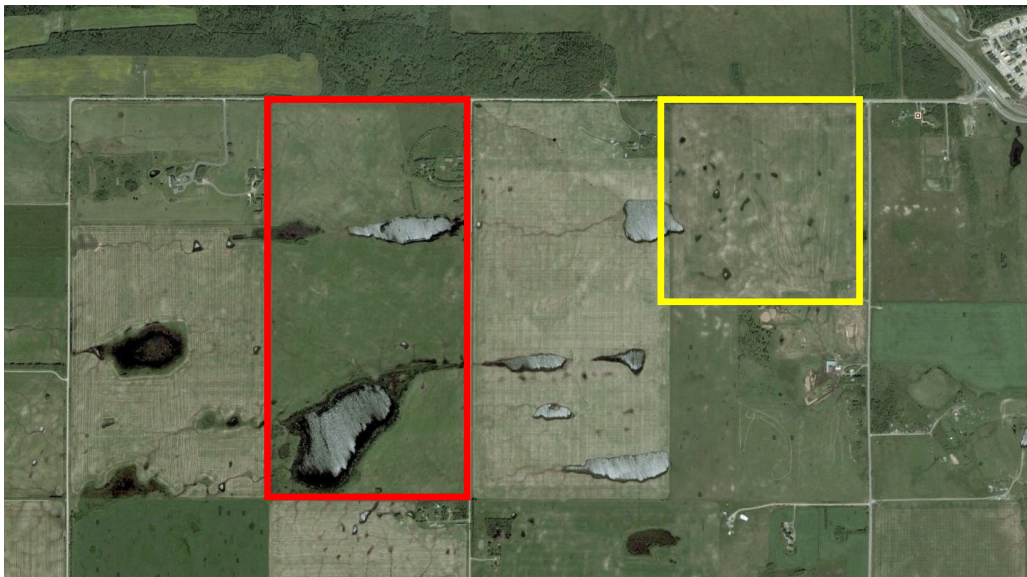
## Burgess Environmental

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### Introduction

Dream Asset Management Corporation (Dream) has submitted an Outline Plan and Staged Master Drainage Plan (SMDP) for development of a parcel of land in southwest Calgary, within the Providence Area Structure Plan (ASP). The application contemplates the development of 56.38 hectares of land primarily located within the NE  $\frac{1}{4}$  of Section 36 Township 22 Range 2 W5M (yellow outline in Figure 1), between 37<sup>th</sup> Street SW and the 45<sup>th</sup> Street SW road allowance, and south of 146<sup>th</sup> Avenue SW. The Dream property is located immediately east of a proposed Qualico development and  $\frac{1}{4}$  Section east of the north half of the Brodylo Family Farm, which is located within the East  $\frac{1}{2}$  of 35-22-2 W5M (red outline in Figure 1). The City of Calgary has circulated an information package that describes this development with the objective of obtaining feedback and comments from potentially affected stakeholders in the area.

**Figure 1: Plan View of Area (2005 image)**



This letter provides my assessment of this information package. The focus of this review is on the SMDP, the hydrology of the area, and the potential for this development to impact future land developments in the area, including the Brodylo Family Farm. This letter provides a follow up to Burgess' letter of December 13, 2018, which was based only on review of the Outline Plan.

### Development Plans

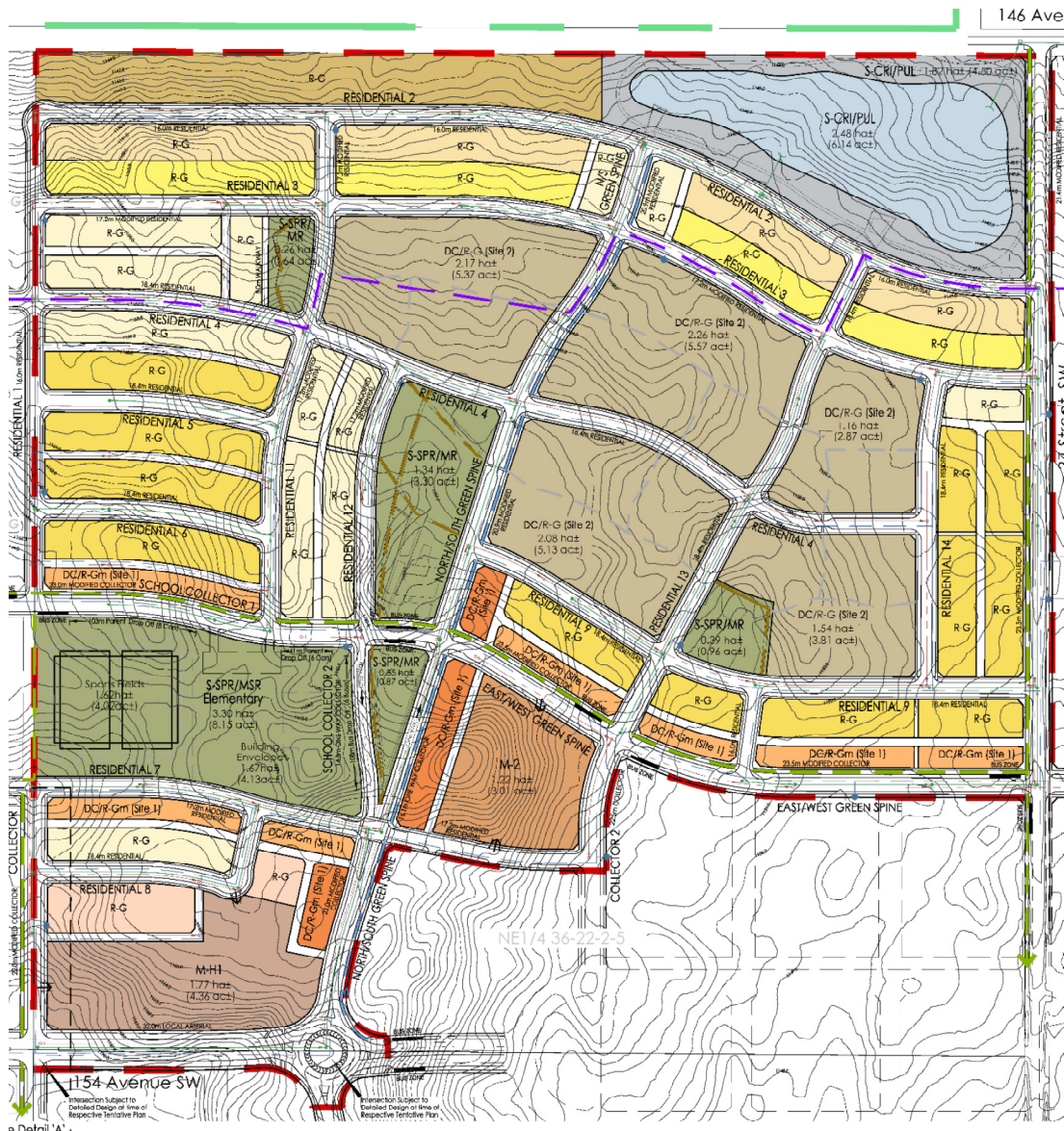
#### Outline Plan

Figure 2 illustrates the land development plan as presented in Dream's Outline Plan, which was prepared by Stantec (2018). The proposed development consists of low-density residential land use (R-G); direct control low density mixed housing (DC/R); multi-residential medium profile and high density low-rise (M-2 and MH-1); and municipal reserve (S-CRI, S-SPR). A stormwater pond (S-CRI) is located in the northeast corner of the development.

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Figure 2: Proposed Dream Outline Plan



## Staged Master Drainage Plan

The SMDP complements the Outline Plan (Stantec, 2018) and Land Use Application (LOC2017-0308) as shown in Figure 2, and reportedly relies on the Providence Master Drainage Plan (MDP), prepared by EXP in May 2018. The referenced MDP was not included in the information package made available by the City for this review.

Stormwater runoff is managed by a minor system (storm-sewers and catch-basins, shown in green in Figure 2) that are positioned along most of the internal roads and each of the major streets and avenues shown above, and a major system (above ground drainage along roadways and drainage ways). These systems direct runoff to a stormwater management facility (SWMF), which is used to regulate flow to Fish Creek and acts as a sedimentation basin to control water quality. From the perspective of surface



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water management, the proposed development is managed as an entity separated from the surrounding lands. To eliminate the need for a dual piped system through Providence, EXP proposes that the future upstream SWMFs (Qualico and Brodylo) be routed through the Dream Development as a flow through and ultimately discharge to Fish Creek (EXP, 2018). No specifics are provided regarding the nature of these interfaces or their associated flow limitations and the SMDP does not appear to account for current flows.

The SMDP was submitted by Dream and was accepted even though the MDP has not been approved for the area as a whole. The rationale for the City's decision was that Dream's property 'is fairly isolated with respect to drainage and that there are no major drainage systems that have any measurable impact on adjacent lands' (City of Calgary, 2018). Dream and the City of Calgary administration is proposing to amend the Providence ASP to exempt Dream from the requirement that the MDP be completed prior to land use and outline plan approval.

### Assessment

#### Basis of City's Approval

The basis of the City administration's recommendation that a SMDP is acceptable for Dream's Outline Plan because this property 'is fairly isolated with respect to drainage' is incorrect. Figure 3 illustrates the proposed Dream development area in yellow, which is located immediately east of the Providence land and ¼ east of the north half of the Brodylo Family Farm (in red). This image was taken in 2005. It is evident in this image that the two northern wetlands on the Brodylo Family Farm overflow to the east, through the Providence lands and onto Dream's lands. While drainage patterns have been obscured and impeded by years of farming and by road construction, the overall drainage of this plateau area that includes the Brodylo Family Farm is to the east, through the Qualico and Dream lands, as shown by the blue arrows, to Fish Creek. Other historical air photos show the same drainage (Trace, 2017).

**Figure 3: Existing Surface Water Drainage Pattern**



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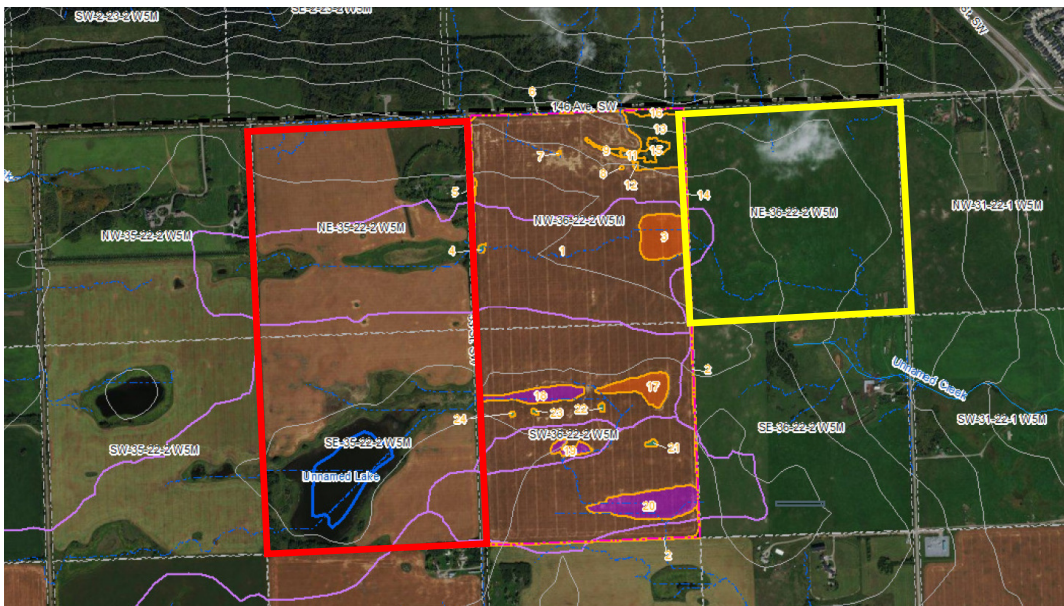
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The City's decision to waive the requirement to have an approved MDP in place before processing and approving a SMDP appears to be in conflict with the concerns raised by its own technical reviewer. Gloria Bei's comments issued on August 17<sup>th</sup>, 2018 that represent her first review of the SMDP included 31 individual comments and concerns, of which 10 were related to issues that would be addressed by an approved MDP.

### Drainage Basin Assessment

Trace Associates (2017) in its assessment of potential wetlands impacts associated with the proposed Qualico development within the west ½ of Section 36, Township 22, Range 2 W5M depicts the drainage from the north wetlands of the Brodylo property, through the Qualico property onto the Dream property, as shown in Figure 4. This figure contradicts statements made by Trace in communications with the City in May 2018 where Ron Sparrow states that 53<sup>rd</sup> St SW blocks flow from the Brodylo wetlands and redirects this flow to the north, along ditches paralleling 53<sup>rd</sup> St SW. Review of Figure 3 indicates that this is clearly not the case. 53<sup>rd</sup> St SW should not be relied upon to restrict flow from the Brodylo wetlands. Further, if 53<sup>rd</sup> St SW is restricting the outflows from the Brodylo wetlands repairs should be made to re-establish the natural drainage patterns of the area, as required by the Calgary (2011) Stormwater Management & Design Manual.

**Figure 4: Drainage Courses Interpreted by Trace (2017)**



The nature of this drainage area is clearly evident in the three-dimensional topographic imagery presented in Figure 5, which is based on LiDAR data obtained from the Province of Alberta. The drainage area that covers most of the north half of the Brodylo property and includes the two northern wetlands clearly flows west to east, through the Qualico property, and into the wetland that straddles the Dream and Qualico properties. Runoff water that overflows this wetland flows to the east and south, through Dream's property and eventually into Fish Creek. Water within the Brodylo wetland cannot flow to the north along 53<sup>rd</sup> St SW because this is uphill.

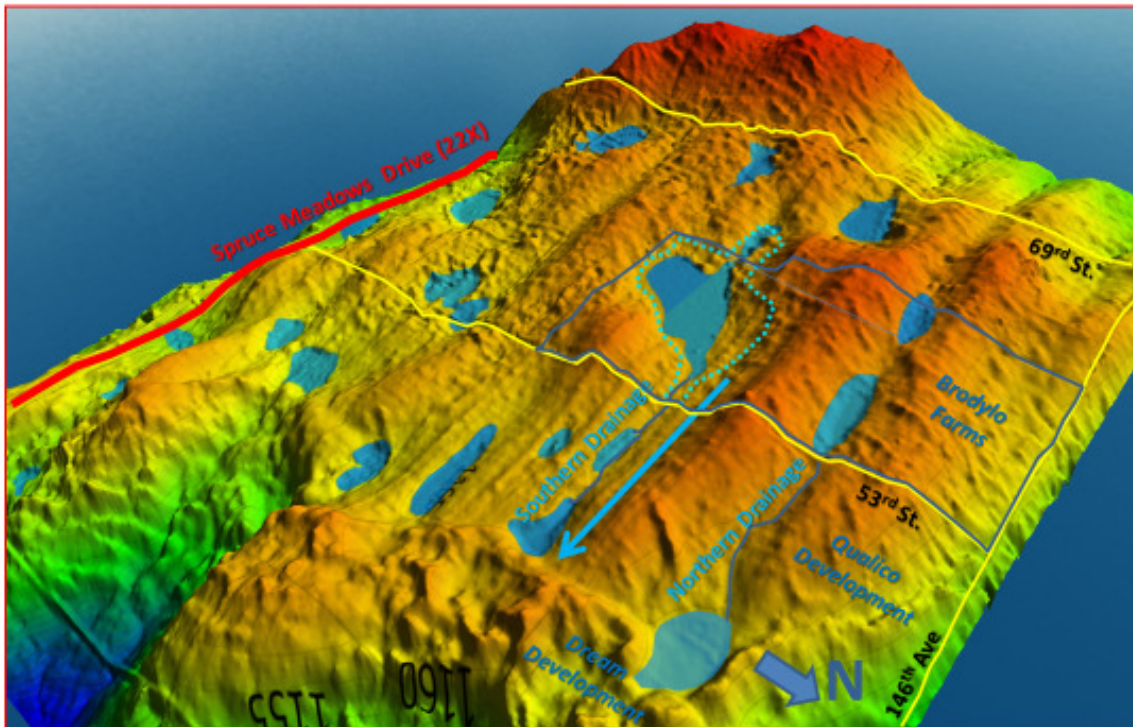
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Figure A2 of the SMDP illustrates the drainage areas as interpreted by EXP and is used as the base for Figure 6 (below). The 'existing catchment boundaries' depicted in Figure A2 are incorrect and are inconsistent with Trace's interpretation of the drainage course as shown in Figure 4. First, the EXP interpretation of the existing catchment boundaries on the north half of the Brodylo property indicates a drainage boundary between the two northern wetlands, which is clearly not the case (see Figure 5). The EXP interpretation appears to treat the drainage areas on the Brodylo and Qualico lands as separate but does not indicate where flows from these areas go. While it is true that 53<sup>rd</sup> St SW impedes flow across 53<sup>rd</sup> St SW it is evident from review of Figure 3 that flow across this barrier still occurs during periods of high runoff. According to the Brodylos, a culvert across 53<sup>rd</sup> St SW was in place at this location but was covered when 53<sup>rd</sup> St SW was widened. Regardless, drainage across 53<sup>rd</sup> St SW should be re-established and should be accounted for by the drainage plans completed for the developers.

To put the importance of this drainage area into perspective, the area outside or straddling Dream's property that drains into the Dream property totals approximately 68 hectares (Figure A2), which exceeds the entire area of the Dream development that is covered by the SMDP. To exclude this drainage and its implications from the SDMP is not appropriate and underscores the need to have an approved, comprehensive MDP in place before SMDPs for individual parcels are submitted and approved.

**Figure 5: Drainage Basins Around Dream Development**



The drainage area that flows from the south half of the Brodylo property, through the south portion of the Qualico lands and south of the proposed Dream Development is equally important to the area as a whole and should be integrated into a comprehensive MDP before any development is approved in the area. This drainage area is clearly integral to stormwater management plans for 53<sup>rd</sup> and 46<sup>th</sup> Streets SW and should be considered when evaluating all development plans in the area.



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### Potential Implications to Nearby Landowners

Failure to properly account for flows originating on the Brodylo property and flowing through the Qualico property onto the Dream property can encumber the surface water flows and development potential of these properties. While the SMDP allows for flow-through of 'future' post-development runoff from these properties it ignores the surface water flows that will occur prior to the development of the Qualico and Brodylo lands. It also provides no details regarding how post-development flows will be accommodated.

The underlying hydraulic analysis demonstrates the need for water management for both the post-development and the pre-development cases. Section 3.8.1 of the SMDP (EXP, 2018) states that the approved (sic) MDP specifies 'Unit Area Release Rates (UARR) from 70 L/s/ha to 120 L/s/ha depending on site nature and topography. UARR of 70 L/s/ha is proposed for single family residential; 115 L/s/ha is proposed for multi-family and commercial sites'. Based on the drainage areas presented in Figure A2 of the SMDP, which are incorrect and underestimate the drainage areas, the range in allowable release rates from the Brodylo and Qualico properties are significant and total 4,000 to 7,000 lps (see Table 1).

**TABLE 1: POST DEVELOPMENT RELEASE RATES FROM NORTH DRAINAGE**

Parameter	Brodylo	Qualico	Combined
Area (ha)	24.2	34.4	58.6
Minimum UARR (lps/ha)	70	70	70
Maximum UARR (lps/ha)	120	120	120
Minimum Design Flow (lps)	1,692	2,407	4,099
Maximum Design Flow (lps)	2,900	4,126	7,026

Table 2 estimates the average annual outflows from the north wetlands of the Brodylo property for normal, dry and wet years. Inflows to the wetland are represented by precipitation directly onto the wetland and net runoff from the adjacent lands. Outflows are represented by evaporation and groundwater seepage out of the wetland. The Brodylo Family Farm property is expected to act as an area of groundwater recharge as it is located on a plateau. Water seepage is expected to be low relative to the gain and loss of water associated with precipitation and evaporation because of the low permeability of the underlying soils. The following assumptions were made:

- an annual runoff coefficient ( $R_c$ ) of 0.15 for the cultivated farmland that drains into the wetland (Kennessey, 1930; Alberta Transportation, 2011)
- annual evaporation from areas that contain shallow water (e.g. the pond portion of the wetlands) of 765 mm (AESRD, 2013)
- a downwards gradient of 10% and an average hydraulic conductivity of  $10^{-8}$  m/sec

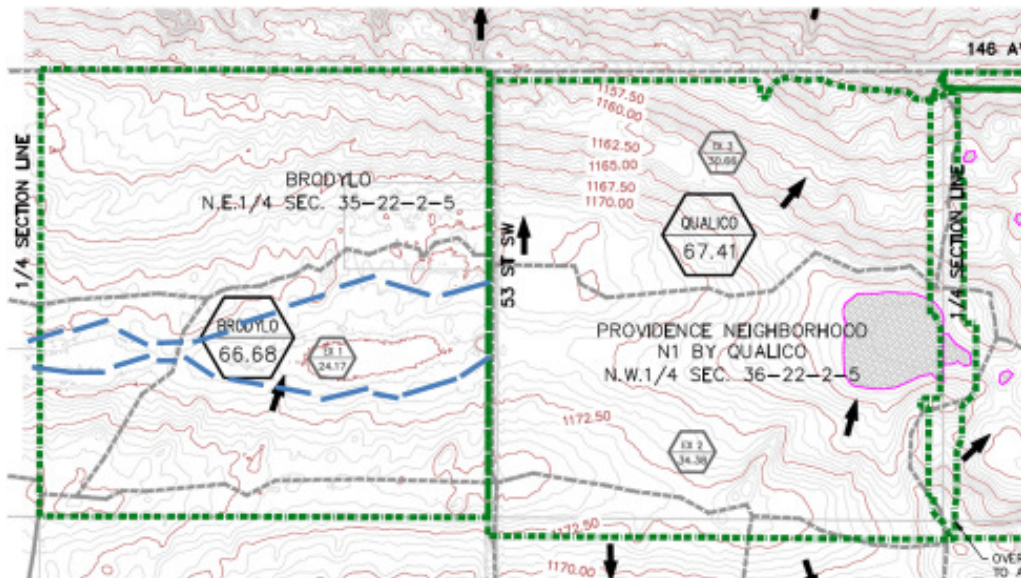
Based on Figure A2 of EXP's SMDP, the total area that drain into the north wetlands is estimated to be 24.2 hectares, which is incorrect and underestimates the drainage area. The total ponded water area of the north wetlands is estimated to be 3 hectares, which reflects historical averages based on review of aerial images.

**Burgess Environmental**Proposed Dream Outline Plan  
Page 8 of 9**TABLE 2: HYDROLOGIC ANALYSIS OF NORTH BRODYLO WETLAND**

Area	Precipitation		Dry Year		Average Year		Wet Year	
	Area (ha)	R <sub>c</sub>	Precipitation (mm)	Total (m <sup>3</sup> )	Precipitation (mm)	Total (m <sup>3</sup> )	Precipitation (mm)	Total (m <sup>3</sup> )
Grass Farmland	24	0.15	300	11,000	420	15,000	550	20,000
Pond Area	3	1	300	9,000	420	13,000	550	17,000
Pond Evaporation	3	1	-765	-23,000	-765	-23,000	-765	-23,000
Pond Seepage	3			-1,000		-1,000		-1,000
Net Annual Outflows				-4,000		4,000		13,000

This analysis indicates that outflows are expected from the north Brodylo wetland area during normal and wet years; hence, the need for finalizing a MDP before authorizing any land development. This simple analysis also demonstrates the need to replace the buried culvert beneath 53 St SW and account for outflows from these wetlands to prevent the Brodylo wetlands from increasing in size. If the drainages for the Brodylo Family Farm and other lands in the area are not accounted for by a MDP, large tracts of lands will become isolated from the drainage infrastructure and will be prone to flooding. The flooding would be greater during large rainfall events as is evident from the swelling of the north wetlands that occurred in 2005 (see Figure 3). During a 1 in 25 years, 24-hour rainfall event the volume of water flowing into the Dream Development from this undeveloped drainage basin will approach 20,000 m<sup>3</sup>.

The implications to the Brodylo property are significant. Figure 6 illustrates the approximate portion of the north half of the Brodylo property that is beneath the elevation of the crown of 53<sup>rd</sup> St SW. This represents the portion of the north half of the Brodylo property that is susceptible to flooding if this drainage is not accounted for by the design of 53<sup>rd</sup> St SW and/or the adjacent developments.

**Figure 6: Portion of Drainage Basins Around Dream Development**

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The administration's recommendation that SMDP's can be developed and pieced together on an ad-hoc basis, one parcel development at a time, without any reliable MDP for the area is ill-advised. The administration's approach will lead to significant difficulties for development of the lands to the south and west of the Dream property. Reliable, safe and environmentally effective stormwater and surface water controls are required to enable responsible development of the area as a whole.

### Closure

I trust that this assessment is clear and properly addresses stormwater management issues associated with the proposed Dream Outline Plan. If you have any questions or require additional information, please contact the undersigned.

Yours sincerely,

BURGESS ENVIRONMENTAL LTD.



Gordon J. Johnson, M.Sc., P.Eng.  
President

### References

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Alberta Environment and Sustainable Resource Development, 2013. Evaporation and Evapotranspiration in Alberta. Technical document issued in support of the Water Act.

City of Calgary, 2011. Stormwater Management & Design Manual.

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Environment Canada, 2014. Climate Normals for Canadian Weather Monitoring Stations. <http://climate.weather.gc.ca/climateData/>, accessed July, 2014.

EXP Services Inc., 2018. Staged Master Drainage Plan Dream Development. Report issued to Dream Development in support of the Outline Plan. November 8, 2018.

Kennessey, B., 1930. Runoff Factors and Retention. Published in Vizugy, Koyiemenyek, Hungary, 1930.

Stantec, 2018. Attachment 3 Proposed Outline Plan. Prepared by Stantec for Dream Asset Management Corporation. November 13, 2018.

# Burgess Environmental

The City of Calgary plans to Approve the Dream Outline Plan and Stage Master Drainage Plan (SMDP). This should not be approved for the following reasons:

- An approved Master Drainage Plan (MDP) is not in place, which contravenes the City's own development rules.
- The Dream SMDP is based on incorrect drainage assumptions and ignores a major drainage course that flows from the Brodylo Property, through the Qualico property, into the Dream property.
- The Dream SMDP relies on segregating natural drainages, which is contrary to the City's Stormwater Management & Design Manual
- Approval of the Dream Outline Plan and SMDP in their current form can adversely affect the drainage and development potential of the Brodylo and Qualico lands.

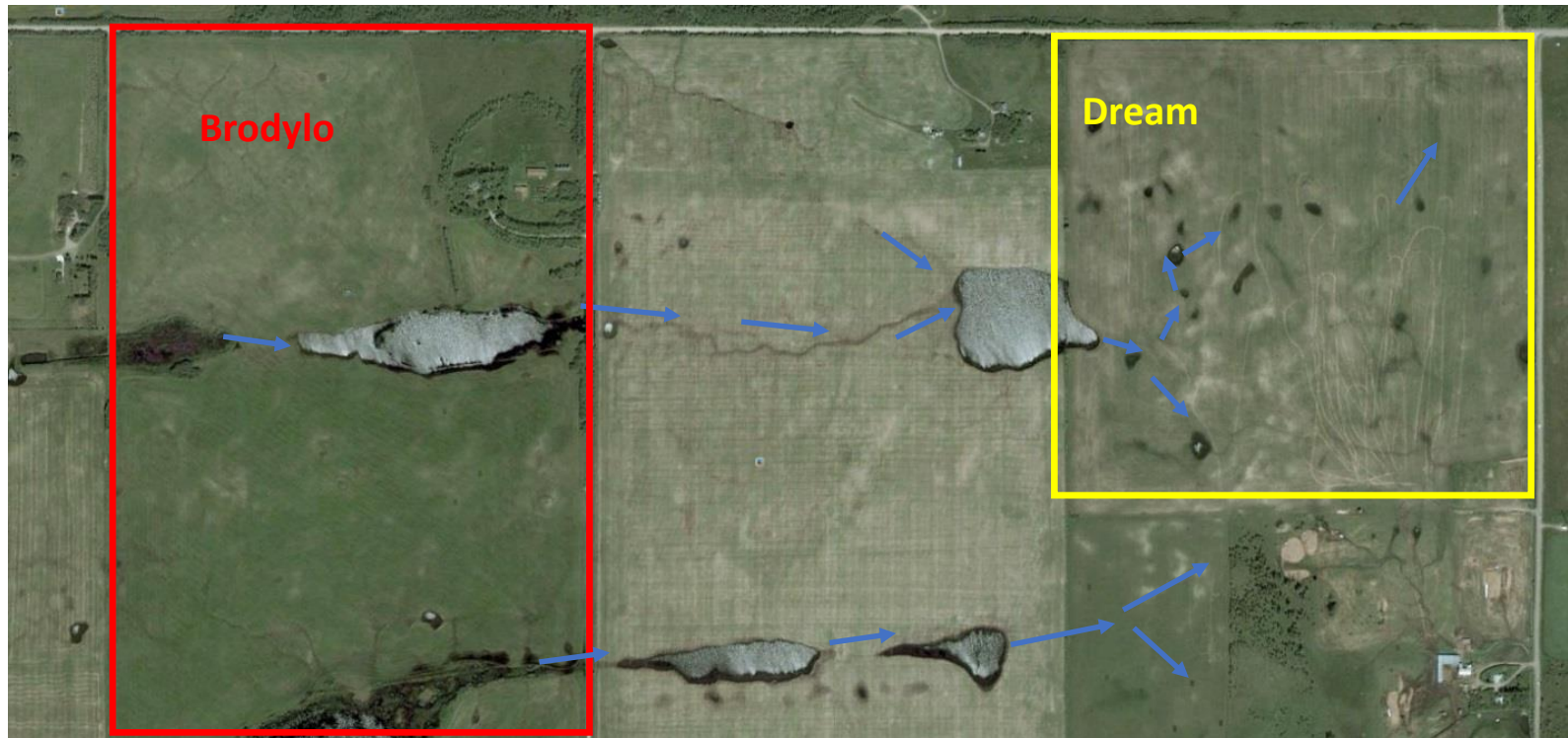
An approved MDP should be in place before the Dream development is approved and the culvert drainage across 53<sup>rd</sup> St SW should be re-established as part of this MDP.



From Trace  
(2017)

## Burgess Environmental

This natural drainage course is clearly evident in this 2005 airphoto. It is also evident that flooding of the Qualico and Brodylo lands occurs if this drainage course is not properly managed.

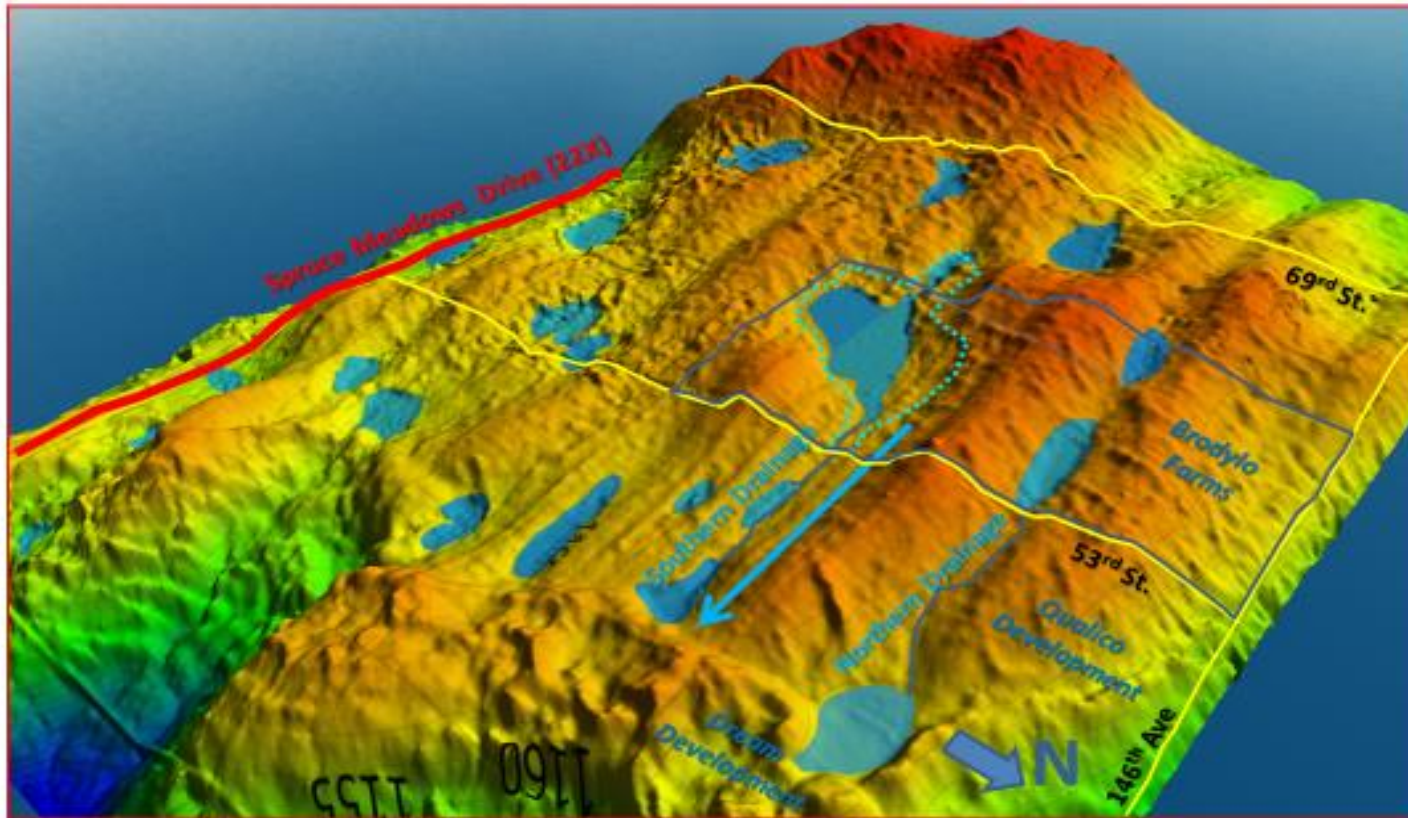


Google Earth  
(2005) image



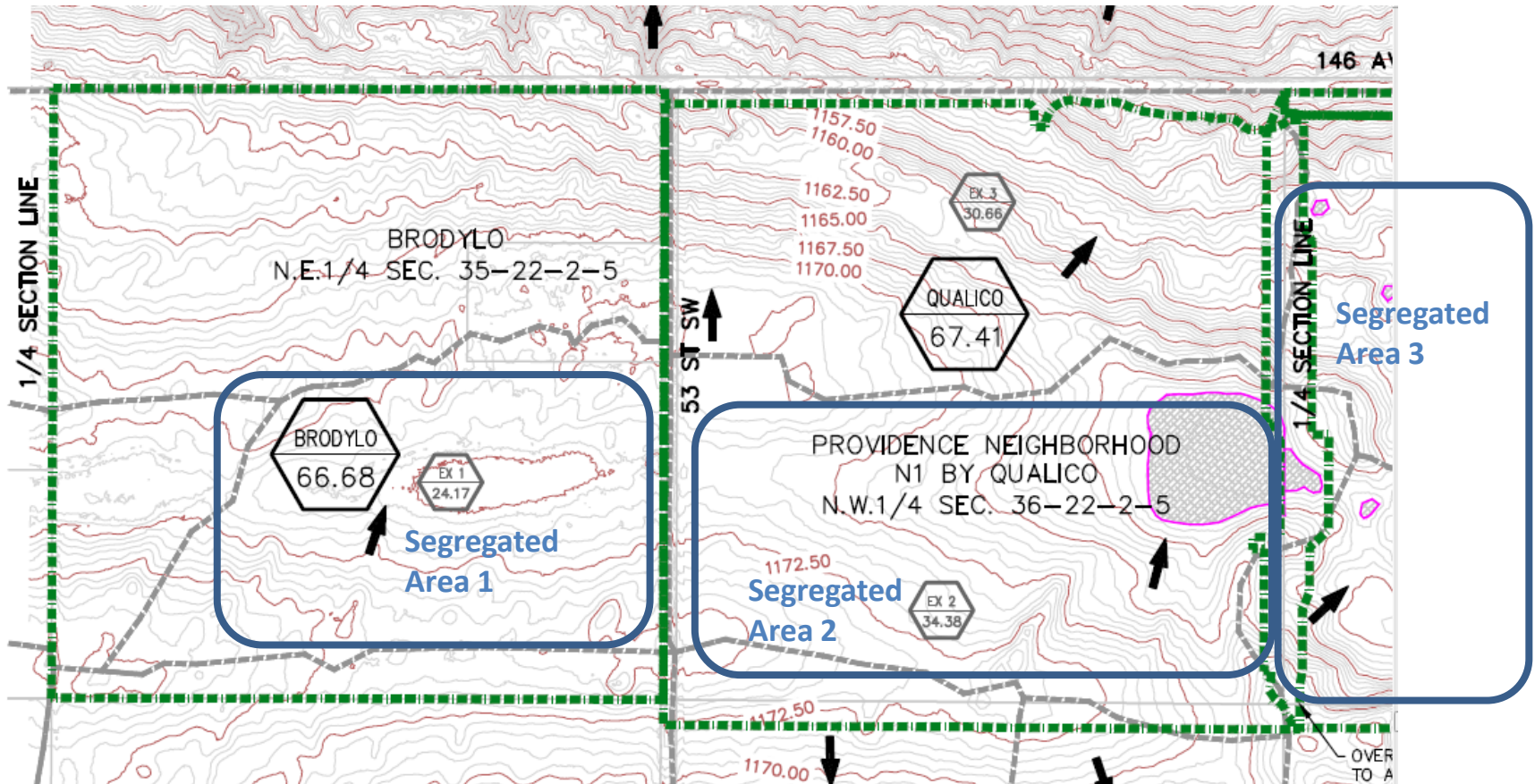
# Burgess Environmental

The drainage area through these properties is also shown clearly in this 3-D topographic image that was created using LiDAR obtained from the Province.



# Burgess Environmental

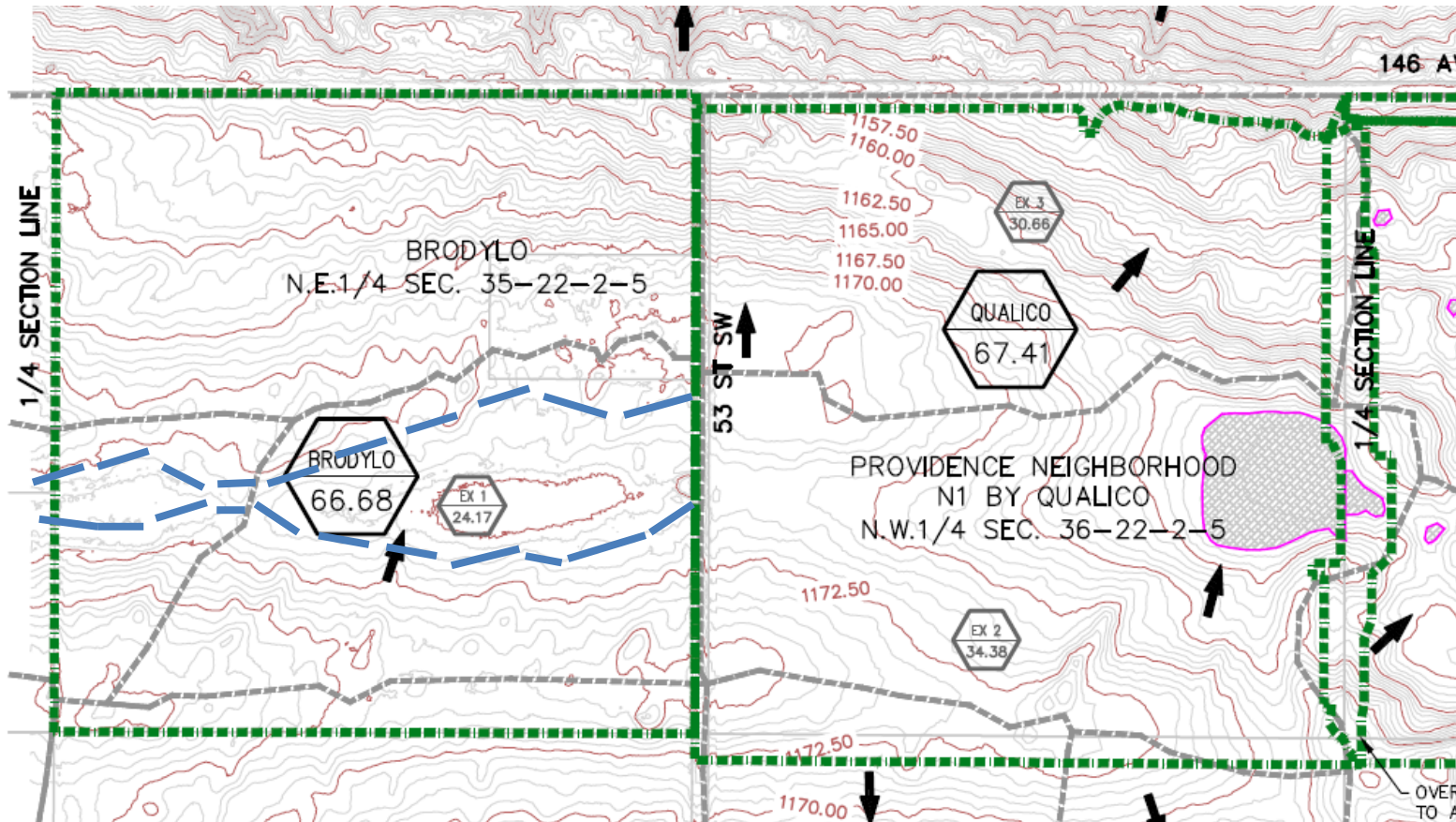
The drainage area boundaries of the Dream are wrong and their SMDP would segregate natural drainage areas, which contravenes one of the basic principles of the City's Stormwater Management & Design Manual.





## Burgess Environmental

Flooding of the north portion of the Brodylo property will occur if the drainage across 53<sup>rd</sup> St SW if this drainage is not incorporated into Dream's SMDP and re-establish as per the City's Stormwater Management & Design Manual.





POSTPONED REPORT

Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115, CPC2018-1235

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Background: At the 2019 January 14 Combined Meeting of Council, Council postponed Report CPC2018-1235 to the 2019 February 04 Combined Meeting of Council.

Ineligible to Vote: All Members are eligible to vote.

Public Hearing: The public hearing has not been held.

Bylaw 18D2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

---

Excerpt from the Minutes of the Regular Public Hearing Meeting of Council, 2019 January 14

**“Moved by** Councillor Woolley

**Seconded by** Councillor Keating

That the Agenda for today's Meeting be amended by postponing the following reports to the 2019 February 04 Combined Meeting of Council:

- 8.1.3. CPC2018-1336
- 8.1.11 CPC2018-1313
- 8.1.14 CPC2018-1306
- 8.1.22 CPC2018-1359
- 8.1.24 CPC2018-1235
- 8.1.27 CPC2018-1352
- 8.1.30 CPC2018-1259
- 8.1.34 CPC2018-1353
- 8.1.35 CPC2018-1365
- 8.1.41 CPC2018-1345

Against: Councillor Colley-Urquhart

**MOTION CARRIED”**



**Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115**

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**EXECUTIVE SUMMARY**

This policy amendment and land use redesignation application was submitted by B&A Planning Group on 2018 May 18 on behalf of the landowners Cardel West McLeod Ltd and John Nelson Dong for the redesignation of 18.48 hectares (45.66 acres) of land in the southeast communities of Silverado and Residual Sub-Area 13K. This application is an amendment to the existing approved land use designation and proposes to re-designate this undeveloped land from Special Purpose – Community Service (S-CS) District, Residential – Narrow Parcel One Dwelling (R-1N) District, and Residential – Low Density Mixed Housing (R-G) District to Residential – Medium Profile (M-2) District, and Residential – Low Density Mixed Housing (R-G) (R-Gm) District, in order to accommodate a mix of low density housing and multi-residential uses. The anticipated density of the plan area will increase from 8.8 units per hectare (3.6 units per acre) to 25.2 units per hectare (10.2 units per acre). The proposed land use amendment will increase the housing diversity and density in the community.

This application proposes to change the designation of the following sub-areas to allow for:

- 15.89 hectares ± (39.26 acres ±) of a wide variety of low density residential development with an anticipated 346 dwelling units, with housing types including single detached, semi-detached, duplex and rowhouse dwellings (R-G and R-Gm);
- 2.59 hectares ± (6.40 acres ±) of multi-residential development site with a maximum floor area of 59,400 square metres and maximum building height of 16 metres (M-2);

The proposal is in keeping with applicable policies of the *Municipal Development Plan* and the *Southwest Community 'A' and Employment Centre / Mixed-Use Area Structure Plan* (ASP). As part of this application, a few minor map and text amendments to the ASP related to the subject site are required.

No development permit application has been submitted at this time.

**Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115**

**ADMINISTRATION RECOMMENDATION:**

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed amendments to the Southwest Community 'A' and Employment Centre / Mixed-Use Area Structure Plan (Attachment 2); and
2. Give three readings to the proposed bylaw.
3. **ADOPT**, by bylaw, the proposed redesignation of 18.48 hectares  $\pm$  (45.66 acres  $\pm$ ) located at 200 and 500 – 194 Avenue SE and 12 and 35 – 190 Avenue SE (portion of Plan 1211390, Block 1, Lots 1 and 2; portion of Plan 7510858, Blocks 11 and 12), from Special Purpose – Community Service (S-CS) District, Residential – Narrow Parcel One Dwelling (R-1N) District, and Residential – Low Density Mixed Housing (R-G) District **to** Residential – Medium Profile (M-2) District, and Residential – Low Density Mixed Housing (R-G) (R-Gm) District; and
4. Give three readings to the proposed bylaw.

**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, DATED 2018 NOVEMBER 15:**

That Council hold a Public Hearing; and:

1. Adopt, by Bylaw, the proposed amendments to the Southwest Community 'A' and Employment Centre / Mixed-Use Area Structure Plan (Attachment 2);
2. Give three readings to **Proposed Bylaw 4P2019**;
3. Adopt, by Bylaw, the proposed redesignation of 18.48 hectares  $\pm$  (45.66 acres  $\pm$ ) located at 200 and 500 – 194 Avenue SE and 12 and 35 – 190 Avenue SE (portion of Plan 1211390, Block 1, Lots 1 and 2; portion of Plan 7510858, Blocks 11 and 12), from Special Purpose – Community Service (S-CS) District, Residential – Narrow Parcel One Dwelling (R-1N) District, and Residential – Low Density Mixed Housing (R-G) District to Residential – Medium Profile (M-2) District, and Residential – Low Density Mixed Housing (R-G) (R-Gm) District; and
4. Give three readings to **Proposed Bylaw 18D2019**.

**PREVIOUS COUNCIL DIRECTION / POLICY**

None.

**Planning & Development Report to  
Calgary Planning Commission  
2018 November 15**

**ISC: UNRESTRICTED  
CPC2018-1235  
Page 3 of 11**

**Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115**

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**BACKGROUND**

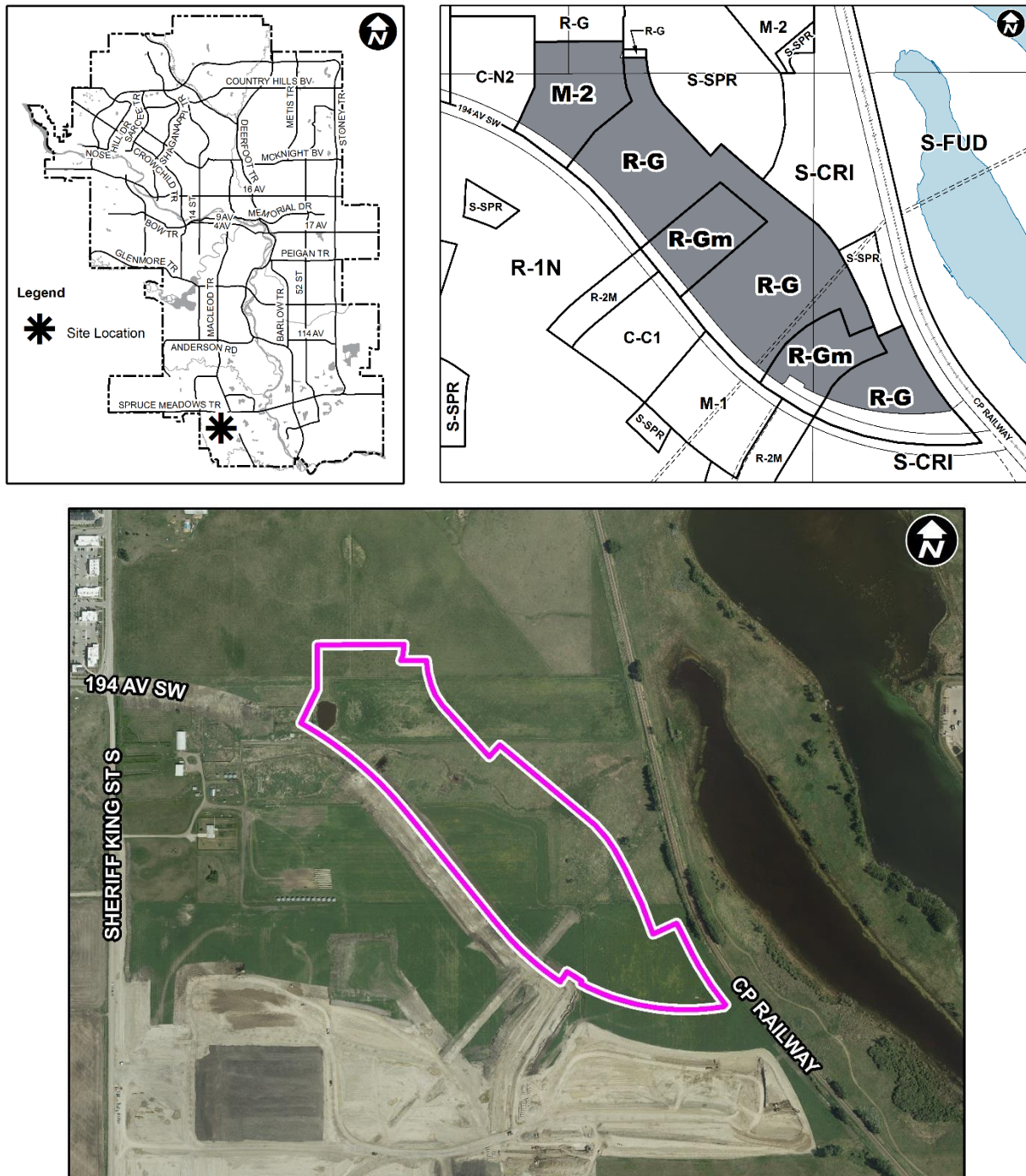
This redesignation application was submitted to The City of Calgary by B&A Planning Group on 2018 May 18 on behalf of the landowners Cardel West McLeod Ltd and John Nelson Dong (Attachment 1). No development permit application has been submitted at this time.

On 2013 February 14, Calgary Planning Commission approved the East Silverado outline plan, LOC2009-0102 (Attachment 3), followed by land use approval by Council on 2015 January 26. The plan area of this application is only for a portion of the total outline plan area.

The majority of the northern portion of LOC2009-0102 has been updated by the approved Silverton Station land use amendment and outline plan, LOC2015-0118, which was approved in 2016 (Attachment 4).

**Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115**

**Location Maps**





## Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115

### Site Context

The subject site, referred to as “Silverton South”, is located in the community of Silverado and Residual Sub-Area 13K, in the southeast quadrant of the City. A community boundary adjustment application is pending to adjust the community boundary of Silverado to match the *Southwest Community 'A' and Employment Centre / Mixed-Use Area Structure Plan* boundary.

The East Silverado outline plan is approximately 61.48 hectares (151.89 acres) in size and will be subdivided at the tentative plan stage into the appropriate lots and parcels. The subject site of this application comprises an area of approximately 18.48 hectares (45.66 acres) of land, and is situated along 194 Avenue SE, which is the community's major road. To the north, the plan area is bounded by the approved Silverton Station land use amendment and outline plan, LOC2015-0118. Adjoining lands west of the plan area are owned by Calgary Co-operative Association Ltd, with an active land use redesignation application by B&A Planning Group that is presently under review (LOC2018-0209), to accommodate mixed use development including multi-residential and commercial uses (a grocery store, gas station, office and etc.). To the east, the plan area is bound by an approved school site, park space and storm pond (LOC2009-0102), the Canadian Pacific Railway corridor, and the future LRT line. Further south, beyond the 194 Avenue SE right-of-way, lays the plan boundary of the *West Macleod Area Structure Plan*. Further west, Sheriff King Street S is approximately 340 metres away. Further northwest, there are the partially developed residential community of Silverado.

The subject lands are mainly low rolling open prairie and have been cultivated for agricultural use. There is little vegetation on-site and a few minor wetlands that will not be preserved.

As identified in *Figure 1*, the community of Silverado's peak population is 7,400 residents in 2018.

*Figure 1: Community Peak Population*

<b>Silverado</b>	
Peak Population Year	2018
Peak Population	7,400
2018 Current Population	7400
Difference in Population (Number)	0
Difference in Population (Percent)	0%

Source: *The City of Calgary 2018 Civic Census*

Additional demographic and socio-economic information may be obtained online through the [Silverado](#) community profile.

## **Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115**

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### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

This land use amendment will allow for an increase to residential densities to the community and provide more housing diversity in the area (e.g. multi-residential development, rowhouses, semi-detached, and duplex homes and suites). Minor amendments to the *Southwest Community "A" and Employment Centre / Mixed Use Area Structure Plan* are required, and are in alignment with the objectives of applicable policies as discussed in the Strategic Alignment section of this report (below).

### **Planning Considerations**

#### ***Subdivision Design***

The previously approved East Silverado outline plan (LOC2009-0102) provides the subdivision layout, road classification and alignment, site access, lot patterns, pathway connections, and Municipal and Environmental Reserves dedication for the land, which are not changed under this application. The road widening of 194 Avenue SE at the southwest corner of the site will be accommodated by the submittal of an application for a non-conforming tentative plan in the future. All conditions from the East Silverado outline plan, LOC2009-0102, shall still apply.

#### ***Land Use***

This land use amendment application proposes to redesignate the subject land from Special Purpose – Community Service (S-CS) District, Residential – Narrow Parcel One Dwelling (R-1N) District and Residential – Low Density Mixed Housing (R-G) District to Residential – Medium Profile (M-2) District, and Residential – Low Density Mixed Housing (R-G) (R-Gm) District (Attachment 5).

The existing land use of the northern portion of the land is Special Purpose – Community Service (S-CS) District and Residential – Low Density Mixed Housing (R-G) District. The land with S-CS land use designation was planned for the future Fire/E.M.S site in LOC2009-0102. The planned fire station has been moved to the south side of the 194 Avenue SE and included within the approved Belmont Land Use Amendment and outline plan (LOC2011-0058). Therefore, the subject land is not needed for Fire/E.M.S and proposed to redesignate the land use to Residential – Medium Profile (M-2) District. A small portion of land with R-G designation was re-designated from S-CS in the Silverton Station land use amendment and outline plan, LOC2015-0118. This application proposes to change the existing R-G district to M-2 District.

The proposed Residential – Medium Profile (M-2) District allows for multi-residential developments in a variety of building forms in the Developing Area. This District is intended to be in close proximity or adjacent to low density residential development, and be located in close proximity to public transit stops and transportation corridors. A future LRT station is planned to the northeast of the subject site, and a small portion of the land on the north is located within the 600 metre Transit Station Planning Area radius, as per Map 2 (Land Use Concept) of the *Southwest Community 'A' and Employment Centre / Mixed-Use Area Structure Plan*. The intent of the subject application is to provide more multi-residential housing choices in the developing greenfield area.

## **Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115**

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The existing land use of the majority of the plan area is R-1N District, which is intended to accommodate residential development in the form of single detached dwellings in the Developing Area on narrow or small parcels. Single detached dwellings may include a secondary suite or backyard suite, depending on the parcel width. The R-1N District allows for a maximum building height of 11 metres and a maximum of one dwelling unit.

The proposed Residential – Low Density Mixed Housing (R-G) (R-Gm) District accommodate a wide range of low density residential development in the form of single detached, semi-detached, duplex dwellings, secondary suites, rowhouses, and cottage housing clusters. The R-Gm District is not intended to accommodate single detached dwelling, and it is listed as a discretionary use in the District. Secondary suites do not count against allowable density. The R-G and R-Gm Districts allow for a maximum building height of 12 metres, a maximum height of a backyard suite on a laned parcel of 10 metres, and a maximum of one main residential building unless the proposal includes cottage housing clusters. The intent of the subject application is to allow for more flexibility of housing choices in the developing greenfield area.

### ***Density***

This application seeks to redesignate the land in order to accommodate a mix of low density housing and multi-residential with opportunities for commercial uses. The existing density of the subject land is 8.8 units per hectare (3.6 units per acre). The development proposes an anticipated density of 25.2 units per hectare (10.2 units per acre) with a maximum density yield of 59.4 units per hectare (24.1 units per acre), which exceeds the minimum density requirement of the *Municipal Development Plan* (20 units per gross developable residential hectare, or 8 units per gross developable residential acre). More specifically, below is the proposed density for the respective land use districts:

- 15.89 hectares ± (39.26 acres ±) of low density residential development with anticipated 346 dwelling units, with housing types including single detached, semi-detached, duplex and rowhouse dwellings (R-G and R-Gm);
- 2.59 hectares ± (6.40 acres ±) of multi-residential development site with a maximum floor area of 59,400 square metres and maximum building height of 16 metres (M-2).  
The anticipate dwelling units for this site is 119 units;

The anticipated intensity will achieve the MDP's minimum target of 60 people and jobs per gross developable hectare for greenfield areas. Upon full build out, the plan area is anticipated to contain a total of 465 residential units, and a total of 1,293 people and 49 jobs with a projected 73 people and jobs per gross developable hectare.

### ***Development and Site Design***

A concept plan for the proposed Residential – Medium Profile (M-2) District site was submitted to demonstrate that the proposal will be comprehensively and compatibly developed in the context of the immediately surrounding area (Attachment 6). The concept plan also illustrates how a buffer/pathway connection can be provided as an appropriate interface between the proposed M-2 site and R-G site located southeast of the plan area.

## **Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115**

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### ***Environmental***

Prior to approval of a future tentative plan and/or stripping and grading permit, the applicant has been instructed to provide documentation that any abandoned pipelines within the plan area have been removed and the land is appropriate for the intended uses. There are no other environmental concerns or items of note regarding the proposed Land Use Amendment.

### ***Transportation***

All Conditions of Approval from the East Silverado outline plan, LOC2009-0102, shall apply and remain for this amended application.

The need for widening of residential road adjacent to the proposed Residential – Medium Profile (M-2) site to accommodate parking on both sides was identified through the CPAG Detail Team Review process and a custom cross section with parking on both sides of street adjacent to the proposed M-2 site is recommended for Silverado Glen Road SE.

The northern portion of the subject site is located within the Transit Station Planning Area as per the *Southwest Community 'A' and Employment Centre / Mixed-Use Area Structure Plan*. In addition to the proximity to the future LRT station, multiple bus stops are planned near the subject site and could offer service to the future LRT station.

### ***Utilities and Servicing***

Utilities and servicing for the plan area will be as per the previously approved East Silverado outline plan (LOC2009-0102) and will not be affected by the proposed Land Use Amendment.

### **Stakeholder Engagement, Research and Communication**

In keeping with Administration's standard practices, this application was circulated to stakeholders and notice posted in developed area near the site. Notification letters were sent to adjacent landowners and the application was advertised online.

The Silverado Community Association was circulated on this application. Administration did not receive a response from the community association and no citizen comments were received by CPC Report submission date. While no public meetings were held by the applicant or Administration for this application, the applicant reached out to the Silverado Community Association – Development Committee for comment and no comments have been received.

No public meetings were held by the applicant or Administration for this application.

Administration considered the relevant planning issues specific to the proposed redesignation and has determined the proposal to be appropriate. The design compatibility of discretionary uses with respect to the *Southwest Community 'A' and Employment Centre / Mixed-Use Area Structure Plan* and the surrounding neighbourhoods will be reviewed at the development permit stage.

## **Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115**

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Following Calgary Planning Commission, notifications for a Public Hearing of Council will be posted in developed area near the site and mailed out to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (Statutory – 2014)***

The site is located within the 'City, Town' area as identified on Schedule C: South Saskatchewan Regional Plan Map in the *South Saskatchewan Regional Plan* (SSRP). While the SSRP makes no specific reference to this site, the proposal is consistent with policies on Land Use Patterns.

#### ***Municipal Development Plan (Statutory – 2009)***

The subject parcel is located within the 'Residential - Developing - Planned Greenfield with Area Structure Plan (ASP)' area as identified on Map 1: Urban Structure in the *Municipal Development Plan* (MDP). The ASP for Planned Greenfield Areas, in existence prior to adoption of the MDP, are recognized as appropriate policies to provide specific direction for development of the local community.

The proposal will create a range of housing opportunities and choices, and provide a mix of housing types and ownerships in the same neighbourhood, which is keeping with relevant MDP policies.

#### ***South Macleod Regional Policy Plan (Non-Statutory – 2007)***

The subject land is located within the 'Residential Area' on Map 3 – Land Use Concept in the *South Macleod Regional Policy Plan*. All forms of residential uses are encouraged and a diversity of housing shall be provided within each residential community in the Residential Area. Compatible and complementary uses will also be encouraged, such as institutional, recreational and commercial.

The proposed land use amendment will provide a diversity of housing opportunities and align with relevant policies in the *South Macleod Regional Policy Plan*.

#### ***Southwest Community 'A' and Employment Centre / Mixed-Use Area Structure Plan (Statutory – 2004)***

The subject parcel is located within the 'Residential Redevelopment Area' on Map 2 – Land Use Concept in the area structure plan. The Residential Redevelopment Area is intended to accommodate low density residential development and may also contain medium density residential, high density residential, recreational, institutional and local commercial uses. Planning policies are also included to provide development direction in the Residential Redevelopment Area.

### **Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115**

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The proposed redesignation would allow for a mix of low density residential development and multi-residential uses, and provide for sensitive residential density increase to the community. The proposed districts are consistent with the applicable policies within the area structure plan.

As mentioned earlier, the planned fire station has been moved to the south side of the 194 Avenue SE and included within the approved Belmont outline plan (LOC2011-0058). In addition, the new fire station site in Belmont has the capacity to accommodate E.M.S facility if it is necessary. Therefore, the subject land is no longer needed for Fire/E.M.S. site, and minor amendments to the *Southwest Community 'A' and Employment Centre / Mixed-Use Area Structure Plan (ASP)* are required.

The proposal is in keeping with applicable policies of the *Southwest Community 'A' and Employment Centre / Mixed-Use ASP*. The proposed minor amendments to the area structure plan are deemed appropriate given the approved outline plans in the surrounding area.

#### ***Development next to Freight Rail Corridors Policy (Non-Statutory – 2018)***

Portion of the subject site is adjacent to the freight rail corridor and must conform to the requirements of the Development next to *Freight Rail Corridors Policy* at the time of the Development Permit stage.

#### **Social, Environmental, Economic (External)**

The recommended land use allows for wider range of housing types than the existing R-1N, S-CS and R-G Districts. As such, the proposed change may better accommodate the housing needs of different age groups, lifestyles and demographics.

#### **Financial Capacity**

##### ***Current and Future Operating Budget:***

There are no known impacts to the current and future operating budgets at this time.

##### ***Current and Future Capital Budget:***

The proposed amendment does not trigger capital infrastructure investment and therefore there are no growth management concerns at this time.

#### **Risk Assessment**

There are no significant risks associated with this proposal.

Planning & Development Report to  
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2018 November 15

ISC: UNRESTRICTED  
CPC2018-1235  
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**Policy Amendment and Land Use Amendment in Silverado and Residual Sub-Area 13K (Ward 13) at multiple properties, LOC2018-0115**

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**REASON(S) FOR RECOMMENDATION(S):**

The proposal conforms to the *Southwest Community 'A' and Employment Centre / Mixed-Use Area Structure Plan as amended* and is in keeping with applicable policies of the *Municipal Development Plan*. The proposed land use amendment would allow for a range of housing opportunities and choices, and provide a mix of housing types in the same neighbourhood.

**ATTACHMENT(S)**

1. Applicant's Submission
2. **Proposed Bylaw 4P2019**
3. Approved Outline Plan, LOC2009-0102
4. The Approved Outline Plan Boundaries
5. Proposed Land Use Amendment
6. Concept Plan of the Proposed Residential – Medium Profile (M-2) District Site
7. **Proposed Bylaw 18D2019**





## Applicant Submission



### Land Use Redesignation Applicant's Submission Not Including Secondary Suites

PL 1263 (R2017-09)

This form is to be filled out by the applicant and provided to The City of Calgary at the time of submission. These comments are included in a report which is presented to the Calgary Planning Commission and a Public Hearing of City Council. Your comments **must** be limited to the area designated on this form to ensure it will fit the space requirements of the report. Supplementary information can be provided separately in your application if required.

The Plan Area is generally located east of Sheriff King Street S, north of 194 Avenue SE, in the community of Silverado. The municipal address of the Plan Area is 200, 500 194 Ave SE, is legally described as Block 1; Lot 1 and 2; 1211390 and is owned by Cardel Homes. The Calgary Land Use Bylaw IP2007 designates the majority of the Plan Area as a Residential - Narrow Parcel One Dwelling (R-1N) District. The Land Use Bylaw also designates the west portion of land as Special Purpose - Community Service (S-CS) District. The Plan Area was redesignated in 2009 as part of the Approved East Silverado Outline Plan (LOC2009-0102). This application seeks to redesignate the lands in order to accommodate a mix of low density housing and multi-residential with opportunities for commercial uses.

Silverton South creates a cohesive and complementary mixed residential development within the Community of Silverado and Neighbourhood of Silverton Station. The design concept includes the appropriate built form, uses and densities that are sensitive to the existing context and align with the intent of the ASP. The design of the plan differs slightly from the approved East Silverado Outline Plan and will be accommodated by application of a non-conforming tentative plan.

Cardel intends to accommodate a mix of low density residential housing and multi-residential uses. This application proposes to accommodate the majority of the Plan Area as low density residential and redesignate the S-CS district to multi-residential. To accomplish this, the application requires an amendment to the existing Land Use Bylaw to allow two land use typologies to accommodate a mix of residential uses. The plan area proposes the following residential land use districts:

- Low Density Area Residential - Low Density Mixed Housing (R-G) (R-Gm) District: Single detached; and Rowhouse.
- Multi-Residential Area Multi-Residential - Medium Profile (M-2) District: 4 Storey mid-rise apartments.

The East Silverado Outline Plan LOC2009-0102 was approved at Calgary Planning Commission February 14, 2013. The East Silverado land use - Bylaw 32D2013 was given first reading by Council in April of 2013. Upon resolution of growth management issues as per the City's 2015-2018 budget, second and third readings for land use were granted by Council on January 26, 2015.

Since first reading of the East Silverado Land Use Bylaw 32D2013 land ownership has changed. Initially, Cardel Homes purchased 46 hectares within this area, 38.6 hectares within the East Silverado Outline Plan, and 7.4 hectares without an approved outline plan or land use. With a change in landownership comes a fresh approach to the plan. The original application for a land redesignation and outline plan amendment is the result of creating a cohesive plan for the area to incorporate one of the parcels that was previously not included in the approved East Silverado Outline Plan. This outline plan and land use redesignation application, known as Silverton Station (LOC2015-0118), was approved in 2016.

Since then, Cardel acquired an additional 18.48 hectares (45.66 acres) within the approved East Silverado Outline Plan Area, which forms the basis of this application and complements Cardel's Silverton Station plan area.

ISC: Protected



# PROPOSED

CPC2018-1235  
ATTACHMENT 2

## BYLAW NUMBER 4P2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE SOUTHWEST COMMUNITY 'A' AND EMPLOYMENT CENTRE / MIXED-USE AREA STRUCTURE PLAN BYLAW 1P2004 \*\*\*\*\*

**WHEREAS** it is desirable to amend the Southwest Community 'A' and Employment Centre / Mixed-Use Area Structure Plan Bylaw 1P2004, as amended;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26, as amended:

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

1. The Southwest Community 'A' and Employment Centre / Mixed-Use Area Structure Plan attached to and forming part of Bylaw 1P2004, as amended, is hereby further amended as follows:
  - (a) Under Subsection 6.4.1 entitled "Purpose" delete the words "A Fire/E.M.S. Station," from the second sentence.
  - (b) Delete Subsection 6.4.2(1) in its entirety and renumber the subsection accordingly.
  - (c) Delete the existing Map 2 entitled "Land Use Concept" and replace with revised Map 2 entitled "Land Use Concept", as attached as Schedule A.
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

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

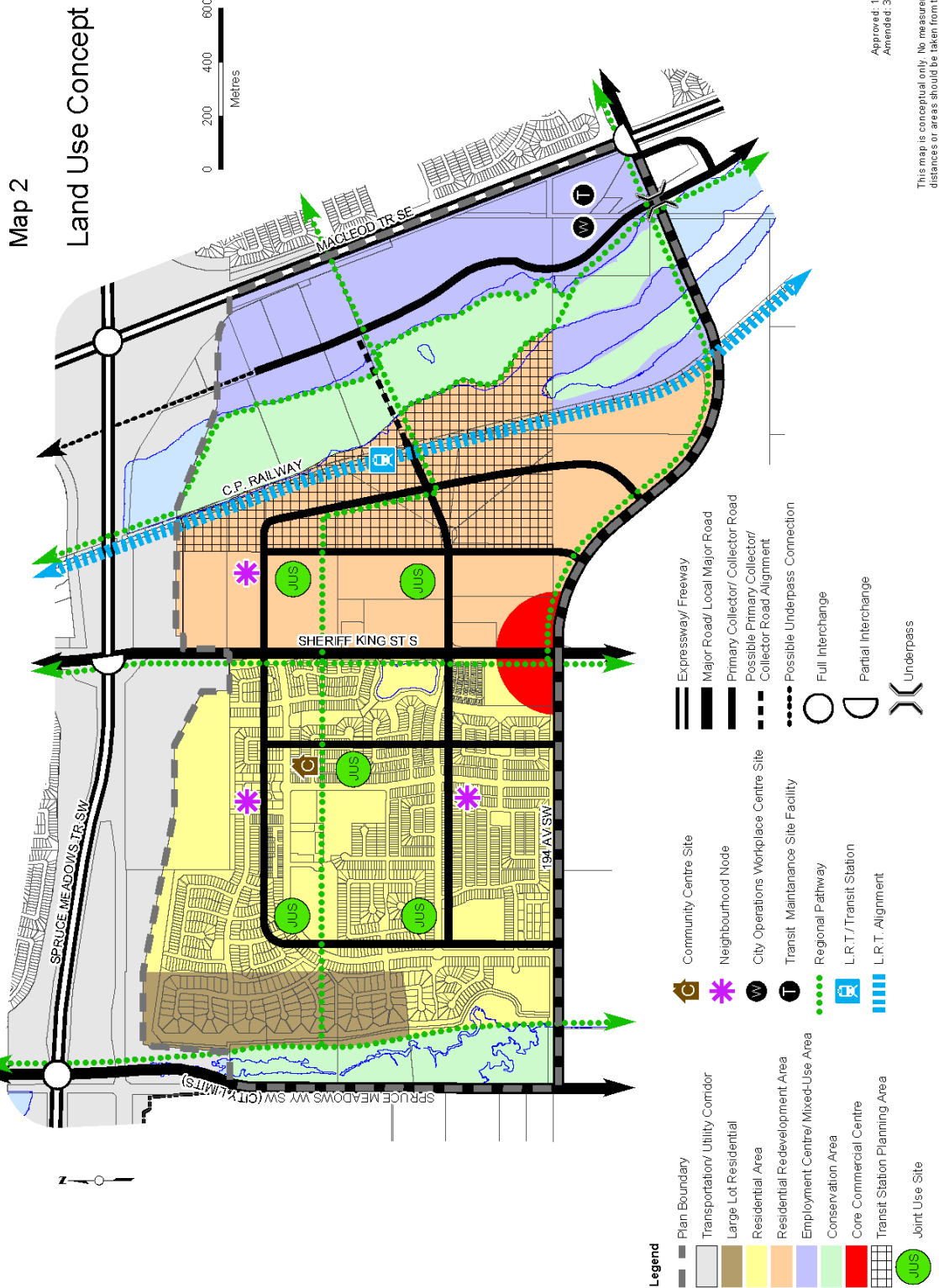
SIGNED ON \_\_\_\_\_

# PROPOSED

BYLAW NUMBER 4P2019

## SCHEDULE A

### Southwest Community 'A' and Employment Centre Mixed-Use Area Structure Plan









## The Approved Outline Plan Boundaries



Nov 02, 2018 - 2:41 pm W:\C2148 Silverton Station South - 2018Jan17\5.0 Technical\5.1 Technical Production\5.1.1 AutoCAD\_BaseMapping\C2148 OP febr 2018 clean no traffic circle 2.dwg



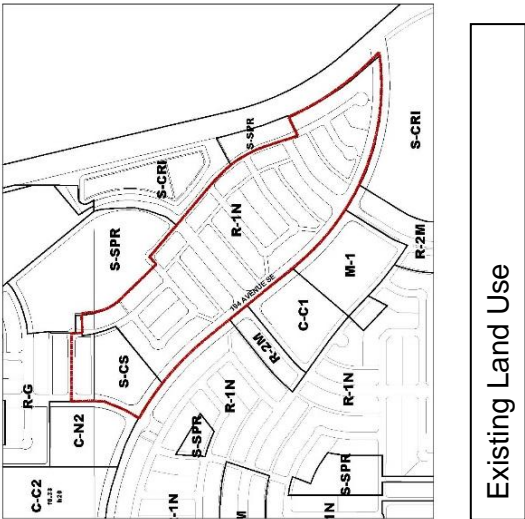
### Silverton Station South Boundaries

November 2018





Proposed Land Use Amendment





## Concept Plan of the Proposed Residential – Medium Profile (M-2) District Site

As per the requirement of the Southwest Community 'A' and Employment Centre / Mixed-Use Area Structure Plan, a concept plan for the proposed M-2 site is required to demonstrate that the proposal will be comprehensively and compatibly developed in the context of the immediately surrounding area.

**Figure 1:** The Concept Plan for the Proposed M-2 Site





# PROPOSED

CPC2018-1235  
ATTACHMENT 7

## BYLAW NUMBER 18D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0115/CPC2018-1235)**  
\*\*\*\*\*

**WHEREAS** it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and substituting therefor that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

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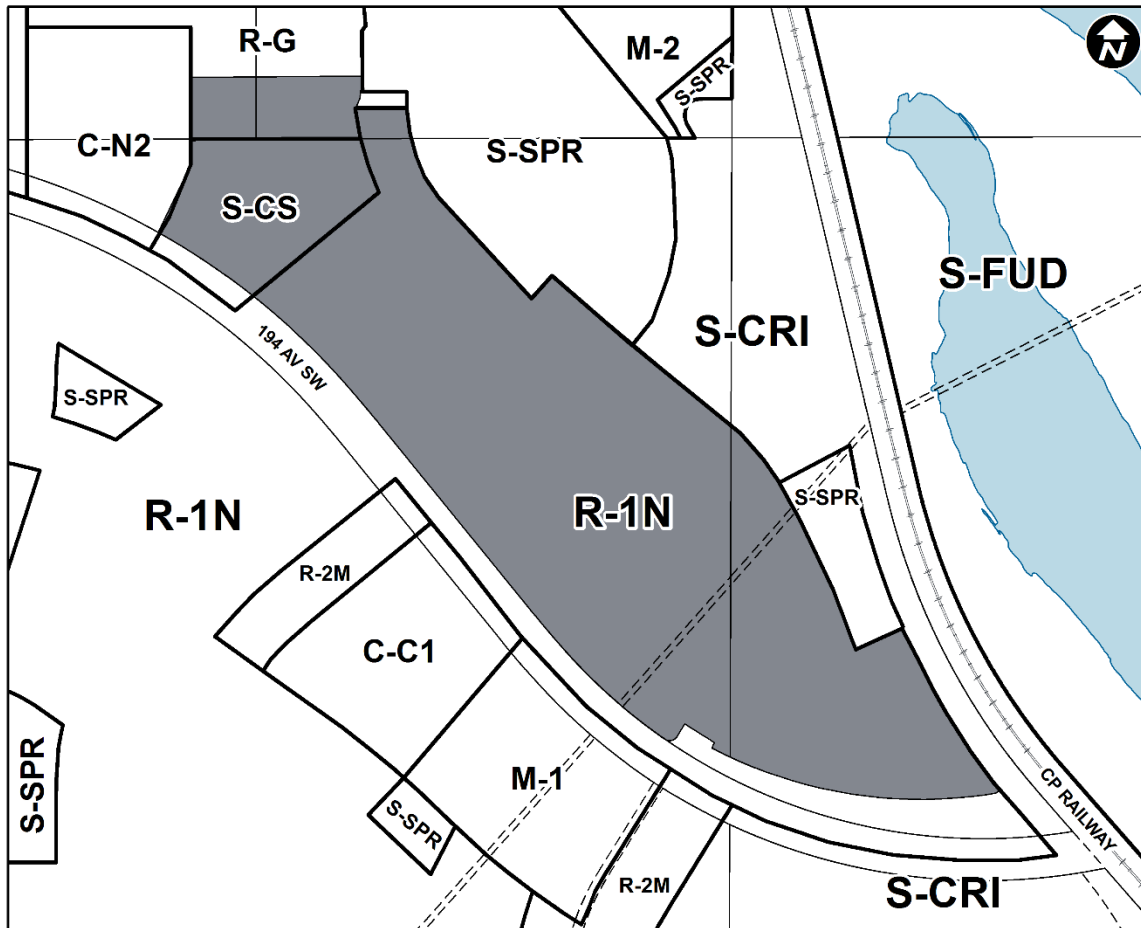
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# PROPOSED

AMENDMENT LOC2018-0115/CPC2018-1235  
BYLAW NUMBER 18D2019

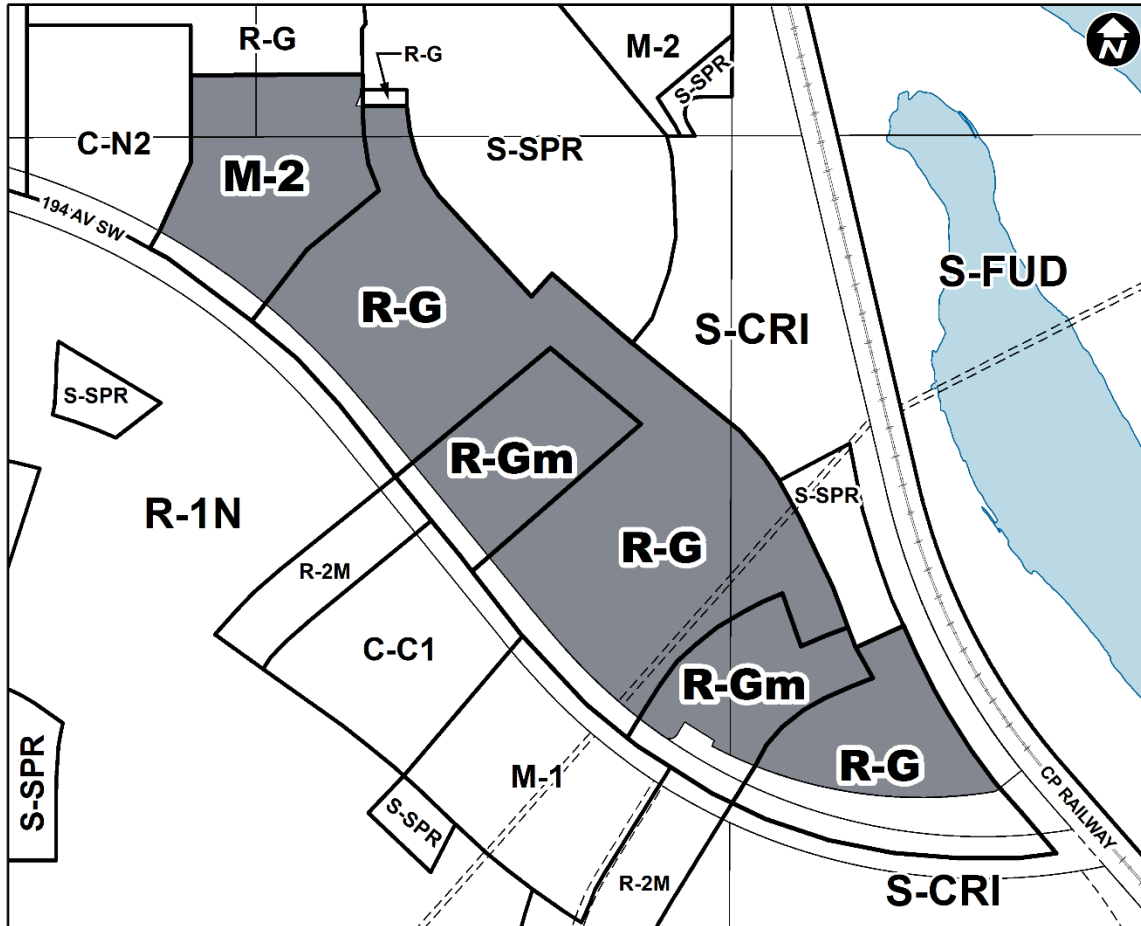
## SCHEDULE A



# PROPOSED

AMENDMENT LOC2018-0115/CPC2018-1235  
BYLAW NUMBER 18D2019

## SCHEDULE B







POSTPONED REPORT

Land Use Amendment in Highfield (Ward 9) at 5101-11 Street SE, LOC2018-0206, CPC2018-1259

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Background: At the 2019 January 14 Combined Meeting of Council, Council postponed Report CPC2018-1259 to the 2019 February 04 Combined Meeting of Council.

Ineligible to Vote: All Members are eligible to vote.

Public Hearing: The public hearing has not been held.

Bylaw 24D2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

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Excerpt from the Minutes of the Regular Public Hearing Meeting of Council, 2019 January 14

**“Moved by** Councillor Woolley

**Seconded by** Councillor Keating

That the Agenda for today's Meeting be amended by postponing the following reports to the 2019 February 04 Combined Meeting of Council:

- 8.1.3. CPC2018-1336
- 8.1.11 CPC2018-1313
- 8.1.14 CPC2018-1306
- 8.1.22 CPC2018-1359
- 8.1.24 CPC2018-1235
- 8.1.27 CPC2018-1352
- 8.1.30 CPC2018-1259
- 8.1.34 CPC2018-1353
- 8.1.35 CPC2018-1365
- 8.1.41 CPC2018-1345

Against: Councillor Colley-Urquhart

**MOTION CARRIED”**



**Planning & Development Report to  
Calgary Planning Commission  
2018 November 15**

**ISC: UNRESTRICTED  
CPC2018-1259  
Page 1 of 6**

**Land Use Amendment in Highfield (Ward 9) at 5101-11 Street SE, LOC2018-0206**

**EXECUTIVE SUMMARY**

This application was submitted by Zeidler Architecture on 2018 September 12 on behalf of the landowner, Enright 11<sup>th</sup> Street Development Ltd. The application proposes to redesignate the subject parcel from DC Direct Control District (Bylaw 151) to Industrial – Commercial (I-C) District to allow for:

- industrial developments with support commercial uses (e.g. warehouse with commercial storefronts, restaurants, retail stores, industrial buildings with offices and retail stores);
- a maximum building height of 12 metres;
- the uses listed in the proposed I-C District.

The current DC Direct Control District was approved in August 1973 with the purpose of adding the use of Meat Packing Plant to the base district of M-3 Heavy Industrial, as described in Land Use Bylaw 8600.

Redesignation of the parcel as proposed will allow for a land use district that is aligned with the current Municipal Development Plan and the application of the current Land Use Bylaw 1P2007.

No development permit application has been submitted at this time.

**ADMINISTRATION RECOMMENDATION:**

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 1.09 hectares  $\pm$  (2.69 acres  $\pm$ ) located at 5101 – 11 Street SE (Plan 7410362; Block A) from DC Direct Control District to Industrial – Commercial (I-C) District; and
2. Give three readings to the proposed bylaw.

**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, DATED 2018 NOVEMBER 15:**

That Council hold a Public Hearing; and

1. Adopt, by Bylaw, the proposed redesignation of 1.09 hectares  $\pm$  (2.69 acres  $\pm$ ) located at 5101 – 11 Street SE (Plan 7410362; Block A) from DC Direct Control District to Industrial – Commercial (I-C) District; and
2. Give three readings to the proposed Bylaw **24D2019**.

Planning & Development Report to  
Calgary Planning Commission  
2018 November 15

ISC: UNRESTRICTED  
CPC2018-1259  
Page 2 of 6

**Land Use Amendment in Highfield (Ward 9) at 5101-11 Street SE, LOC2018-0206**

**PREVIOUS COUNCIL DIRECTION / POLICY**

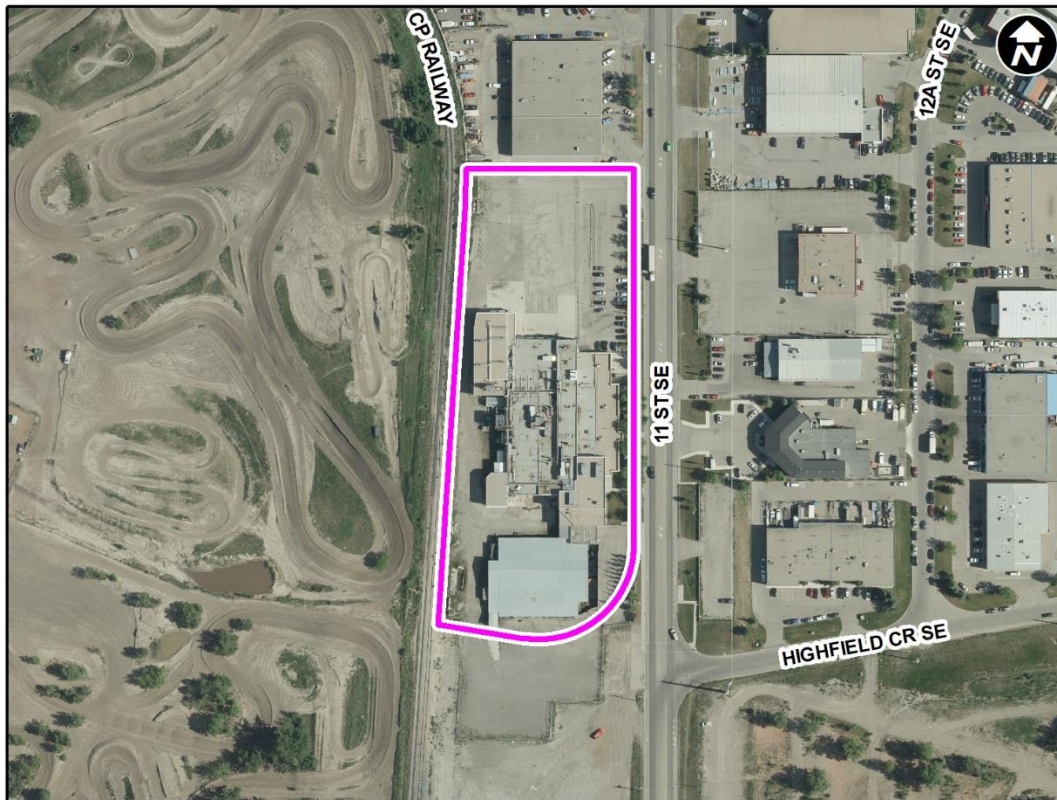
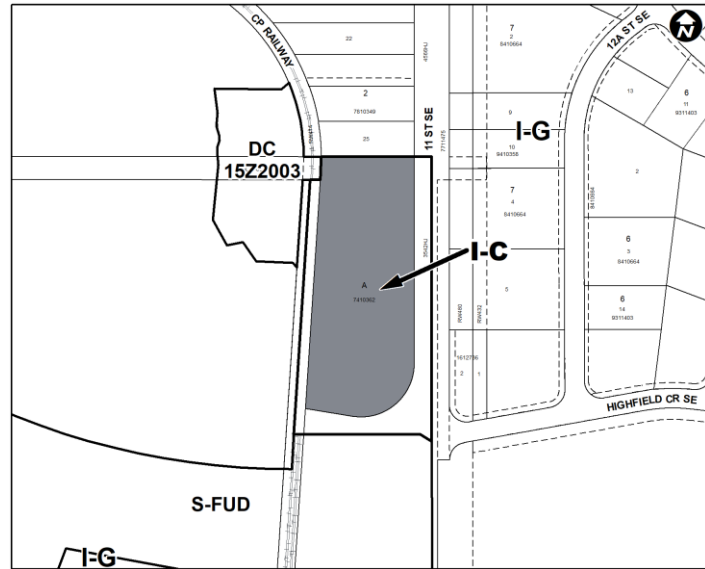
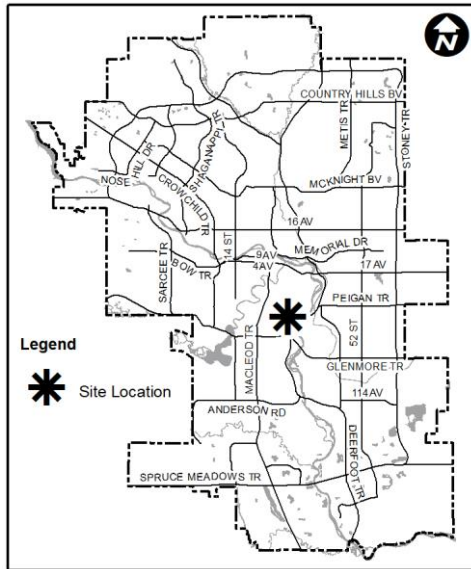
None.

**BACKGROUND**

The purpose of this redesignation is to enable future redevelopment of the site that is aligned with the policies of the current Municipal Development Plan and which allows for the application of a range of uses and development rules as outlined in the current Land Use Bylaw 1P2007.

**Land Use Amendment in Highfield (Ward 9) at 5101-11 Street SE, LOC2018-0206**

**Location Maps**



**Land Use Amendment in Highfield (Ward 9) at 5101-11 Street SE, LOC2018-0206**

**Site Context**

The subject parcel is located in the industrial community of Highfield, along the arterial roadway of 11 Street SE. A designated bike lane runs parallel to the parcel and bus stops are located in close proximity. Surrounding land uses are predominately Industrial-General with some Industrial-Business and Industrial-Commercial designated properties within the community, and a few commercially designated developments at major interchanges. General industrial buildings exist to the north and east of the site, while a rail-spur followed by a recreational motocross site exist behind the site to the west. A City-owned undeveloped parcel designated 'Special Purpose – Future Urban Development' exists immediate south of the site, and is currently being held as possible future road right-of-way.

As an industrial area, there is no demographic information available for the community of Highfield.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The proposed redesignation will allow for a range of industrial and support commercial uses that supports the employee-intensive intent of the area as outlined in the Municipal Development Plan.

**Planning Considerations**

The following sections highlight the scope of technical planning analysis conducted by Administration.

***Land Use***

The existing DC Direct Control District was approved in August 1973 with the purpose of adding the use of Meat Packing Plant to the base district of M-3 Heavy Industrial, as described in Land Use Bylaw 8600. Direct Control Districts that reference a specific Land Use Bylaw continue to be subject to that particular Land Use Bylaw, regardless of the Land Use Bylaw currently in force. The subject site is, therefore, governed by the rules of Land Use Bylaw 8600, which came into effect 1972 May 29 and was replaced with Land Use Bylaw 2P80 on 31 March 1980. Land Use Bylaw 2P80 was later replaced by the current Land Use Bylaw 1P2007 in July 2007.

The proposed Industrial – Commercial (I-C) District is intended for areas located on the perimeter of industrial areas and/or along major roadways. While light-industrial land uses are to be the predominate land uses in these districts, small scale commercial uses that are compatible with and complementary to the light industrial base are considered appropriate.

The intent of this redesignation is to enable industrial-commercial redevelopment of the site that is compatible with the surrounding area, and is aligned with current City policies and development rules.

## **Land Use Amendment in Highfield (Ward 9) at 5101-11 Street SE, LOC2018-0206**

### ***Development and Site Design***

Development in the Industrial – Commercial (I-C) district typically takes the form of large warehouse style building(s) with commercial or office storefronts. The rules of the proposed I-C District will provide guidance for the future site development including appropriate uses, height and building massing, landscaping and parking.

### ***Environmental***

An environmental site assessment was not required for this application.

### ***Transportation Network***

The parcel is located on the arterial roadway of 11 Street SE. Bus stops for routes 66 and 30 are located within 200 metres from the site, and a dedicated bike lane is available adjacent to the site, along southbound 11 Street SE. As there is no rear lane, vehicular access to the site will continue to be from 11 Street SE upon redevelopment. A CP rail spur exists behind the parcel. CP rail was circulated as part of this application and indicated no objection to the proposed land use redesignation.

### ***Utilities and Servicing***

Water, sanitary, and storm sewer mains are available and can accommodate the potential redevelopment of the subject site without the need for off-site improvements at this time.

### **Stakeholder Engagement, Research and Communication**

Consistent with Administration's standard practices, this application was circulated to relevant stakeholders and notice posted on-site for three weeks. Notification letters were sent to adjacent land owners and the application was advertised online. No public meetings were held by the Applicant or Administration in association with this application.

No community association exists for this area.

No comments were received from the public by the Calgary Planning Commission report submission date.

Following Calgary Planning Commission, notifications for Public Hearing of Council will be posted on-site and mailed out to adjacent land owners. In addition, Calgary Planning Commission's recommendation and the date of the Public Hearing will be advertised.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (Statutory, 2014)***

Planning & Development Report to  
Calgary Planning Commission  
2018 November 15

ISC: UNRESTRICTED  
CPC2018-1259  
Page 6 of 6

### **Land Use Amendment in Highfield (Ward 9) at 5101-11 Street SE, LOC2018-0206**

The recommendation by Administration in this report has considered and is aligned with the policy direction of the South Saskatchewan Regional Plan (SSRP), which directs population growth in the region to Cities and Towns, and promotes the efficient use of land.

#### ***Municipal Development Plan (Statutory, 2009)***

The subject site is located within the Industrial – Employee Intensive area, according to Map 1: Urban Structure Map of the *Municipal Development Plan* (MDP). These areas are expected to achieve significant employment opportunities, and while they are to be predominately industrial focussed, other land uses may be supported. Given the intensity of development, amenities for the pedestrian should be provided.

#### **Social, Environmental, Economic (External)**

An environmental site assessment was not required for this application.

#### **Financial Capacity**

##### ***Current and Future Operating Budget:***

There are no known impacts to the current and future operating budgets at this time.

##### ***Current and Future Capital Budget:***

The proposed amendment does not trigger capital infrastructure investment, and therefore there are no growth management concerns at this time.

#### **Risk Assessment**

There are no significant risks associated with this proposal.

#### **REASON(S) FOR RECOMMENDATION(S):**

The proposal is consistent with the applicable policies of the *Municipal Development Plan* and will allow for a land use district that is aligned with the vision of the current *Municipal Development Plan* and the application of the current Land Use Bylaw 1P2007.

#### **ATTACHMENT(S)**

1. Applicant's Submission
2. **Proposed Bylaw 24D2019**



## Applicant's Submission

### a. Application Summary

i. This application proposes the Land Use Redesignation from Direct Control to General (I-G) District.

ii. Location

The site is located in the Highfield Industrial area in southeast Calgary. The municipal address is 5101 11th Street SE.

iii. Purpose and Intent

The purpose and intent for this redesignation is to enable future commercial industrial development on-site while also retaining an industrially based land use district designation that is compatible with the surrounding industrial area comprised primarily by I-G District designated sites. The existing I-G land use provides for a maximum floor area ratio of 1.0 and a maximum building height of 12 meters.

### b. Site Context

i. Surrounding Land Use and Development

The 1.9 ha site is located in the inner-city Southeast Calgary Highfield Industrial area. The surrounding land uses are predominately designated with Industrial – General (I-G) designations however the site immediately to the south is designated Special Purpose – Future Urban Development (S-FUD). The site is currently developed with an existing industrial shop/warehouse space that was operated as a meatpacking plant. The site is located on 11th Street SE and is bordered by a rail ROW to the west and an abandoned traffic ROW to the south. The adjacent parcel to the west operates as a recreational motocross site with extensive undeveloped terrain with a number of motocross tracks and large parking areas. The site to the north contains an industrial building with a number of tenants. The buildings directly across 11th Street SE from the site house a number of industrial uses, including Courtesy Collision Centre automotive repair, Ultimate Homes & Renovation and Western Air & Power and Dayco Power Systems Ltd. The current site development includes an existing single storey office space attached to shop/warehouse space. The remainder of the site includes surface parking stalls, a loading area and landscaping along the 11th Street property perimeter. The subject site is currently accessed via two driveways; off 11th Street SE with parking and loading yards off both entrances.

ii. Policy

1. The following policies apply to the site. (MDP to Local Area Policy, Guidelines)

- Municipal Development Plan
- Calgary Transportation Plan
- The rules and provisions of Parts 1, 2, 3 and 4 of Bylaw 1P2007 apply to this Development. The development complies with all applicable policies of the bylaw.
- The proposed land use complies with the Municipal Development Plan
- The proposed land use district is compatible with adjacent land use districts and developments.
- There is no local area policy for the site.
- There is no Community Association in this area.

2. There are no requirements for a policy amendment as part of this submission.

iii. Topography

The site slopes approximately three to four meters from west to north along the north property line and approximately three to four meters from the southwest corner to the northeast corner. There is however a retaining wall along the west property line and grade difference between the site and the railway spur line.

iv. Transportation

The development is located between Blackfoot Trail SE to west and Deerfoot Trail to the east. The site is on 11th Street SE which is identified as an arterial (industrial) street in the MDP and Calgary Transportation Plan. Blackfoot Trail SE is identified as an Arterial Street and Deerfoot Trail is identified as a Skeletal Road and part of the Primary Transit Network in the MDP. There is transit bus service on 11th Street SE with Route 66 - Blackfoot Express which connects to Chinook LRT station and Route 30 service which connects to the 39th Avenue LRT station.



# PROPOSED

CPC2018-1259  
ATTACHMENT 2

## BYLAW NUMBER 24D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0206/CPC2018-1259)**  
\*\*\*\*\*

**WHEREAS** it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and substituting therefor that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

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MAYOR

SIGNED ON \_\_\_\_\_

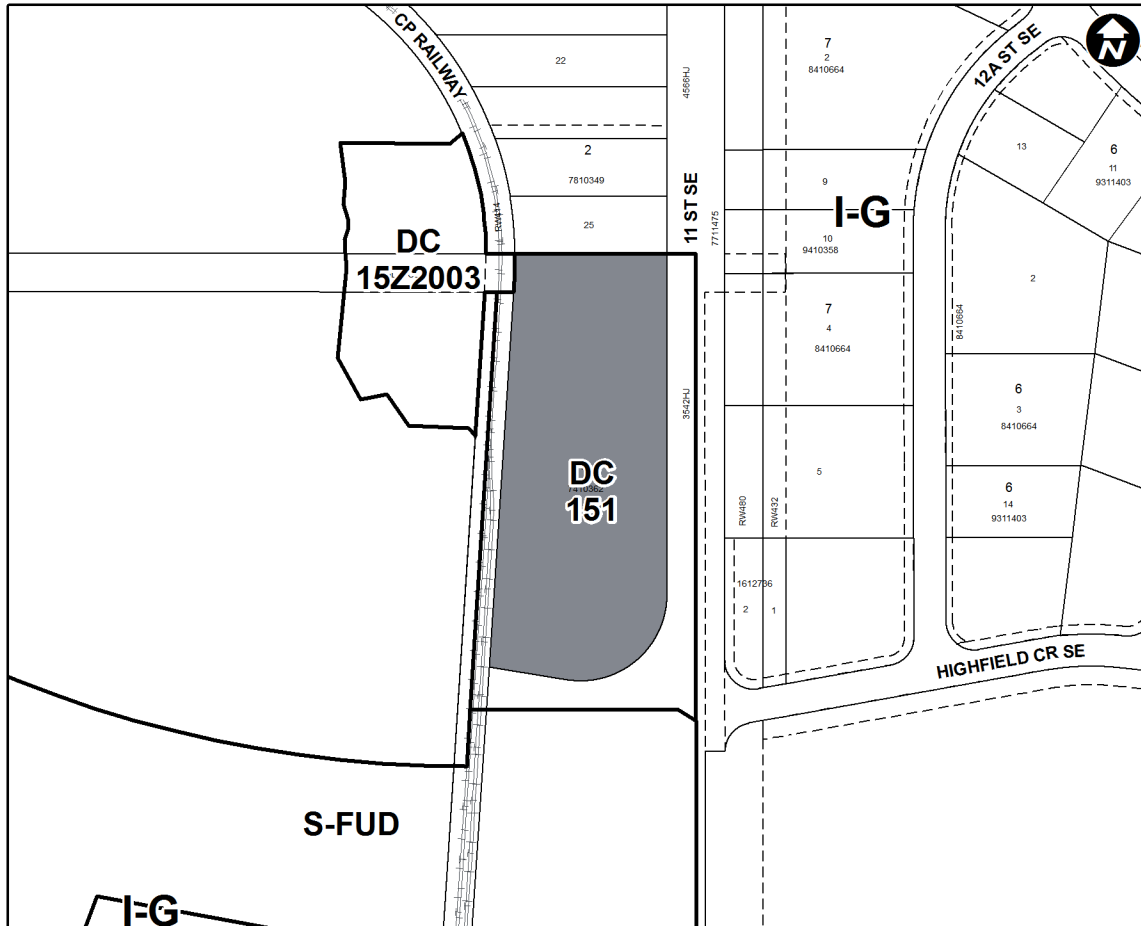
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SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0206/CPC2018-1259  
BYLAW NUMBER 24D2019

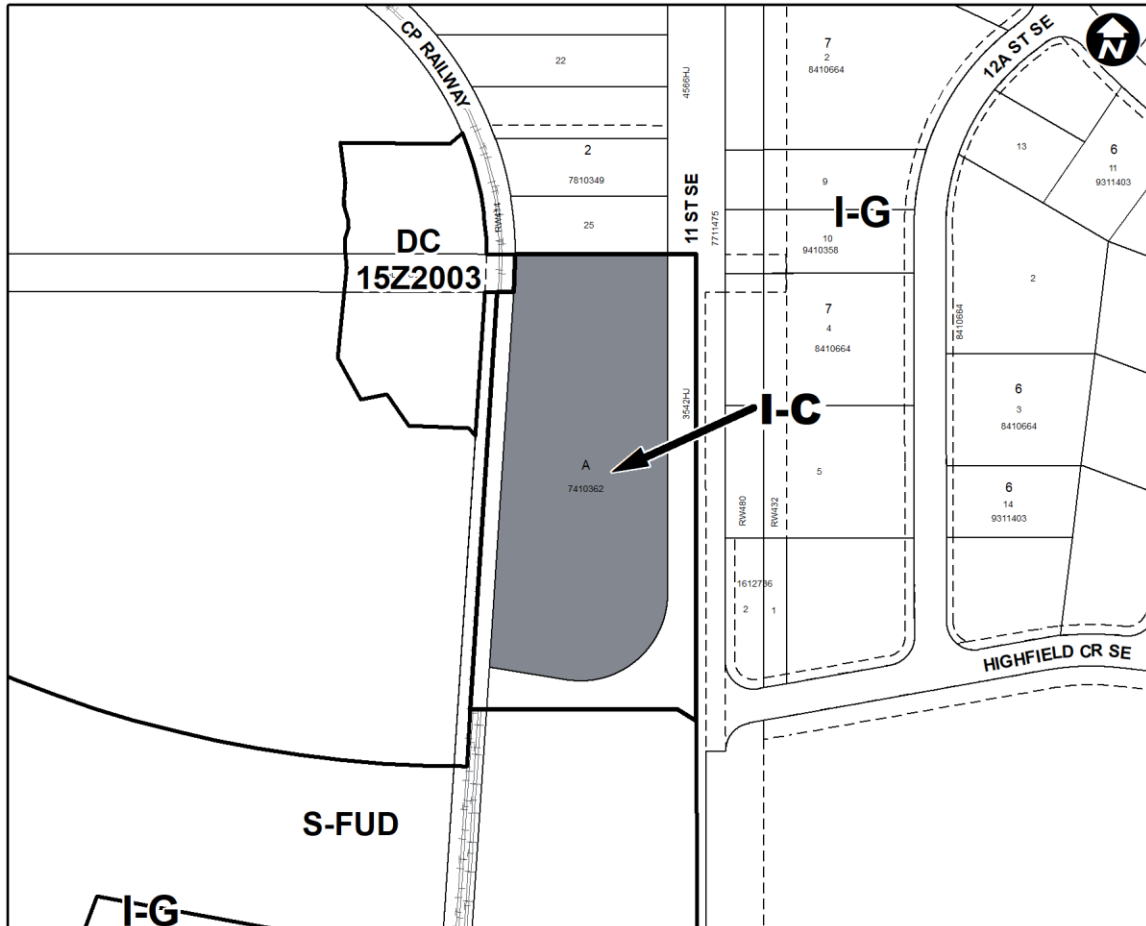
## SCHEDULE A



# PROPOSED

AMENDMENT LOC2018-0206/CPC2018-1259  
BYLAW NUMBER 24D2019

## SCHEDULE B





POSTPONED REPORT

Policy Amendment and Land Use Amendment in Sunalta (Ward 8) at 2100 and 2206 – 10 Avenue SW, LOC2018-0165, CPC2018-1358

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Background: At the 2019 January 14 Combined Meeting of Council, Council postponed Report CPC2018-01358 to the 2019 February 04 Combined Meeting of Council.

Ineligible to Vote: All Members are eligible to vote.

Public Hearing: The public hearing has not been held.

Bylaw 9p2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

Bylaw 33D2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

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Excerpt from the Minutes of the Regular Public Hearing Meeting of Council, 2019 January 14

**“Moved by** Councillor Woolley

**Seconded by** Councillor Magliocca

That the Agenda for today's meeting be amended by postponing Item 8.1.12 to the 2019 February 04 Combined Meeting of Council.

**MOTION CARRIED”**





**Policy Amendment and Land Use Amendment in Sunalta (Ward 8) at 2100 and 2206 – 10 Avenue SW, LOC2018-0165**

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**EXECUTIVE SUMMARY**

This application was submitted by Citytrend on 2018 July 16 on behalf of the landowner, Gunther's Building Centre Ltd and Gunther's Building Supplies Limited. The application proposes to change the designation of this property from Commercial – Corridor 2 f3.0h27 (C-COR2 f3.0h27) District to a Direct Control District to allow for:

- Self Storage Facility, in addition to the uses already allowed;
- A maximum building height of 27 metres (same as the existing maximum);
- A maximum floor area ratio of 4.5 (an increase from the existing maximum of 3.0); and
- The uses listed in the C-COR2 district.

A minor text amendment to the *Sunalta Area Redevelopment Plan* (ARP) is required to accommodate the proposed land use redesignation. The proposal conforms to the ARP, as amended and is in keeping with applicable policies of the *Municipal Development Plan*.

No development permit application has been submitted at this time.

**ADMINISTRATION RECOMMENDATION:**

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed amendments to the Sunalta Area Redevelopment Plan (Attachment 3); and
2. Give three readings to the proposed bylaw.
3. **ADOPT**, by bylaw, the proposed redesignation of 0.84 hectares  $\pm$  (2.08 acres  $\pm$ ) located at 2100 and 2206 – 10 Avenue SW (Plan 8610141, Block 1, Lots 1 and 2) from Commercial – Corridor 2 f3.0h27 (C-COR2 f3.0h27) District to DC Direct Control District to accommodate the additional use of Self Storage Facility and a revised FAR, with guidelines (Attachment 2); and
4. Give three readings to the proposed bylaw.

**Policy Amendment and Land Use Amendment in Sunalta (Ward 8) at 2100 and 2206 – 10 Avenue SW, LOC2018-0165**

**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, DATED 2018 NOVEMBER 29:**

That Council hold a Public Hearing; and

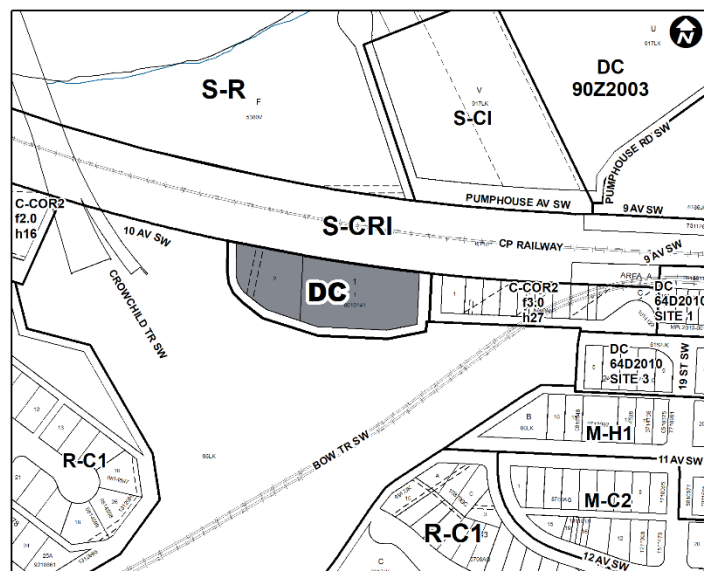
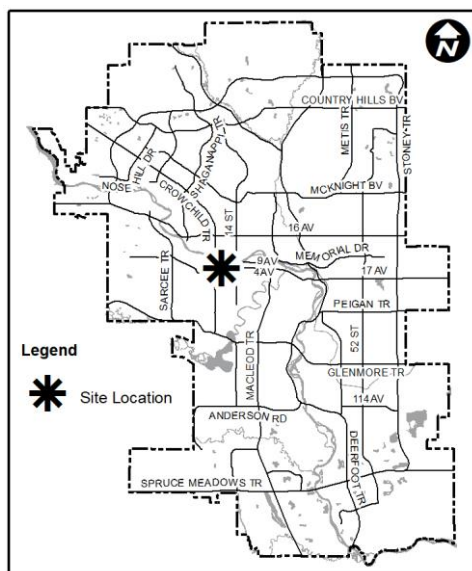
1. Adopt, by bylaw, the proposed amendments to the Sunalta Area Redevelopment Plan (Attachment 3);
2. Give three readings to **Proposed Bylaw 9P2019**;
3. Adopt, by Bylaw, the proposed redesignation of 0.84 hectares  $\pm$  (2.08 acres  $\pm$ ) located at 2100 and 2206 – 10 Avenue SW (Plan 8610141, Block 1, Lots 1 and 2) from Commercial – Corridor 2 f3.0h27 (C-COR2 f3.0h27) District to DC Direct Control District to accommodate the additional use of Self Storage Facility and a revised FAR, with guidelines (Attachment 2); and
4. Give three readings to **Proposed Bylaw 33D2019**.

**PREVIOUS COUNCIL DIRECTION / POLICY**

None.

**BACKGROUND**

**Location Maps**



**Policy Amendment and Land Use Amendment in Sunalta (Ward 8) at 2100 and 2206 - 10 Avenue SW, LOC2018-0165**



### Site Context

The subject site consists of two parcels of land located in the community of Sunalta. 10 Avenue SW is located along the south and west sides of the site. The Canadian Pacific Railway tracks are to the north of the site and C-COR2 f3.0h27 sites are to the east. An elevated portion of Bow Trail SW is located on the other side of 10 Avenue SW to the south and a Crowchild Trail SW overpass crosses over 10 Avenue SW just west of the site. The surrounding elevated arterial street and skeletal road combined with the railway corridor to the north make the surrounding context unique and the site unsuitable for many types of commercial redevelopment.

Traditionally, self storage facilities are located in industrial areas which pushes these types of facilities outside of the communities that use them. This application proposes a land use that aims to successfully integrate this type of use into an inner city commercial area to provide a convenient self storage solution for the residents of this community as well as surrounding communities.

The site is currently developed with a building supply warehouse and store. No development permit has been submitted at this time but the land owner intends to build a 6 storey self storage facility on the west parcel and repurpose the existing buildings on the east parcel.

**Policy Amendment and Land Use Amendment in Sunalta (Ward 8) at 2100 and 2206 - 10 Avenue SW, LOC2018-0165**

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**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

**Planning Considerations**

***Land Use***

The proposed land use is a DC Direct Control District (Attachment 2) based on the existing Commercial – Corridor 2 district with the additional use of Self Storage Facility and an increase to the floor area ratio to 4.5. Administration recognizes that direct control districts must only be used for the purpose of providing for development that, due to their unique characteristics, innovative ideas or unusual site constraints, required specific regulation unavailable in other land use districts; and further, must not be used in substitution of any other land use district in the Bylaw that could be used to achieve the same result either with or without relaxations; or to regulate matters that are regulated by subdivision or development permit approval conditions.

The only standard districts in the Land Use Bylaw that allow for a Self Storage Facility are industrial districts. These districts allow for a wide range of industrial uses in addition to Self Storage Facility which would be considered inappropriate for this site given the policies of the *Sunalta Area Redevelopment Plan*. A specific rule for a Self Storage Facility has been incorporated into the DC where each storage compartment must be accessed through the internal hallways. This rule has been designed specifically for a commercial context and, as such, meets the intent to be considered a commercial use. An increase to the floor area ratio will allow for greater density upon redevelopment of the site while maintaining the existing height maximum.

***Development and Site Design***

The proposed redesignation provides guidance for site development including appropriate uses, height and building floor area, landscaping and parking. In addition, a specific rule has been created in the Direct Control District to ensure that future redevelopment of a Self Storage Facility is developed in a manner suitable for a commercial inner-city context, by the requirement that all storage compartments must be accessed internally. This approach would exclude the traditional self storage facility that provides for direct vehicular access to each unit.

***Environmental***

A Phase I Environmental Site Assessment was submitted with the application. Based on the information reviewed within this report, this site is classified as having a low environmental hazard potential and no further investigation of the site is recommended.

***Transportation***

Pedestrian and vehicular access to the site is available from 10 Avenue SW. The subject site is approximately 760 metres away from the Sunalta LRT station, which is a Primary Transit route. A Transportation Impact Assessment was not required as part of this application.

**Policy Amendment and Land Use Amendment in Sunalta (Ward 8) at 2100 and 2206 - 10 Avenue SW, LOC2018-0165**

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***Utilities and Servicing***

Water, sanitary and storm mains are available to this site. Further details for servicing will be reviewed at the development permit stage.

**Stakeholder Engagement, Research and Communication**

In keeping with Administration's standard practices, this application was circulated to the Community Association and notice posted on-site. Notification letters were sent to adjacent landowners and the application was advertised online.

Following Calgary Planning Commission, notification for Public Hearing of Council will be posted on-site and mailed out to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

No public meetings were held for this application, but the applicant did meet with the Sunalta Community Association prior to submitting the application.

Administration received a response of "no objection" to the proposed land use redesignation from the Sunalta Community Association.

Administration received one letter of objection to the application from a citizen and one letter of "no objection" from the Canadian Pacific Railway. The letter of objection expressed concerns with an increase in building height.

Administration responded to the letter of objection by informing the citizen that the maximum allowable building height is not increasing. No further comments were received following that response.

**Strategic Alignment**

***South Saskatchewan Regional Plan (Statutory – 2014)***

The recommendation by Administration in this report has considered and is aligned with the policy direction of the South Saskatchewan Regional Plan.

***Municipal Development Plan (Statutory – 2009)***

The subject site is located within the Developed – Inner City area as identified on Map 1: Urban Structure in the *Municipal Development Plan (MDP)*. The applicable MDP policies encourage redevelopment of inner-city communities and to provide more choice within complete communities.

The addition of a self storage facility in this location will help to support the needs of local residents to give them more choice in their community.

**Policy Amendment and Land Use Amendment in Sunalta (Ward 8) at 2100 and 2206 - 10 Avenue SW, LOC2018-0165**

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***Sunalta Area Redevelopment Plan (Statutory – 1982)***

The subject site is located within the Office Commercial area as identified on Map 2: Land Use Policies in the *Sunalta Area Redevelopment Plan* (ARP). Although the self storage use is traditionally considered under Schedule A – Storage Group and is included in the industrial districts of The City's Land Use Bylaw (1P2007), the additional rules on building form ensure redevelopment will be in a commercial form to meet the intent of the policies of the ARP. The ARP provides direction on the specific land use for this area, and therefore a minor text amendment to the ARP is required in support of this application (Attachment 3).

**Social, Environmental, Economic (External)**

The recommended land use contributes to a complete community by allowing for an additional use that provides nearby residents with an additional service.

**Financial Capacity**

***Current and Future Operating Budget:***

There are no known impacts to the current and future operating budgets at this time.

***Current and Future Capital Budget:***

The proposed amendment does not trigger capital infrastructure investment and therefore there are no growth management concerns at this time.

**Risk Assessment**

There are no significant risks associated with this proposal.

**REASON(S) FOR RECOMMENDATION(S):**

The proposal is in keeping with applicable policies of the *Municipal Development Plan* and *Sunalta Area Redevelopment Plan*. The proposed Direct Control District is in keeping with the existing land use district and provides for additional density and an additional use with rules to ensure future redevelopment is compatible in a commercial context.

**ATTACHMENT(S)**

1. Applicant's Submission
2. **Proposed Bylaw 9P2019**
3. **Proposed Bylaw 33D2019**

## **Applicant's Submission**

Through this application we are seeking to redesignate the subject sites located at 2206 and 2100 10 Avenue SW from C-COR2f3.0h27 to a Direct Control District based in C-COR 2 to accommodate a Self Storage Facility. The Direct Control District allows the addition of the Self Storage Facility use with rules specifically designed to fit the Inner City context of the site and maintain the commercial rules and policies set out in the Sunalta Area Redevelopment Plan.

The subject site is located in the community of Sunalta in the city's southwest quadrant. While the subject site is located in Sunalta, the physical context with Bow Trail to the east, Crowchild Trail to the west and the CPR tracks to the north makes the site conditions unique and severs the site from the surrounding community.

Real Storage Group, a self-storage provider with over 35 locations across the country, is proposing to redevelop the subject site. The first phase of development will occur on the west lot (municipal address 2206 10 Avenue SW) and will accommodate a multi-storey storage facility while some existing buildings on the balance of the site will be reconditioned to allow commercial uses.

Self Storage Facility is not listed as permitted or discretionary uses in the C-COR 2 District. In order to accommodate the proposed development a Land Use Redesignation is required. Traditionally, the City of Calgary and the Land Use Bylaw have characterized Self Storage Facilities as an industrial use. Over the years, the need for accessible self-storage facilities has increased with the development of residential condominiums. The traditional view of self-storage has forced the consumer to find storage solution outside of their communities in the industrial areas of the city. We believe that self-storage can be successfully integrated in the urban fabric. Our application proposes the use of a Direct Control District to include specific rules for self-storage that better fit the urban context.

We are proposing that the Self Storage Facility be considered a commercial use for several reasons. Self Storage Facilities are typically characterized by roll up doors with direct vehicular access to the exterior. This would not be allowed for new buildings under the proposed Direct Control District. Individual access to storage units have to occur from the inside of the building. Eliminating exterior doors and vehicle circulation throughout the site makes this proposed storage facility consistent to a commercial use and compatible to an urban context.

Further, the Self Storage Facility is proposed to be multi-storey and will appear more as an office building than traditional self-storage development. Windows will be present throughout the building to offer transparency and visual interest which is not typically present in industrial buildings.

The applicant and representatives of Real Storage held a pre-application meeting (PE2017-01395), met with Community Association representatives and met with Councillor Woolley prior to the preparation of this application package. We will continue to engage the Councillor's office, Community Association and adjacent neighbours on the application as it progresses.





# PROPOSED

CPC2018-1358  
ATTACHMENT 2

## BYLAW NUMBER 9P2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE SUNALTA AREA REDEVELOPMENT PLAN BYLAW 13P82

\*\*\*\*\*

**WHEREAS** it is desirable to amend the Sunalta Area Redevelopment Plan Bylaw 13P82, as amended;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended:

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

1. The Sunalta Area Redevelopment Plan attached to and forming part of Bylaw 13P82, as amended, is hereby further amended as follows:
  - (a) Under Section 3.2.5, delete the text under Land Use Districts and replace with the following:

“The C-COR2 f3.0h27 land use district applies to areas along 10th Avenue between Bow Trail and Crowchild Trail with the exception of 2100 and 2206 - 10 Avenue SW which are designated as a Direct Control District.”
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

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

SIGNED ON \_\_\_\_\_



# PROPOSED

CPC2018-1358  
ATTACHMENT 3

## BYLAW NUMBER 33D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0165/CPC2018-1358)**  
\*\*\*\*\*

**WHEREAS** it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and substituting therefor that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

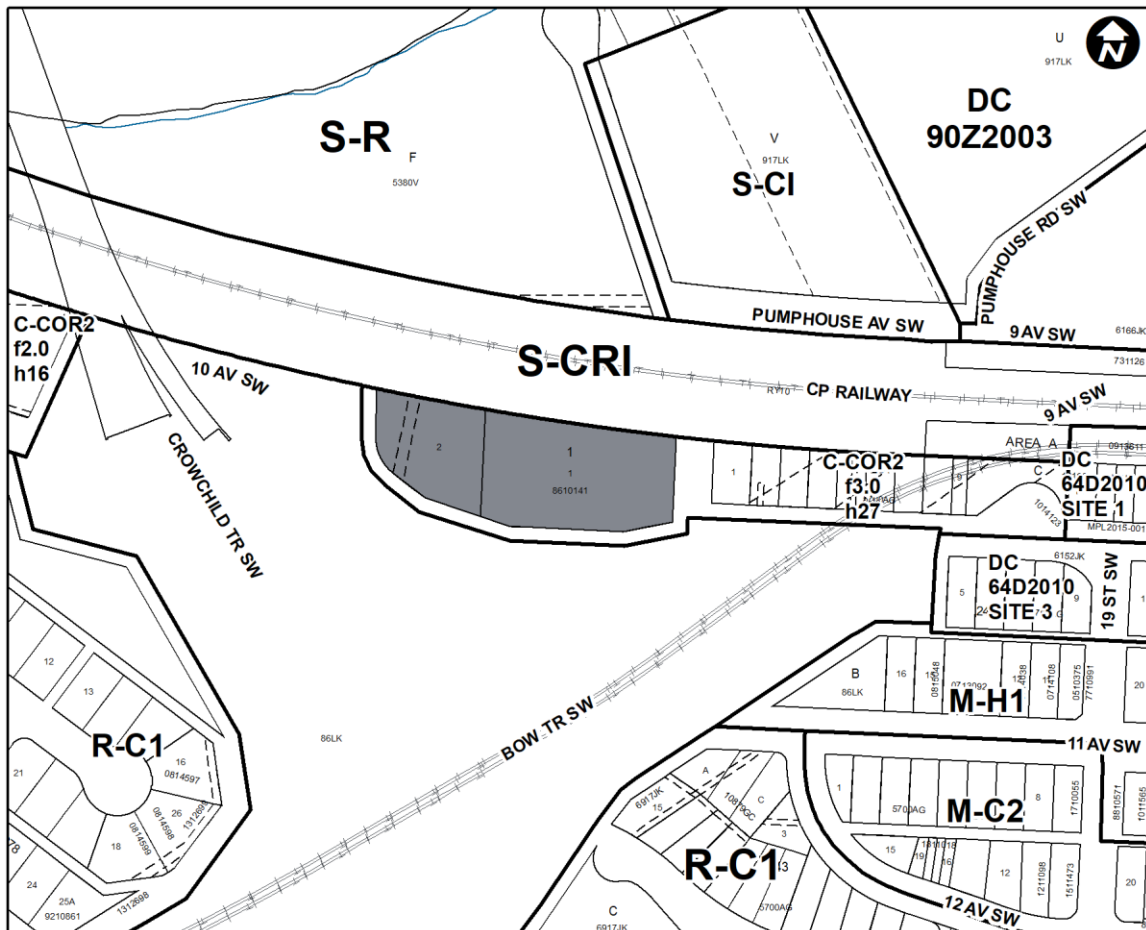
\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0165/CPC2018-1358  
BYLAW NUMBER 33D2019

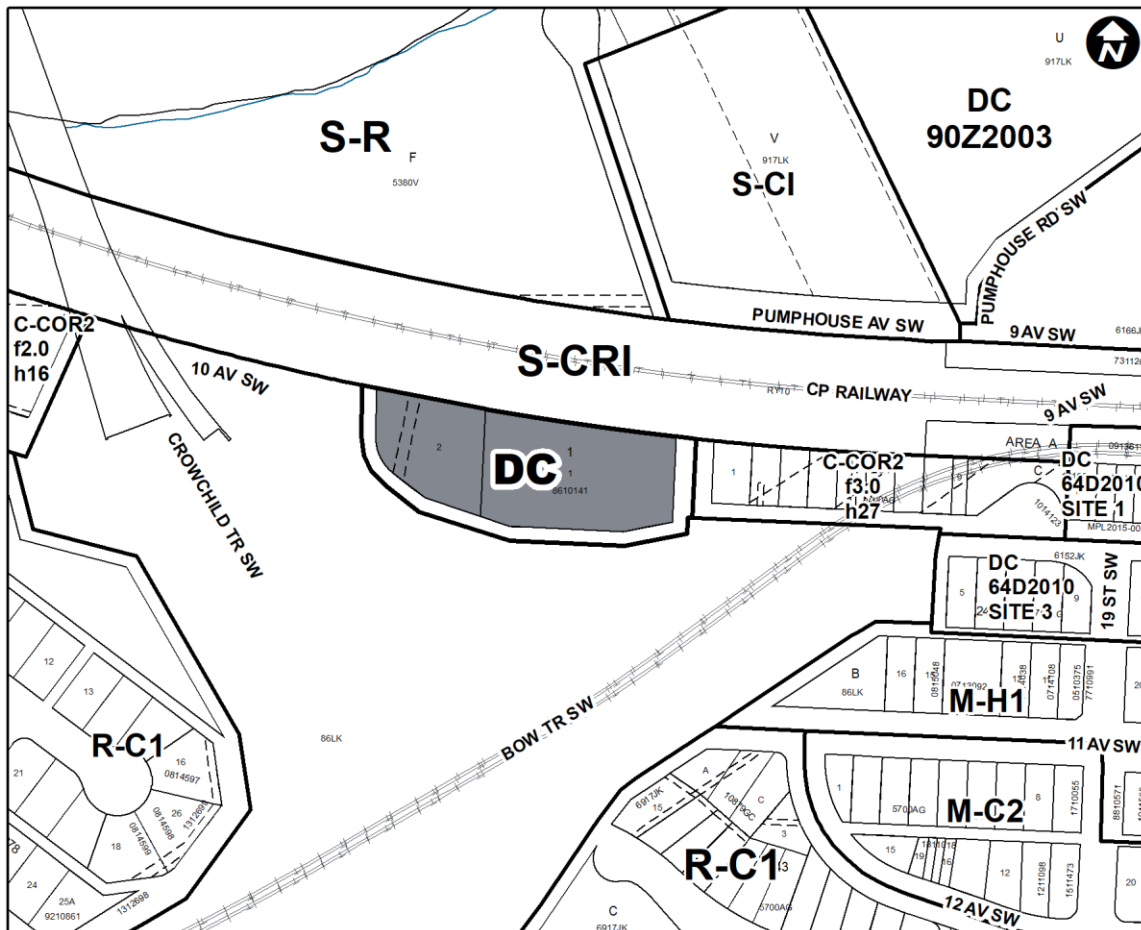
## SCHEDULE A



# PROPOSED

AMENDMENT LOC2018-0165/CPC2018-1358  
BYLAW NUMBER 33D2019

## SCHEDULE B



### DIRECT CONTROL DISTRICT

#### Purpose

- 1 This Direct Control District is intended to:
  - (a) allow for the additional **use** of a **Self Storage Facility** with additional rules for an urban commercial context.

#### Compliance with Bylaw 1P2007

- 2 Unless otherwise specified, the rules and provisions of Parts 1, 2, 3 and 4 of Bylaw 1P2007 apply to this Direct Control District.

#### Reference to Bylaw 1P2007

- 3 Within this Direct Control District, a reference to a section of Bylaw 1P2007 is deemed to be a reference to the section as amended from time to time.

# PROPOSED

AMENDMENT LOC2018-0165/CPC2018-1358  
BYLAW NUMBER 33D2019

## Permitted Uses

- 4 The ***permitted uses*** of the Commercial – Corridor 2 (C-COR2) District of Bylaw 1P2007 are the ***permitted uses*** in this Direct Control District.

## Discretionary Uses

- 5 The ***discretionary uses*** of the Commercial – Corridor 2 (C-COR2) District of Bylaw 1P2007 are the ***discretionary uses*** in this Direct Control District with the addition of:

- (a) **Self Storage Facility.**

## Bylaw 1P2007 District Rules

- 6 Unless otherwise specified, the rules of the Commercial – Corridor 2 (C-COR2) District of Bylaw 1P2007 apply in this Direct Control District.

## Rules for Self Storage Facility

- 7 The individual access to each compartment must be entirely internal to a ***building***, with the exception of ***buildings*** existing on the date of passage of this Direct Control District.

## Floor Area Ratio

- 8 The maximum ***floor area ratio*** is 4.5.

## Building Height

- 9 The maximum ***building height*** is 27.0 metres.

POSTPONED REPORT

Policy Amendment and Land Use Amendment in Altadore (Ward 8) at 5034 and 5036 – 22 Street SW, LOC2018-0146, CPC2018-1306

---

Background: At the 2019 January 14 Combined Meeting of Council, Council postponed Report CPC2018-1306 to the 2019 February 04 Combined Meeting of Council.

Ineligible to Vote: All Members are eligible to vote.

Public Hearing: The public hearing has not been held.

Bylaw 12P2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

Bylaw 22D2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

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Excerpt from the Minutes of the Regular Public Hearing Meeting of Council, 2019 January 14

**“Moved by** Councillor Woolley

**Seconded by** Councillor Keating

That the Agenda for today's Meeting be amended by postponing the following reports to the 2019 February 04 Combined Meeting of Council:

- 8.1.3. CPC2018-1336
- 8.1.11 CPC2018-1313
- 8.1.14 CPC2018-1306
- 8.1.22 CPC2018-1359
- 8.1.24 CPC2018-1235
- 8.1.27 CPC2018-1352
- 8.1.30 CPC2018-1259
- 8.1.34 CPC2018-1353
- 8.1.35 CPC2018-1365
- 8.1.41 CPC2018-1345

Against: Councillor Colley-Urquhart

**MOTION CARRIED”**





**Policy Amendment and Land Use Amendment in Altadore (Ward 8) at 5034 and 5036 – 22 Street SW, LOC2018-0146**

---

**EXECUTIVE SUMMARY**

This application was submitted by SK2 Design Build on 2018 June 20, on behalf of the landowner, Altadore Slims Incorporated. The application proposes to change the designation of 5034 – 22 Street SW and 5036 – 22 Street SW from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District to allow for:

- rowhouse, in addition to the uses already allowed (e.g. single detached homes, semi-detached, and duplex homes);
- a maximum building height of 11 metres (an increase from the maximum of 10 metres);
- a maximum of 3 dwelling units (an increase from the maximum of 2 dwelling units); and
- the uses listed in the R-CG district.

A minor map amendment to the *South Calgary/Altadore Area Redevelopment Plan (ARP)* is required to accommodate the proposed land use redesignation. The proposal is in conformance with the ARP as amended and with applicable policies of the *Municipal Development Plan*.

No development permit application has been submitted at this time.

**ADMINISTRATION RECOMMENDATION:**

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed amendments to the South Calgary/Altadore Area Redevelopment Plan; and
2. Give three readings to the proposed bylaw.
3. **ADOPT**, by bylaw, the proposed redesignation of 0.04 hectares ± (0.11 acres ±) located at 5034 and 5036 - 22 Street SW (Plan 1410714, Block 20, Lot 33 and 34) from Residential – Contextual One / Two Dwelling (R-C2) District **to** Residential – Grade-Oriented Infill (R-CG) District; and
4. Give three readings to the proposed bylaw.

Planning & Development Report to  
Calgary Planning Commission  
2018 November 15

ISC: UNRESTRICTED  
CPC2018-1306  
Page 2 of 8

**Policy Amendment and Land Use Amendment in Altadore (Ward 8) at 5034 and 5036 - 22 Street SW, LOC2018-0146**

---

**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, DATED 2018 NOVEMBER 15:**

That Council hold a Public Hearing: and

1. Adopt, by Bylaw, the proposed amendments to the South Calgary/Altadore Area Redevelopment Plan;
2. Give three readings to **Proposed Bylaw 12P2019**;
3. Adopt, by Bylaw, the proposed redesignation of 0.04 hectares  $\pm$  (0.11 acres  $\pm$ ) located at 5034 and 5036 - 22 Street SW (Plan 1410714, Block 20, Lot 33 and 34) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District; and
4. Give three readings to **Proposed Bylaw 22D2019**.

**PREVIOUS COUNCIL DIRECTION / POLICY**

None.

**BACKGROUND**

This application was submitted by SK2 Design Build on 2018 June 20 on behalf of the landowner, Altadore Slims Incorporated (Attachment 1). No development permit application has been submitted at this time.

The City recently conducted a transportation corridor study of 50 Avenue SW between Crowchild Trail and 14A Street SW. This corridor was reclassified as a Parkway under the Calgary Transportation Plan. The objectives of the study were to identify current issues and concerns with 50 Avenue SW and provide short-term and long-term recommendations for future improvements to retrofit the corridor to Parkway standards. The long-term plan for 50 Avenue SW includes a multi-use pathway on the south side of 50 Avenue SW, a wider sidewalk along the north side of the corridor, and a number of intersection and pedestrian improvements. Short-term recommendations were also identified in the study, including improvements west of 22 Street SW to improve traffic flow onto Crowchild Trail, and pedestrian improvements such as marked crosswalks and pedestrian crosswalk signs.

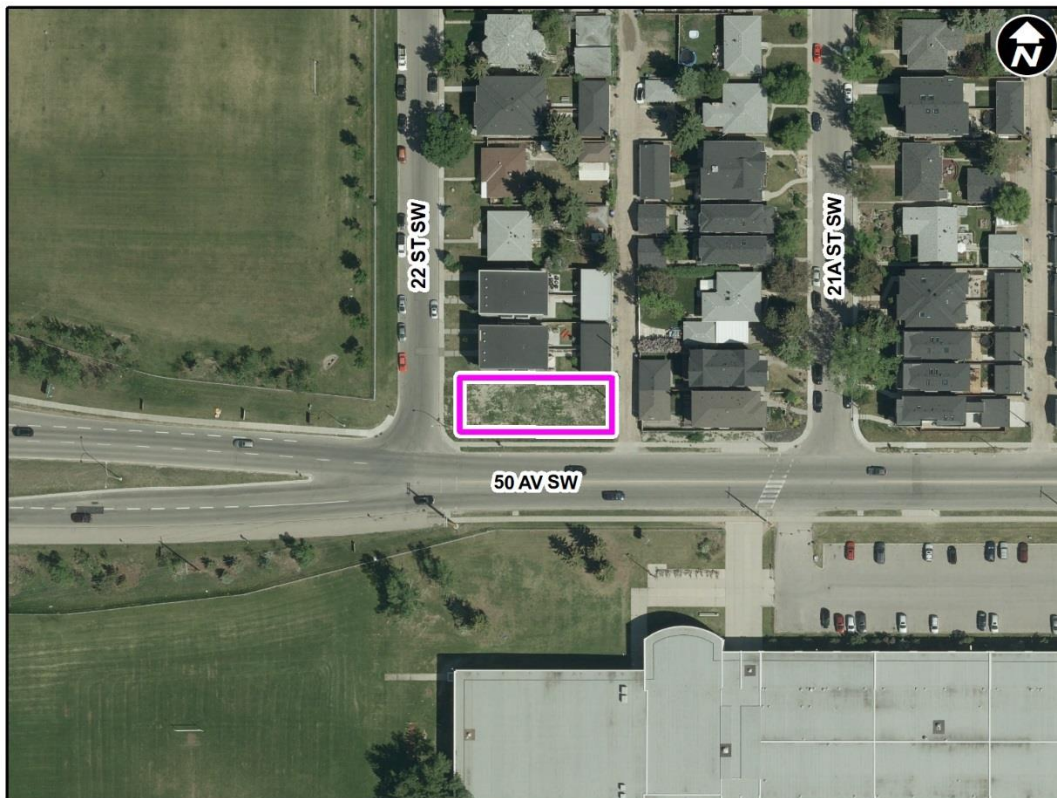
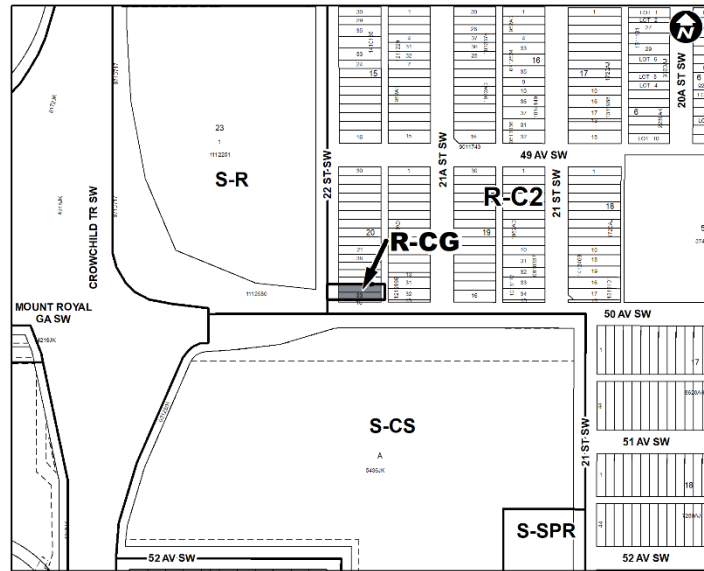
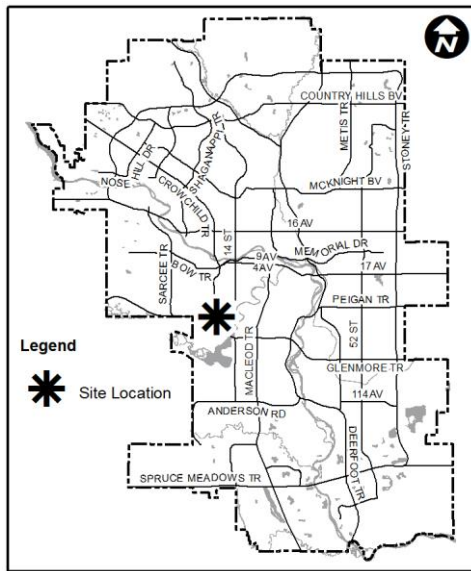
At this time no funding is available for the construction of the final design. Low-cost changes that can be made with little or no construction may be funded through existing City programs.

**Planning & Development Report to  
Calgary Planning Commission  
2018 November 15**

**ISC: UNRESTRICTED  
CPC2018-1306  
Page 3 of 8**

**Policy Amendment and Land Use Amendment in Altadore (Ward 8) at 5034 and  
5036 - 22 Street SW, LOC2018-0146**

**Location Map**



## Policy Amendment and Land Use Amendment in Altadore (Ward 8) at 5034 and 5036 - 22 Street SW, LOC2018-0146

### Site Context

The sites are located in the community of Altadore one parcel north of the northeast corner of 50 Avenue SW and 22 Street SW. The subject parcels have a combined site area of 0.04 hectares (0.11 acres) and approximately 13 metres in width by 36 metres in length. The sites have lane access and are currently vacant.

In addition to the subject parcels included in this application, the applicant also submitted an inquiry to Real Estate and Development Services for a potential land acquisition south of the sites. A City owned parcel measured at approximately 2 metres in width and 36 metres in length is located south of the subject sites at the corner of 50 Avenue SW and 22 Street SW. The land is vacant except for a fire hydrant. The City is not interested in disposition of the strip of parcel at this time and the site will remain as part of the City inventory.

The land use districts of the surrounding area is largely designated Residential – Contextual One / Two Dwelling (R-C2) district, with some variation within 300 metres radius of the site , which includes:

- Residential – Grade-Oriented Infill (R-CG);
- Special Purpose – Recreation (S-R); and
- Special Purpose – Community Service(S-CS) Districts.

Central Memorial High School is immediately across 50 Avenue SW and an open space is directly across 22 Street SW. Adjacent development consists of low-density residential in the form of single detached dwellings and semi-detached dwellings.

As identified in *Figure 1*, the community of Altadore reached its peak population in 2015 with a total of 9,867 residents. The current population is 6,795, a decline of 3,072 residents. A portion of Altadore was re-assigned to Garrison Woods in 2016 which caused the population decline in the community.

*Figure 1: Community Peak Population*

<b>Altadore</b>	
Peak Population Year	2015
Peak Population	9,867
2017 Current Population	6,795
Difference in Population (Number)	- 3,072
Difference in Population (Percent)	- 31.1%

Source: The City of Calgary 2017 Civic Census

Additional demographic and socio-economic information may be obtained online through the [Altadore](#) community profile.

**Policy Amendment and Land Use Amendment in Altadore (Ward 8) at 5034 and 5036 - 22 Street SW, LOC2018-0146**

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**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The proposed R-CG district allows for a range of building types that have the ability to be compatible with the immediate surrounding built form of the existing neighbourhood. While a minor amendment to the ARP is required, the proposal generally meets the objectives of applicable policies as discussed in the Strategic Alignment section of this report.

**Planning Consideration**

***Land Use***

The existing Residential – Contextual One / Two Dwelling (R-C2) District is intended to accommodate development in the form of duplex, semi-detached and single detached dwellings in developed areas of the City. The district allows for a maximum of two dwelling units and a maximum building height of 10 metres.

The proposed Residential – Grade-Oriented Infill (R-CG) District is a low density residential designation that is primarily for two to three storey (11 metres maximum) rowhouse developments where the façade of each dwelling unit must directly face a public street. At the maximum permitted density of 75 units per hectare, the site could accommodate up to three dwelling units.

The R-CG District also allows for a range of other low-density housing forms such as single-detached, semi-detached and duplex dwellings. Secondary suites are also allowable in R-CG developments.

***Development and Site Design***

Development in the proposed R-CG district typically take the form of at-grade rowhouse or semi-detached dwelling.

Due to the width limitation of the subject sites at 13 metres wide and the R-CG requirement for a minimum 4.2 metres street facing façade width per unit, the sites would allow up to 2 dwelling units facing the 22 Street SW frontage or up to 3 dwelling units facing 50 Avenue SW or a combination of units facing either frontage to a maximum of 3 dwelling units.

The rules of the R-CG District will provide guidance for the future site development including appropriate uses, height and building massing, and parking.

***Environmental***

An Environmental Site Assessment was not required as there were no environmental concerns identified with this application.

**Policy Amendment and Land Use Amendment in Altadore (Ward 8) at 5034 and 5036 - 22 Street SW, LOC2018-0146**

---

***Transportation***

The sites are located approximately 20 metres from Route 13 that offers bus service to the Downtown Core. Primary Transit Network that services Route 306 BRT is approximately 500 metres. Vehicular access is available from the rear lane.

***Utilities and Servicing***

Water connection, sanitary and storm sewer mains are available to service the subject site. Individual servicing connections as well as appropriate stormwater management will be considered and reviewed at the development permit stage.

**Stakeholder Engagement, Research and Communication**

In keeping with Administration's standard practices, this application was circulated to relevant stakeholders and notice posted on-site. Notification letters were set to adjacent landowners and the application was advertised online.

The South Calgary/Altadore Community Association was circulated on this application. The community association responded with a letter of support for the proposed redesignation on 2018 July 26 (Attachment 2). The support was based on the subject site meeting the intent of the City's Location Criteria for Multi-Residential Infill.

Administration received a letter of concern from a citizen to the proposed redesignation. Reasons stated are summarized as follows:

- Limited parking along 22 street during organized sports
- Densification would further congest the area

Administration considered the relevant planning issues specific to the proposed redesignation and has determined the proposed redesignation to be appropriate. The parcel frontage and associated street parking on 22 Street SW is a residential frontage suitable for the use. Future development of this site can be accommodated by utilities, road and transit networks, and other community infrastructure in the area. The proposal conforms to relevant policies of the *Municipal Development Plan* for moderate intensification of developed areas and encourages broader range of housing types.

Following Calgary Planning Commission, notifications for a Public Hearing of Council will be posted on-site and mailed out to adjacent landowners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

**Policy Amendment and Land Use Amendment in Altadore (Ward 8) at 5034 and 5036 - 22 Street SW, LOC2018-0146**

---

**Strategic Alignment**

***South Saskatchewan regional Plan (Statutory, 2014)***

The sites are located within the 'City, Town' area as identified on Schedule C: South Saskatchewan Regional Plan Map in the *South Saskatchewan Regional Plan (SSRP)*. While the SSRP makes no specific reference to these sites, the proposal is consistent with policies on Land Use Patterns.

***Municipal Development Plan (Statutory, 2009)***

The subject parcels are located within the 'Residential - Developed - Inner City' area of the *Municipal Development Plan (MDP)*. The applicable MDP policies encourage redevelopment of inner-city communities that is similar in scale and built form to existing development, including a mix of housing such as townhouses and rowhouses. The MDP also calls for a modest intensification of the inner city, an area serviced by existing infrastructure, public amenities and transit.

The proposal is in keeping with relevant MDP policies as the rules of the R-CG District provide for development form that may be sensitive to existing residential development in terms of height, built form and density.

***South Calgary / Altadore Area Redevelopment Plan (Statutory, 1986)***

The subject site is within the 'Residential Conservation' area on Map 2 of the *South Calgary/Altadore Area Redevelopment Plan (ARP)*. The 'Residential Conservation' area is intended to improve existing neighbourhood quality and character through low-density developments such as single detached dwellings, semi-detached dwellings, and duplex development.

To accommodate the proposed R-CG District, a minor amendment to Map 2 of the South Calgary/Altadore ARP from 'Residential Conservation' to 'Residential Low Density' is required (Attachment 3). The category is intended to integrate low profile family-oriented redevelopment that provide direct access to grade within the community.

The proposed amendment to the ARP is deemed appropriate given the intent and contextual nature of the proposed R-CG District.

**Social, Environmental, Economic (External)**

The recommended land use allows for a wider range of housing types than the existing R-C2 District and as such, the proposed change may better accommodate the housing needs of different age groups, lifestyles and demographics.

Planning & Development Report to  
Calgary Planning Commission  
2018 November 15

ISC: UNRESTRICTED  
CPC2018-1306  
Page 8 of 8

**Policy Amendment and Land Use Amendment in Altadore (Ward 8) at 5034 and 5036 - 22 Street SW, LOC2018-0146**

---

**Financial Capacity**

***Current and Future Operating Budget:***

There are no known impacts to the current and future operating budgets at this time.

***Current and Future Capital Budget:***

The proposed amendment does not trigger capital infrastructure investment and therefore there are no growth management concerns at this time.

**Risk Assessment**

There are no significant risks associated with this proposal.

**REASON(S) FOR RECOMMENDATION(S):**

The proposal is in keeping with applicable policies of the *Municipal Development Plan*. The proposed R-CG District was designed to be implemented in proximity to or directly adjacent to low-density residential development. The proposal represents a modest density increase of inner-city parcels of land and allows for a development that has the ability to be compatible with the character of the existing neighbourhood.

**ATTACHMENT(S)**

1. Applicant's Submission
2. South Calgary/Altadore Community Association Comments
3. **Proposed Bylaw 12P2019**
4. **Proposed Bylaw 22D2019**



## Applicant's Submission



### Land Use Redesignation Applicant's Submission Not Including Secondary Suites

PL 1263 (R2017-09)

This form is to be filled out by the applicant and provided to The City of Calgary at the time of submission. These comments are included in a report which is presented to the Calgary Planning Commission and a Public Hearing of City Council. Your comments **must** be limited to the area designated on this form to ensure it will fit the space requirements of the report. Supplementary information can be provided separately in your application if required.

#### Context

The subject sites (2 lots each of 21 feet frontage and 120 feet depth) are located at the intersection of 50th Ave SW and 22 St SW. To the north of the subject site is a modern development of 4 semi-detached units designed and built by sk2 Design + Build with the land owners as the developer. This development was also featured in an article by Globe and Mail talking about creating vital density in the city and designing slim semis on 42 feet frontage instead of the typical 50 feet.

<https://www.sk2designbuild.com/publications-and-press>

#### Amenities & Infrastructure

The lots are conveniently located along the future BRT route along 50th Ave SW, and existing transit routes, with good access to public transit services at present and in future as well. Other amenities like schools, university, business centres, shopping are located within a 20 minute walking distance. The site also flanks a public recreation park across from 22 St SW.

#### Proposed Development (after Zoning Approval)

We are proposing a grade oriented development with all units having access to the street and creating an urban frontage along 50th Ave SW.

This design will engage 50th Ave SW and the goal is to create a landmark design that becomes a "gateway" to the community.

The community of Altadore is a leading example of creating diverse housing choices as it has a blend of single homes, semi-detached units and now with the growth of corner parcels creating triplexes and fourplexes. This creates diversity in the community and provides different housing choices as well as different architectural forms.

#### Background

sk2 Design + Build has building modern homes in the City since 2006 together with its development partners, and we look forward to create a lasting legacy on this subject parcels with a well designed development. Any feedback during the land use redesignation process that will facilitate the development permit phase of the project will be greatly appreciated.



## South Calgary / Altadore Community Association Letter



3130 16 Street SW  
Calgary, AB, T2T 4G7

July 26, 2018

Circulation Control  
Planning & Development #8201  
PO Box 2100 Station M  
Calgary, AB, T2P 2M5  
Email: [CPAG.Circ@calgary.ca](mailto:CPAG.Circ@calgary.ca)

Attn: Calvin Chan, [calvin.chan2@calgary.ca](mailto:calvin.chan2@calgary.ca)

### SENT BY EMAIL

Dear Mr. Chan;

### RE: Community Association Feedback for LOC2018-0146

Thank you for providing us the opportunity to offer feedback on this application that reflects the vision of the Marda Loop Communities Association (MLCA). The following comments have been written with consideration towards what is best for our communities and our city.

The MLCA Planning & Development Committee continues to encourage developers to engage with us and neighbours of proposed developments. To date, the MLCA has not been contacted by the applicant or any residents regarding this application. The MLCA would encourage the applicant to engage directly with the adjacent neighbours regarding the details of the development permit application.

This application appears to meet the intent of The City's Location Criteria for Multi-Residential Infill, therefore the MLCA is supportive of the proposed location of this R-CG land use district.

As Altadore continues to re-develop at a fast pace, there are ongoing concerns regarding the lack of a comprehensive review of how and where increasing the density of the community is appropriate. We would therefore prefer to see an update to the South Calgary/Altadore ARP, in consultation with the community, to proactively include the R-CG district.

Continuing the current pattern of implementing this district on an ad hoc basis as corner lots become available for redevelopment is causing extreme frustration and uncertainty in the community. Additionally, debating and engaging on the land use for each and every application requires valuable time and resources for all parties involved including community members, MLCA volunteers, applicants, City Administration, Calgary Planning Commission, and City Council. With the increasing rate of these applications, this does not seem like a sustainable approach.

### Marda Loop Communities Association Vision:

An evolving, vibrant, urban community that is engaged, connected, and desirable.

## South Calgary / Altadore Community Association Letter

Community Association Feedback for LOC2018-0146  
Page 2 of 2

If you have any questions regarding these comments, please contact Lauren Makar at your convenience.  
Thank you in advance for considering these comments when assessing the merits of this application.

Regards,



Lauren Makar  
Director - Planning & Development  
Marda Loop Communities Association  
[development@mardaloop.com](mailto:development@mardaloop.com)



Doug Fraser  
President  
Marda Loop Communities Association  
[president@mardaloop.com](mailto:president@mardaloop.com)

cc: Evan Woolley, Ward 8 Councillor, The City of Calgary [evan.woolley@calgary.ca](mailto:evan.woolley@calgary.ca)

Marda Loop Communities Association Vision:

An evolving, vibrant, urban community that is engaged, connected, and desirable.

# PROPOSED

CPC2018-1306  
ATTACHMENT 3

## BYLAW NUMBER 12P2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE SOUTH CALGARY/ALTADORE AREA REDEVELOPMENT PLAN BYLAW 13P86

\*\*\*\*\*

**WHEREAS** it is desirable to amend the South Calgary/Altadore Area Redevelopment Plan Bylaw 13P86, as amended;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended:

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

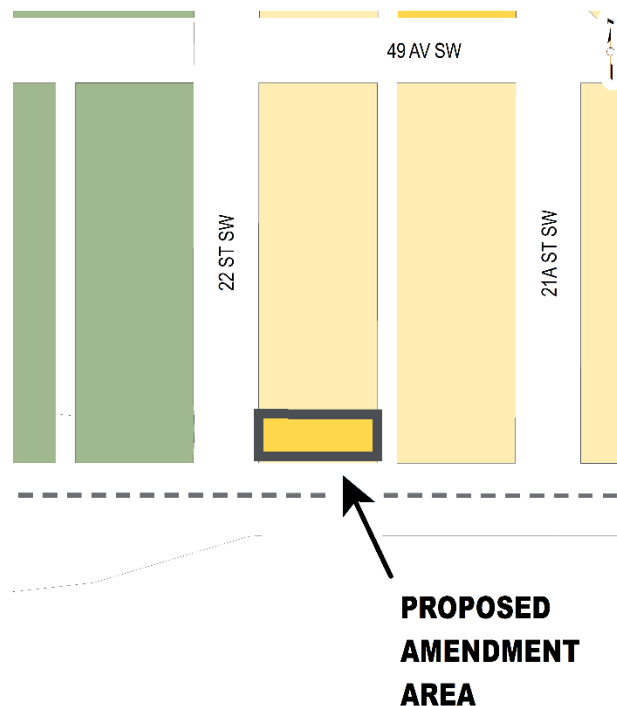
1. The South Calgary/Altadore Area Redevelopment Plan attached to and forming part of Bylaw 13P86, as amended, is hereby further amended as follows:
  - (a) Amend Map 2 entitled 'Land Use Policy' by changing 0.04 hectares  $\pm$  (0.11 acres  $\pm$ ) located at 5034 and 5036 - 22 Street SW (Plan 1410714, Block 20, Lot 33 to 34) from 'Residential Conservation' to 'Residential Low Density' as generally illustrated in the sketch below:

Map 2

#### Land Use Policy

##### Legend

- Study Area Boundary
- Residential Conservation
- Residential Low Density
- Open Space



This map is conceptual only. No measurements of distances or areas should be taken from this map.

# PROPOSED

BYLAW NUMBER 12P2019

2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

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

SIGNED ON \_\_\_\_\_

# PROPOSED

CPC2018-1306  
ATTACHMENT 4

## BYLAW NUMBER 22D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0146/CPC2018-1306)**  
\*\*\*\*\*

**WHEREAS** it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and substituting therefor that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

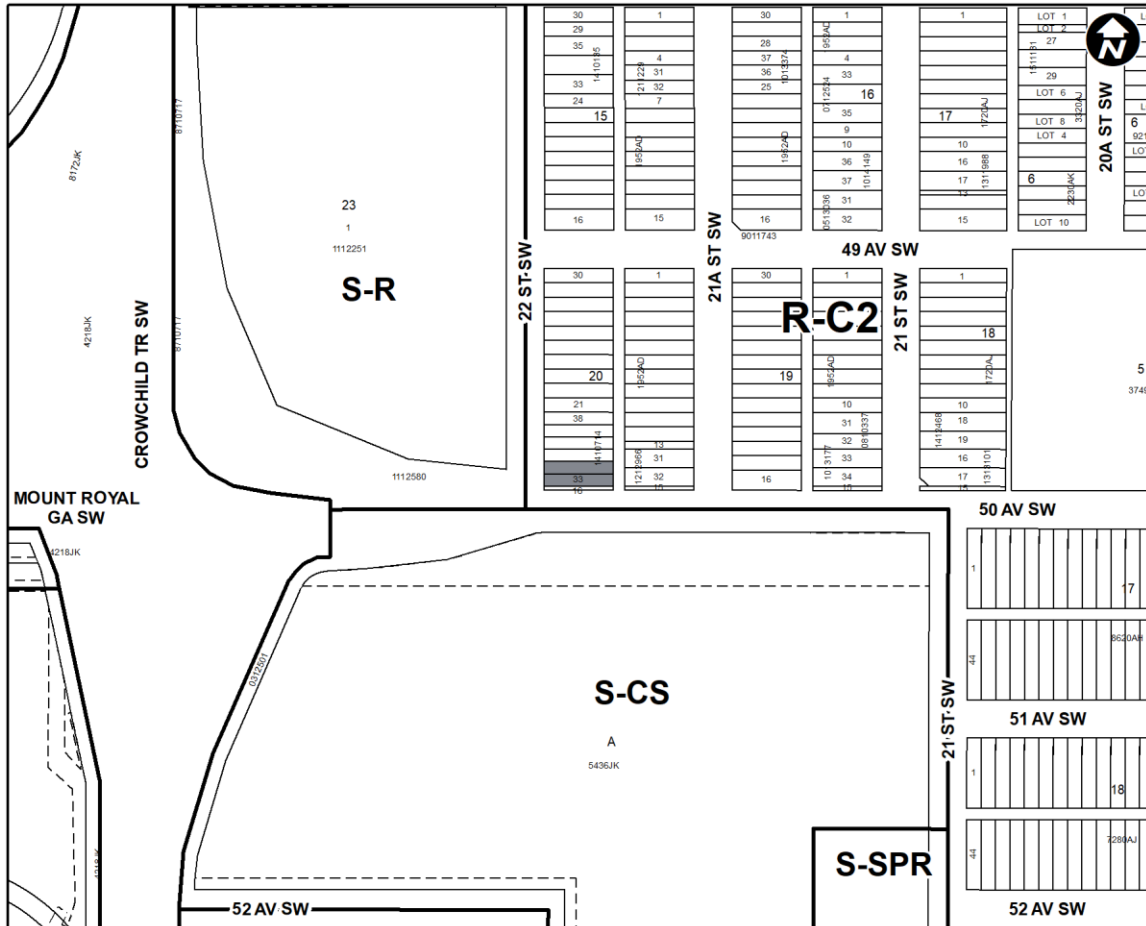
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# PROPOSED

AMENDMENT LOC2018-0146/CPC2018-1306  
BYLAW NUMBER 22D2019

## SCHEDULE A

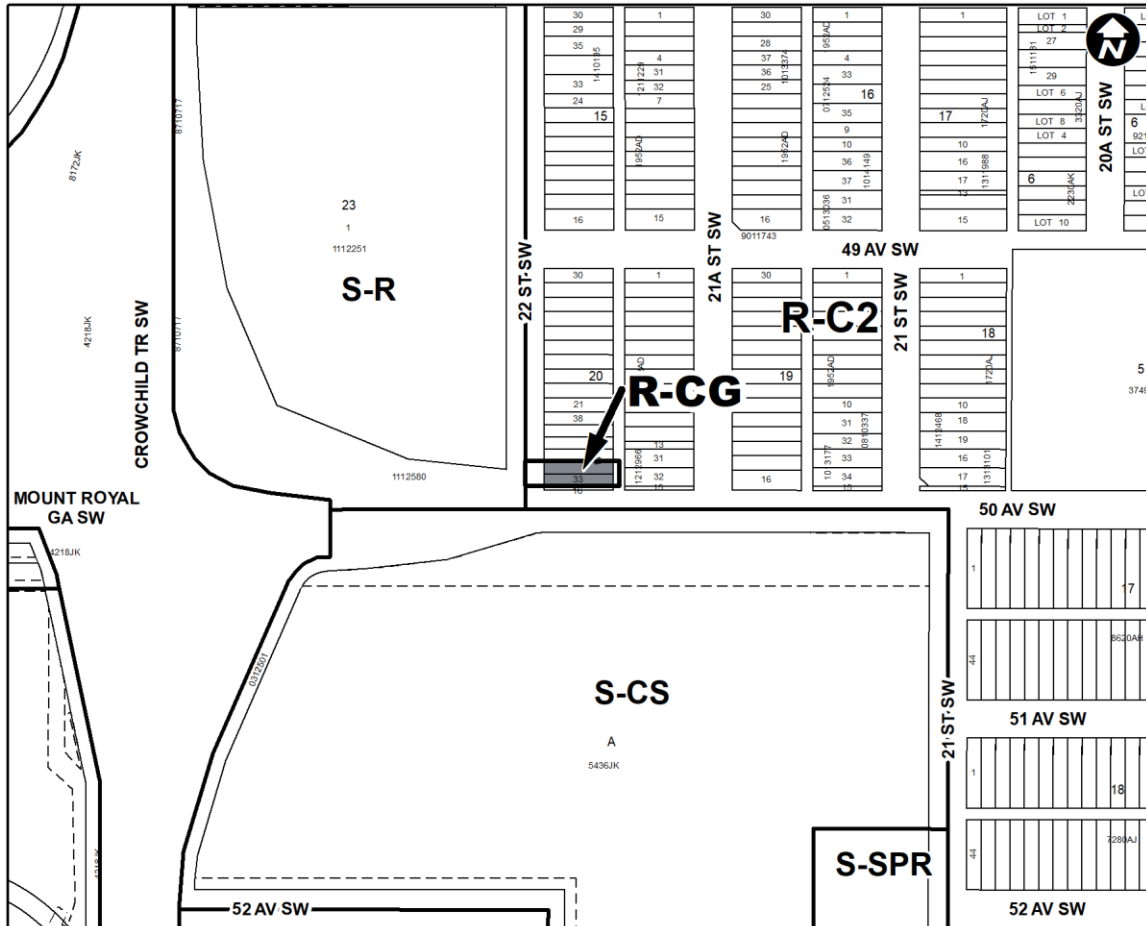




# PROPOSED

AMENDMENT LOC2018-0146/CPC2018-1306  
BYLAW NUMBER 22D2019

## SCHEDULE B





POSTPONED REPORT

Policy Amendment (City Initiated) – Banff Trail Area Redevelopment Plan (Ward 7), CPC2018-1336

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Background: At the 2019 January 14 Combined Meeting of Council, Council postponed Report CPC2018-1336 to the 2019 February 04 Combined Meeting of Council.

Ineligible to Vote: All Members are eligible to vote.

Public Hearing: The public hearing has not been held.

Bylaw 7P2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

---

Excerpt from the Minutes of the Regular Public Hearing Meeting of Council, 2019 January 14

**“Moved by** Councillor Woolley

**Seconded by** Councillor Keating

That the Agenda for today's Meeting be amended by postponing the following reports to the 2019 February 04 Combined Meeting of Council:

- 8.1.3. CPC2018-1336
- 8.1.11 CPC2018-1313
- 8.1.14 CPC2018-1306
- 8.1.22 CPC2018-1359
- 8.1.24 CPC2018-1235
- 8.1.27 CPC2018-1352
- 8.1.30 CPC2018-1259
- 8.1.34 CPC2018-1353
- 8.1.35 CPC2018-1365
- 8.1.41 CPC2018-1345

Against: Councillor Colley-Urquhart

**MOTION CARRIED”**



## Policy Amendment (City Initiated) – Banff Trail Area Redevelopment Plan (Ward 7)

### EXECUTIVE SUMMARY

The *Banff Trail Area Redevelopment Plan* (ARP) currently contains policy to preserve a number of blocks of land adjacent to the Crowchild Trail and 24 Avenue NW intersection for potential future improvements to Crowchild Trail. The Crowchild Trail Study ultimately determined that these additional lands will not be required and, as such, Council directed Administration to update affected ARPs. This report proposes Administration-initiated housekeeping amendments to the Banff Trail ARP to:

- remove the ‘Special Study Area’ from the Land Use Plan map in the ARP; and
- remove the policy referring to this ‘Special Study Area’ from the ARP.

The ARP amendment was initiated by Administration in response to direction from Council through the Crowchild Trail Study recommendations.

#### **ADMINISTRATION RECOMMENDATION:**

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed amendments to the Banff Trail Area Redevelopment Plan (Attachment 1); and
2. Give three readings to the proposed bylaw.

#### **RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, DATED 2018 NOVEMBER 29:**

That Council hold a Public Hearing; and

1. ADOPT, by bylaw, the proposed amendments to the Banff Trail Area Redevelopment Plan; and
2. Give three readings to **Proposed Bylaw 7P2019**.

### PREVIOUS COUNCIL DIRECTION / POLICY

At its meeting on 2017 May 08, Council adopted the recommendations in the Crowchild Trail Study – Final Report, TT2017-0329, including the following recommendation:

4. Direct Administration to bring updates to affected Area Redevelopment Plans (ARPs) to align with the Crowchild Trail Study;

### BACKGROUND

On 2016 October 05, Council approved amendments to the *Banff Trail Area Redevelopment Plan* to identify areas which would be appropriate for modest redevelopment and to update relevant ARP policy to allow for this redevelopment. The amendments also included the

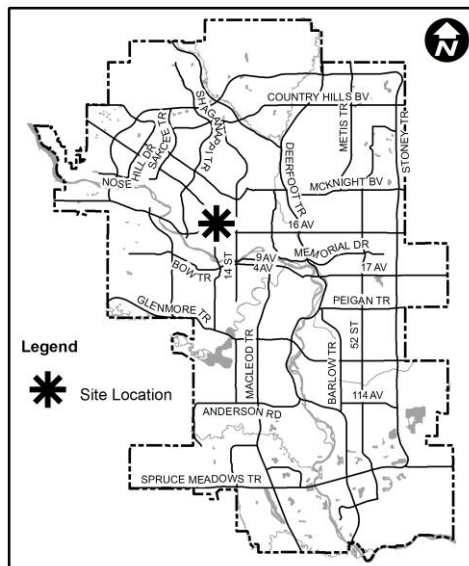
### **Policy Amendment (City Initiated) - Banff Trail Area Redevelopment Plan (Ward 7)**

provision of a Special Study Area that was intended to recognize the work that was being undertaken as part of the Crowchild Trail Study and preclude changes to land use within this area until the completion of the Study.

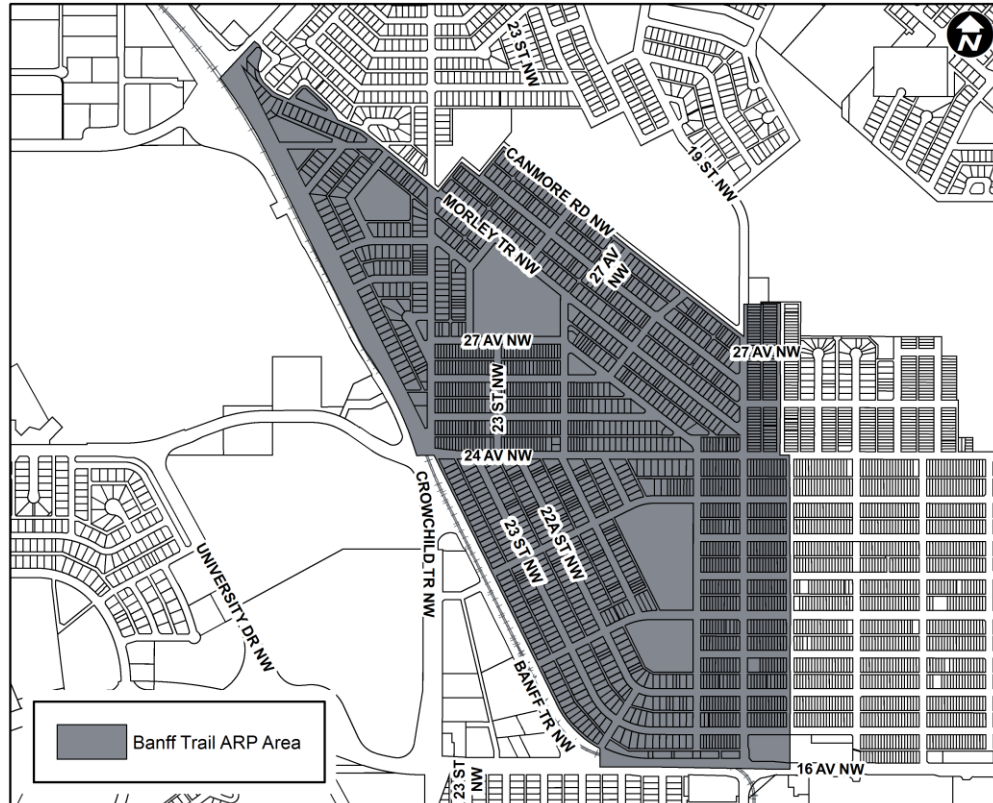
On 2017 May 08, Council approved the recommendations of the Crowchild Trail Study Final Report (TT2017-0329). These recommendations included direction for Administration to bring updates to affected Area Redevelopment Plans so that they would align with the results of the Study.

Administration has reviewed all the affected ARPs and determined that only the Banff Trail ARP requires amendments at this time in order to ensure alignment with the results of the Crowchild Trail Study.

### **Location Maps**



## **Policy Amendment (City Initiated) - Banff Trail Area Redevelopment Plan (Ward 7)**



### **Site Context**

The community of Banff Trail is located in the northwest quadrant of the City, just east of the LRT right-of-way and Crowchild Trail NW and north of 16 Avenue NW. The Special Study Area is focused around the intersection of Crowchild Trail NW and 24 Avenue NW as this area had the potential to be impacted by any infrastructure improvements.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The proposed amendments will respond to Council direction and allow for redevelopment to take place in alignment with the objectives of applicable policies as discussed in the Strategic Alignment section of this report.

### **Stakeholder Engagement, Research and Communication**

Administration notified the Banff Trail Community Association of the proposed amendments. No comments were provided on the amendments.

Following Calgary Planning Commission, notification for the date of the Public Hearing will be advertised.

## **Policy Amendment (City Initiated) - Banff Trail Area Redevelopment Plan (Ward 7)**

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (Statutory, 2014)***

This area is located within the 'City, Town' area as identified on Schedule C: South Saskatchewan Regional Plan Map in the *South Saskatchewan Regional Plan (SSRP)*. While the SSRP makes no specific reference to this area, the amendments are consistent with policies on Land Use Patterns.

#### ***Municipal Development Plan (Statutory, 2009)***

The community of Banff Trail is largely located within the Developed Residential – Inner City Area as identified on Map 1 Urban Structure, of the Municipal Development Plan (MDP).

The proposed housekeeping amendments to the ARP are in keeping with MDP policies.

#### ***Banff Trail Area Redevelopment Plan (Statutory, 1986)***

The *Banff Trail Area Redevelopment Plan (ARP)* was adopted in 1986 and has been amended over the years including the Council directed amendments in 2016. The purpose of the 2016 amendments was to identify areas which would be appropriate for modest redevelopment and to update relevant ARP policy to allow for this redevelopment. As part of the same amendments a Special Study Area was identified around the intersection of 24 Avenue NW and Crowchild Trail NW to recognize the work that was being undertaken as part of the Crowchild Trail Study. While the ARP amendments supported more intensive development around this intersection, it was recognized that the Crowchild Trail Study could impact roads and adjacent properties in the area. The Special Study Area policy recommended that no changes to land use take place within this area until the completion of the Crowchild Trail Study.

With the completion of The Crowchild Trail Study it was determined that these additional lands will not be required and that the Special Study Area could be removed.

### **Social, Environmental, Economic (External)**

The proposed amendments would allow more intensive redevelopment for those parcels affected by the Special Study Area and as such, this area may better accommodate the housing needs of different age groups, lifestyles and demographics within walking distance of an LRT Station.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

There are no known impacts to the current and future operating budgets at this time.



Planning & Development Report to  
Calgary Planning Commission  
2018 November 29

ISC: UNRESTRICTED  
CPC2018-1336  
Page 5 of 5

**Policy Amendment (City Initiated) - Banff Trail Area Redevelopment Plan (Ward 7)**

***Current and Future Capital Budget:***

The proposed amendment does not trigger capital infrastructure investment and therefore there are no growth management concerns at this time.

**Risk Assessment**

There are no significant risks associated with this proposal.

**REASON(S) FOR RECOMMENDATION(S):**

The proposed amendments to the *Banff Trail Area Redevelopment Plan* remove the Special Study Area that is no longer required and allows for development of the affected lands in alignment with the Area Redevelopment Plan policies and the *Municipal Development Plan*.

**ATTACHMENT(S)**

1. **Proposed Bylaw 7P2019**



# PROPOSED

CPC2018-1336  
ATTACHMENT 1

## BYLAW NUMBER 7P2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE BANFF TRAIL AREA REDEVELOPMENT PLAN BYLAW 7P86

\*\*\*\*\*

**WHEREAS** it is desirable to amend the Banff Trail Area Redevelopment Plan Bylaw 7P86, as amended;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26, as amended:

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

1. The Banff Trail Area Redevelopment Plan attached to and forming part of Bylaw 7P86, as amended, is hereby further amended as follows:
  - (a) Amend Figure 2 entitled 'Land Use Plan', by removing the 'Special Study Area' from the map and the legend.
  - (b) Under Section 2.1.3 Land Use, delete the subsection entitled 'Special Study Area' in its entirety.
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

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

SIGNED ON \_\_\_\_\_



POSTPONED REPORT

Land Use Amendment in Springbank Hill (Ward 6), at 36 Elmont Drive SW, LOC2018-0169, CPC2018-1313

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Background: At the 2019 January 14 Combined Meeting of Council, Council postponed Report CPC2018-1313 to the 2019 February 04 Combined Meeting of Council.

Ineligible to Vote: All Members are eligible to vote.

Public Hearing: The public hearing has not been held.

Bylaw 19D2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

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Excerpt from the Minutes of the Regular Public Hearing Meeting of Council, 2019 January 14

**“Moved by** Councillor Woolley

**Seconded by** Councillor Keating

That the Agenda for today's Meeting be amended by postponing the following reports to the 2019 February 04 Combined Meeting of Council:

- 8.1.3. CPC2018-1336
- 8.1.11 CPC2018-1313
- 8.1.14 CPC2018-1306
- 8.1.22 CPC2018-1359
- 8.1.24 CPC2018-1235
- 8.1.27 CPC2018-1352
- 8.1.30 CPC2018-1259
- 8.1.34 CPC2018-1353
- 8.1.35 CPC2018-1365
- 8.1.41 CPC2018-1345

Against: Councillor Colley-Urquhart

**MOTION CARRIED”**



Planning & Development Report to  
Calgary Planning Commission  
2018 November 15

ISC: UNRESTRICTED  
CPC2018-1313  
Page 1 of 7

**Land Use Amendment in Springbank Hill (Ward 6), at 36 Elmont Drive SW,  
LOC2018-0169**

---

**EXECUTIVE SUMMARY**

This application was submitted on 2018 July 20 by Situated Consulting Co on behalf of the landowners, Josip Jukic and Tomislav Markic. The land use amendment proposes the redesignation of a 0.59 hectare (1.46 acre) parcel in the southwest community of Springbank Hill from a Direct Control District to Residential – One Dwelling (R-1s) District. This proposal would:

- Accommodate development of 10 single detached dwelling units on the subject parcel, as seen in the associated Outline Plan (CPC2018-1314), with the option of secondary suite development; and
- Accommodate public road right-of-way and sidewalks to meet City of Calgary standards.

**ADMINISTRATION RECOMMENDATION:**

That Calgary Planning Commission recommends that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 0.59 hectares  $\pm$  (1.46 acres  $\pm$ ) located at 36 Elmont Drive SW (Plan 9111797; Lot 16) from DC Direct Control District **to** Residential – One Dwelling (R-1s) District; and
2. Give three readings to the proposed redesignation bylaw.

**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, DATED 2018  
NOVEMBER 29:**

That Council hold a Public Hearing; and

1. Adopt, by Bylaw, the proposed redesignation of 0.59 hectares  $\pm$  (1.46 acres  $\pm$ ) located at 36 Elmont Drive SW (Plan 9111797; Lot 16) from DC Direct Control District to Residential – One Dwelling (R-1s) District; and
2. Give three readings to **Proposed Bylaw 19D2019**.

Excerpt from the Minutes of the 2018 November 15 Regular Meeting of the Calgary Planning Commission:

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“And further that the distribution provided today be included as Attachment 3 prior to the Report being forwarded to Council.”

**Land Use Amendment in Springbank Hill (Ward 6), at 36 Elmont Drive SW,  
LOC2018-0169**

**PREVIOUS COUNCIL DIRECTION / POLICY**

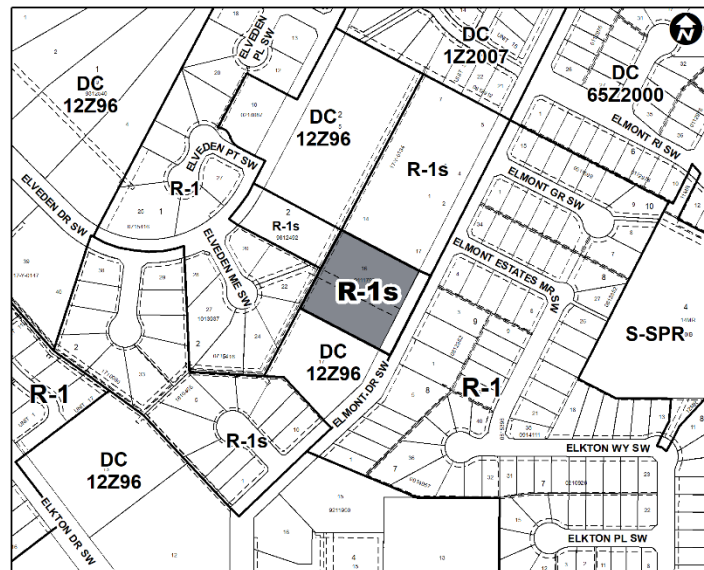
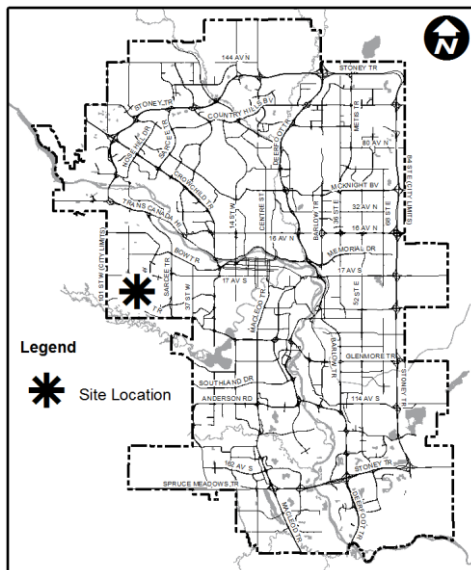
None.

## BACKGROUND

Situated Consulting Co, on behalf of the landowner, submitted the subject application on 2018 July 20 and have provided a summary of their proposal in the Applicant's Submission (Attachment 1).

On 2017 June 13, Council approved the Springbank Hill Area Structure Plan (ASP) which guides future development of this area. The subject site is located within the land use policy area designated Standard Suburban.

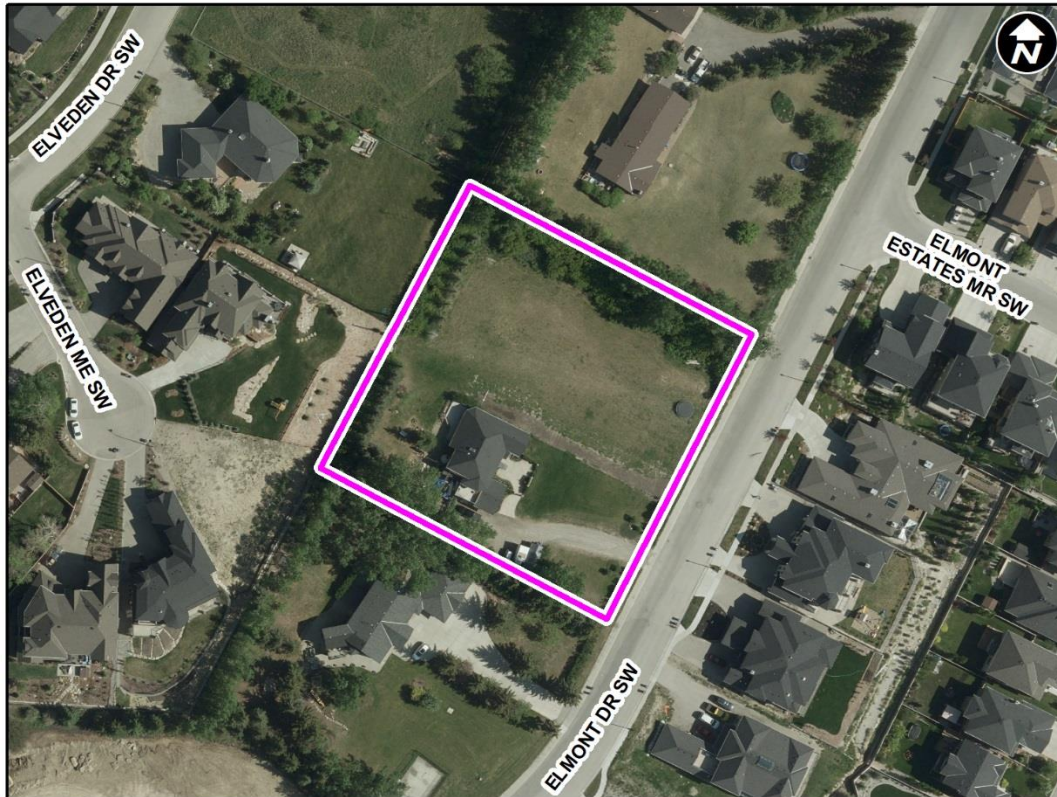
## Location Maps





**Land Use Amendment in Springbank Hill (Ward 6), at 36 Elmont Drive SW,  
LOC2018-0169**

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### Site Context

The subject parcel is located in the community of Springbank Hill, south of 26 Avenue SW and west of 69 Street SW. Site access is currently provided from Elmont Drive SW. Surrounding development consists of low-density residential building forms (single detached). The site area is 0.59 hectares (1.46 acres). A single detached dwelling exists on the parcel that is to be demolished upon the redevelopment of the site.

The site is approximately 1.5 kilometres from the 69 Street LRT station and Westside Recreation Centre. Nearby community facilities include the Valleyview Community Church and Griffith Woods School, both approximately within 1.5 kilometres of the subject site.

*Figure 1* provides Peak Population statistics for the community of Springbank Hill. As identified in *Figure 1*, the community of Springbank Hill reached its peak population in 2018 with 10,052 residents.

**Land Use Amendment in Springbank Hill (Ward 6), at 36 Elmont Drive SW,  
LOC2018-0169**

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*Figure 1: Community Peak Population*

<b>Springbank Hill</b>	
Peak Population Year	2018
Peak Population	10,052
2018 Current Population	10,052
Difference in Population (Number)	0
Difference in Population (Percent)	0%

*Source: The City of Calgary 2018 Civic Census*

Additional demographic and socio-economic information may be obtained online through the [Springbank Hill](#) community profile.

## **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

### ***Existing Land Use***

Development of the subject parcel is currently governed by the rules of a Direct Control District (Bylaw 12Z96). The purpose of this Direct Control District is to accommodate rural residential development in the form of single detached dwellings, and was the original land use applied to this area when it was annexed into the City from Rockyview County.

The discretionary use rules allow for existing parcels to be subdivided once only, where the purpose of the subdivision is to create an additional lot for residential development of no less than 0.2 hectares (0.5 acres).

### ***Proposed Land Use***

The proposed land use district, Residential – One Dwelling (R-1s) District, would accommodate single detached dwellings in a similar development pattern and building form as provided in the existing land use district, with the option of suite development. There are surrounding properties in the area that are already designated R-1s, thus this proposal is in keeping with the land use character of the area. The applicant's proposal in the associated outline plan (report CPC2018-1314) anticipates 10 dwellings, with an approximate density of 16.94 units per hectare.

## **Springbank Hill Area Structure Plan (ASP)**

### ***Section 3 – Land Use Areas***

The subject site is located within the Standard Suburban policy area in the ASP which allows for a limited range of residential dwelling forms (single and semi-detached), as well as institutional and recreational uses.

### ***Land Use Evaluation***

**Land Use Amendment in Springbank Hill (Ward 6), at 36 Elmont Drive SW,  
LOC2018-0169**

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The proposed land use amendment is found to meet the relevant policies for the Standard Suburban area (Section 3.1.3 of the ASP) as follows:

1. Densities shall range between 7 to 17 units per gross developable hectare; and
2. Developments should accommodate single detached and semi-detached housing.

The proposal represents a moderate increase in density compared to the existing land use district (the proposal anticipates a density of 16.94 units per hectare as compared with 3.4 units per hectare under the existing land use district). The proposed land use district would accommodate future development that maintains existing land use patterns and similar building forms within its immediate context.

**Infrastructure**

***Transportation Networks***

Access to the parcel is from Elmont Drive SW. All roads and sidewalks constructed shall be public and will be designed to the satisfaction of the Director of Transportation Planning. The applicant will be required to contribute to the cost of off-site improvements, specifically construction of a sidewalk adjacent to Elmont Drive SW, at the subdivision stage.

An existing northbound bus stop (Route 454) is located along 77 Street SW and an additional northbound bus stop (Route 439) is located along 69 Street SW. Both routes connect transit services to the LRT system (Blue Line) at 69 Street SW.

***Utilities and Servicing***

Water, storm water, and sanitary services are available within the site boundary and are able to accommodate the proposed development. Further servicing details will be determined via the Stormwater Management Report and the construction drawings at the subdivision stage.

**Stakeholder Engagement, Research and Communication**

***Engagement and Public Meetings***

The subject application was circulated to relevant stakeholders and notice posted on-site. Notification letters were sent to adjacent land owners, and the application was advertised online.

No public meetings were held by the applicant or Administration in association with this application.

Following Calgary Planning Commission, notifications for the Public Hearing of Council will be posted on-site and mailed out to adjacent land owners. In addition, Commission's recommendation and the date of the Public Hearing will be advertised.

**Land Use Amendment in Springbank Hill (Ward 6), at 36 Elmont Drive SW,  
LOC2018-0169**

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***Citizen and Community Association Comments***

Six letters of opposition were received from the public. The letters submitted expressed the following concerns:

- Concern over the increase in number of units proposed as not being compatible with surrounding development;
- Concern that this increase in number of units will cause safety and traffic issues;
- Concern over drop in property values; and
- Concern over loss of natural vegetation.

Administration has reviewed these concerns. The proposed density for the subject parcel is in keeping with the Springbank Hill ASP. There will be a slight increase in the number of vehicles along Elmont Drive SW, but relatively minimal. To address the last concern, Administration has recommended within the Conditions of Approval that if possible, the applicant provide boulevard trees along Elmont Drive SW at time of development.

The Springbank Hill Community Association was circulated on this application. The Association responded with an email (Attachment 2) generally supporting the redesignation, but with some comments summarized as follows:

- Passing along a resident's concern regarding the increase in density not being compatible with the existing homes in the area; and
- The desire to see additional detail as to connectivity between developments.

In regards to the second comment raised by the Community Association, this can be evaluated at the subdivision stage of the process.

**Strategic Alignment**

***South Saskatchewan Regional Plan (Statutory – 2014)***

The site is located within the City, Town area as identified on Schedule C: South Saskatchewan Regional Plan Map in the *South Saskatchewan Regional Plan* (SSRP). While the SSRP makes no specific reference to this site, the proposal is consistent with policies on Land Use Patterns (Section 8.14).

***Municipal Development Plan (Statutory – 2009)***

The subject parcel is located with the Developing Residential areas as identified in the *Municipal Development Plan* (MDP). With the recent adoption of amendments to the *Springbank Hill Area Structure Plan* (ASP), policies are in place to guide the development of the subject site in compliance with the applicable policies of the MDP.

***Springbank Hill Area Structure Plan (Statutory – 2017)***

**Planning & Development Report to  
Calgary Planning Commission  
2018 November 15**

**ISC: UNRESTRICTED  
CPC2018-1313  
Page 7 of 7**

**Land Use Amendment in Springbank Hill (Ward 6), at 36 Elmont Drive SW,  
LOC2018-0169**

---

The subject parcel is located within the Standard Suburban land use policy area. These areas are intended to accommodate single and semi-detached forms of housing. The proposed land use amendment complies with the land use and density policies of the ASP and accommodates compatible development with the low-density residential character of the existing neighbourhood.

**Social, Environmental, Economic (External)**

The proposed land use amendment allows for the potential of suite development that is not listed as a use within the current Land Use District. Therefore, the proposed amendment would accommodate a slightly greater mix of housing types in the community of Springbank Hill, thus perhaps allowing for some people to live in the community who may otherwise be unable to.

**Financial Capacity**

***Current and Future Operating Budget:***

There are no known impacts to the current and future operating budgets at this time.

***Current and Future Capital Budget:***

The proposed amendment does not trigger capital infrastructure investment and therefore there are no growth management concerns at this time.

**Risk Assessment**

There are no significant risks associated with this proposal.

**REASON(S) FOR RECOMMENDATION(S):**

The proposal complies with the applicable policies of the *Springbank Hill ASP*. The proposed R-1s District accommodates development on the subject site that is compatible with the character of the surrounding low density residential development. The proposal would accommodate a slight increase in the mix of housing forms allowed which is in keeping with the policies of the *Springbank Hill ASP*.

**ATTACHMENT(S)**

1. Applicant's Submission
2. Community Association Letter
3. **Outline Plan**
4. **Proposed Bylaw 19D2019**



## **Applicant's Submission**

### **Applicant's Submission**

**36 Elmont Drive SW, Springbank Hill**

**DC12Z96 to R-1s**

The land use redesignation for the 0.59 hectare (1.46 acre) parcel located in Springbank Hill is from the existing DC12Z96 to R-1s (Residential-One Dwelling). The owners, Josip Jukic and Tomislav Markic, intend to build custom homes on the ten (10) subdivided lots to be created. The homes will complement the surrounding built environment.

The proposed R-1s land use district is in keeping with the existing adjacent land uses in the area and is in compliance with the Springbank Hill Area Structure Plan, which identifies the parcel for 'Standard Suburban' residential uses at a density of 7 – 17 units per hectare (3 – 7 units per acre). 'Standard Suburban' areas represent a development pattern that existed prior to the adoption of the MDP and support the development of single and semi-detached housing. The proposed 10 dwelling units will result in a density of 16.94 units per hectare (6.85 units per acre).

There is no Municipal Reserve owing on the parcel as per the Municipal Government Act since the area of the parcel is less than 0.8 hectare (2.0 acres). An existing neighbourhood park amenity is located within 150m walking distance.

We intend to work in collaboration with the Springbank Hill Community Association and respectfully request support for the proposal which allows for sensitive integration of urban development of fragmented ownership in West Calgary.





**Community Association Letter**

Colleen,

I am submitting comments regarding LOC2018-0169 at 36 Elmont Drive, on behalf of the Springbank Hill Community Association. As this Land Use Amendment and Outline Plan submission appears to be within the allowable density limits of the current ASP we have no significant concerns to report. We do have a few comments:

- we did hear from a resident on Elmont Drive who was concerned about the increased density versus existing homes in the area - we recommend that the developer reach out to adjacent property owners to review the proposal directly with them where appropriate
- we would like to see more details about the proposed solution to the city's requirement for connectivity between developments in the area
- we request that the city forward this email to the developer and would welcome an opportunity to meet with them to review the development in more detail.

Sincerely,

***Elio Cozzi***

**President, Springbank Hill Community Association**

website: [springbankhill.org](http://springbankhill.org)



ITEM: 7.2.9 CAC 2018: 1313  
Distributions - Administration  
CITY CLERK'S DEPARTMENT



## Outline Plan and Land Use Redesignation

September = 6, 2018



# PROPOSED

CPC2018-1313  
ATTACHMENT 4

## BYLAW NUMBER 19D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0169/CPC2018-1313)**  
\*\*\*\*\*

**WHEREAS** it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and substituting therefor that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

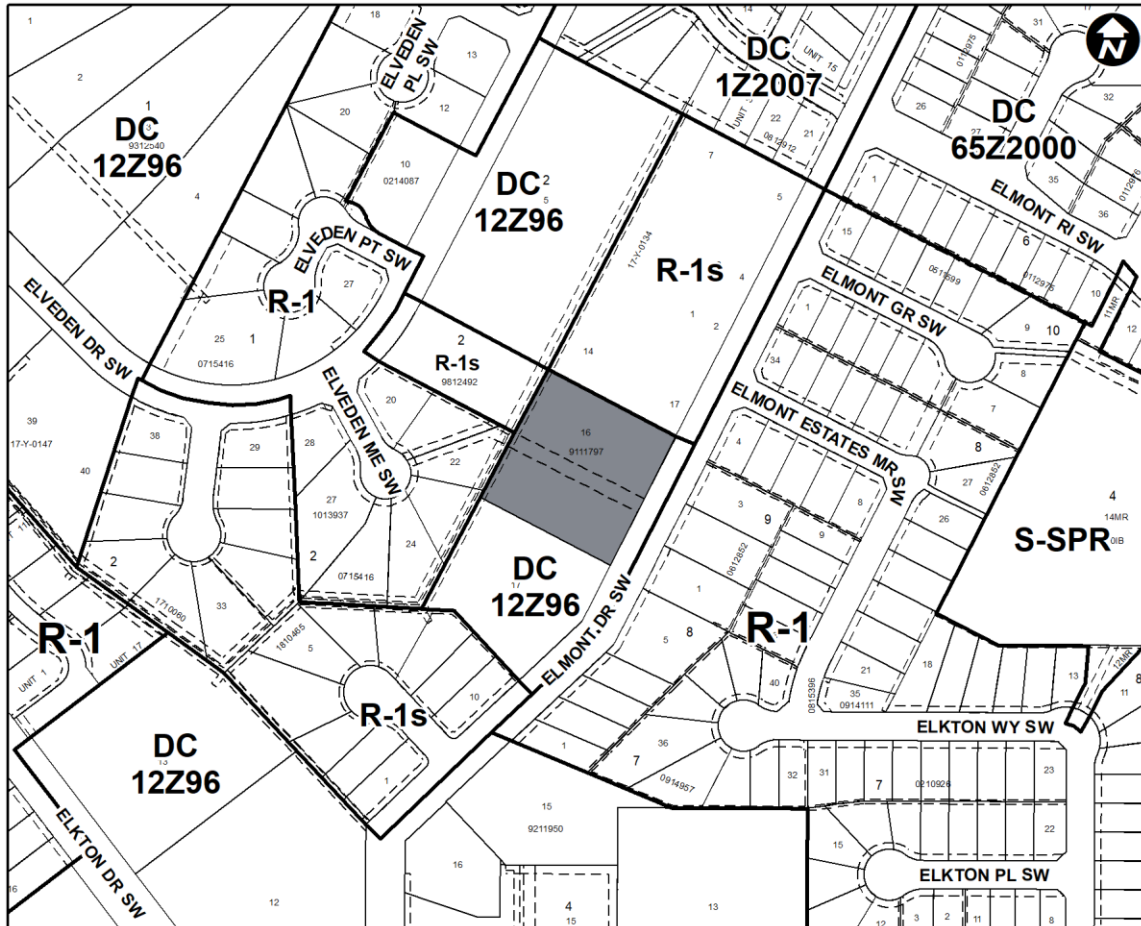
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CITY CLERK

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**AMENDMENT LOC2018-0169/CPC2018-1313  
BYLAW NUMBER 19D2019**

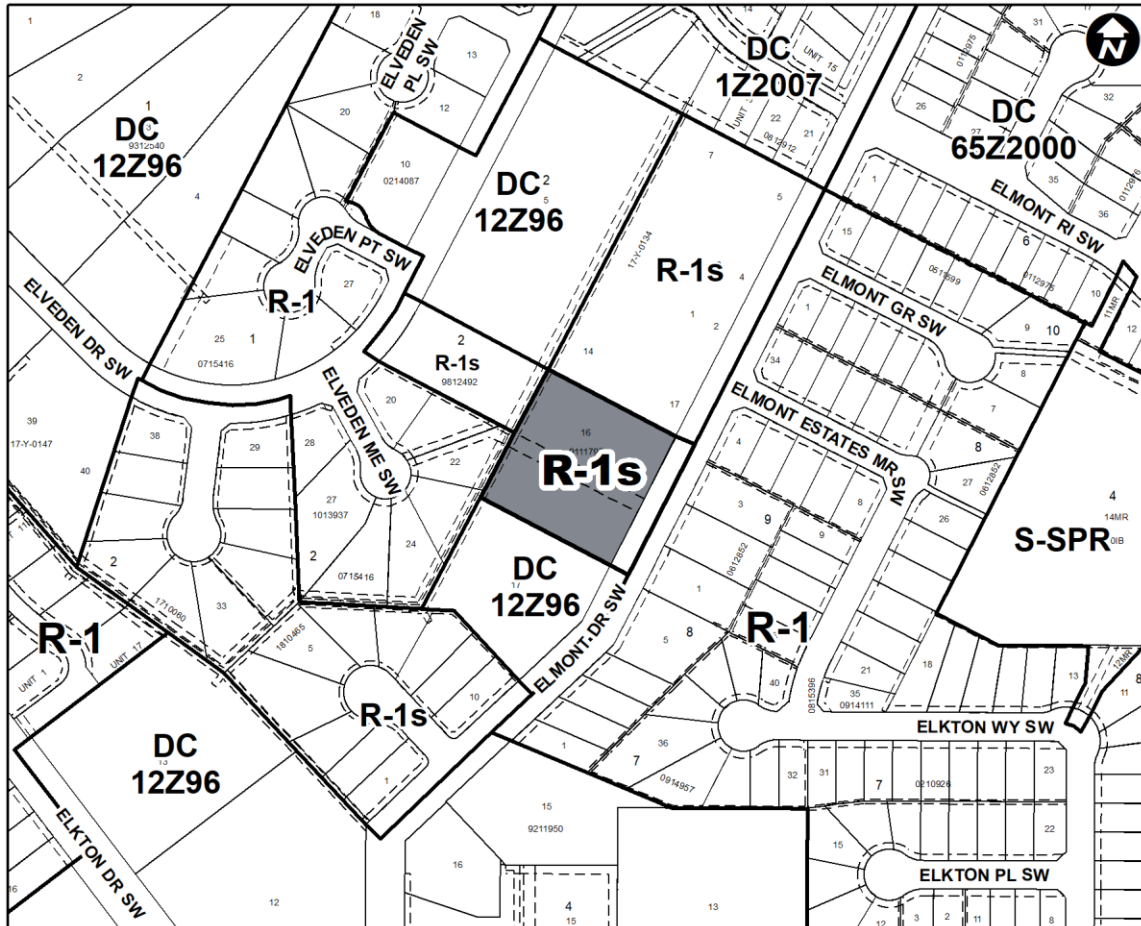
**SCHEDULE A**



# PROPOSED

AMENDMENT LOC2018-0169/CPC2018-1313  
BYLAW NUMBER 19D2019

## SCHEDULE B







POSTPONED REPORT

Land Use Amendment in Saddle Ridge Industrial (Ward 5) at 4120 - 67 Avenue NE, LOC2018-0180, CPC2018-1352

---

Background: At the 2019 January 14 Combined Meeting of Council, Council postponed Report CPC2018-1352 to the 2019 February 04 Combined Meeting of Council.

Ineligible to Vote: All Members are eligible to vote.

Public Hearing: The public hearing has not been held.

Bylaw 29D2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

---

Excerpt from the Minutes of the Regular Public Hearing Meeting of Council, 2019 January 14

**“Moved by** Councillor Woolley

**Seconded by** Councillor Keating

That the Agenda for today's Meeting be amended by postponing the following reports to the 2019 February 04 Combined Meeting of Council:

- 8.1.3. CPC2018-1336
- 8.1.11 CPC2018-1313
- 8.1.14 CPC2018-1306
- 8.1.22 CPC2018-1359
- 8.1.24 CPC2018-1235
- 8.1.27 CPC2018-1352
- 8.1.30 CPC2018-1259
- 8.1.34 CPC2018-1353
- 8.1.35 CPC2018-1365
- 8.1.41 CPC2018-1345

Against: Councillor Colley-Urquhart

**MOTION CARRIED”**



Planning & Development Report to  
Calgary Planning Commission  
2018 November 29

ISC: UNRESTRICTED  
Corrected CPC2018-1352  
Page 1 of 7

## Land Use Amendment in Saddle Ridge Industrial (Ward 5) at 4120 - 67 Avenue NE, LOC2018-0180

### EXECUTIVE SUMMARY

This application was submitted by IBI Group on 2018 August 10 on behalf of the landowner, 2045478 Alberta Ltd (Sandhu, Parminder). This application proposes to redesignate the subject site from Special Purpose – Future Urban Development (S-FUD) District to a Direct Control District (Attachment 1) based on the Industrial – Outdoor (I-O) District to allow for:

- industrial developments that require limited or no municipal services (e.g. outdoor storage, salvage and equipment yard);
- a maximum building height of 10 metres;
- a maximum gross floor area of 1,600 square metres for all buildings on a parcel;
- a minimum parcel area of 1.6 hectares; and
- the uses listed in the I-O designation with the addition of Seasonal Sales Area.

The proposal conforms to the relevant policies of the *Municipal Development Plan* and is supported by the objectives of the *Saddle Ridge Area Structure Plan*.

A development permit for Vehicle Storage – Large has been submitted and is under review.

### ADMINISTRATION RECOMMENDATION:

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 1.66 hectares  $\pm$  (4.10 acres  $\pm$ ) located at 4120 - 67 Avenue NE (Plan 2474JK, Block 1, Lot 4) from Special Purpose – Future Urban Development (S-FUD) District **to** DC Direct Control District based on the Industrial – Outdoor (I-O) District to accommodate the additional use of Seasonal Sales Area; and
2. Give three readings to the proposed bylaw.

### RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, DATED 2018 NOVEMBER 29:

That Council hold a Public Hearing; and

1. Adopt, by Bylaw, the proposed redesignation of 1.66 hectares  $\pm$  (4.10 acres  $\pm$ ) located at 4120 - 67 Avenue NE (Plan 2474JK, Block 1, Lot 4) from Special Purpose – Future Urban Development (S-FUD) District to DC Direct Control District based on the Industrial – Outdoor (I-O) District to accommodate the additional use of Seasonal Sales Area, **with conditions**; and
2. Give three readings to **Proposed Bylaw 29D2019**.

**Planning & Development Report to  
Calgary Planning Commission  
2018 November 29**

**ISC: UNRESTRICTED  
Corrected Corrected CPC2018-1352  
Page 2 of 7**

**Land Use Amendment in Saddle Ridge Industrial (Ward 5) at 4120 - 67 Avenue NE,  
LOC2018-0180**

Excerpt from the Minutes of the 2018 November 29 Regular Meeting of the Calgary Planning Commission:

“A revised page 1 of 6 of the Cover Report was distributed with respect to Report CPC2018-1352.

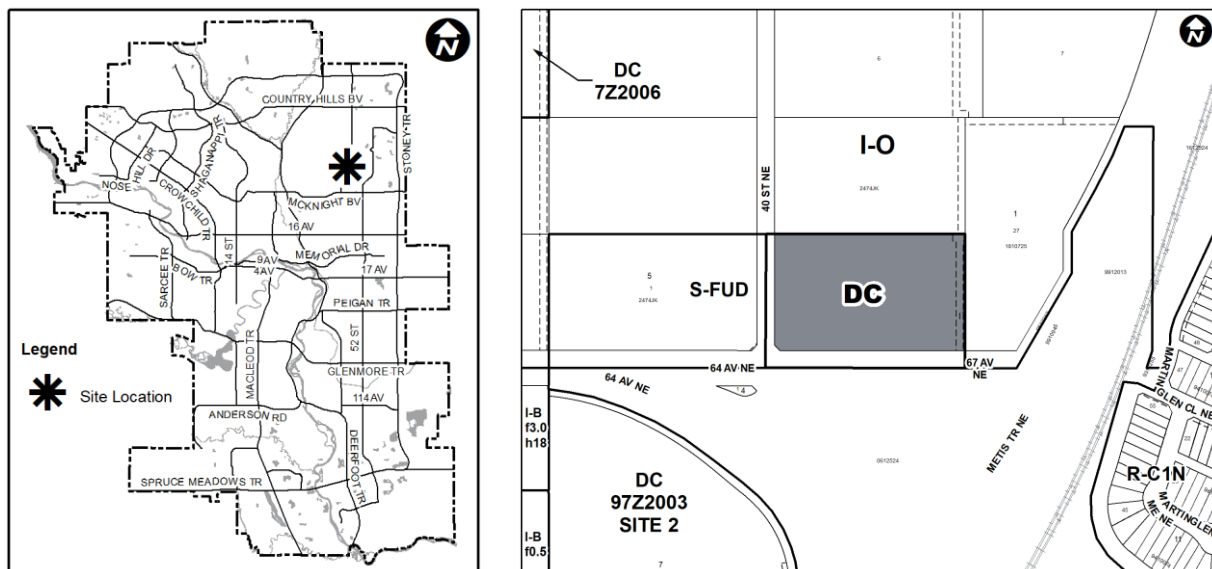
**PREVIOUS COUNCIL DIRECTION / POLICY**

None.

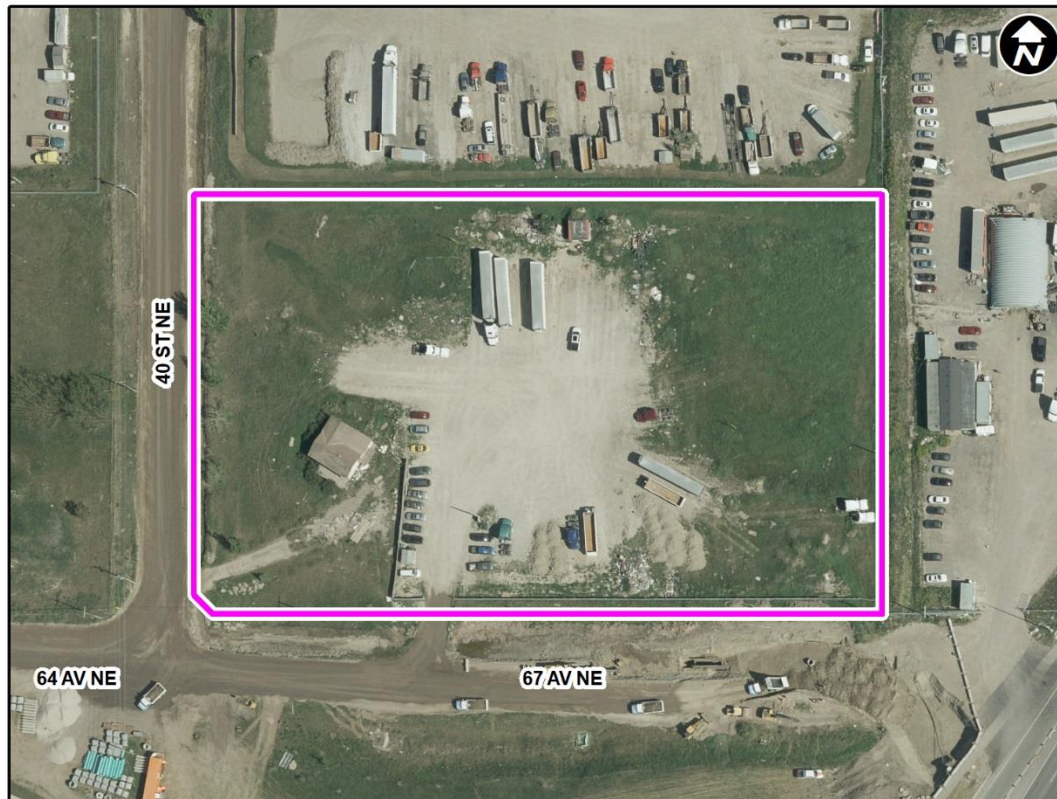
**BACKGROUND**

This application was submitted by IBI Group on behalf of the landowner, 2045478 Alberta Ltd, on 2018 August 10. As noted in the Applicant's Submission (Attachment 2), the applicant is intending to accommodate a temporary vehicle storage development and create flexibility of use with the addition of a seasonal sales area. A development permit (DP2018-3830) for Vehicle Storage – Large has been submitted by IBI Group on 2018 August 10 and is under review (Attachment 3).

**Location Maps**



**Land Use Amendment in Saddle Ridge Industrial (Ward 5) at 4120 - 67 Avenue NE,  
LOC2018-0180**



### Site Context

The subject site is located north of 64 Avenue NE and west of Metis Trail NE in the Saddle Ridge Industrial Area, approximately 450 metres east of the Calgary International Airport. The site, approximately 1.66 hectares  $\pm$  (4.10 acres  $\pm$ ) in size, is developed with a single detached dwelling. Parcels to the north and east of the site are designated Industrial – Outdoor (I-O) District and are developed with storage and equipment yard uses. Directly to the west of the site is a parcel designated Special Purpose – Future Urban Development (S-FUD) District that is currently vacant.

The southern portion of the Saddle Ridge Industrial area contains mainly smaller, unserved industrial parcels that render future subdivision, redevelopment or retrofitting of municipal services more difficult due to the inherent ownership, financial and development constraints created. Given these constraints, the area continues to be utilized for interim land uses and further subdivision is limited until a comprehensive plan and a critical mass of land is assembled in order to justify necessary servicing improvements or extensions.

**Land Use Amendment in Saddle Ridge Industrial (Ward 5) at 4120 - 67 Avenue NE,  
LOC2018-0180**

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**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The proposal has been submitted to broaden the range of allowable uses and add the use of seasonal sales area while maintaining the minimum parcel area restrictions to prevent further at 4120 - 67 Avenue NE. The proposal meets the objectives of applicable policies as discussed in the Strategic Alignment section of this report.

***Planning Considerations***

The following sections highlight the scope of technical planning analysis conducted by Administration.

***Land Use***

This application is to redesignate the site from the existing Special Purpose – Future Urban Development (S-FUD) District to a DC Direct Control District based on Industrial – Outdoor District with the additional use of Seasonal Sales Area. The existing S-FUD District is primarily for lands that are awaiting urban development and is largely limited to uses that can easily be removed to allow for future urban development. The S-FUD District does not accommodate the submitted development permit application and proposed uses as outlined in the Applicant Submission.

The I-O District, a base of the proposed Direct Control District, is intended primarily for interim uses such as outdoor storage, salvage and equipment yard in locations that have limited or no municipal services. The maximum gross floor area of all buildings on a parcel in the I-O District is 1,600 square metres and the minimum area of a parcel is 1.6 hectares which restricts further subdivision of this parcel. A Direct Control District is required to allow the additional use of Seasonal Sales Area, as the applicant has indicated the intent of developing a storage yard with the subordinate use of a sales area.

Additionally, as Seasonal Sales Area is not an allowable use within the I-O District and other stock districts were deemed to be inappropriate for the site at this time, the use of a Direct Control District is deemed to be appropriate.

***Development and Site Design***

As this site does not have full municipal services at this time, temporary uses should be considered. Access to the site should be designed from 40 Street NE to accommodate potential interchange changes to Metis Trail NE and 64 Avenue NE.

***Environmental***

No environmental issues have been identified at this time and an Environmental Site Assessment was not required for this application.

**Land Use Amendment in Saddle Ridge Industrial (Ward 5) at 4120 - 67 Avenue NE,  
LOC2018-0180**

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***Transportation Networks***

The subject site is located at the corner of 67 Avenue NE and 40 Street NE. The subject lands are considered to be auto-oriented. The network lacks appropriate pedestrian pathways and sidewalks that would otherwise facilitate alternative modes of transportation. Vehicular access is available from 40 Street NE. A Traffic Impact Assessment was not required as part of this application.

***Utilities and Servicing***

Public water and storm utilities are unavailable within the vicinity. Public sanitary utilities are available adjacent to the subject site. Typically, the Industrial – Outdoor District is intended for sites that do not have municipal servicing. Temporary uses can be accommodated until ultimate redevelopment, at which time, the subject site is required to be fully serviced. At the development permit stage, the applicant will be required to submit a Stormwater Management Report, as to adequately account for interim storm water management. At that time, the developer may be required to execute a Deferred Service Agreement, with the City of Calgary, for public infrastructure that would be required to be constructed in future.

**Stakeholder Engagement, Research and Communication**

In keeping with Administration's standard practices, this application was circulated to relevant stakeholders and notice posted on-site for 21 days. In addition, notification letters were sent to adjacent land owners and the application was advertised online. No comments were received from members of the public by the CPC Report submission date. There is no community association in this area.

Following this Calgary Planning Commission meeting, notifications for Public Hearing of Council will be posted on-site and mailed out to adjacent land owners. The Commission's recommendation, date of the Public Hearing and options for providing feedback will be advertised.

**Strategic Alignment**

***South Saskatchewan Regional Plan (Statutory, 2014)***

The site is located within the 'City, Town' area as identified on Schedule C: South Saskatchewan Regional Plan Map in the *South Saskatchewan Regional Plan (SSRP)*. While the SSRP makes no specific reference to this site, the proposal is consistent with policies on Land Use Patterns.

***Municipal Development Plan (Statutory, 2009)***

The subject site is located within the "Standard Industrial" area as identified on Map 1: Urban Structure of the *Municipal Development Plan (MDP)*. The Standard Industrial area is intended to contain a mix of industrial uses at varying intensities. These areas should continue to offer a broad variety of industrial uses and when redevelopment occurs, the industrial character should

**Land Use Amendment in Saddle Ridge Industrial (Ward 5) at 4120 - 67 Avenue NE,  
LOC2018-0180**

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be maintained. The listed uses of the I-O District include temporary industrial uses. While the MDP makes no specific reference to this site, the proposal is consistent with the applicable policies.

***Saddle Ridge Area Structure Plan (Statutory, 2007)***

The subject site is located within Industrial area according to the Land Use Plan (Map 6) of the *Saddle Ridge Area Structure Plan*. The purpose of the industrial area is to provide for limited-service industrial activities that will likely predominate for many years to come. The Area Structure Plan outlines that industrial lands should only be redesignated or redeveloped for fully serviced industrial uses or temporary uses, provided that these temporary uses do not compromise future development or subdivision of the site. The proposed DC Direct Control District will allow for temporary development to occur and restrict future subdivision while the subject site remains unserviced.

***Calgary International Airport Vicinity Protection Area Regulation (Statutory – 2009)***

The subject site is located within the 30-35 Noise Exposure Forecast contour of the Airport Vicinity Protection Area (AVPA) land use regulations. The recommended DC Direct Control District provides for a range of uses that are generally allowable within the 30-35 NEF contour area. However, future individual development permit applications will be circulated to YYC and reviewed in the context of applicable regulations to ensure compliance.

**Social, Environmental, Economic (External)**

The proposed land use district will allow for interim use of land that better utilizes the lands until services are available, while maintaining the industrial character and function off the area.

**Financial Capacity**

***Current and Future Operating Budget:***

There are no known impacts to the current and future operating budgets at this time.

***Current and Future Capital Budget:***

The proposed amendment does not trigger capital infrastructure investment and therefore there are no growth management concerns at this time.

**Risk Assessment**

There are no significant risks associated with this proposal. However, if the proposed amendments are not adopted, the existing development permit application would not be able to proceed.



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Corrected Corrected CPC2018-1352  
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**Land Use Amendment in Saddle Ridge Industrial (Ward 5) at 4120 - 67 Avenue NE,  
LOC2018-0180**

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**REASON(S) FOR RECOMMENDATION(S):**

The proposal is consistent with applicable policies of the *Municipal Development Plan* and the *Saddle Ridge Area Structure Plan*, and allows to broaden the range of allowable uses while maintaining the restrictions on future subdivision.

**ATTACHMENT(S)**

1. **Proposed Bylaw 29D2019**
2. Applicant's Submission
3. Proposed Development (DP2018-3830) Summary



# PROPOSED

CPC2018-1352  
ATTACHMENT 1

## BYLAW NUMBER 29D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0180/CPC2018-1352)**  
\*\*\*\*\*

**WHEREAS** it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and substituting therefor that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

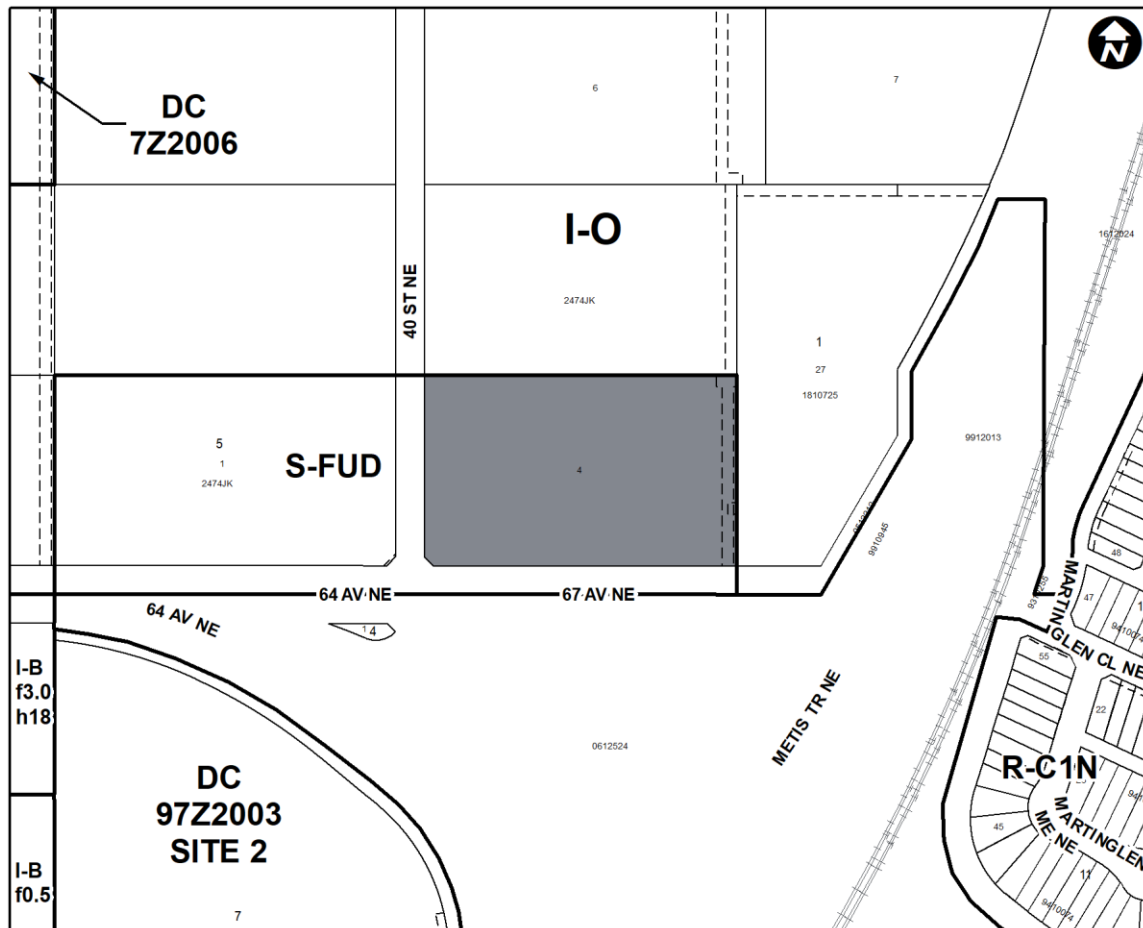
SIGNED ON \_\_\_\_\_

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

SIGNED ON \_\_\_\_\_

**AMENDMENT LOC2018-0180/CPC2018-1352  
BYLAW NUMBER 29D2019**

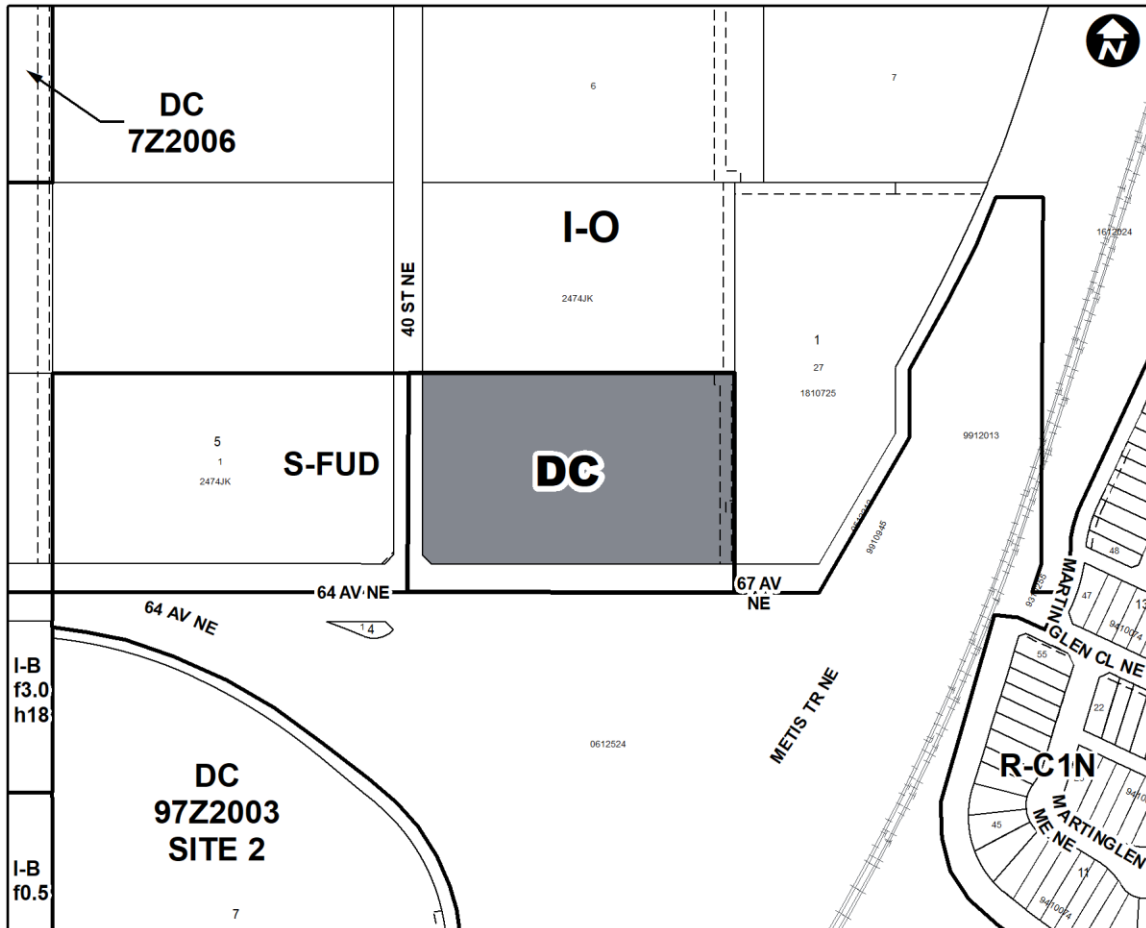
**SCHEDULE A**



# PROPOSED

AMENDMENT LOC2018-0180/CPC2018-1352  
BYLAW NUMBER 29D2019

## SCHEDULE B



### DIRECT CONTROL DISTRICT

#### Purpose

1 This Direct Control District is intended to:

- (a) allow for the additional **use** of a **Seasonal Sales Area**.

#### Compliance with Bylaw 1P2007

2 Unless otherwise specified, the rules and provisions of Parts 1, 2, 3 and 4 of Bylaw 1P2007 apply to this Direct Control District.

#### Reference to Bylaw 1P2007

3 Within this Direct Control District, a reference to a section of Bylaw 1P2007 is deemed to be a reference to the section as amended from time to time.

# PROPOSED

AMENDMENT LOC2018-0180/CPC2018-1352  
BYLAW NUMBER 29D2019

## Permitted Uses

- 4 The ***permitted uses*** of the Industrial – Outdoor (I-O) District of Bylaw 1P2007 are the ***permitted uses*** in this Direct Control District.

## Discretionary Uses

- 7 The ***discretionary uses*** of the Industrial – Outdoor (I-O) District of Bylaw 1P2007 are the ***discretionary uses*** in this Direct Control District with the addition of:
- (a) **Seasonal Sales Area.**

## Bylaw 1P2007 District Rules

- 8 Unless otherwise specified, the rules of the Industrial – Outdoor (I-O) District of Bylaw 1P2007 apply in this Direct Control District.

## Applicant's Submission



IBI GROUP  
500 – Meredith Block, 611 Meredith Road NE  
Calgary AB T2E 2W5 Canada  
tel 403 270 5600 fax 403 270 5610  
ibigroup.com

August 9, 2018

The City of Calgary  
Planning, Development & Assessment  
800 Macleod Trail SE  
P.O. Box 2100, Station M (#8108)  
Calgary, AB T2P 2M5

✓  
**APPLICANT SUBMISSION: SADDLERIDGE INDUSTRIAL  
4120 - 67TH AVENUE NE**

On behalf of Parminder Sandhu (2045478 Alberta Ltd.), IBI Group requests a making a land use application at 4120 67<sup>th</sup> Avenue NE. In support of this, an application fee will be paid, in person, to the City of Calgary in the amount of \$10,979.00.

As outlined in the Pre-application Requirement Checklist the following information is required for this submission:

<b>Applicant's Name:</b>	IBI Group Attn: Elvin Karpovich
<b>Applicant's Address:</b>	Suite 500, 611 Meredith Road NE Calgary, AB T2E 2W5
<b>Contact Information:</b>	Telephone: 403-270-5600 Mobile Number: 403-804-5350 Facsimile Number: 403-270-5610 Email Address: EKarpovich@IBIGroup.com
<b>Company Represented by IBI Group:</b>	2045478 Alberta Ltd.

Our client would like to amend the land use of approximately 1.66ha (4.10 ac) located in the community of Saddleridge Industrial. The subject site is situated on the north side of 67<sup>th</sup> Avenue N.E. and east of 40<sup>th</sup> Street NE. The Calgary airport is directly west of the site and it is easily accessible from 64<sup>th</sup> Avenue NE via Metis Trail.

The parcel is currently zoned S-FUD Future Urban Development and is adjacent to I-O Industrial-Outdoor District. The proposed land use for this site is DC (I-O) Industrial District with an intended interim use of a gravel parking & storage lot for transport trailers and/or recreational vehicles. The eventual permanent plan will be for a landscape construction equipment storage and bulk storage and sales. A subject site exhibit has been attached to this letter for reference.

In accordance with the ASP policy, lands south of 80 Avenue NE are only to be re-designated or redeveloped for: a) fully-serviced industrial uses; or temporary uses, provided that these temporary uses do not compromise future development or subdivision of the site. Within South Cell F, a limited range of interim land uses have been supported for many of the parcels in the

IBI Group Professional Services (Canada) Inc. is a member of the IBI Group of companies

## Applicant's Submission

IBI GROUP

2

August 9, 2018

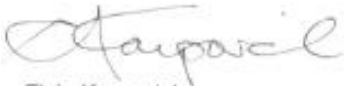
past. The proposed storage and bulk sales of landscaping materials (mulch, aggregate, etc.) would appear to meet the intent of the ASP regarding interim uses. Most of the parcels within Cell F are designated Industrial Outdoor (I-O) District which is intended to implement the general ASP direction that allows for interim land uses and prevents further subdivision or serviced uses until a comprehensive plan is assembled and a critical mass of land is assembled in order to justify necessary servicing improvements/extensions.

The proposed use would appear to align with the definition of "Storage Yard" which is allowable under I-O. The proposed retail sales component is more in keeping with "Seasonal Sales Area" associated with the storage yard use. Therefore a DC District based on the I-O is being requested in order to incorporate the sales component.

We are respectfully requesting a DC (I-O) land use district that with the only request being the added use of a "Storage Yard". We look forward to your comments regarding this application.

Respectfully,

IBI GROUP



Elvin Karpovich  
Director

cc: Parminder Sandhu, 2045478 Alberta Ltd.

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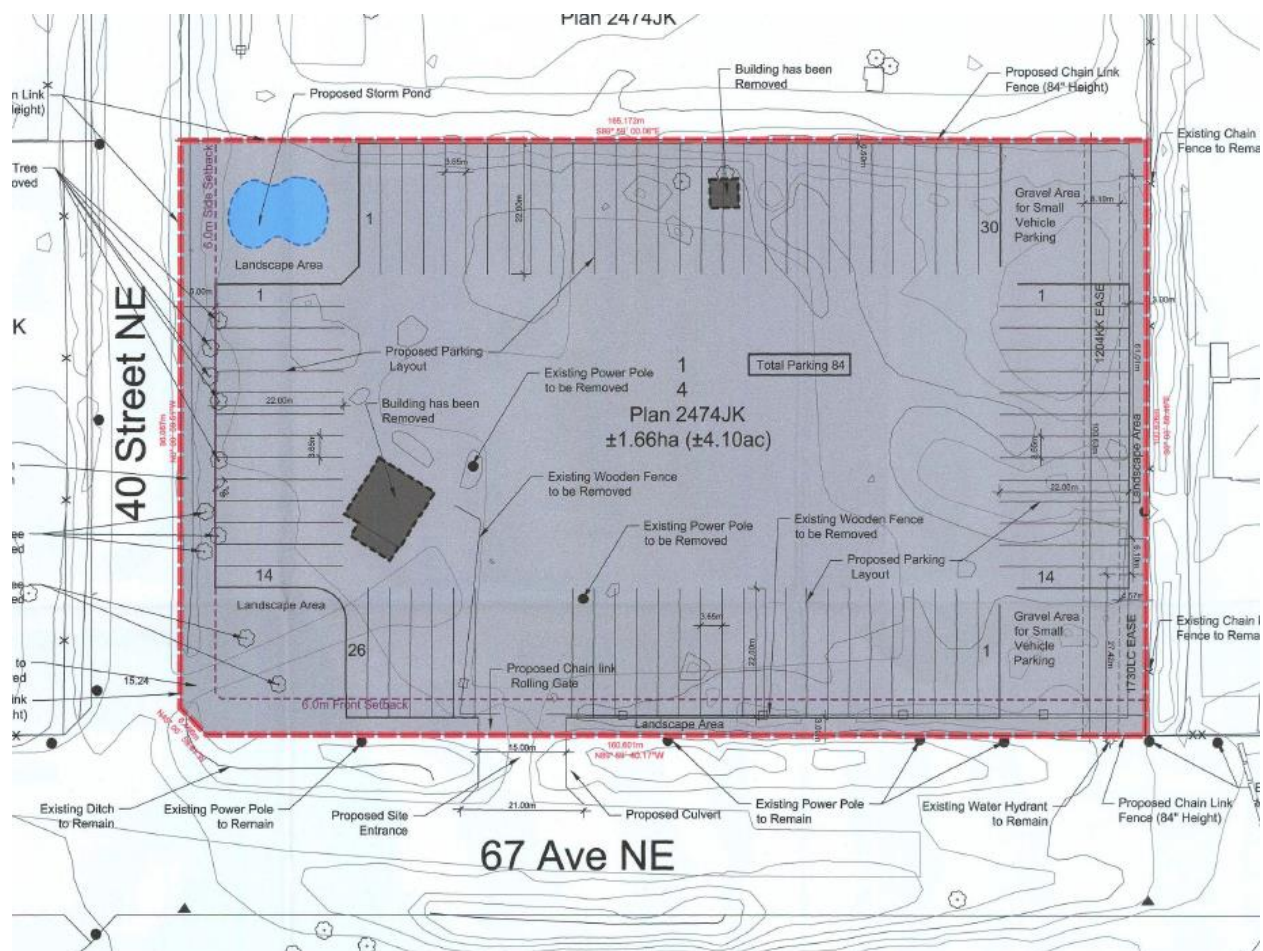


## Proposed Development (DP2018-3830) Summary

A development permit application (2018-3830) has been submitted by IBI Group on 2018 August 10. The development permit application proposes temporary large vehicle storage with access from 67 Avenue NE. The following excerpts (Figure 1) from the development permit submission provide an overview of the proposal and are included for information purposes only.

Administration's review of the development permit will determine the ultimate site layout details such as storage area, landscaping, storm water management and site access. No decision will be made on the development permit application until council has made a decision on this land use redesignation.

Figure 1: Site Plan





POSTPONED REPORT

Land Use Amendment in Rocky Ridge (Ward 1) at 10110 Rocky Ridge Road NW, LOC2018-0118, CPC2018-1353

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Background: At the 2019 January 14 Combined Meeting of Council, Council postponed Report CPC2018-1353 to the 2019 February 04 Combined Meeting of Council.

Ineligible to Vote: All Members are eligible to vote.

Public Hearing: The public hearing has not been held.

Bylaw 40D2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

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Excerpt from the Minutes of the Regular Public Hearing Meeting of Council, 2019 January 14

**“Moved by** Councillor Woolley

**Seconded by** Councillor Keating

That the Agenda for today's Meeting be amended by postponing the following reports to the 2019 February 04 Combined Meeting of Council:

- 8.1.3. CPC2018-1336
- 8.1.11 CPC2018-1313
- 8.1.14 CPC2018-1306
- 8.1.22 CPC2018-1359
- 8.1.24 CPC2018-1235
- 8.1.27 CPC2018-1352
- 8.1.30 CPC2018-1259
- 8.1.34 CPC2018-1353
- 8.1.35 CPC2018-1365
- 8.1.41 CPC2018-1345

Against: Councillor Colley-Urquhart

**MOTION CARRIED”**



Planning & Development Report to  
Calgary Planning Commission  
2018 December 13

ISC: UNRESTRICTED  
CPC2018-1353

## Land Use Amendment in Rocky Ridge (Ward 1) at 10110 Rocky Ridge Road NW, LOC2018-0118

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### EXECUTIVE SUMMARY

This application was submitted by B&A Planning Group on 2018 May 23 on behalf of the landowners Ravines of Royal Oak GP Ltd. This application proposes to change the designation of two portions of a property located at 10110 Rocky Ridge Road NW. The western portion of the site, approximately 0.65 hectares in size, is proposed to be redesignated from a Direct Control District to Multi-Residential – Contextual Low Profile (M-C1) District to allow for:

- multi-residential buildings (e.g. apartment buildings, townhouses);
- a maximum of 96 dwelling units (an increase from the current maximum of 11 dwelling units);
- a maximum building height of 14 metres (an increase from the current maximum of 10 metres);
- The uses listed in the proposed M-C1 designation.

The proposed redesignation of the eastern portion of the site, approximately 1.13 hectares in size, represents a housekeeping land use amendment necessary to align the land use with the boundary between Environmental and Municipal Reserve lands dedicated through a previously approved subdivision application.

No development permit has been submitted at this time.

### ADMINISTRATION RECOMMENDATION:

That Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 1.78 hectares  $\pm$  (4.40 acres  $\pm$ ) located at 10110 Rocky Ridge Road NW (Portion of SW1/4 Section 21-25-2-5) from DC Direct Control District and Special Purpose – School, Park and Community Reserve (S-SPR) District **to** Multi-Residential – Contextual Low Profile (M-C1) District and Special Purpose – Urban Nature (S-UN) District; and
2. Give three readings to the proposed Bylaw; and
3. That this report (CPC2018-1353) be directed to the 2019 January 14 Combined Meeting of Council to the public hearing portion of the Agenda.

### RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, DATED 2018 DECEMBER 13:

That Council hold a Public Hearing; and

Planning & Development Report to  
Calgary Planning Commission  
2018 December 13

ISC: UNRESTRICTED  
CPC2018-1353

**Land Use Amendment in Rocky Ridge (Ward 1) at 10110 Rocky Ridge Road NW,  
LOC2018-0118**

---

1. Adopt, by bylaw, the proposed redesignation of 1.78 hectares  $\pm$  (4.40 acres  $\pm$ ) located at 10110 Rocky Ridge Road NW (Portion of SW1/4 Section 21-25-2-5) from DC Direct Control District and Special Purpose – School, Park and Community Reserve (S-SPR) District to Multi-Residential – Contextual Low Profile (M-C1) District and Special Purpose – Urban Nature (S-UN) District; and
2. Give three readings to **Proposed Bylaw 40D2019**.

Excerpt from the Minutes of the 2018 December 13 Regular Meeting of the Calgary Planning Commission:

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“3. That this report (CPC2018-1353) be directed to the 2019 January 14 Combined Meeting of Council to the public hearing portion of the Agenda.”

**PREVIOUS COUNCIL DIRECTION / POLICY**

None.

**BACKGROUND**

This application was submitted by B&A Planning Group on 2018 May 23 on behalf of the landowners Ravines of Royal Oak GP Ltd. While no development permit application has been submitted at this time, the applicant indicated their intent to develop a 2-3 storey multi-residential building as referenced in the submitted Applicant Submission (Attachment 1).

The subject lands were part of a larger 24.28 hectare subdivision outline/land use plan which was approved in 1999 (SB1998-Y-2033/21NW). At that time, the western portion of the site was designated DC 29Z99 (Site 1) and the eastern portion of the site was designated PE Public Park, School and Recreation District under the 2P80 Land Use Bylaw. During the transition to the 1P2007 Land Use Bylaw, new land use districts were created to delineate Municipal Reserve from Environmental Reserve. These districts were the Special Purpose – School, Park, and Community Reserve (S-SPR) District and the Special Purpose - Urban Nature (S-UN) District, respectively. Given that an approved subdivision separating the Municipal Reserve from the Environmental Reserve on this portion of the site had not been approved yet, the new Land Use Bylaw updated and replaced the PE District with the S-SPR District over the entire site, as was the practice of the day.

A revised subdivision outline plan was approved in 2002 August 19 (SB2000-Y-2003/21NW) which removed a previously proposed road connection across the natural area through the eastern portion of the subject land. Through several applications, development has occurred surrounding these subject lands, although development did not materialize on these lands specifically. Finally, a subdivision application was approved in 2016 delineating the Municipal Reserve from the Environmental Reserve in the subject area.

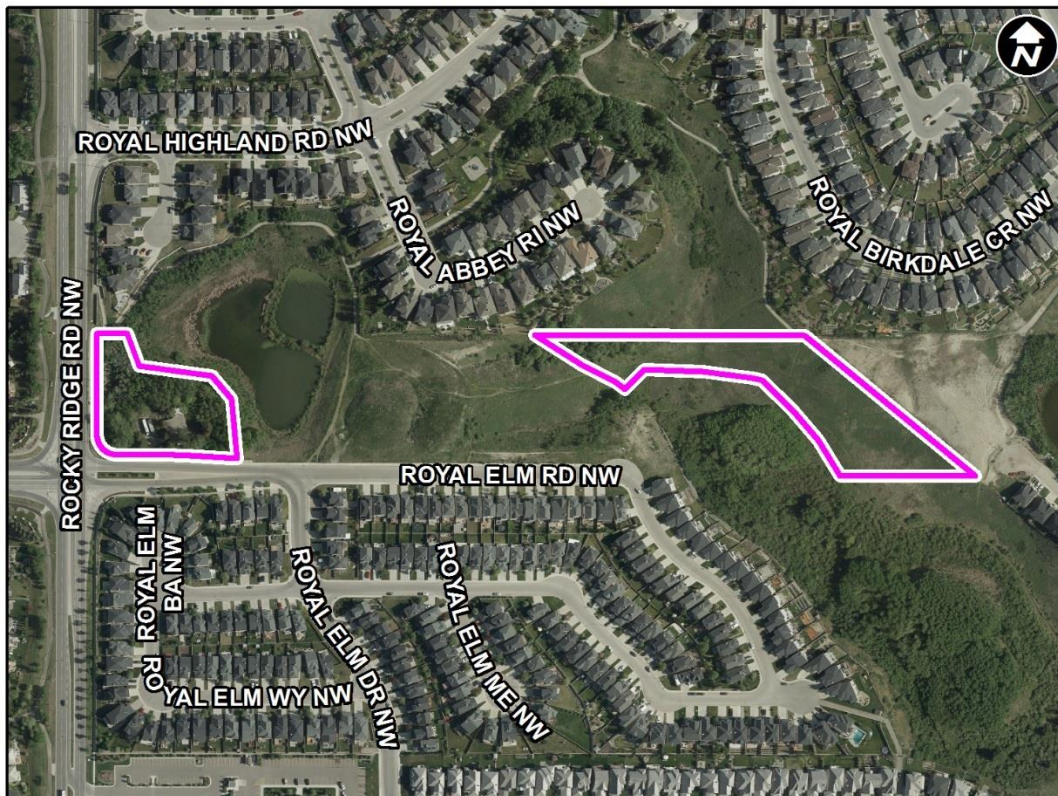
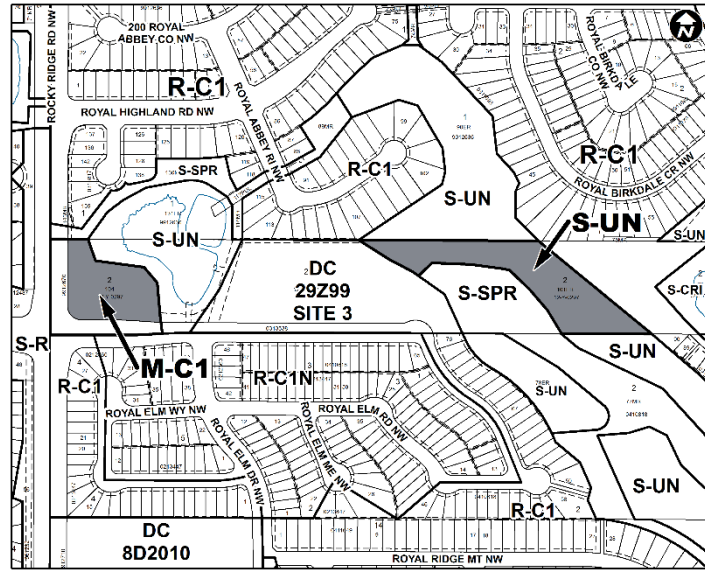
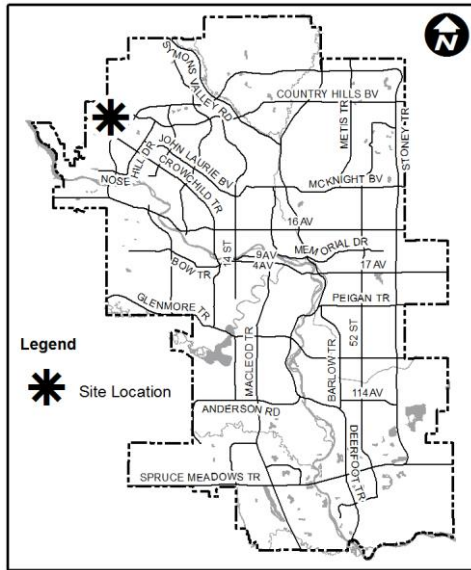


Planning & Development Report to  
Calgary Planning Commission  
2018 December 13

ISC: UNRESTRICTED  
CPC2018-1353

Land Use Amendment in Rocky Ridge (Ward 1) at 10110 Rocky Ridge Road NW,  
LOC2018-0118

Location Maps



## Land Use Amendment in Rocky Ridge (Ward 1) at 10110 Rocky Ridge Road NW, LOC2018-0118

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### Site Context

The subject site, 10110 Rocky Ridge Road NW, is located in the community of Rocky Ridge, north of Royal Elm Road NW and east of Rocky Ridge Road NW. Surrounding developments are predominantly characterized by single detached dwellings. The predominant land use in this area is the Residential – Contextual One Dwelling (R-C1) District, with Residential - Contextual Narrow Parcel One Dwelling (R-C1N) District, Special Purpose - Recreation (S-R) District, Special Purpose - School, Park, Community Reserve (S-SPR) District and Special Purpose - Urban Nature (S-UN) District also surrounding the site. The Tuscany C-Train station is located approximately 800 metres to the south of the subject site.

Two portions of the subject parcel are proposed to be redesignated as part of this application. The western portion, approximately 0.65 hectares in size (DC site), is developed with a single detached dwelling. The eastern portion, approximately 1.13 hectares in size (S-SPR site), is characterized by sloping terrain which is part of a larger ravine system extending to the north and south of the site. The slopes provide for a drop in elevation from the developments to the north to the seasonal drainage ravine and natural stand of aspens to the south. This portion of the site is an extension of a larger S-UN/S-SPR area to the north and south.

As identified in *Figure 1*, the community of Rocky Ridge has seen a steady population increase over the last several years as the community becomes more established with its peak population in 2017.

Rocky Ridge	
Peak Population Year	2017
Peak Population	8,381
2017 Current Population	8,381
Difference in Population (Number)	0
Difference in Population (Percent)	0%

Source: The City of Calgary 2017 Civic Census

Additional demographic and socio-economic information may be obtained online through the [Rocky Ridge](#) community profile.

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

Rocky Ridge is a community with a relatively homogenous housing stock. The proposed M-C1 land use district represents a contextually sensitive intensification of land use which will increase the diversity of housing types allowing residents to live and remain in the neighbourhood as their housing needs change over their lifetime.

The designation of the S-UN District on a portion of the open space is a housekeeping exercise necessary to align the land use with the boundary between Environmental and Municipal



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Calgary Planning Commission  
2018 December 13

ISC: UNRESTRICTED  
CPC2018-1353

## **Land Use Amendment in Rocky Ridge (Ward 1) at 10110 Rocky Ridge Road NW, LOC2018-0118**

---

Reserve lands dedicated through a previously approved subdivision plan, and to align with the ultimate vision for development and open space preservation in the area.

### **Planning Considerations**

As part of the review of this application, several key factors were considered by Administration including the alignment with relevant policies, and the appropriateness of the land use districts. The following sections highlight the scope of technical planning analysis conducted by Administration.

### ***Land Use***

#### Western Portion (DC to M-C1)

The existing Direct Control District (Bylaw 29Z99 Site 1) is based on the R-2A Residential Low Density District of Bylaw 2P80. The R-2A District allows for a range of building forms such as single detached, semi-detached, duplex residential buildings, and townhouses. The existing Direct Control District allows for a maximum density of 17 units per hectare, or 11 units on this site, and a maximum height of 10 metres.

The proposed Multi-Residential - Contextual Low Profile (M-C1) District is a designation that provides for multi-residential development of low height and medium density, and is intended to be in close proximity or adjacent to low density residential development. The proposed M-C1 District allows for a range of multi-residential housing forms such as townhouses, rowhouses and three to four-storey apartment buildings with a maximum building height of 14 metres and a maximum density of 148 units per hectare, which translates into a maximum of 96 dwelling units on this site.

#### Eastern Portion (S-SPR to S-UN)

The Special Purpose - Urban Nature (S-UN) District is proposed on the eastern portion of the site.

This portion of the site is an extension of a larger natural S-UN area. This component of the application is considered as housekeeping and is required to update to the land use on this portion of the natural area dedicated as an Environmental Reserve through the previously approved subdivision application in 2016. The proposed S-UN District is for lands that are to be retained in their natural state or are being rehabilitated to replicate a natural state. In addition, the S-UN District is intended for areas that are sensitive to any development with the exception of small scale structures intended to support the function of the S-UN area.

### ***Development and Site Design***

The proposed redesignation is intended to accommodate redevelopment of the M-C1 site with a multi-residential development. Future redevelopment of the site will be guided by the rules of the

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proposed M-C1 District. At the development permit stage, key factors that will be important to address include:

- addressing Royal Elm Road NW and Rocky Ridge Road NW with an appropriate interface that includes at grade units, facades of high quality materials, and high quality landscaping incorporating native vegetation to tie into the surrounding natural areas; and
- integration of the development site with the natural areas ensuring permeable access; and
- design all sides of the building in a way that there is no “back of house” treatment as all sides will be highly visible.

The intent of the S-UN District is to restrict development on the site to ensure the protection of the naturally sensitive area, and as such there is no development planned for this portion of the site.

### ***Environmental***

An Environmental Site Assessment was not required as part of this application. Previous planning applications have provided a review of the environmental conditions applicable to the area. This application provides the land use for long term preservation of an important environmental feature in the area (ravine, slopes and drainage) with no remaining environmental issues needing to be addressed.

### ***Transportation Networks***

To facilitate access to transit in the area, development of the western portion of the site (M-C1 site) will require improvements to the adjacent public sidewalks and pathways at the developer's expense. While the exact extent of the required improvements will be determined at the development permit stage, upgrades to the existing pedestrian infrastructure along Royal Elm Road NW and Rocky Ridge Road NW will be required. The improved pedestrian network will provide an opportunity for all residents associated with the M-C1 parcel to access local Transit service in the area. Vehicular access to the M-C1 site shall be from Royal Elm Road NW. No direct vehicular access to Rocky Ridge Road NW will be permitted at the development permit stage.

With respect to the location of transit service, bus stops are located within 150 metres walking distance on Rocky Ridge Road NW. Routes include route 158 and route 115, connecting riders to the Tuscany C-Train station, which is located approximately 800 metres south of the western portion of the site.

A Transportation Impact Assessment (TIA) was submitted by the applicant in support of this application. The TIA was reviewed and accepted by Administration. Conclusions of the TIA were satisfactory to support the proposed M-C1 District on the western portion of the site.

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### ***Utilities and Servicing***

Sanitary, water and storm services are available to service the plan area from Royal Elm Road NW. A storm main extension will be required to service the MC-1 site at the time of development permit.

### **Stakeholder Engagement, Research and Communication**

In keeping with Administration's standard practices, this application was circulated to relevant stakeholders and notice posted on-site with a large notice posting sign at the corner of Royal Elm Road NW and Rocky Ridge Road NW. Notification letters were sent to adjacent land owners and the application was advertised on-line. Two public open houses were held by the applicant for this application.

Administration received five letters of objection to the proposal citing parking, traffic and loss of views as their main concerns. The majority of issues raised are issues that will be considered at the development permit stage. Given that any future building on this site will not be directly adjacent to any of the existing development, the impact on views should be limited. One letter was submitted in support from a local resident.

Comments from the Rocky Ridge Royal Oak Community Association were submitted without indication of opposition or support, although citing pathway connections throughout the area are very important to the character of the community and the use of the open spaces (Attachment 2). Conditions of the Service Agreement associated with the subdivision approval include requirements to construct additional pathways through the natural ravine areas.

Following Calgary Planning Commission, notifications for Public Hearing of Council will be posted on-site and mailed out to adjacent land owners. In addition, Commission's recommendation and date of Public Hearing will be advertised.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (Statutory, 2014)***

The site is located within the 'City, Town' area as identified on Schedule C: South Saskatchewan Regional Map in the *South Saskatchewan Regional Plan* (SSRP). While the SSRP makes no specific reference to this site, the proposal is consistent with policies on Land Use Patterns.

#### ***Municipal Development Plan (Statutory, 2009)***

The subject parcel is located within the Residential - Developing - Planned Greenfield with Area Structure Plan (ASP) area of the *Municipal Development Plan* (MDP). The applicable MDP policies indicate that the policies of the local area plan are considered the appropriate policies for the area.

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***Rocky Ridge Area Structure Plan (Statutory, 1992)***

The subject lands are located in the 'Residential and Related Uses' and the 'Open Space and Environmentally Sensitive Land' areas as identified on Map 2 of the *Rocky Ridge Area Structure Plan* (ASP). The Residential and Related Uses area policies identify low density residential as the predominant form of housing throughout the area. However, in order to provide for an adequate mix of housing, multi-residential developments are encouraged in appropriate locations.

The Environmentally Sensitive Land policies identify that sensitive areas should be considered for preservation in its natural state, through dedication as either environmental reserve (ER) or municipal reserve (MR), or through purchase by the City.

The proposal is in keeping with the policies of the ASP insofar as the location for the M-C1 designation meets typical location criteria for infill multi-residential development such as a corner parcel, along higher classification roadways, and near parks and transit. As well as the Environmentally Sensitive Land policies encourage preservation through dedication as ER, with the S-UN District being the corresponding land use designation for the ER land designation.

**Social, Environmental, Economic (External)**

The recommended M-C1 District allows for a wider range of housing types in an otherwise relatively homogeneous community with respect to available housing types and forms. And as such, the proposed change may better accommodate the housing needs of different age groups, lifestyles and demographics.

The recommended S-UN land use district allows for the retention and protection of a naturally significant and sensitive area.

**Financial Capacity**

***Current and Future Operating Budget:***

There are no known impacts to the current and future operating budgets at this time.

***Current and Future Capital Budget:***

The proposed amendment does not trigger capital infrastructure investment and therefore there are no growth management concerns at this time.

**Risk Assessment**

There are no significant risks associated with this proposal.

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**REASON(S) FOR RECOMMENDATION(S):**

The proposal conforms with the *Rocky Ridge Area Structure Plan*, and is in keeping with applicable policies of the *Municipal Development Plan*. The proposed M-C1 District is intended for parcels in proximity to or directly adjacent to low density residential development. The proposed S-UN District is the corresponding land use district for the Environmental Reserve land designation, whereby activities and uses are limited to protect the sensitive nature of the land.

**ATTACHMENT(S)**

1. Applicant Submission
2. Rocky Ridge Royal Oak Letter
3. **Proposed Bylaw 40D2019**



## **Applicant Submission**

### **Introduction**

10110 Rocky Ridge Road NW is located in northwest Calgary in the community of Royal Oak and is 5.32 hectares (13.13 acres) in size. The subject property received land use and outline plan approval in 1999 and was approved for subdivision in 2016. The property has now been purchased by a new developer who has a modified vision for the subject lands. This application is for the rezoning of portions of the property to Multi-Residential – Contextual Low Profile (M-C1) and Special Purpose - Urban Nature (S-UN).

### **Vision**

The vision for the subject property is a conservation design subdivision where two development sites (DC Site 1 and DC Site 3) are established allowing for the majority of the land to be conserved as natural areas and open space. It is intended that the compact design is sensitive to the surrounding neighbourhood residents in terms of building form, height and separation while expanding the choice of housing in the area. The pathway and sidewalk system will be extended to connect the development with surrounding amenities and transit.

### **Proposed Development**

DC Site 1: This site is approximately 0.65 hectares (1.61 acres) in size and is envisioned to be developed for approximately 50 apartment style condominiums situated within one building of 2 to 3 storeys in height. One access is to be provided from Royal Elm Road NW and parking is anticipated to be accommodated through surface and underground lots. This site is proposed to be redesignated from Direct Control 29Z99 to Multi-Residential – Contextual Low Profile (M-C1) to accommodate the proposed development.

DC Site 3: This site is approximately 1.92 hectares (4.76 acres) and is envisioned to be developed for approximately 75 townhouse units of 2 to 2.5 storeys in height. DC Site 3 is not proposed to be redesignated as the current zoning can accommodate this proposed development.

### **Open Space**

2.57 hectares (6.76 acres) or 52% of the subject lands will be conserved as public open space in the form Municipal Reserve and Environmental Reserve. This open space area will conserve the existing wetlands, trees and grasslands. Pathways will be extended through the open spaces to offer access to these areas to the public. A portion is proposed to be rezoned to Special Purpose - Urban Nature (S-UN) to recognize the Environment Reserve character of the land.

### **Policy Considerations**

The subject property falls under the Rocky Ridge Area Structure Plan (ASP) and this plan identifies the subject site to be within the Residential and Related Uses area. The ASP anticipates that the predominant form of housing in Rocky Ridge to be single-family but does encourage multi-family housing in appropriate locations to achieve a mix of housing types.

## **Applicant Submission**

### Summary

The vision for the proposed development is a conservation design subdivision where two compact development sites allow for a majority of the subject lands to be preserved for the use and enjoyment of the surrounding Royal Oak residents. The two sites are anticipated to be developed for an apartment building and townhouses which, when constructed, will diversify the housing available within the community. In addition, pathways and sidewalks are proposed to be extended to link the development with surrounding amenities and transit. To help achieve this vision, it is proposed that one of the development sites be rezoned to M-C1 to allow for the possible apartment. In addition, it is proposed that portions of the subject lands to be redesignated to S-UN to accommodate the future dedication of Environmental Reserve. In consideration of these benefits, we respectfully request City Administration's, Calgary Planning Commission's and Council's support for this application.



## Rocky Ridge Royal Oak Community Association Letter



June 6, 2018

Planning and Development #8201  
PO Box 2100 Station M  
Calgary AB T2P 2M5

**Attention:** Brad C. Bevill

**Reference:** LOC2018-0118, 10110 Rocky Ridge NW, Land Use Amendment

Dear Mr. Bevill:

On behalf of the Rocky Ridge Royal Oak Community Association, the following are our comments on the land use amendment application sent to us for comment.

**Regarding Site 3:**

At a pre-application meeting with the proponents, we made them aware that connectivity within the ravines and natural parks systems is extremely important to the community. We specifically asked for consideration for an east-west pathway connection, possibly on the north storm water right of way. Over the years, footpath trails in the grassland have enabled residents to access the ER's and MR's that are parts of the larger ravine system.

If the east-west connection is eliminated by the development as proposed for Site 3, residents will try to access the natural areas via the steep slope off the east end of Royal Elm Road., as the more adventurous already do now. The slope has eroded over the years – the only solution is to carve a switchback trail into the slope to reduce the gradient. This is not an ideal connection therefore the east-west connection across the north end of the site is preferable. We request that the path connections be provided by the developer, which may require a modification to the land use or an agreement to provide a public access easement parallel to the storm water ROW.

If you have any questions regarding these comments, or if there is further follow up please contact the undersigned.

Sincerely,

Dave Spencer, Director of Planning and Design  
403.629.7587



# PROPOSED

CPC2018-1353  
ATTACHMENT 3

## BYLAW NUMBER 40D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0118/CPC2018-1353)**  
\*\*\*\*\*

**WHEREAS** it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and substituting therefor that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

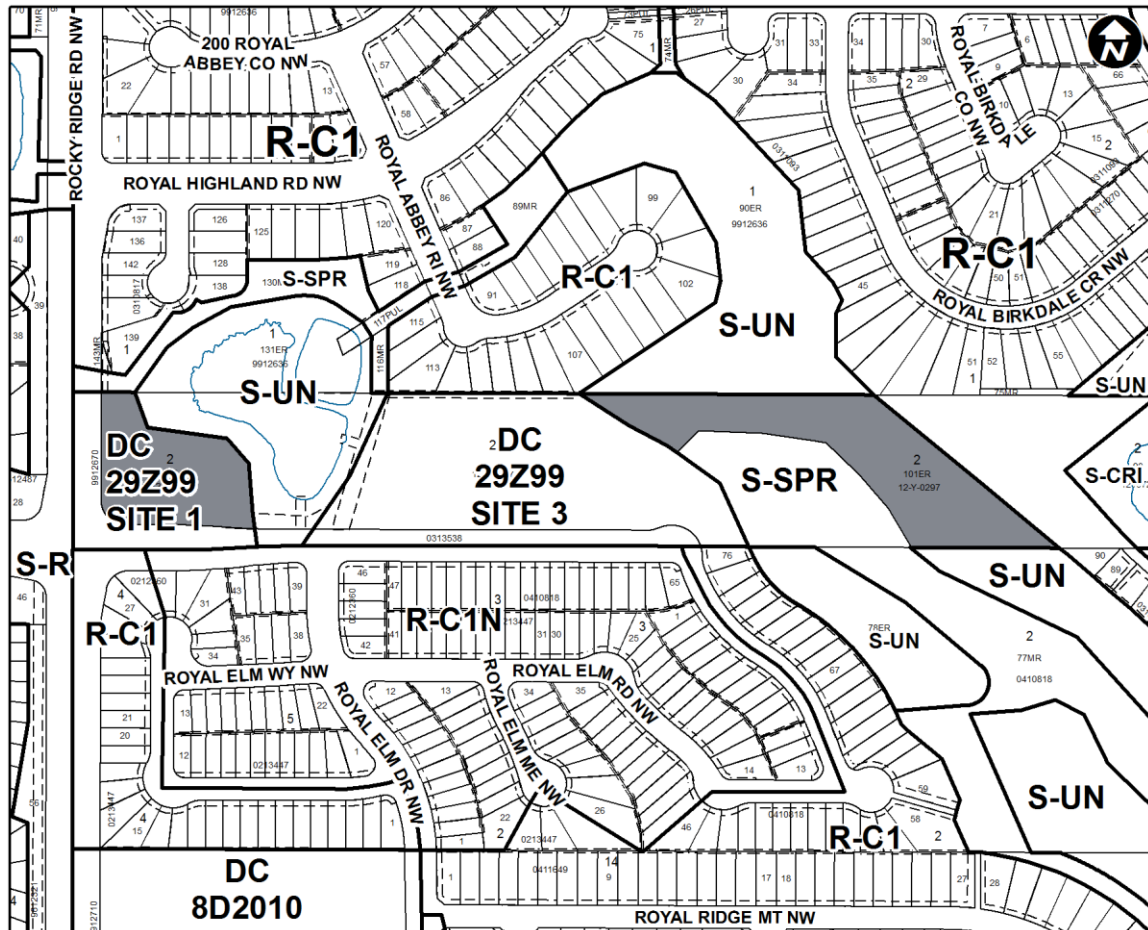
\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0118/CPC2018-1353  
BYLAW NUMBER 40D2019

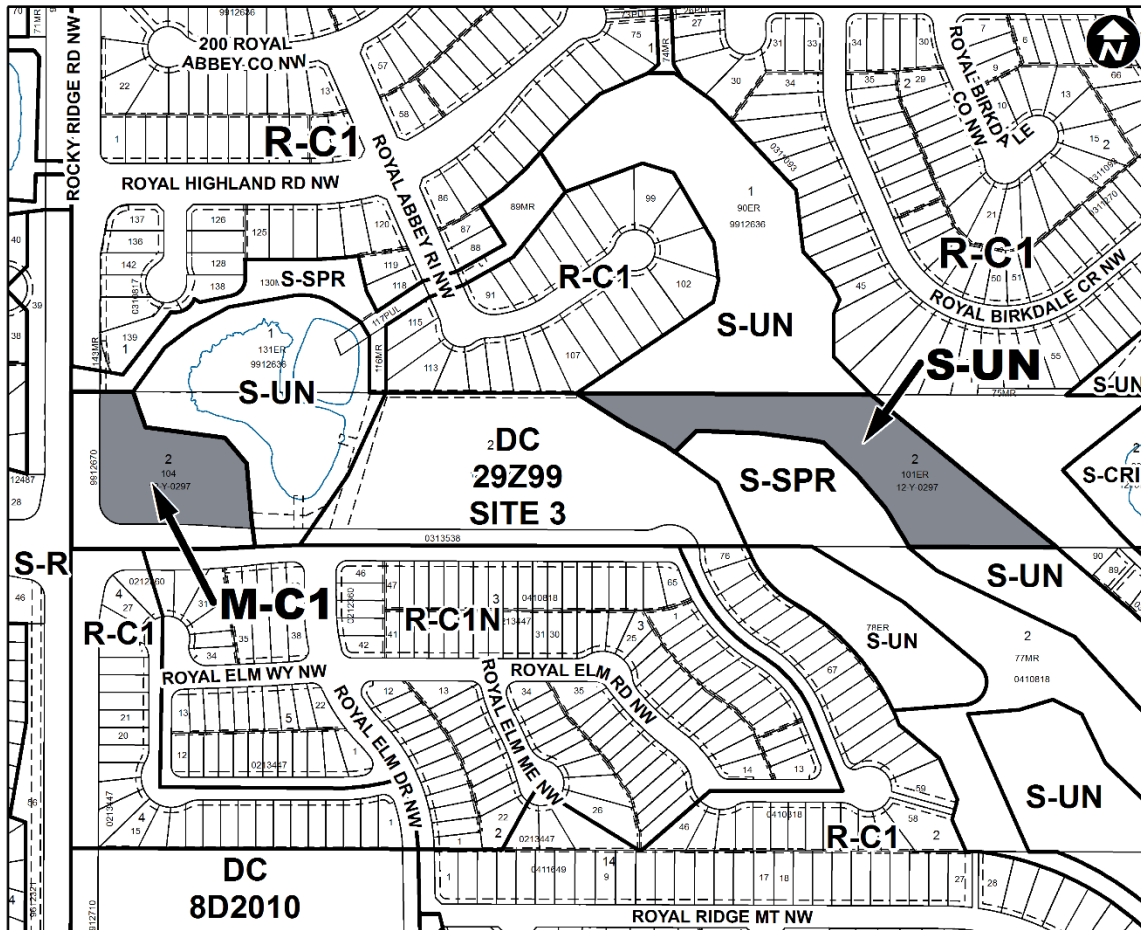
## SCHEDULE A



# PROPOSED

AMENDMENT LOC2018-0118/CPC2018-1353  
BYLAW NUMBER 40D2019

## SCHEDULE B





POSTPONED REPORT

Land Use Amendment in Royal Vista (Ward 1) at 8 and 14 Royal Vista Link NW, LOC2018-0004, CPC2018-1365

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Background: At the 2019 January 14 Combined Meeting of Council, Council postponed Report CPC2018-1365 to the 2019 February 04 Combined Meeting of Council.

Ineligible to Vote: All Members are eligible to vote.

Public Hearing: The public hearing has not been held.

Bylaw 41D2019

1<sup>st</sup> Reading

2<sup>nd</sup> Reading

Authorization for 3<sup>rd</sup> Reading

3<sup>rd</sup> Reading

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Excerpt from the Minutes of the Regular Public Hearing Meeting of Council, 2019 January 14

**“Moved by** Councillor Woolley

**Seconded by** Councillor Keating

That the Agenda for today's Meeting be amended by postponing the following reports to the 2019 February 04 Combined Meeting of Council:

- 8.1.3. CPC2018-1336
- 8.1.11 CPC2018-1313
- 8.1.14 CPC2018-1306
- 8.1.22 CPC2018-1359
- 8.1.24 CPC2018-1235
- 8.1.27 CPC2018-1352
- 8.1.30 CPC2018-1259
- 8.1.34 CPC2018-1353
- 8.1.35 CPC2018-1365
- 8.1.41 CPC2018-1345

Against: Councillor Colley-Urquhart

**MOTION CARRIED”**





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**EXECUTIVE SUMMARY**

This application was submitted by Sha-Lou Enterprises on 2018 January 05, on behalf of the landowner LTCM Incorporated (Aaron Renert). The application proposes to change the land use districts of the subject site (two parcels) from DC Direct Control District and Industrial - Business (I-B f1.0h24) District to DC Direct Control District. The proposed DC District is based on the Industrial- Business (I-B) District and the intent of the application is the following:

- to clean up the two (2) land use districts on the subject site (two parcels) and to retain the existing industrial uses of the Industrial - Business (I-B) District;
- to allow the additional permitted use of School - Private on 8 Royal Vista Link NW;
- to allow the additional permitted use of Child Care Service on 8 and 14 Royal Vista Link NW;
- to retain the existing floor area ratio (f1.0) and height (h24) on 8 Royal Vista Link NW with no changes from the current land use district; and
- to retain the existing floor area ratio (f1.0) and increase the height to 24.0 metres (an increase of 8.0 metres from the current height of 16.0 metres) on 14 Royal Vista Link NW.

The proposal is in keeping with the applicable policies of the *Municipal Development Plan* (2009) and the *North Regional Context Study* (2010).

**ADMINISTRATION RECOMMENDATION:**

That Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 2.13 hectares  $\pm$  (5.26 acres  $\pm$ ) located at 8 and 14 Royal Vista Link NW (Plan 1711692, Block 7, Lot 12; Plan 0813886, Block 7, Lot 7) from DC Direct Control District and Industrial - Business (I-B) District to DC Direct Control District based on the Industrial - Business (I-B) District to accommodate a private school and child care service, with guidelines (Attachment 2);
2. Give three readings to the proposed bylaw; and
3. That this report (CPC2018-1365) be directed to the 2019 January 14 Combined Meeting of Council to the public hearing portion of the Agenda.

**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, DATED 2018  
DECEMBER 13:**

That Council hold a Public Hearing; and

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1. Adopt, by bylaw, the proposed redesignation of 2.13 hectares  $\pm$  (5.26 acres  $\pm$ ) located at 8 and 14 Royal Vista Link NW (Plan 1711692, Block 7, Lot 12; Plan 0813886, Block 7, Lot 7) from DC Direct Control District and Industrial - Business (I-B) District to DC Direct Control District based on the Industrial - Business (I-B) District to accommodate a private school and child care service, with guidelines (Attachment 2);
2. Give three readings to **Proposed Bylaw 41D2019**.

Excerpts from the Minutes of the 2018 December 13 Regular Meeting of the Calgary Planning Commission:

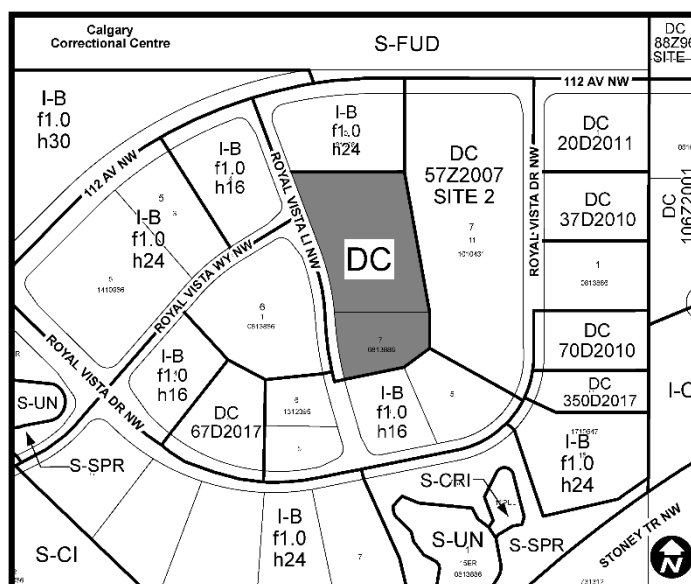
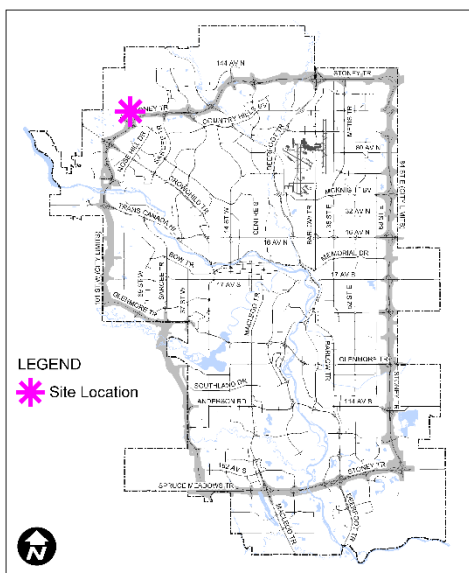
“Councillor Chahal declared a conflict of interest and abstained from discussion and voting with respect to Report CPC2018-1365.”

“3. That this report (CPC2018-1353) be directed to the 2019 January 14 Combined Meeting of Council to the public hearing portion of the Agenda.”

PREVIOUS COUNCIL DIRECTION / POLICY

None.

Location Maps

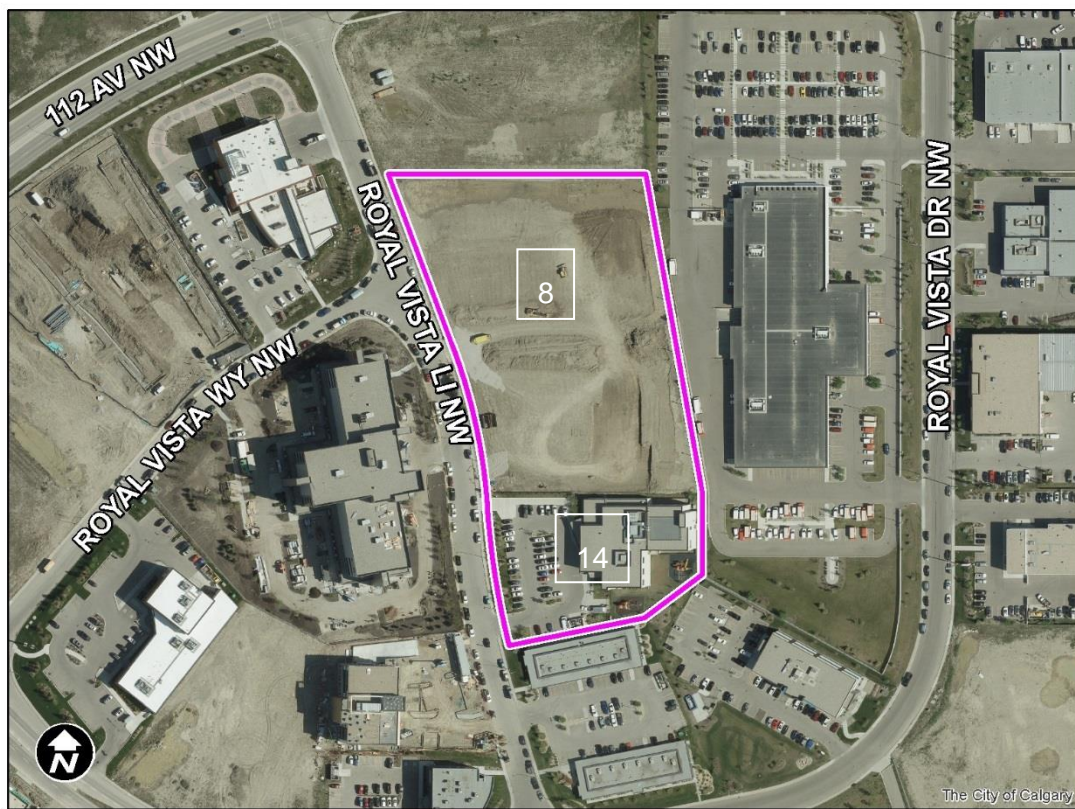


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## BACKGROUND

On 2013 January 14, Council approved a land use amendment (10D2013) on 14 Royal Vista Link NW to allow for a private school in conjunction with an instructional facility. A development permit (DP2013-1632) was approved subsequently for the development of a private school.

On 2018 January 5, Sha-Lou Enterprises submitted a land use amendment application on behalf of the landowner LTCM Incorporated (Aaron Renert) to redesignate two (2) parcels situated at 8 and 14 Royal Vista Link NW in the community of Royal Vista.

## Site Context

The subject site is situated to the south-east of the intersection of Royal Vista Link NW with 112 Avenue NW and consists of two parcels with a total size of 2.13 hectares  $\pm$  (5.26 acres  $\pm$ ). The site is surrounded by a mix of industrial and commercial uses as well as instructional facilities.

Surrounding uses include the following:

- North – conference and event facilities as well as a fire station and multi-service facility;
- East – Canada Post Distribution Centre and auto-related uses;

Approval(s): C. Savage concurs with this report. Author: G. Brenkman  
City Clerk's: J. Dubetz

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- South – office, medical laboratories and vacant parcels; and
- West – office, self-storage, retail and medical uses.

Surrounding development consists of high quality Industrial - Business buildings.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

This land use amendment proposal allows for the expansion of the existing private school on 14 Royal Vista Link NW onto the second parcel situated at 8 Royal Vista Link NW. It also allows for child care service to be a permitted use in existing approved buildings and will clean up the land use districts over the subject site. In addition, a height increase of 8.0 metres to 24.0 metres will be allowed on 14 Royal Vista Link NW to align with the existing height of 24.0 metres on 8 Royal Vista Link NW. The proposal is in keeping with applicable legislation as identified in the Strategic Alignment section of this report.

**Planning Considerations**

***Land Use***

The existing land use districts on the subject site are the following:

- 8 Royal Vista Link NW - Industrial-Business (I-B f1.0h24) District; and
- 14 Royal Vista Link NW - DC Direct Control District based on the Industrial-Business (I-B f1.0h16.0) District with the additional permitted use of School - Private, approved by Council in 2013.

The Industrial-Business (I-B) District in Land Use Bylaw 1P2007 allows for high quality manufacturing, research and office development. With the approval of the DC District by Council in 2013 and the subsequent development permit, the Renert School was developed at 14 Royal Vista Link NW.

The proposed DC Direct Control District in this land use amendment application is also based on the Industrial-Business (I-B) District and applies to both 8 and 14 Royal Vista Link NW as follows:

- the permitted and discretionary uses of the Industrial - Business (I-B) District;
- School - Private and Child Care Service as additional permitted uses;
- a floor area ratio of 1.0; and
- a height of 24.0 metres.

The business industrial uses of the I-B District are protected in this DC District and development on the subject site can revert back to such uses at any time.

***Development and Site Design***

A change of use development permit application is required for the permitted Child Care Service in the existing approved building on 14 Royal Vista Link NW. New buildings on the second

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parcel, situated at 8 Royal Vista Link NW, require discretionary development permit applications.

The existing and proposed buildings for the Renert School are of high quality architectural design and building materials, and are in context with the existing surrounding developments.

### ***Environmental***

There are no existing environmental conditions on the subject parcel. An environmental site assessment was not required for this application.

### ***Transportation Networks***

The subject site is located on Royal Vista Link NW and intersects with 112 Avenue NW to the north. 112 Avenue NW is an arterial street but not part of the City's Primary Transit Network in the Calgary Transportation Plan (CTP). Vehicular and pedestrian access is gained from Royal Vista Link NW and parking is provided on the site.

The site has access to transit stops along 112 Avenue NW (Bus Route 115) with direct access to the Tuscan LRT Station and the future Sage Hill Transportation Hub.

A site specific Transportation Impact Assessment (TIA) was not required as part of this application. A TIA for the larger Royal Vista Business Park is currently being undertaken by Real Estate and Development Services (REDS) but the approval of this land use amendment application is not dependant on the outcome of that TIA.

### ***Utilities and Servicing***

Water, sanitary and sewer services are available to this site and can accommodate the proposed development. Further details for servicing and waste collection will be reviewed at the development permit stage.

### **Stakeholder Engagement, Research and Communication**

In keeping with Administration's standard practises, this application was circulated to relevant stakeholders and notice posted on-site. Notification letters were sent to adjacent landowners and the application was advertised online (<https://developmentmap.calgary.ca>).

Administration received one letter of objection from an adjacent neighbour regarding traffic and parking concerns.

No public meetings were held by the Applicant or Administration.

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Following Calgary Planning Commission, notification for the Public Hearing of Council (January 3) will be posted on-site and mailed to adjacent landowners. In addition, Planning Commission's recommendation and the date of the Public Hearing will be advertised.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (Statutory, 2014)***

The site is located within the 'City / Town' area as identified on Schedule C: South Saskatchewan Regional Plan Map in the *South Saskatchewan Regional Plan* (SSRP). While the SSRP makes no specific reference to this site, the proposal is consistent with policies on Land Use Patterns.

#### ***Municipal Development Plan (Statutory, 2009)***

The site is located within the 'Industrial - Employment Intensive' area as identified on Map 1 - Urban Structure in the *Municipal Development Plan* (MDP). While the MDP makes no specific reference to this site, the proposal is consistent with the MDP policies regarding development in employment intensive areas.

The number of jobs provided by the applicant, once development has been completed on the site, is expected to be a minimum of 140 jobs between the private school, child care service and the instructional facility. Not including the area for the future sports fields in the employment intensity calculations, the subject site at full build out complies with the MDP land use policy on intensity (100 jobs per gross developable hectare).

The MDP also calls for Employment – Intensive areas (such as Royal Vista Business Park) to be located on the Primary Transit Network. Royal Vista Business Park is not situated in close proximity to the Primary Transit Network.

Administration will review the industrial typologies of the MDP as part of the Ten Year Review project to determine if Industrial - Intensive is still the appropriate typology for Royal Vista Business Park.

### ***Local Community and Area Plans***

There is no statutory local community plan applicable to Royal Vista.

#### ***North Regional Context Study (Non-Statutory, 2010)***

The *North Regional Context Study* (NRCS) applies the Industrial / Employment land use to the subject site as indicated on Map 3 – Land Use and Transportation. The NRCS states that in addition to industrial uses, institutional uses may also be considered where appropriate. This land use proposal is therefore in alignment with the general direction and policies of the *North Regional Context Study*.

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**Social, Environmental, Economic (External)**

This land use amendment will continue to provide for a variety of business industrial uses in addition to an existing and successful institutional development (private school and instructional facility) as well as to utilize existing infrastructure more efficiently and increase development intensity without significantly changing the character of the business park.

**Financial Capacity**

***Current and Future Operating Budget:***

There are no known impacts to the current and future operating budgets at this time.

***Current and Future Capital Budget:***

The proposed land use amendment does not trigger capital infrastructure investment and therefore there are no growth management concerns at this time.

**Risk Assessment**

There are no risks associated with this proposal and any operational risks that may be identified will be managed at the time of the development permit.

**REASONS FOR RECOMMENDATIONS:**

The proposed DC Direct Control District, which is based on the I-B District with two additional uses (School - Private and Child Care Service), is compatible with and complimentary to the established high quality office and business industrial character of Royal Vista Business Park.

The proposed DC Direct Control District provides flexibility to allow the site to continue operating in its current form as well as allow for contextual expansion of the private school. The proposed DC District keeps in place the existing Industrial - Business uses while allowing the site to adapt to changing market conditions. The site has historically been used for institutional purposes and has functioned well over time.

The proposal conforms to relevant policies of the *Municipal Development Plan* and will allow for development that can meet the intent of *Land Use Bylaw 1P2007*.

**ATTACHMENTS**

1. Applicant's Submission
2. **Proposed Bylaw 41D2019**
3. **Public Submission**





## **Applicants Submission**

# **Design Consult Plus**

703 – 519 Riverfront Ave SE  
Calgary, AB T2G 1K6  
Tel 403-440-9285

January 3, 2018

**City of Calgary**

**RE: Land Use Amendments for Lot 7, 8 and 9 in Royal Vista Business Park for  
Renert School and Community Enrichment Hub**

### **History**

The Renert School has been providing a new model in education since its conception back in September 2013. It has been an amazing accomplishment as the staff and students have elevated the school to become one of the top scholastic schools in Alberta in just four years. Along with success comes demand.

### **Need For Expansion**

It was a typical start for the new private school. The grades 1 through 7 were primarily full with grades 8 to 12 completing the original enrolment. The success of students and faculty brought a new excitement to education and resulted in an increasing demand for space. The Renert School in turn needed to develop a master plan for expansion and purchased the adjacent lot 8 for the expansion of the existing school. This was to provide added space for the growing populous and the need for a full sized gymnasium. Before construction began on the new school it became operant the additional space will be required for outdoor activities and lot 9 was was purchased for the city to allow this future expansion.

### **Expanding Programs**

One apparent need in the community was the development of Child Care Services. There were many families requesting this service. It would be a win win situation for the community. The parents could have one location that could meet the needs for their growing families. It would be a win win situation as it is convenient for the larger families and once a young member was enrolled in the program there becomes continuity in their education.

For this reason the Child Care Services will be added to the program in September 2018.

## **Applicants Submission**

### **Changing Demography**

Royal Vista Business Park is changing with the demands of the community. Some of the restriction originally adopted by the city have been relaxed to allow the integration of multiple uses. This created the perfect opportunity for the school to expand. The change in building height restriction has allowed the new school to build a 5 story tower connected to the existing school along with a full size multi use gymnasium. This leaves the newly acquired lot 9 for future expansion for outdoor activities for both the students and the community.

### **Community Building**

The Renert School has become a community hub and with its expanding facilities it will continue to support the local community in both scholastic and sports activities. The new facility will have a multi use gymnasium, Black Box Theatre and fully equipped dojo. The future development of the outdoor activities on lot 9 will be community oriented.

### **Employment**

The expanding enrolment in all the new programme will result in doubling the faculty formats existing size to over 100. This was our original goal and it will be achieved in the upcoming year.

### **Conclusion**

To meet the growing needs of the school and community we are applying for the following changes to the existing zoning:

1. Lot 7 is zoned IB with a DC added to allow the operation of a private school in conjunction with an instructional facility. We are applying to add Child Care Services as a permitted use on lot 7.
2. Lot 8 and 9: we are applying to add a DC to these lots that allows the operation of a Private School and Child Care Services as permitted uses.

This will bring continuity to the zoning of all the properties that will house the Renert School for Intelligent Learning

# PROPOSED

CPC2018-1365  
ATTACHMENT 2

## BYLAW NUMBER 41D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0004/CPC2018-1365)**  
\*\*\*\*\*

**WHEREAS** it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

**AND WHEREAS** Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 as amended;

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

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and substituting therefor that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

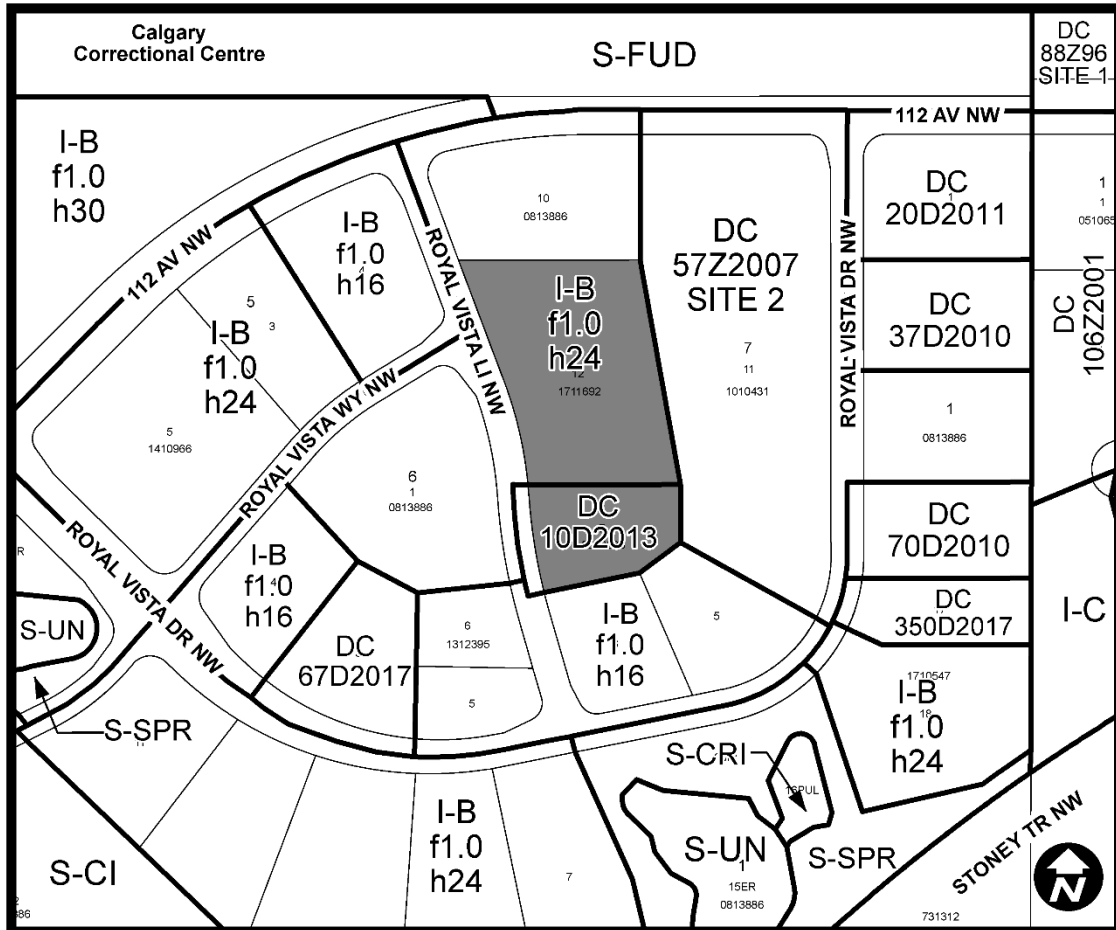
SIGNED ON \_\_\_\_\_

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

SIGNED ON \_\_\_\_\_

**AMENDMENT LOC2018-0004/CPC2018-1365  
BYLAW NUMBER 41D2019**

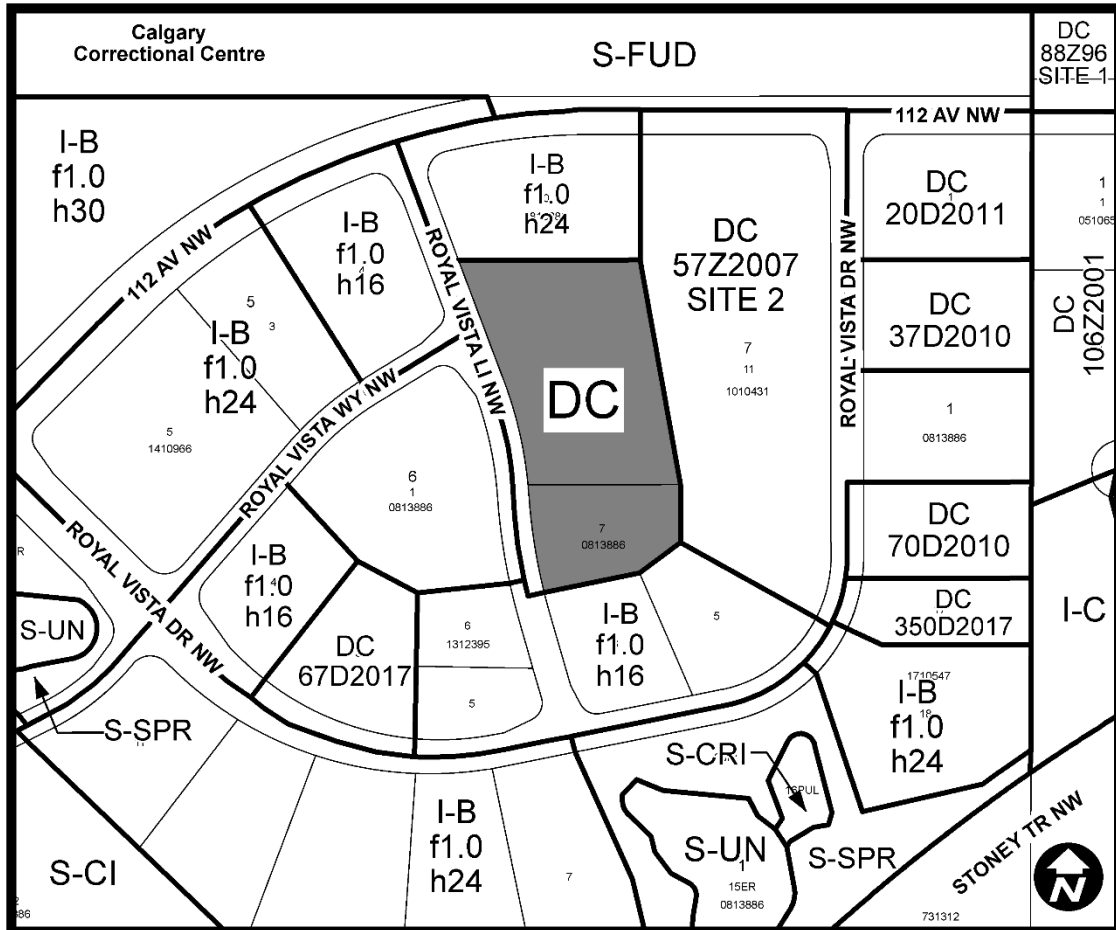
**SCHEDULE A**



# PROPOSED

AMENDMENT LOC2018-0004/CPC2018-1365  
BYLAW NUMBER 41D2019

## SCHEDULE B



### DIRECT CONTROL DISTRICT

#### Purpose

- 1 This Direct Control District is intended to:
  - (a) retain the industrial business **uses** of the Industrial – Business (I-B) District of Bylaw 1P2007 on the subject site; and
  - (b) add **School – Private** and **Child Care Service** as additional **uses** to the district.

#### Compliance with Bylaw 1P2007

- 2 Unless otherwise specified, the rules and provisions of Parts 1, 2, 3 and 4 of Bylaw 1P2007 apply to this Direct Control District.

#### Reference to Bylaw 1P2007

- 3 Within this Direct Control District, a reference to a section of Bylaw 1P2007 is deemed to be a reference to the section as amended from time to time.

# PROPOSED

AMENDMENT LOC2018-0004/CPC2018-1365  
BYLAW NUMBER 41D2019

## Permitted Uses

- 4 (1) The ***permitted uses*** of the Industrial – Business (I-B) District of Bylaw 1P2007 are the ***permitted uses*** in this Direct Control District.
- (2) The following ***uses*** are ***permitted uses*** in this Direct Control District if they are located within existing approved ***buildings***:
- (a) **Child Care Service**; and
  - (b) **School – Private**.

## Discretionary Uses

- 5 (1) The ***discretionary uses*** of the Industrial – Business (I-B) District of Bylaw 1P2007 are the ***discretionary uses*** in this Direct Control District.
- (2) ***Uses*** listed in subsection 4(2) are ***discretionary uses*** in this Direct Control District if they are located in proposed ***buildings*** or proposed additions to existing ***buildings***.

## Bylaw 1P2007 District Rules

- 6 Unless otherwise specified, the rules of the Industrial – Business (I-B) District of Bylaw 1P2007 apply in this Direct Control District.

## Floor Area Ratio

- 7 The maximum ***floor area ratio*** for ***buildings*** is 1.0.

## Building Height

- 8 The maximum ***building height*** is 24.0 metres.

**Williams, Debbie D. (City Clerk's)**

---

**From:** Graham Green <grahamg@schickedanzwest.com>  
**Sent:** Thursday, January 03, 2019 12:42 PM  
**To:** Public Submissions  
**Subject:** [EXT] Redesignation 8, 14 Royal Vista Link NW  
**Attachments:** submission re Land use redesignation Renert Royal Vista .docx

Hi,

Please find attached my submission related to the Land Use Redesignation at 8 and 14 Royal Vista Link NW.

Our company is the immediate neighbour of the proposed Redesignation and have previously submitted to comments to Sabrina Brar.

Thanks  
Graham Green  
Schickedanz West

January 3, 2019

Re: Application for Land Use Redesignation: Royal Vista Bylaw 41D2019, 8 and 14 Royal Vista Link NW

Ms. Laura Kennedy,

Please accept this letter on behalf of Schickedanz North Ltd of 18 Royal Vista Link NW regarding the application for land use amendment noted above.

When the Renert School initially applied for a land use amendment on Lot 7 in 2013 they indicated that all students would be arriving by bus. This alleviated neighbourhood traffic concerns. As their immediate neighbours (owner and office landlord) we have noted, since the school's opening, that no students arrive or depart by bus but rather all by car. This has caused various problems over the past few years.

Our own concerns have involved foot traffic trespassing that have necessitated us putting up private property signs. There have been numerous incidents of small students walking through our parking lot and nearly being hit by a reversing vehicle. Our ongoing concerns relate to liability when kids are playing on snow piles in our parking lot.

Ongoing complaints from our tenants have required us to contact the school, on average, every 2-3 months over the past two years. The complaints received from our tenants have been primarily related to parents entering our clearly marked, private parking lot and parking in assigned parking stalls while dropping off/picking up their kids. These parents have been dismissive when confronted. On November 13, 2017 we contacted Alice at Renert School via a letter stating that our tenant had noted illegal parking "at least a couple every day". This followed our October 30, 2017 letter indicating, "We are still having some individuals who are consistently parking in our tenant's private parking spaces." The school later indicated they planned to address the issue with their parents.

Our concerns related to this land use amendment involve the fact there are not adequate provisions for parking noted in the plan. Parking is shown only for the school's employees. With a high school being proposed on the subject site, we are concerned the ongoing traffic and trespassing issues will continue or increase.

We strongly encourage anyone interested to visit our street from 0800-0830 and 1530-1615 on any school day to view the issues firsthand, since as they occur daily.

Thanks

Graham Green on behalf of Schickedanz North Ltd.  
403-239-1952  
127 18 Royal Vista Link NW  
Calgary, Ab  
T3R 0K4



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ISC: UNRESTRICTED  
C2019-0066

## Report on Intermunicipal Interface Policy Plan at Range Road 284 – Municipal Boundary between The City of Calgary and The City of Chestermere (POL2017-0012).

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### EXECUTIVE SUMMARY

The purpose of this report is to confirm with Council the vision, timeline, and implementation strategies for the Intermunicipal Interface Policy project, as outlined in this report and as approved by the Calgary-Chestermere Intermunicipal Committee. As per the Committee's direction, the policy project is being jointly developed by The City of Calgary (Calgary) and The City of Chestermere (Chestermere).

The proposed work will bring forward statutory policy to provide a shared vision and development direction for the lands along and around Range Road 284 (RR284) which, after annexation occurred in 2009, became a common boundary between Calgary and Chestermere.

### ADMINISTRATION RECOMMENDATION:

That the Intergovernmental Affairs Committee recommends that Council:

1. **AFFIRM** the vision for the Intermunicipal Interface Policy project as outlined in Attachment 4 and the implementation strategies for the Intermunicipal Interface Policy project as outlined in Attachment 5 and as previously approved by the Calgary-Chestermere Intermunicipal Committee; and
2. **DIRECT** Administration to complete the Intermunicipal Interface Policy project, in cooperation with the City of Chestermere, and report back to Council through the Intergovernmental Affairs Committee by Q4 2019.

### PREVIOUS COUNCIL DIRECTION

At the 2015 January 12 Combined Meeting, Council approved the *Planning Referral and Dispute Resolution Agreement* (IGA2014-0797) between Chestermere and Calgary. New provisions for enhanced communications, collaborative planning, and dispute resolution were added to better support the intermunicipal working relationship. The revised agreement specifically addressed the intermunicipal interface by identifying an Interface Area within the Circulation Agreement Area. The revised agreement was intended to enhance collaboration between both municipalities and accommodate a cooperative planning process.

At the 2018 December 20 Intergovernmental Affairs Committee (IGA) meeting, Councillor Carra's Verbal Report (VR2018-0121) regarding the Intermunicipal Interface Policy project was adopted and the following direction was provided:

That the Intergovernmental Affairs Committee recommend that Council:

1. Direct Administration, (Planning and Development) to send a report on the Intermunicipal Interface Project to the 2019 February 04 Combined Meeting of Council recommending that Council approve the three directions coming from the 2018 December 07 Calgary-Chestermere Intermunicipal Committee: to affirm the vision, confirm the timeline, and accept the implementation strategies; and

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2. Direct Administration (Transportation), to begin discussions with Chestermere Administration to explore the possibility of transit service between Calgary and Chestermere and report back to IGA with an update on discussions in Q4 2019.

This report responds only to the IGA Direction #1 above relating to the Intermunicipal Interface Policy project. A separate report led by Transportation in response to IGA Direction #2 above regarding discussions on the intermunicipal transit service will be forthcoming by Q4 2019.

### **BACKGROUND**

The Intermunicipal Interface Policy project is a joint policy project undertaken by Calgary and Chestermere following the Calgary-Chestermere Intermunicipal Committee (IMC) direction. Both Administrations have been working collaboratively since 2015 on developing planning principles for their common boundary, referred to as The Interface Area. As shown in Attachment 1, lands to the west of RR284 are generally within Calgary's jurisdiction, with some lands near the intersection of RR284 with Trans-Canada Highway (HW1), and Peigan Trail located within Rocky View County's jurisdiction. Lands to the east are within Chestermere's jurisdiction.

The areas within Calgary's jurisdiction are generally contained in the Belvedere Area Structure Plan (ASP) boundary and are intended as residential areas. Quarter sections south of the Belvedere ASP have no local area plan. Lands north of the Belvedere ASP are within Rocky View County's jurisdiction and are identified within the Conrich ASP as business and industrial areas. In Chestermere, the impacted lands are within the Waterbridge Master ASP and are generally identified as residential areas.

### ***Site Context***

The plan boundary includes 1,036 hectares (2,560 acres or 16 quarter sections) of land located along and around RR284 which, after the 2009 annexation, became a common boundary between Calgary and Chestermere. The policy area lies between HW1 to the north, Peigan Trail to the south, and a half section east and west of RR284. The intersection of RR284 and HW1 is planned as a full interchange and the alignment of the future Peigan Trail will create a major intersection with RR284.

Currently, the majority of the lands are for agricultural use and include natural features such as large and small wetlands, natural drainage waterways and treed areas. There is a small country residential development in the north part of the policy area located within Calgary's jurisdiction.

### ***Calgary-Chestermere Intermunicipal Committee (IMC) Direction History***

The IMC is a Committee which includes two elected officials appointed from each municipality and provides the opportunity for discussion, issue resolution, and greater intermunicipal

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cooperation. As outlined below, the IMC direction to Calgary and Chestermere Administrations to jointly work on the Intermunicipal Interface Policy project has evolved overtime.

In 2014, Chestermere approved the Waterbridge Master ASP for areas to the east of RR284, and progressed work on two other ASPs along RR284. The IMC expressed concerns that the existing *City of Calgary Surface Transportation Noise Policy* would trigger sound attenuation walls along RR284, which could create an unengaging tunnel-like effect along the first urban-to-urban interface in the region. The Committee directed both Administrations to undertake interface planning with the goal of improving the interface area.

In 2015, a Memorandum of Understanding (MOU) which is included in Attachment 2, was jointly drafted to provide development direction for The Interface Area and a common understanding to inform comments related to intermunicipal circulations. In 2016, there was concern that the non-statutory status of the MOU would create enforcement challenges. As a result, the IMC further directed both Administrations to explore ways to create statutory policy specific to the area, based on the MOU.

In 2017, following Administrations' recommendation to create a statutory policy along RR284, letters of commitment were exchanged, confirming each municipality's promise to jointly advance the Intermunicipal Interface Policy project. The project was included in the City of Calgary Community Planning's 2017 work plan. The Project Charter (charter) was completed, signed by both municipalities and the project's Technical Advisory Committee (TAC) was created to include representatives from both municipalities. The charter confirms the vision outlined in the MOU stating that "both municipalities desire to create an attractive, high quality, comfortable and functional interface along the street. The goals of the Interface Area are to create a place where people want to be, make connections that link pedestrians and cyclists, allow for transitions between municipalities, and support each municipality's unique identity."

To date, a significant amount of work has been completed. However, the policy project has experienced resource challenges and delays and has been further impacted by Chestermere having a new Council. This situation triggered the need to confirm through IMC that both municipalities are still committed to the project and that the vision, the project timeline and the implementation strategies are still supported.

During the 2018 December 7 meeting, the IMC supported the request and directed both Administrations to request their respective Council's support. As such, each Administration is presenting a report to their respective Councils in 2019 February. Chestermere's Administration will report to their Council at the 2019 February 5 meeting.

On 2018 December 20, Calgary Administration attended the Intergovernmental Affairs (IGA) meeting at which Councillor Carra's verbal report was adopted and the Committee provided direction for Administration to send a report to Council on the Intermunicipal Interface Policy as detailed earlier in this document.

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### ***Outline Plans and Land Use Amendment applications along RR284***

In 2017 and 2018, a number of outline plans with respective land use amendment applications along RR284 were approved by Chestermere, and the location of these outline plans are shown in Attachment 3. The approved outline plans cover approximately 75 percent of the Interface Area within Chestermere's jurisdiction, and 37.5 percent of the total policy area. In order to conform to the proposed Intermunicipal Interface Policy vision, amendments to those outline plans would be required to avoid having parcels backing or siding onto the interface, and to remove service roads proposed between the residential uses and the interface. Chestermere confirmed at the IMC meeting on 2018 December 07 that the approved outline plans are generally flexible and that there is room for negotiating and implementing changes.

In 2018, Calgary received the Open Gate TwinHills Cyber City outline plan and land use application. The application which is still under review, proposes to redesignate lands along RR284 as Industrial Business (I-B) District to host a server-farm which will house computer servers in warehouse-type buildings. The Intermunicipal Interface Policy project team has expressed concerns as the proposal does not meet the proposed vision for the area nor align with current policy (Belvedere ASP). Discussions with the landowner and applicant are taking place with the intent of receiving amended plans that better align with the proposed vision for the area.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The Intermunicipal Interface Policy is intended to provide long range planning direction for the Interface Area between Calgary and Chestermere to create an attractive, high quality, and safe and functional street for all users.

#### ***Planning Considerations***

The Intermunicipal Interface Policy project offers the opportunity to further the vision and provide direction to transform a boundary road with vacant land on both sides into an active, and unique street that celebrates the two municipalities. The sub-sections below include details on the Intermunicipal Interface Policy project vision, implementation strategies and timelines.

##### ***The Vision***

The vision includes principles that will shape the future policy and identifies distinct areas along RR284. Each of these areas will have unique characteristics and host a variety of land uses, densities and amenities. Details on the vision for the area are included in Attachment 4.

##### ***Implementation Strategies***

The final policy will become a statutory plan and guide development for the area upon approval by both Councils. Administrations have been using the MOU in discussions with developers and will use the Council-affirmed vision to guide development for the area.

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As detailed in Attachment 5, a number of approved or proposed outline plans for the area require amendments to align with the vision. Administration, in cooperation with Chestermere, will work with local developers to implement the changes needed for all approved and recently submitted outline plans within the policy area to align with the vision for the common boundary along and around RR284.

### *Project timeline*

The project team has completed important tasks and reached important project milestones. A few tasks however are pending and are subject to Council's decision on the recommendations outlined in this report. Both Administrations are confident that all remaining tasks can be completed in order to report back through IGA by Q3 2019, and subsequently to Council by Q4 2019.

### **Transportation Network**

Trans-Canada Highway (HW1), located at the north end of the policy area, is classified as a level 1 Primary Highway and is within Alberta Transportation jurisdiction. The intersection of HW1 and RR284, referred to as 116 Street SE in the Calgary Transportation Plan (CTP), is planned as a full interchange. Peigan Trail located at the south end is classified as an arterial roadway, and is within Calgary's jurisdiction west of 100 Street SE and Rocky View County's jurisdiction east of 100 Street SE.

There are three major east-west connector roadways that support regional and local needs: Memorial Drive, 17 Avenue SE and Peigan Trail. In the CTP, 17 Avenue SE is classified as a future parkway and is considered part of the Primary Transit Network. It is planned as a livable street that will support vibrant, walkable and transit-oriented communities in the area and the character is expected to continue within Chestermere jurisdiction. Memorial Drive, which connects east Calgary with City Centre is planned to extend east of Stoney via a flyover. There is a full interchange at Stoney Trail and Peigan Trail, the latter is a two-lane rural roadway east of Stoney Trail and ends by the city limits. The extension and upgrade of these two major arterial roads is crucial to the future transportation network of the area.

The major north-south connectors by the policy area are 100 Street SE (Calgary), RR284 (interface) and Rainbow Road (Chestermere). The CTP classifies 100 Street SE and RR284 as future arterial roadways.

Together, these east-west and north-south networks will support the transportation needs of the area.

### *Public Transit*

The MAX Purple, which is a Bus Rapid Transit (BRT) service, serves Calgary communities along 17 Avenue SE up to the East Hills commercial development located east of Stoney Trail. The 17 Avenue SE road-right-of-way accounts for a dedicated transit lane in support of a future

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transition from BRT laneway to Light Rail Train (LRT) service. During the 2018 December 07 meeting, the IMC also directed Administrations to explore options for extending the MAX Purple service to Chestermere. This direction is out of scope of the policy work and will be addressed through a separate report.

### *Active Modes*

The 17 Avenue SE road right-of-way accounts for different modes of transportation including pedestrian, bikes, transit and vehicles. To support a multi-modal street and meet the local and regional needs, the policy team has done preliminary work and identified the potential road right-of-way for RR284 as 40 metres. Twenty metres of road right-of-way exist within Chestermere, and the additional 20 metres is expected to be provided within the Calgary boundary.

### *Required studies*

Preliminary discussion has identified the need to complete an east regional transportation study to understand the impacts and requirements for the area. The study will be jointly undertaken by both Administrations in support of the policy project. To understand the requirements and impact for the extension of Memorial Drive in the broader context, a functional planning study is also necessary, however is outside of the scope of this policy project.

## **Stakeholder Engagement, Research and Communication**

The details of the MOU and proposed vision for the area were communicated to affected landowners and developers by each Administration, as part of development enquiries and/or outline plan and land use processes. Discussions with stakeholders, including land owners and developers for the area, Rocky View County as well as Alberta Transportation will take place once the vision is affirmed by both Councils.

High level project information can be found on both municipalities' websites.

## **Strategic Alignment**

### ***Provincial Policies***

*South Saskatchewan Regional Plan (2014)*

The Intermunicipal Interface Policy area is within the "City, Town" area as identified by the *South Saskatchewan Regional Plan*. The Intermunicipal Interface Policy vision is generally consistent with the *South Saskatchewan Regional Plan* as it supports making more efficient use of land than would otherwise occur.

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*Interim Growth Plan (2018)*

The *Interim Growth Plan* (IGP) guides the planning and decision-making process to support the long term economic prosperity and quality of life for all citizens of the Calgary Metropolitan Region. Any statutory plan amendments resulting from the Intermunicipal Interface Policy project will conform to the Calgary Metropolitan Region IGP and the processes set out in the Interim Regional Evaluation Framework. The Intermunicipal Interface Policy Project supports alignment to region-wide policies in IGP to demonstrate collaboration to coordinate land-use and infrastructure planning.

***Intermunicipal Policies***

*The Planning Referral and Dispute Resolution Agreement between Chestermere and Calgary (2014)*

Both Councils approved this joint agreement to support the mutual referral of planning applications, policy plans, and studies to share information on our respective planning and development activities based on a prescribed circulation area. The agreement includes provisions for a dispute resolution protocol, enhanced communications and identifies an Interface Area where greater collaboration is desired and broader input is encouraged in the formation of concept plans. The Intermunicipal Policy area aligns with the Interface Area identified in the agreement.

*Rocky View /City of Calgary Intermunicipal Development Plan (2012)*

The Intermunicipal Interface project contains areas to the west of RR284 which are within the *Rocky View County/City of Calgary Intermunicipal Development Plan* (IDP). The IDP requires mutual circulation of applications and coordination on Intermunicipal issues, as such Rocky View County will be contacted once the vision has been confirmed.

***City of Calgary Policies***

*Municipal Development Plan (MDP) (2009)*

The Intermunicipal Interface Policy area is generally located in the MDP area identified as “Residential: Developing - Planned Greenfield Area with Area Structure Plan”, which is characterized by low density residential uses, smaller pockets of multifamily and retail uses. Portions of the Intermunicipal Interface Policy area are in the “Residential: Developing - Future Greenfield” area. Areas along 17 Avenue SE are identified as an Urban Main Street which provide for high level of residential and employment intensification. The vision for the Intermunicipal Interface Policy is consistent with the policies in the MDP.

*East Regional Context Study (2009)*

The area to the west of RR284 within the City of Calgary boundaries and within the Intermunicipal Interface Policy area is located within the “Residential” area, the predominant

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land use in these areas shall be residential. The 17 Avenue SE area is located within a “Mixed Use” area. Anticipated development in these areas includes residential. The Intermunicipal Interface Policy vision is generally consistent with the *East Regional Context Study*.

*Belvedere Area Structure Plan (2013)*

The three quarter sections extending north from 17 Avenue SE and one quarter section extending south from 17 Avenue SE within the Intermunicipal Interface Policy area are within a “Neighbourhood Area” as per the Belvedere ASP. This area is intended primarily for residential uses. In addition, a portion of 17 Avenue SE is within an “Urban Corridor” area. This area is intended for high density, employment and local commercial uses.

***City of Chestermere Policies***

*Municipal Development Plan (2016)*

The area to the east of RR284 is located within a “Residential Neighbourhood” area. The intersection of RR284 and the Chestermere Boulevard (17 Avenue SE) is within a “Mixed-Use Commercial: Corridor” area and “Mixed-Use Commercial: Centre” area.

*Gateway Area Structure Plan (2016)*

The two quarter sections to the north and two quarter sections to the south of Chestermere Boulevard are within a “Low Density Residential Area”. Higher intensity residential areas extend east along certain roads from RR284, and a “Mixed Use (Commercial/Residential)” area is located two quarter sections to the north of Chestermere Boulevard.

*Waterford Area Structure Plan (2016)*

Portions to the south of Chestermere Boulevard are within a “Low Density Residential” area and “Medium Density Residential” area. Further southern portions are within “High Density Residential” area and a “Village Centre” area.

*Waterbridge Master Area Structure Plan (2014)*

The area to the east of RR284 is within a “Residential Area”. Chestermere Boulevard area is within a “Mixed Use Corridor” area and “Town Centre” area.

***Rocky View County Policies***

*Conrich Area Structure Plan (2015)*

The northwest quarter section of the Intermunicipal Interface Policy area is located within a “Highway Business/Industrial” area.



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### *Janet Area Structure Plan (2014)*

The southwest quarter section of the Intermunicipal Interface Policy area is located within a “Special policy” area, and an “Industrial” area.

### *County Plan (2013)*

The northwest and southwest quarter section of the Intermunicipal Interface Policy area are located within the *County Plan* area and are within “Highway Business Area” and a “Regional Business Centre” areas respectively.

### **Social, Environmental, Economic (External)**

The Intermunicipal Interface Policy vision will be the foundation for the policy document. The final plan, when approved by both Councils, will guide development in Calgary and Chestermere along RR284 towards creating a high-quality interface area.

#### ***Social***

The proposed vision provides opportunities for a wide range of housing types along the interface area as well as enhances the east/west connections between both municipalities to foster cross-municipality social integration and connectivity.

#### ***Environmental***

The vision focuses on protecting natural features such as wetlands and treed areas, where possible, and allowing for an efficient use of land and resources. Opportunities for renewable energy options as well as other technologies to promote sustainable development will be explored as part of the plan development, where appropriate.

#### ***Economic***

The vision seeks to enable the creation of economic nodes strategically located in important intersections, where mixed-use development could support a live/work/play lifestyle.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

Policy work is currently sufficiently funded, through to 2019 Q3, in our current operating budget. Future budget considerations (ie: potential infrastructure implications) will be determined at a later date.

#### ***Current and Future Capital Budget:***

There are no known impacts to the current and future capital budgets. Impact to current and future capital budgets will be assessed as part of the policy development.

Planning & Development Report to  
Regular Meeting of Council  
2019 February 04

ISC: UNRESTRICTED  
C2019-0066

## **Report on Intermunicipal Interface Policy Plan at Range Road 284 - Municipal Boundary between The City of Calgary and The City of Chestermere (POL2017-0012).**

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### **Risk Assessment**

Support from both the Chestermere and Calgary Council is required for the Intermunicipal Interface Policy project to be advanced and completed. Without this policy to guide development along RR284, there is a risk that the area will not develop into an engaging environment, and that the opportunity to create a unique and attractive urban-to-urban interface between the two municipalities will be missed.

Without the support from both Councils and resulting statutory policy, approved and under review outline plans will go ahead as planned. This may result in rear and side yard fences, high security fences, service roads, and other undesirable elements fronting onto the Interface Area. Furthermore, the opportunity to create strategically located nodes along the interface will be lost.

The Calgary Metropolitan Regional Board (CMRB), through the Interim Growth Plan and the Interim Regional Evaluation Framework, is undertaking regional transportation and utility studies to inform the future 2021 Growth Plan and Servicing Plan. There are two study areas identified: north and south. The North Regional Transportation Study, which includes the policy area, will be completed by Q1 2019. The South Regional Transportation Study, which also includes the policy area, is underway and is expected to be completed by Q1 2020. The results of the regional studies may identify the need to expand the scope for the Intermunicipal Interface Policy project's transportation study. The project team will assess the situation once the north study results are completed in Q1 2019.

### **REASON(S) FOR RECOMMENDATION(S):**

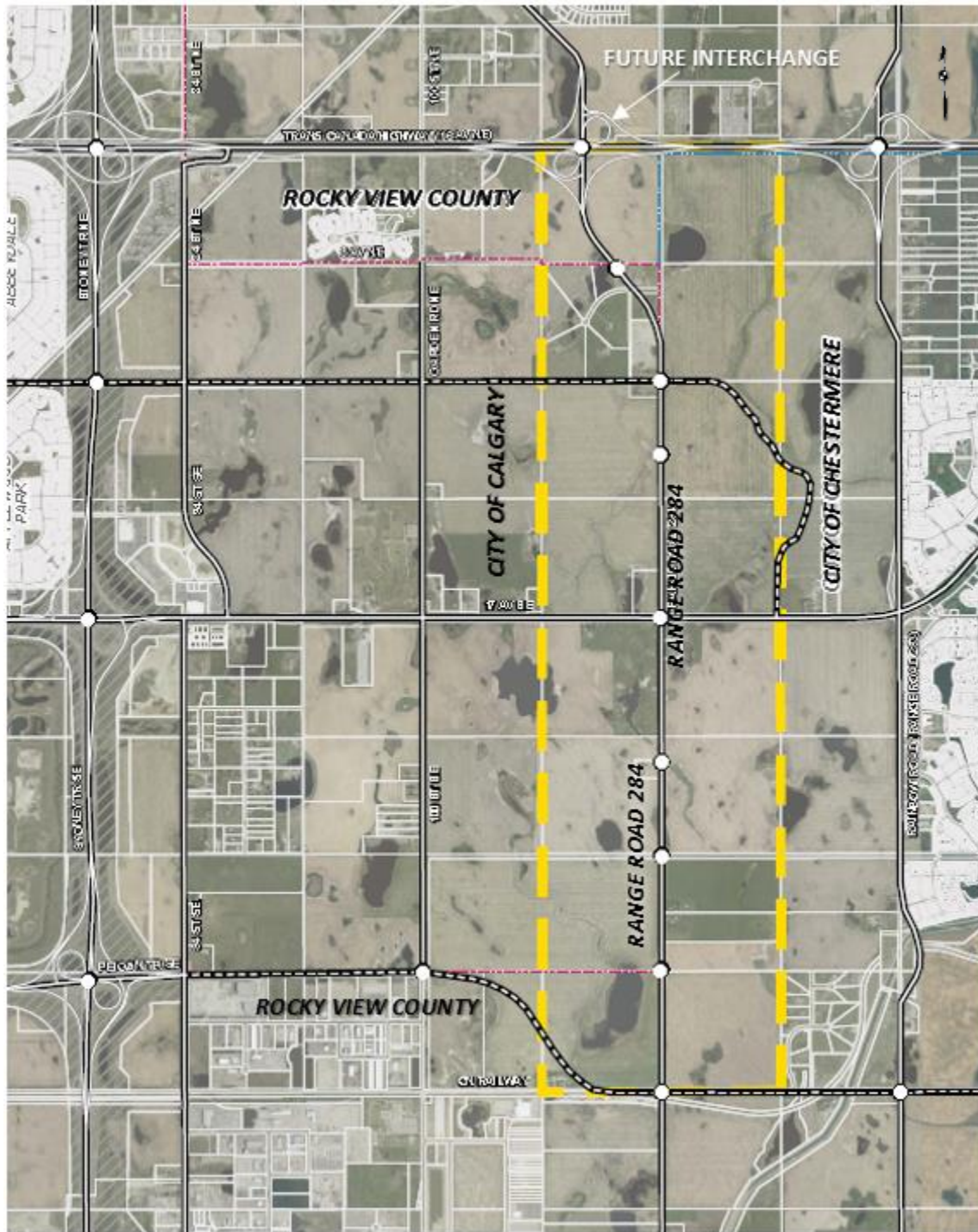
Calgary and Chestermere have been working since 2015 on developing joint planning policy for their common boundary along Range Road 284. Both Administrations desire to transition this rural road into an urban street and create an interface area that is attractive, high quality, safe and functional for all users.

A statutory policy document will provide long range planning direction for development along the interface area and will celebrate the unique identity for each municipality.

### **ATTACHMENT(S)**

1. Attachment 1 – Policy area map
2. Attachment 2 – Memorandum of Understanding
3. Attachment 3 – Approved and proposed outline plans and land uses in the policy area
4. Attachment 4 – Intermunicipal Interface Policy Vision
5. Attachment 5 – Intermunicipal Interface Policy Implementation Strategies

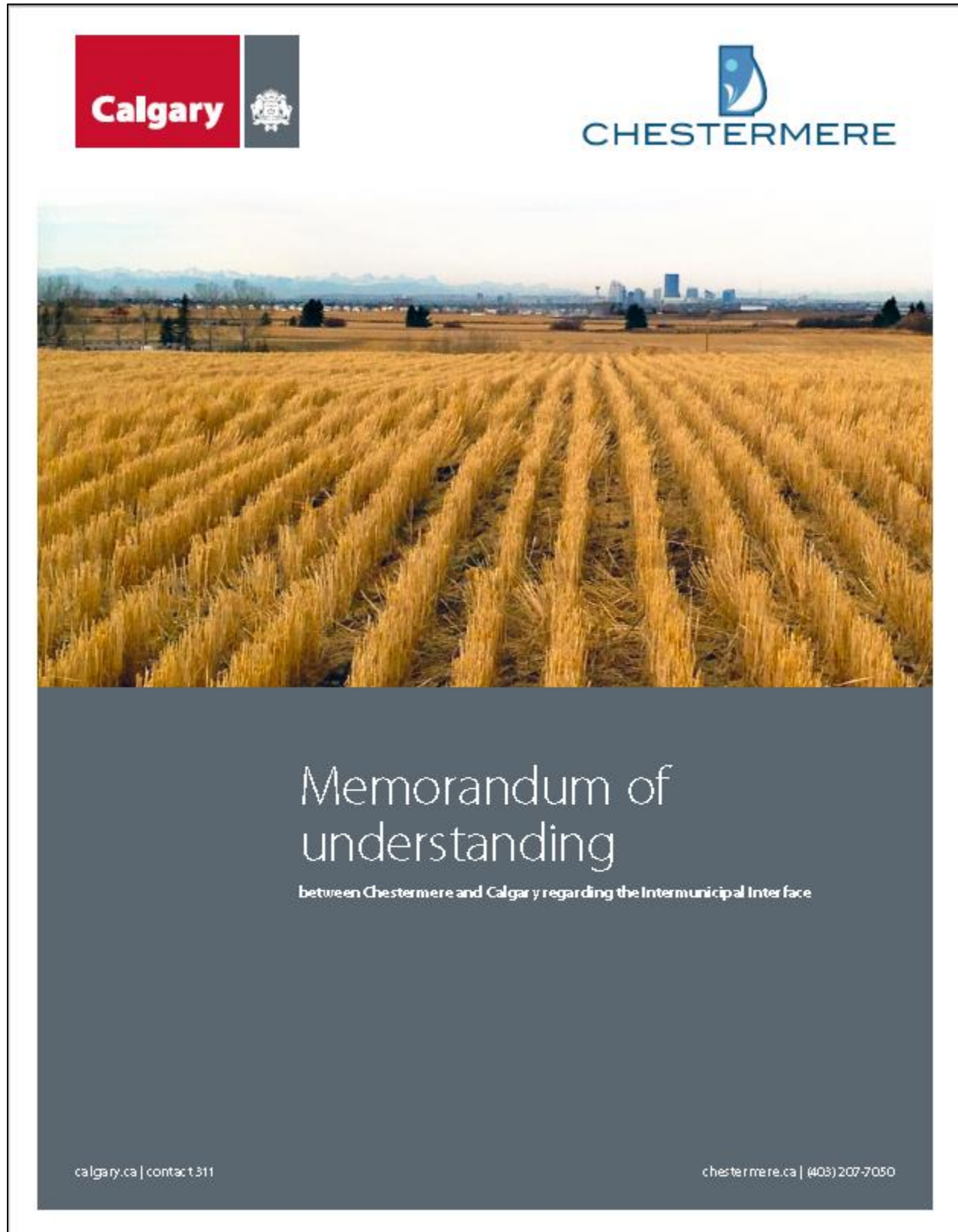
## Policy Area Map



- City of Calgary
- City of Chestermere
- Intermunicipal Interface Area Boundary
- Proposed Road



## Memorandum Of Understanding

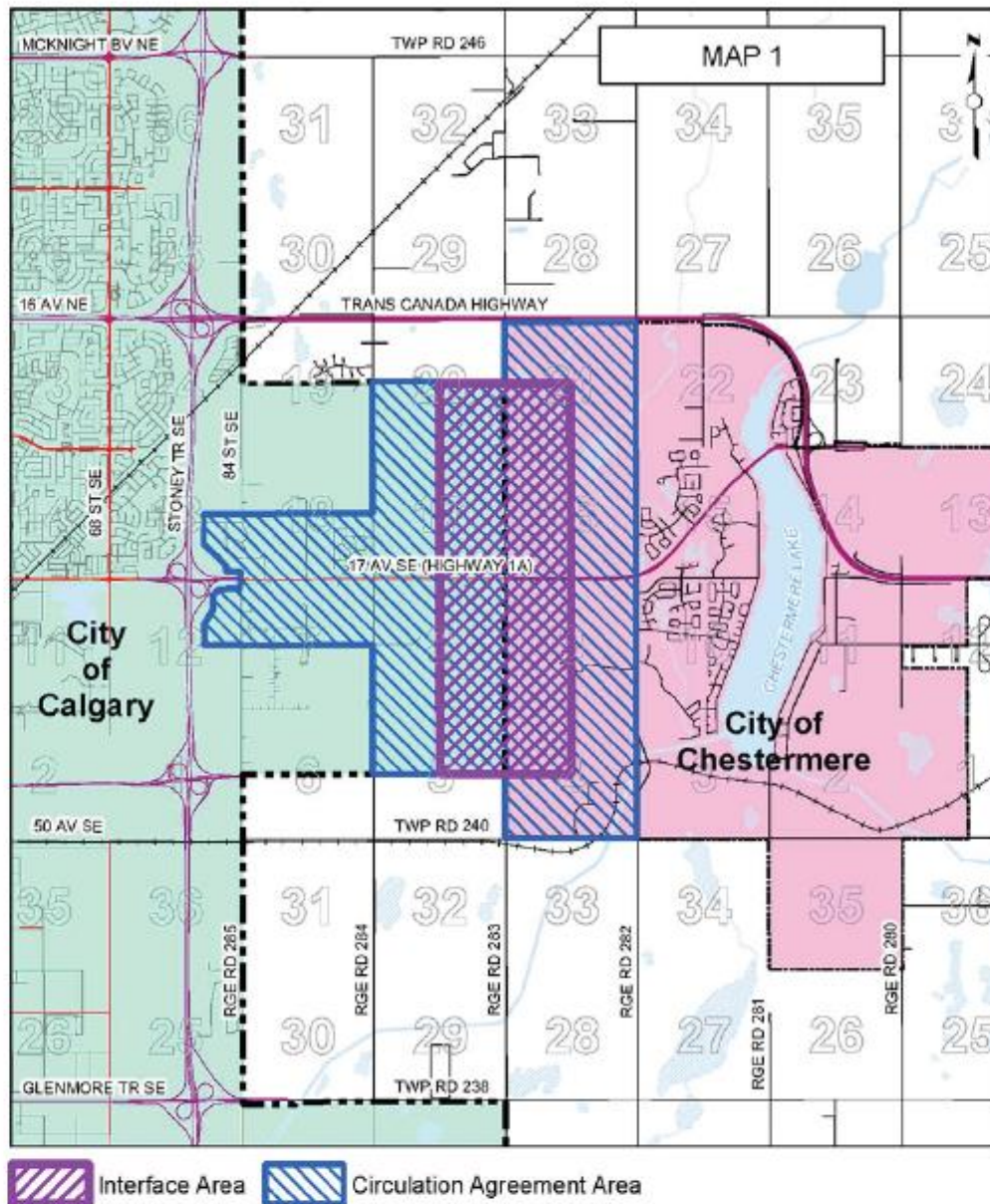




## Memorandum Of Understanding

**DRAFT** Memorandum of understanding  
between Chestermere and Calgary regarding the Intermunicipal Interface

Map #1: Interface Area



## Memorandum Of Understanding

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### 1.0 Background

As a result of the 2009 annexations by both The City of Chestermere and The City of Calgary, the two urban municipalities now share a common boundary along Range Road 284, also referred to as Conrich Road. See Map #1: Interface Area. As the first urban-to-urban interface in the region, both municipalities aspire to provide additional intermunicipal guidance. Applications within the Interface Area will require up-front discussions with key stakeholders.



### 2.0 Purpose

The purpose of this Memorandum of Understanding (MOU) is to provide direction for Outline Plan / Land Use Amendment applications within the Interface Area identified in Map #1. The MOU is intended to capture several potential tools that could be used to shape an emerging vision for Range Road 284 (referred to as the Street).

### 3.0 General Principles

- a) An Outline Plan / Land Use Amendment for uses adjacent to The Street, identified within the Interface Area, shall include a communication plan consistent with the Planning Referral and Dispute Resolution Agreement between Chestermere and Calgary (referred to as the Agreement).
- b) An Outline Plan / Land Use Amendment application within an Interface Area is encouraged to gather broader input into the formulation of concept plans in order to reflect the issues of both jurisdictions consistent with the Agreement.
- c) Cooperation and coordination will be required between land owners, the City of Calgary and the City of Chestermere to create transition and connectivity from adjacent uses consistent with the Agreement.
- d) Design guidelines for the Interface Area should consider factors such as landscaping, sight lines, noise attenuation, setbacks, berms, constructed barriers, natural landscape features, innovative building design, lot orientation, and on-street parking.

## Memorandum Of Understanding

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Clockwise from top-left:

Entry node connects street to pedestrian trails and natural areas.

Gathering space overlooked by street-fronting residential.

Multi-use pathway aligns with pedestrian crossing.



### 4.0 Interface Tools

Both municipalities desire to create an attractive, high quality, comfortable and functional interface along the Street. The goals of the Interface Area are to create a place where people want to be, make connections that link pedestrians and cyclists, allow for transitions between municipalities and support each municipality's unique identity.

The City of Calgary's Surface Transportation Noise Policy protects outdoor rear leisure areas from noise impacts by using sound attenuation fencing. This type of fencing is not desirable within this important Interface Area because it may result in a disengaging and unattractive barrier between residential development and the Street.

Outdoor leisure areas around the home shall still be protected from surface transportation noise impacts through means other than fencing. Sound attenuation may be achieved by using attractive alternatives, or by creating the conditions that avoid triggering the Noise Policy such as those that will prevent or reduce transportation noise from vehicles, especially truck traffic. Sound reduction depends on many factors and requires a scientific approach, so while the list below outlines a number of possible alternatives to fencing, all proposed solutions are required to meet the thresholds outlined in the Surface Transportation Noise Policy.

In utilizing interface tools, a certain degree of flexibility will be applied to ensure the intent of this Memorandum is achieved in a manner that responds to the context. Each tool is an individual building block that can be combined in an effort to achieve an optimal design solution that both mitigates noise impacts and creates a desirable interface. It is anticipated that several interface tools will be utilized to achieve an innovative outcome.



## Memorandum Of Understanding

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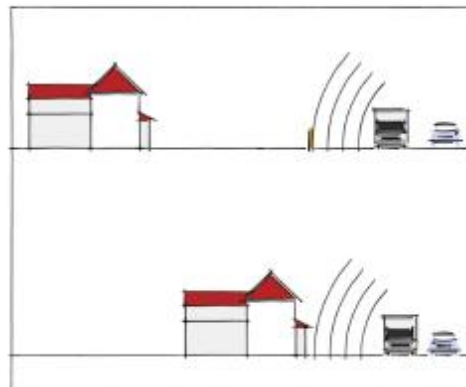


Clockwise from top-left:  
Treed berm buffers neighbourhood from traffic noise.  
Stormwater park features landmark.  
Trees line landscape setback.



### Create an environment where people want to be

1. Orient residential lots to the Street
  - a) Residential lots, not protected from noise by other acceptable means, shall be oriented towards the Street with primary residential entrances facing the Street and a direct sidewalk linking front entrances to the Street.
  - b) Primary outdoor leisure areas shall be located at the rear of the building to prevent exposure to roadway noise.
  - c) Wherever feasible, development should be arranged to block noise from travelling between buildings. For example, a townhouse development or an overlapping built form.

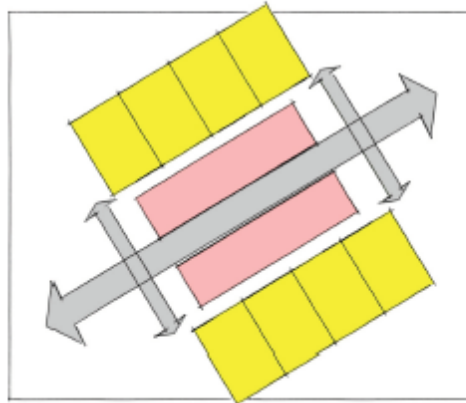


## Memorandum Of Understanding

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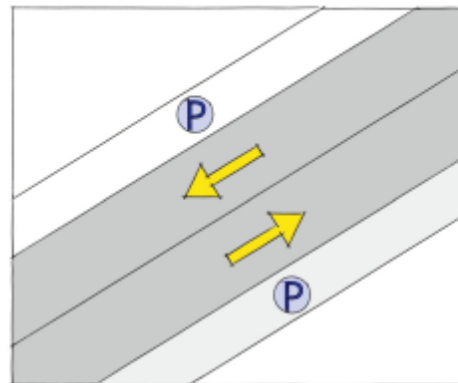
### 2. Allow non-residential uses

- a) Non-residential uses such as Commercial, Cultural, Recreational, Institutional, and/or Employment Uses, may be provided along the Street, as an alternative to residential uses which require outdoor leisure areas. This can include residential-based commercial uses such as Live-Work Units and Home-Based Businesses.
- b) Non-residential uses should
  - i. be located at intersections to connect to the surrounding neighbourhood and converging routes for walking, cycling and driving.
  - ii. ensure that active frontages are oriented towards the Street.
  - iii. be located together as an activity node to act as a focal point along the Street.



### 3. Include on-street parking

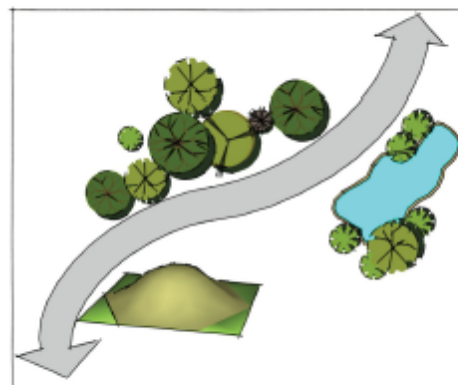
On-street parking can be provided to reduce traffic speeds, which therefore may reduce transportation noise levels.



### 4. Align street character to desired outcomes

The character of the Street should achieve outcomes that are consistent with the goals of the Interface Area.

- a) A street design standard and geometry should be selected to reduce the levels of surface transportation noise. It should include a consideration of vehicle speeds, street width, and street surface materials.
- b) Slightly curved road alignment can be utilized to route around landscape features and create interest whereby views are directed to changing focal points.
- c) The street design should be comprehensively designed to include a consideration of managing stormwater runoff, visual amenity and recreational uses.



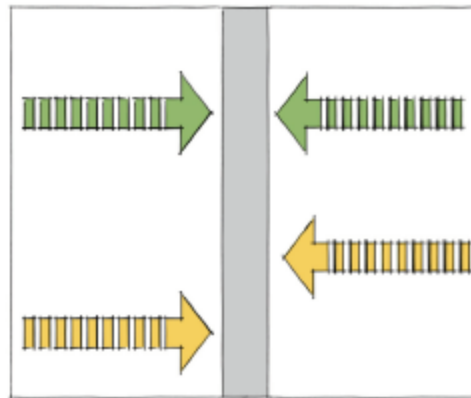
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### Make connections that link pedestrians and cyclists

#### 5. Connect pathways and trails

- a) Communities should be connected to destinations through a well-linked pathway and trail system. Destinations include parks and open spaces, community service facilities, recreational/cultural facilities such as recreation centres and churches, schools, cemeteries, commercial areas and other general attractions.
- b) A pathway system should be provided along the length of the Street. It may be located either within or outside of the public right-of-way. It may be configured to alternate on either side of the Street, and to provide multiple routes of travel to create interest and options for recreational users.
- c) Pathways and trails should be aligned between jurisdictions to make it easier and safer for people to connect east-west across the Street.
- d) Where feasible, a pathway crossing of the Street should be provided at an intersection to ensure safe crossing.
- e) A consistent construction and maintenance standard should be pursued to create a more predictable experience for pathway users.



#### 6. Implement a liveable street standard

A liveable street is a street with emphasis on modes of travel that enable social interaction such as walking and cycling. It is a destination as well as a route for travel.

- a) A liveable standard should be implemented to allow for all modes within the public right-of-way, with a particular focus on pedestrian and cyclist safety.
- b) Slow lanes can be provided within a parkway standard to accommodate access to adjacent land uses.



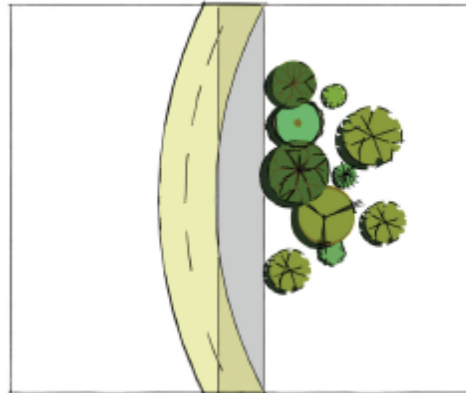
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### Support each municipality's unique identity

#### 7. Preserve tree stands

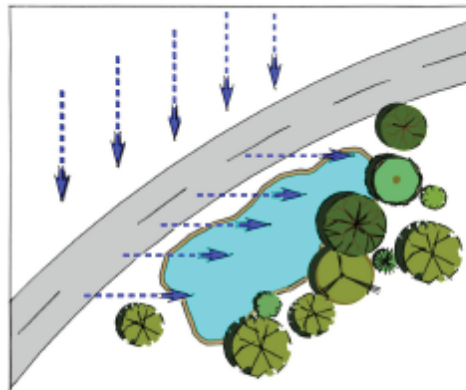
Clusters of trees not protected within Environmental Reserve should be saved to create a sense of landscape identity. Where feasible, tree stands should be expanded upon or adequately buffered to protect their ecological function, to shape the road alignment, and to buffer the adjacent neighbourhood/residential blocks from the Street.



#### 8. Design water features

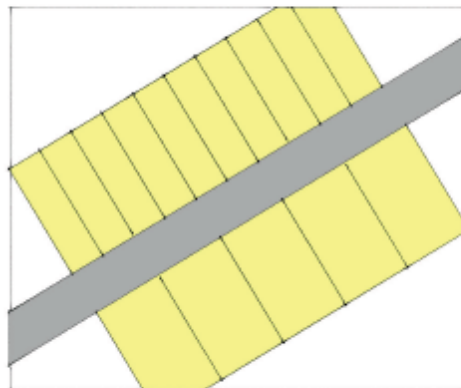
Water is an important form-maker for both municipalities within the interface area. Designing around the element of water can create a unique identity and sense of place along the Street.

- a) Water features are encouraged to be accommodated into the design of both the public right-of-way and adjacent urban development to be visible or accessible to the public.
- b) Stormwater management facilities and features should be designed within the public right of way of The Street in a manner that contributes to the recreational amenity and sense of place along the Street.
- c) The importance of stormwater management should be recognized in the Interface Area and how it relates to local area plans and larger regional strategies.



#### 9. Use existing LUB to differentiate urban form

Each municipality will continue to refer to their respective land use bylaws and local area plans to achieve a different built form on either side of the Street.



## Memorandum Of Understanding

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### 10. Provide architectural and urban design standards

Attractive pedestrian-scale amenities and quality built form are encouraged to enhance the public realm and communicate a high standard of design. These can include, but are not limited to building orientation and entrances; distance of windows from the Street axis; height of windows; materials, including materials of appropriate surface density for acoustic performance; and finishing, mass, building setbacks, and scale. Urban design standards can include, but are not limited to street enclosure, lighting, benches and landscaping requirements. Residential buildings are encouraged to perform as a noise barrier for the benefit of both the occupants and the rest of the community.



### 11. Introduce scenic landmarks

Scenic landmarks are prominent identifying features of the landscape that may have special cultural, recreational, historic or social significance. They can be structures such as public art, memorials, observation towers, ruins, place-making features, and even natural features of interest.

Landmarks are encouraged at key points along the corridor, such as intersections or other natural turning points, to create a sense of place and enhance the experience of the Interface Area. For example, they can be used to signify an entrance into the community, to act as a meeting point, or to help people find their way.





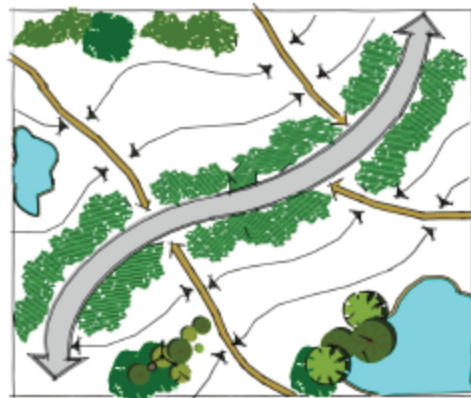
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between Chestermere and Calgary regarding the Intermunicipal Interface

### Allow for transitions between municipalities

#### 12. Connect green corridors

The natural and open space systems of both municipalities should connect to the green infrastructure within the Street to create a continuous network of green infrastructure. For example, a continuous canopy of trees could link to a vegetative swale to reveal the ecological connections within the landscape.



#### 13. Buffer with landscaping and/or berms

Landscaping should be explored as a more natural-looking alternative to achieve sound attenuation, which may include but is not limited to:

- i) Multiple rows of trees
- ii) Tree groupings and/or plantings
- iii) Berming in conjunction vegetation

Landscaped features can be combined to create an appealing edge to the community and may include both hard and soft landscape elements such as pathways and vegetation. Low maintenance and natural landscaping is preferred. For outdoor rear leisure areas, noise levels should not exceed acceptable levels outlined in the Noise Policy.

Sites should be designed with safety in mind and consideration given to the principles of Crime Prevention through Environmental Design (CPTED). In particular, clear sight lines along and views across public pathways, streets and public open spaces; opportunities for natural surveillance of public spaces by designing development to overlook these spaces; and the provision of adequate security lighting of pedestrian and cycling routes, and other public spaces.



## Memorandum Of Understanding

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### 5.0 Future Planning Initiatives

Both municipalities will address the following issues and opportunities for future intermunicipal cooperation:

- a) Adoption of agreed upon design guidelines for attractive development along both sides of Range Road 284;
- b) Adoption of agreed upon road standard for Range Road 284 that allows for all modes of transportation and supports active modes to be viable, and the protection of the resulting road right-of-way requirements;
- c) Adoption of a mutually beneficial agreement to address the staging of road construction, maintenance and cost sharing to pay for future improvements of Range Road 284;
- d) Arranging for the connectivity of trails and pathway systems between the two municipalities; and,
- e) Adoption of agreed upon design for the construction of a gateway treatment along Range Road 284 two key intersections intersects Chestermere Blvd/17 Avenue SE and Highway 1A.

### 6.0 Amendments

This Memorandum of Understanding may be amended only by a written agreement signed by the Parties.

The City of Calgary and the City of Chestermere acknowledge and agree to fulfill its role and responsibilities as identified under this Memorandum of Understanding.

## Memorandum Of Understanding

**DRAFT** Memorandum of understanding  
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THE CITY OF CALGARY

Per: \_\_\_\_\_

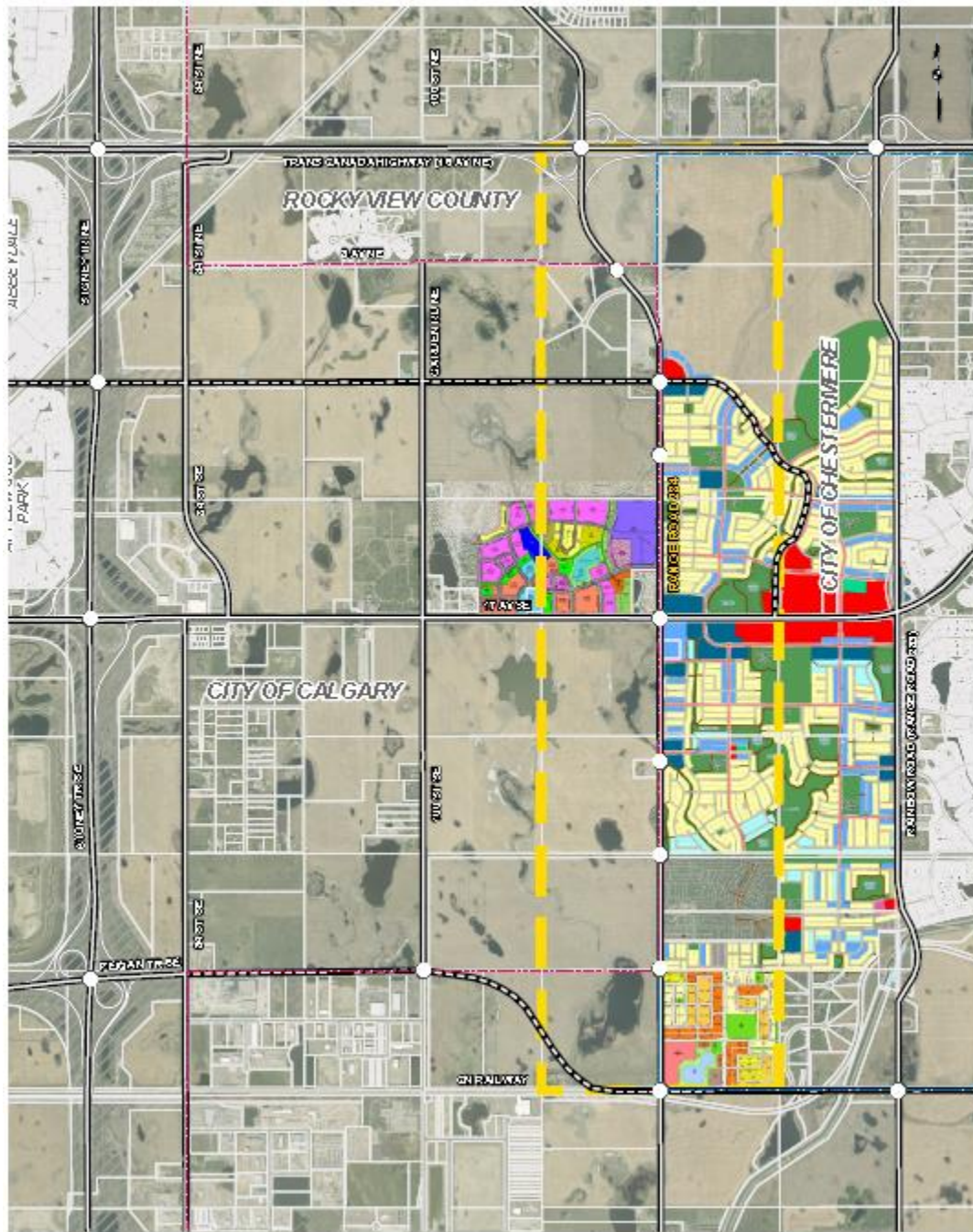
CITY OF CHESTERMERE

Per: \_\_\_\_\_

Chief Administration Officer



## Approved and Proposed Outline Plans and Land Uses in the Policy Area



- City of Calgary
- City of Chestermere
- Intermunicipal Interface Area Boundary



## **Intermunicipal Interface Policy Vision**

The vision, as approved by the Intermunicipal Committee (IMC), is based on the Memorandum of Understanding (MOU), drafted by both Administrations in 2015. The vision has been advanced by the work jointly undertaken by both Administrations as outlined below.

On 2017 November 23, the project's Technical Advisory Committee (TAC) participated in a charrette, where the team members:

- identified the main east/west connections, green corridors, natural features in the area, and areas of interests along Range Road 284 (RR284);
- recognized areas with distinct character for different parts of the policy area;
- acknowledged that urban design elements will be important to help celebrate the identity of both municipalities;
- agreed that no high fences or sound attenuation walls should be allowed; and
- established that all uses should front onto RR284, except for those uses on lands near the intersection of RR284 and Tran-Canada Highway (HW1).

The vision and principles were advanced after the 2018 September 14 IMC meeting. As part of a visioning exercise, the team identified principles for the area and further defined the details of the different areas along the interface. The applicability of The City of Calgary's Complete Streets Policy was also explored.

The team agreed on principles to shape the future policy for the area in order to ensure that RR284 will:

- have all uses oriented to the street, except for those areas near the intersection of RR284 and HW1;
- not include sound attenuation walls or high security fences;
- be a multimodal street with a right-of-way (ROW) that will accommodate various modes of transportation including pedestrian, biking, vehicles and potentially transit. The ROW will also include high quality landscaping options;
- include a maximum of four lanes;
- include urban design elements to enhance the pedestrian experience, and celebrate the unique identity of each municipality;
- identify land uses and building heights to create a compatible and complementary streetscape on both sides of the street;
- create a street that may evolve over time (e.g., low-density housing could evolve into higher densities or mixed-use development);

## **Intermunicipal Interface Policy Vision**

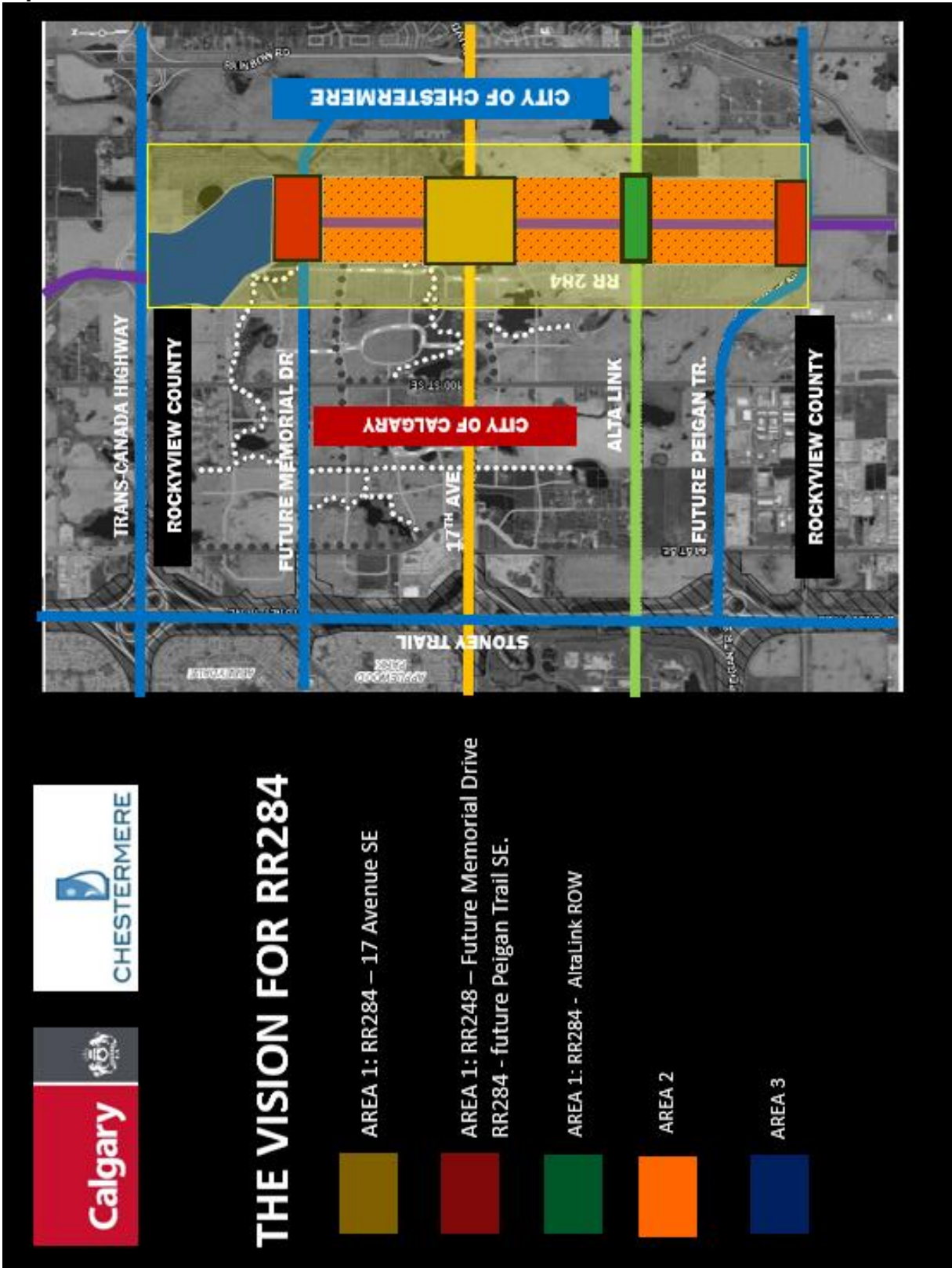
- create a safe environment for all users;
- facilitate east-west connections;
- celebrate and retain natural features in the area; and
- facilitate environmentally-friendly designs and features, where appropriate.

The vision also identifies areas that have distinct attributes and could host a variety of land uses and densities as shown in map 1 and detailed below:

- Area 1 (referred to as nodes): these areas are the gateway to each municipality and are suitable for: i) street-oriented, mixed-use development, ii) higher densities (density will be defined in the policy to reflect the context), iii) on-street parking areas, iv) wider sidewalks, and v) high-quality urban design elements. Area 1 includes the areas around the intersections between RR284 and 17 Avenue SE/Chestermere Boulevard, future Memorial Drive, future Peigan Trail, and an existing AltaLink right-of-way.
- Area 2: these areas are between the nodes and are suitable for street-oriented low-mid density residential uses with opportunities for focused small commercial and business uses including offices. These areas will allow for a pleasant pedestrian realm with pockets of on-street parking.
- Area 3: is the area north of the intersection of future Memorial Drive and RR284. This area is near the proposed full interchange at the intersection of RR284 and HW1. This area is suitable for medium to large commercial and/or industrial uses that will not require direct access from the street. The area will offer adequate pedestrian connections.

## Intermunicipal Interface Policy Vision

Map 1





## **Intermunicipal Interface Policy Implementation Strategies**

The Intermunicipal Interface Policy, if approved, will become a statutory document that will guide development for the lands within the policy area. Until the date of approval, the Memorandum of Understanding will continue to be used. The vision for the area, when affirmed by both Councils, will be an additional tool to guide development for the area.

The project team is seeking Council's direction to support the negotiations with developers and landowners for the area. The approved outline plans with respective land use districts along Range Road 284 (RR284) cover approximately 75 percent of the policy area within Chestermere. These outline plans include areas where i) lots back or side onto RR284, ii) service-roads are proposed between the interface road and residential uses, and/or iii) lower densities are considered in areas envisioned for higher densities. This conflicts with the proposed vision for the area. Chestermere has indicated that the outline plans are flexible and changes can be discussed and explored with the developers.

There is currently one outline plan / land use application under review within Calgary's jurisdiction. The outline plan proposes to redesignate lands along RR284 as Industrial Business (I-B) district to host a server farm which will include warehouse-type buildings surrounded by security fencing. This proposal conflicts with the vision for the area. Calgary Administration is working with the applicant to amend the plans to better align with the vision for the area.

The policy team will continue to work with the applicants and landowners to implement changes to the outline plans to better align with the vision and future policy for the area.





**Law and Legislative Services Report to  
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**ISC: UNRESTRICTED  
C2019-0137**

## **Civic Census Program**

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### **EXECUTIVE SUMMARY**

This report recommends a review of the value and benefits of conducting an annual census program and examines potential legislative changes that impact the conduct of the 2019 Civic Census.

#### **ADMINISTRATION RECOMMENDATIONS:**

That Council direct Administration to:

1. Conduct a review of the value and benefits of conducting an annual municipal census program and report back in Q4 2019; and
2. Review and provide recommendations to amend the *Civic Census Policy CC005* in Q4 2019.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

*Civic Census Policy CC005* (Attachment 1) outlines the purpose, frequency, data being collected, use of the data, stewardship and confidentiality related to conducting a municipal census. The Schedule of Additional Questions to Base Census (Attachment 2) outlines what years additional questions are scheduled to be included in the Civic Census.

### **BACKGROUND**

The Federal Census is conducted every five years with results (data) available 18 months to two years later. The most recent Federal Census was in 2016. The next Federal Census will take place in 2021 and Administration is working with Statistics Canada to identify efficiencies and opportunities to collaborate.

The City of Calgary has conducted an annual Civic Census since 1958 with data available within two months of completion. In 1984, 1994 and 2005 extensive reviews of the Civic Census were undertaken. In all three cases, Council confirmed to continue with an annual census as laid out in the *Civic Census Policy CC005* (Attachment 1). An extensive review of the Civic Census has not been conducted since 2005 and this report supports the importance of conducting this type of review.

According to previous reviews, the data collected by the Civic Census is used for planning purposes by internal departments (e.g. Transportation, Corporate Analytics and Innovation, Utilities and Environmental Protection, Community Services), by business partners (e.g. Calgary Public Library, Calgary Public Board of Education, Calgary Separate Catholic School District) and by external users (e.g. Southern Alberta Institute of Technology, Calgary Chamber of Commerce, Mount Royal University).

In 2018 December, the City Clerk was made aware of potential changes to the *Determination of Population Regulation* under the *Municipal Government Act* (MGA) that governs the Civic Census. The proposed changes include:

- Technical review and update to the Census Manual
- Shadow population requirements (not currently used by The City of Calgary)
- Changes in quality assurance requirements

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**Civic Census Program**

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- Inclusion of telephone interviews and mail-out surveys as accepted methodology
- Additional details on collective dwellings
- Extrapolation for non-response
- Sample questionnaires, forms, and letters
- Alignment with Federal Census questions and quality assurance

Feedback on the proposed changes was provided to Municipal Affairs in early January and a “What We Heard” document with feedback from their stakeholders will be posted on their website soon. In addition to feedback from municipalities, Municipal Affairs works with Statistics Canada to align data collection and analysis methodology. Further exploration is expected by Municipal Affairs and Statistics Canada to develop a position on extrapolation. Some of the proposed changes have yet to receive ministerial approval.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The proposed changes to the legislation require adjustments to processes used to conduct the Civic Census. The 2019 Civic Census is being planned while making adjustments to incorporate the proposed changes. Since December, staff have been working to include the potential new requirements as best practices. For 2019, enhanced oversight of data collection will be provided by the addition of on-street supervisors. Although the proposed legislation changes would reduce the overall number of households that require auditing, there is a need for more frequent check-ins with workers that can be provided by the on-street supervisor. The addition of this new position delayed the opening of worker applications to 2019 February 1, but it is not expected to affect recruitment.

Requests for services and accessibility to results have increased in recent years. In 2018, Administration introduced interactive maps and moved historical census information to the Open Data Catalogue. The Elections & Census Office has seen an increase in requests to be able to add additional questions to the existing schedule. The schedule of additional questions to base census was set for 1999 to 2022 (Attachment 2). To be better prepared for the possibility of adding questions, additional flexibility is currently being coded into the application to allow for additions of non-base census questions.

Following the 2019 Civic Census, Administration is recommending that a review be conducted and results brought to Council in Q4 2019, as per recommendations on page 1. This review will ensure that the right oversight and skills are in place to deliver the Civic Census and to be prepared for suggested legislative changes. Considerations in the review will include:

- a review of current processes to align with new legislated requirements;
- identification of internal and external users of census data and their use of data;
- feedback of internal and external users of census;
- a review of the census question schedule and potential changes or new questions;
- framing of questions;
- identified value of providing census data annually;
- a scan of other municipalities and census programs;
- best practices in other jurisdictions; and
- identifying future alignment with the Federal Census.

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## **Civic Census Program**

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In addition to a review of the Civic Census program, Administration is recommending that Civic *Census Policy CC005* be reviewed and updated to match new confidentiality requirements that may be introduced in new legislation.

### **Stakeholder Engagement, Research and Communication**

Administration has engaged with Municipal Affairs to understand proposed changes to the legislation, and with Statistics Canada to identify opportunities for alignment and efficiencies for the conduct of the 2021 Federal and Municipal Census.

### **Strategic Alignment**

This report aligns with Council's priority of a well-run city: "Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price."

### **Social, Environmental, Economic (External)**

Census data is used by many stakeholders for planning and analysis to determine business decisions that impact the citizens of Calgary.

### **Financial Capacity**

There is no additional financial impact to conduct this review.

### **Risk Assessment**

A thorough review of the Civic Census Program will ensure alignment with legislation and ensure that key stakeholders receive the data they require.

### **REASONS FOR RECOMMENDATIONS:**

A review of the Civic Census is recommended to ensure requirements within legislation are being met, to identify efficiencies, to understand stakeholder needs, and to align the Civic Census with the four-year election program.

### **ATTACHMENTS**

1. Civic Census Policy CC005
2. Schedule of Additional Questions to Base Census





## COUNCIL POLICY

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**Policy Title:** Civic Census Policy  
**Policy Number:** CC005  
**Report Number:** C2011-24  
**Approved by:** City Council  
**Effective Date:** 1984 November 07  
**Business Unit:** City Clerk's Office

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### **BACKGROUND**

The Civic Census is the official count of dwelling units and the population living in these units by the door to door physical collection and recording of data. This count of dwellings and residents may be supplemented yearly with other information such as the periodic age/gender distribution data, etc. This additional data is pertinent to the use and interpretation of the population statistics.

The City of Calgary first conducted a Civic Census in 1931 and continued periodically until 1958 when an annual count of population started and has continued ever since.

The Civic Census is conducted in accordance with Section 57 of the Municipal Government Act (Revised Statutes of Alberta 1994, Chapter M-26.1).

### **PURPOSE**

Up-to-date Census information is essential for the City of Calgary, school boards, business and residents in order to make informed decisions.

### **Planning**

It is essential for City departments and related agencies to have accurate and up-to-date statistical information on the residents of Calgary to make informed and appropriate decisions on the provision of population based city services, such as transportation, roads, transit, fire protection, police services, utilities, recreation, etc. Basing decisions on constantly updated demographics results in more appropriate use of City revenues and this particularly so in times of rapid change.

### **Grants**

The Province of Alberta and Government of Canada provide limited grants to municipalities. The amounts of these grants are calculated on a per capita basis using the official population from either an annual Civic Census or the latest



Federal Census. As the Federal Census is only collected every five years, and Calgary is a rapidly growing municipality, using the population from the annual Civic Census provides the greatest financial return.

### **School Board Information**

Under a cost sharing agreement between The City of Calgary and both the Public and Separate School Boards, data is collected for the Boards during the Census. This information is required for enrolment predictions, decisions on future schools, and transportation needs, etc. With decreasing funds available for education, the information obtained by the census is now more important and necessary for allocation of resources.

## **POLICY**

### **Policy Statements**

#### **1. Definition of Civic Census**

The Civic Census is the official count of dwelling units in The City of Calgary and the population living in these units by door to door physical collection and recording of data.

#### **2. Frequency of Civic Census**

The Civic Census shall be conducted annually commencing April 1.

#### **3. Type of Annual Data**

The following data shall be collected annually for each dwelling unit:

- a. Structure type,
- b. Number of residents,
- c. Occupancy status,
- d. Owner occupied information, and
- e. School Board information.

#### **4. Definition of a Dwelling Unit**

A dwelling unit is a self-contained unit which has full cooking, sleeping and sanitary facilities, and is not part of an institution.



5. Age/Gender Data Collection

Data on age and gender categories shall be collected as follows:

- a. In those years in which the Canada Census is conducted, i.e. 2001, 2006, 2011, etc., and
- b. Every third year after a Canada Census, i.e. 2004, 2009, 2014, etc.

The age groups to be collected are 0-4, 5-14, 15-19, 20-24, 25-34, 35-44, 45-54, 55-64, 65-74, and 75 and over.

6. Number of Employed Data Collection

Data on the number of persons, 15 years of age and over, employed full or part time is collected on a triennial basis or in conjunction with a travel to work survey for Land Use Planning & Policy Business Unit.

7. Mode of Transportation to Work Data Collection

Starting in 2011, data on the mode of transportation to work for one working individual in the household will be collected on a triennial basis. The data collected will reflect travel to work on a weekday by modes pre-determined by Transportation Planning.

Data collected on the modes of transportation to work will be disseminated to the public and to Transportation Planning at the community level unless otherwise approved by the data steward.

8. Other Data Collected for City Business Units

Other data required by City of Calgary Business Units are to be scheduled in years when voter enumeration and collection of age/gender data are not scheduled. The decision, on what data and when it can be collected, shall be made by the steward.

9. Data Collected for Other Government Agencies

Other data may be collected for other government agencies at their cost. The decision, on what data and when it can be collected, shall be made by the steward.



Data on school support and number of child by year of birth for the current year and the six previous years is collected annually for the two City of Calgary School Boards on a cost recovery basis.

Data collected for other Government Agencies is released to the agencies in aggregate so no individual or dwelling can be identified.

#### 10. Primary Agency

City Clerk's shall be the primary agent for securing the census data and is responsible for the field collection, editing, data entry, compilation and publishing of the data for the current year and the comparison to the last year the data element was collected.

Land Use Planning & Policy Business Unit is the primary agent for the storage and reporting on historical census data.

#### 11. Stewardship

The Returning Officer, City Clerk's, shall be the steward of the current year census data and is charged with the responsibility of formatting the data in a manner best suited to the needs of The City while maintaining confidentiality.

Land Use Planning & Policy Business Unit is the steward of the historical census data and takes responsibility of the previous year's data once the new current year is published. The Business Unit is charged with the responsibility of formatting the data in a manner best suited to the needs of The City while maintaining confidentiality and for combining the data with supplementary Federal and Provincial data and disseminating the information when it becomes available.

#### 12. Confidential Status

Census totals shall be kept strictly confidential and restricted to "need to know" personnel in City Clerk's and others as approved by the Returning Officer until released by the Mayor at the press conference.

Census data shall remain confidential to the extent that data shall be released for corporate use in an aggregated manner that does not permit access to or determination of the data at an individual dwelling unit.





Freedom of Information and Protection of Privacy rules are applied to the data to ensure that no individual or dwelling unit can be identified in any of the data released. If there are 5 or less residents showing within a community or if there are 10 or less residents in 20 or fewer dwellings units within a community the data is removed from the community and included under the residual area for the ward.

Census data shall not released for use outside of The Corporation at an aggregate level lower than community unless approved by the steward.

Census data, at the dwelling unit level, becomes public from The City of Calgary Archives once the data has been in existence for 50 years.

### **PROCEDURE**

Contact Election & Information Services Division, City Clerk's.

### **AMENDMENTS**

<b>Date of Council Decision</b>	<b>Report / Bylaw</b>	<b>Description</b>
1994 December 19		Commissioners Report to Council to change the schedule for number of employed data collection.
2011 March 07	C2011-24	Council policy amended to include a triennial question in the Civic Census on the mode of transportation to work. In addition to this amendment, information on <i>Freedom of Information and Protection of Privacy (FOIP) Act</i> has been added to the Council policy.



## Schedule of Additional Questions to Base Census

Year	Age/sex	Dogs & Cats	No. of Employed	Enumeration	Transportation Survey	Mode of Transport
1999	X	X	X		X	
2000						
2001	X	X		X		
2002			X		X	
2003						
2004	X			X		
2005						
2006	X		X		X	
2007				X		
2008						
2009	X					
2010		X		X		
2011	X		X		X	X
2012						
2013				X		
2014	X					X
2015						
2016	X	X	X		X	X
2017				X		
2018						
2019	X					
2020					X	X
2021	X			X		
2022						

■ Base year

Note: Questions may be added on an ad hoc basis in addition to regularly scheduled questions.

### Base census questions:

- Confirm structure type
- Occupation status
- Vacancy
- Total Residents: How many persons, including children, live in this dwelling unit?
- School Support: Which school system do you support?
- Number of Children by Year of Birth: Are there children born between 2018 and 2011 living in this house/dwelling unit?



Chief Financial Officer's Report to  
Priorities and Finance Committee  
2019 January 22

ISC: UNRESTRICTED  
PFC2019-0013

## **2019 Business Improvement Area Budgets and Enabling Bylaws**

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### **EXECUTIVE SUMMARY**

To approve the 2019 budgets for Calgary's 12 Business Improvement Areas (BIAs) (formerly known as Business Revitalization Zones or BRZs) and the enabling 2019 BIA tax rates bylaws.

#### **ADMINISTRATION RECOMMENDATION:**

That the Priorities and Finance Committee recommends that Council:

1. Approve the proposed 2019 BIA budgets (Attachment 1) and authorize each BIA board to amend its respective budget by:
  - (a) transferring amounts to or from a BIA board's reserves, and
  - (b) transferring amounts between expenditures so long as the amount of the total expenditures is not increased; and
2. Give three readings to the proposed 2019 BIA Tax Rates Bylaw (Attachment 2).

#### **RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2019 JANUARY 22:**

That Council:

1. Approve the proposed 2019 BIA budgets (Attachment 1) and authorize each BIA board to amend its respective budget by:
  - (c) transferring amounts to or from a BIA board's reserves, and
  - (d) transferring amounts between expenditures so long as the amount of the total expenditures is not increased; and
2. Give three readings to the proposed 2019 BIA Tax Rates Bylaw **5M2019** (Attachment 2).

### **PREVIOUS COUNCIL DIRECTION / POLICY**

Annually, since the inception of BIAs in Calgary in 1984, Council has approved the BIA annual budgets and enabling bylaws as required by the *Municipal Government Act* (MGA) and the *Business Improvement Area Regulation* (BIA Regulation).

On 2018 December 17 Council passed the 2019 BIA Tax Bylaw, a copy of which is attached for reference as Attachment 3.

### **BACKGROUND**

The Government of Alberta (the Province) passed enabling legislation in 1983 to allow municipalities to establish BIAs. The provisions are contained in Section 50 of the MGA, as amended, and the BIA Regulation. Legislation requires that, for each calendar year, Council:

- approve the BIA budgets (BIA Regulation, Section 11);
- pass a BIA tax bylaw authorizing the imposition of a tax on businesses operating within a BIA subject to certain exempted businesses (BIA Regulation, Section 20); and
- pass a BIA tax rates bylaw establishing the tax rates applicable to each BIA (BIA Regulation, Section 21).

**Chief Financial Officer's Report to  
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2019 January 22**

**ISC: UNRESTRICTED  
PFC2019-0013**

**2019 Business Improvement Area Budgets and Enabling Bylaws**

Historically, The City would administer and impose the BIA tax in conjunction with the general business tax regime, however, given the elimination of the business tax, it became necessary to enact a standalone BIA tax bylaw. On 2018 December 17, being roughly the time of year when in previous years Council would have passed a business tax bylaw, Council passed the 2019 BIA Tax Bylaw, which bylaw incorporates some information that was previously adopted from business tax bylaws.

In accordance with the BIA Regulation (Subsection 13(1)) Council may, in its approval of the BIA Boards of Directors' (BIA Boards) budgets, authorize the BIA Boards to amend their budgets by:

- (a) transferring amounts to or from a BIA board's reserves, and
- (b) transferring amounts between expenditures so long as the amount of the total expenditures is not increased.

Administration is recommending that Council authorize BIA Boards to amend their budgets in accordance with Subsections 13(1) and 13(2) of the BIA Regulation to allow BIA Boards to more effectively manage their budgets to provide programming and services that is responsive to the needs of their business communities, while staying within the total expenditure approved by Council.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

There are currently 12 BIAs in Calgary. A list, including a reference to the bylaw which creates each respective BIA, is contained in Schedule "A" to the 2019 BIA Tax Bylaw (Attachment 3). Each BIA Board has met and approved its 2019 program and budget requirements in accordance with their respective internal processes. The BIA budgets have been submitted to Administration and are included in this report for Council's approval.

Pursuant to the BIA Regulation, a BIA Board must submit an annual proposed budget to Council for approval. The BIA levy is based on the BIA's proposed budgets (Attachment 1) and is collected through a BIA tax (calculated by multiplying a business assessment by the applicable BIA tax rate set by the BIA tax rates bylaw) levied against each taxable business located in the BIA.

The 2019 BIA Levy Summary and Budgets (Attachment 1) contains, for each BIA, a summary comparing the 2019 and 2018 BIA levy followed by the 2019 budget request. The BIA budget template includes a budget overview that allows for the presentation of qualitative factors which have influenced the development of BIA budgets, as well as variance explanations. The budget overviews and variance explanations provided by individual BIAs are included verbatim and have not been edited for content. These templates, completed by each of the BIAs, can be found in Attachment 1.

The proposed 2019 BIA tax rates bylaw sets the tax rates required to raise the BIA levy identified in each budget.

Where the MGA currently enables the imposition of a BIA tax on taxable businesses within a BIA, *An Act to Strengthen Municipal Government* proposes amendments to the MGA which would permit, as an alternative, that the BIA tax be imposed on property within a BIA. To date these amendments are not in force, meaning that the BIA tax must be imposed on taxable businesses and collected through business operators. Revisions to the BIA Regulation to allow

**Chief Financial Officer's Report to  
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**2019 Business Improvement Area Budgets and Enabling Bylaws**

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the BIA tax to be collected through BIA property owners are also anticipated but have not been released by the Province to date.

Once the revisions to the BIA Regulation are released and the amendments to the MGA are in force, it is anticipated that Administration will prepare a report for Council to consider the option to impose the BIA tax on property within a BIA instead of businesses.

To enhance administrative efficiency, businesses with a calculated BIA tax of \$24.99 or less will not receive a 2019 BIA tax notice. Administration is proposing that \$25.00 in BIA tax revenue is the minimum amount required to cover the resources required to bill, monitor and collect the BIA tax. Administration estimates this will result in approximately 400 accounts not being charged BIA tax for 2019, totaling approximately \$6,500 in BIA tax revenue. The difference in revenue as a result of this relaxation will be recovered through adjustments to BIA tax rates in the following year.

**Stakeholder Engagement, Research and Communication**

In accordance with the BIA Regulation (Section 12), the Finance Business Unit mailed to taxable businesses in each of the 12 BIAs a copy of the appropriate 2019 BIA budget and notice of the date and place of the 2019 January 22 Priorities and Finance Committee Meeting, and the 2019 February 04 Meeting of Council.

**Strategic Alignment**

Council's direction and the work discussed in this report aligns with the Citizen Priority of A Prosperous City in One Calgary 2019-22, "Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business."

The work of BIAs also supports and aligns with *Calgary in the New Economy: an updated economic strategy for Calgary*. BIAs are included as part of the Economic Development & Tourism service line in One Calgary.

**Social, Environmental, Economic (External)**

BIAs play an important role in supporting economic activity and neighbourhood revitalization.

**Financial Capacity**

***Current and Future Operating Budget:***

The revenue raised as a result of the BIA levy is transferred directly to the respective BIA.

There is an annual impact to The City's operating budget of approximately \$500 thousand to provide support to BIAs. This consists of the provision of professional and administrative support in Calgary Neighbourhoods, and across the Corporation including Law, City Clerk's and Finance.

***Current and Future Capital Budget:***

There are no implications on the capital budget.

Chief Financial Officer's Report to  
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## **2019 Business Improvement Area Budgets and Enabling Bylaws**

### **Risk Assessment**

2019 BIA tax bills, are scheduled to be mailed on or before 2019 February 15. From the Council meeting on 2019 February 04 to the scheduled mailing date, limited time is available to complete required activities. A delay in approving the BIA budgets and third reading of the BIA tax rates bylaw could delay the mailing of the BIA tax bills.

### **REASON(S) FOR RECOMMENDATION(S):**

The MGA requires Council to approve the BIA budgets and BIA tax rates bylaw annually to provide funding to the BIAs.

### **ATTACHMENT(S)**

1. Attachment 1 – 2019 BIA Levy Summary and Budgets
2. **Attachment 2 – Proposed Bylaw 5M2019**
3. Attachment 3 – 2019 Business Improvement Area Tax Bylaw



## 2019 BIA Levy Summary and Budgets

### CALGARY'S BUSINESS IMPROVEMENT AREA (BIAs) 2019 ANNUAL BUDGETS (SUMMARY)

BUSINESS IMPROVEMENT AREA	2019 BIA LEVY \$	2018 BIA LEVY \$	
Mainstreet Bowness BIA	50,100	45,100	Attachment 1A
Calgary Downtown Association	1,586,825	1,586,825	Attachment 1B
Chinatown District BIA	215,000	160,000	Attachment 1C
4th Street South West BIA	205,800	205,800	Attachment 1D
Greenview Industrial BIA	50,000	124,000	Attachment 1E
Inglewood BIA	265,000	265,000	Attachment 1F
International Avenue BRZ	275,000	267,000	Attachment 1G
Kensington BRZ	220,000	220,000	Attachment 1H
Marda Loop BIA	220,000	189,000	Attachment 1I
Montgomery on the Bow BIA	70,000	70,000	Attachment 1J
17th Avenue Retail & Entertainment District BIA	410,800	410,800	Attachment 1K
Victoria Park BIA	389,369	389,436	Attachment 1L
<b>Total</b>	<b>3,957,894</b>	<b>3,932,961</b>	

## **2019 BIA Levy Summary and Budgets**

### **ATTACHMENT 1A**

#### **Mainstreet Bowness BIA**

#### **2019 BUDGET**

##### **BUDGET OVERVIEW**

The Mainstreet Bowness BIA is the smallest BIA in the city. We have about 60+ businesses in our zone and therefore, our budget is the smallest compared to all other BIA's in Calgary. We have been lucky to have a bit of savings in the bank, however, we face budgets restraints because our zone is so small and we wish we could more to improve our area for our business owners, customers and residents.

The Executive Director's position is part-time. The hours were increased from 12.5 hrs/week up to 15 hrs/week last year. This year was our 3rd year ever to employ an Executive Director for our BIA.

Because we are a very small BIA that can also be a challenge as well. Finding funds to help with streetscaping and marketing is a key to our Strategic Plan.

## 2019 BIA Levy Summary and Budgets

### Mainstreet Bowness BIA

#### 2019 BUDGET

	2019	2018	Change (INC./DEC.)	<u>Rationale:</u>
	\$	\$	\$ %	
<b><u>REVENUES</u></b>				
BIA Levy	50,100	45,100	5,000	11%
Grants	9,000	11,000	(2,000)	(18%)
Events Income	11,000	10,000	1,000	10%
Interest/Other Income	1,200	2,000	(800)	(40%)
				savings balance has dropped so estimated interest income has been reduced
<b>Total Revenues</b>	<b>71,300</b>	<b>68,100</b>	<b>3,200</b>	<b>5%</b>

#### **EXPENDITURES**

Administration	38,700	37,085	1,615	4%
Marketing/Communications	1,600	1,500	100	7%
Urban Devt.& Planning	0	0	0	0%
Streetscape Improvements	17,500	19,515	(2,015)	(10%)
Special Projects/Events	13,500	10,000	3,500	35%
				Bowness BIA will again sponsor more events in 2019
Public Safety & Social Issues	0	0	0	0%
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
<b>Total Expenditures</b>	<b>71,300</b>	<b>68,100</b>	<b>3,200</b>	<b>5%</b>

<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1. Interest Income	1,200	2,000	(800)	(40%)	savings balance has dropped so estimated interest income has been reduced
2. Product Sales	0	0	0	0%	
3.	0	0	0	0%	
	<b>1,200</b>	<b>2,000</b>	<b>(800)</b>	<b>(40%)</b>	

##### Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## 2019 BIA Levy Summary and Budgets

### ATTACHMENT 1B

#### Calgary Downtown Association 2019 BUDGET

##### BUDGET OVERVIEW

1. Zero increase - Fourth consecutive year without a levy increase for ratepayers.
2. Increased costs - Devoting more resources to Public Safety matters and concerns as they relate to the Downtown.

## 2019 BIA Levy Summary and Budgets

### Calgary Downtown Association

#### 2019 BUDGET

	2019	2018	Change(INC./(DEC.))	<u>Rationale:</u>
	\$	\$	\$ %	
<b><u>REVENUES</u></b>				
BIA Levy	1,586,825	1,586,825	0	0%
Grants	45,000	55,000	(10,000)	(18%)
Events Income	60,000	60,000	0	0%
Interest/Other Income	18,400	10,000	8,400	84%
Investment interest income exceeded 2018 forecast, therefore 2019 budget reflects an equivalent projection.				
<b>Total Revenues</b>	<b>1,710,225</b>	<b>1,711,825</b>	<b>(1,600)</b>	<b>(0%)</b>

<b><u>EXPENDITURES</u></b>				
Administration	242,125	231,425	10,700	5%
Marketing/Communications	639,207	698,400	(59,193)	(8%)
Urban Devt.& Planning	60,962	60,000	962	2%
Streetscape Improvements		0	0	0%
Special Projects/Events	534,077	502,000	32,077	6%
Public Safety & Social Issues	233,854	220,000	13,854	6%
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
<b>Total Expenditures</b>	<b>1,710,225</b>	<b>1,711,825</b>	<b>(1,600)</b>	<b>(0%)</b>

<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1. Investment income	18,400	10,000	8,400	84%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>18,400</b>	<b>10,000</b>	<b>8,400</b>	<b>84%</b>

##### Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## 2019 BIA Levy Summary and Budgets

### ATTACHMENT 1C

#### Chinatown District BIA

#### 2019 BUDGET

##### BUDGET OVERVIEW

1. Intention in 2019 is to move Executive Director from a part time position to full time position to obtain sponsorships for major events promoting Chinatown in 2019, as well as dealing with the possible upcoming ARP and Cultural Plan in Chinatown.
2. For 2016, 2017, and 2018 the CDBIA operated on an annual BIA levy with zero year over year increases. After being in operation of 3 years and with the number of planning issues facing Chinatown, its time to have a full time Executive Director, guiding the CDBIA going forward on urban planning and event sponsorship.
3. Major events that the CDBIA intends to coordinate in 2019 are as follows: Chinese New Years Banquet, Winter Festival (ice sculptures), Canada Day Event (working in conjunction with City of Calgary), Stampede Breakfast, August Street Festival.
4. The CDBIA intends to have street maps and brochures printed which can be installed at "advertising racks" at hotels, airport etc.. to market Chinatown as a tourist destination. This is the first year we are producing this type of advertising. Costs will be offset by selling advertising on brochures to Chinatown merchants.
5. Looking to install a lighting LED program through Chinatown to add decorative lighting on the streetscape.

## 2019 BIA Levy Summary and Budgets

### Chinatown District BIA

#### 2019 BUDGET

	2019 \$	2018 \$	Change (INC./(DEC.)) \$	Rationale:
			%	
<b><u>REVENUES</u></b>				
BIA Levy	215,000	160,000	55,000	<b>34%</b> Increase to allow for full-time ED to deal with urban planning issues. (Cultural Plan/ARP)
Grants	0	0	0	<b>0%</b>
Events Income	0	0	0	<b>0%</b> Events income (sponsorships, ticket sales) offset by expenses of events.
Interest/Other Income	35,000	81,900	(46,900)	<b>(57%)</b> Carry over of funds from prior years.
<b>Total Revenues</b>	<b>250,000</b>	<b>241,900</b>	<b>8,100</b>	<b>3%</b>
<b><u>EXPENDITURES</u></b>				
Administration	141,736	114,562	27,174	<b>24%</b> Increase due to having the ED move from part time to full time to deal with Urban Development and sponsorship generation within Chinatown.
Marketing/Communications	53,462	31,500	21,962	<b>70%</b> Adding Winter Festival to schedule of events as well, production of advertising brochure for hotels, airport on Chinatown.
Urban Devt.& Planning	19,802	20,338	(536)	<b>(3%)</b> Consulting, presentation material and printing on ARP and Chinatown Cultural Plan.
Streetscape Improvements	35,000	40,500	(5,500)	<b>(14%)</b> Streetscape Banner program funded in 2018. Banners will last for 2 years and will be replaced in 2020.
Special Projects/Events	0	0	0	<b>0%</b> Events are funded by sponsorships and ticket sales with goal of becoming net zero cost.
Public Safety & Social	0	0	0	<b>0%</b>
Capital Assets	0	0	0	<b>0%</b>
Other - BIA Specific	0	0	0	<b>0%</b>
<b>Total Expenditures</b>	<b>250,000</b>	<b>206,900</b>	<b>43,100</b>	<b>21%</b>
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>35,000</b>		

## 2019 BIA Levy Summary and Budgets

### 4th Street South West BIA 2019 BUDGET

ATTACHMENT 1D

#### BUDGET OVERVIEW.



## 2019 BIA Levy Summary and Budgets

### 4th Street South West BIA

#### 2019 BUDGET

	2019	2018	Change (INC./(DEC.))	<u>Rationale:</u>
	\$	\$	\$ %	
<b><u>REVENUES</u></b>				
BIA Levy	205,800	205,800	0	0%
Grants	0	0	0	0%
Events Income	0	0	0	0%
Interest/Other Income	9,300	0	9,300	0% GST rebate
<b>Total Revenues</b>	<b>215,100</b>	<b>205,800</b>	<b>9,300</b>	<b>5%</b>

#### **EXPENDITURES**

Administration	93,713	91,300	2,413	3%
Marketing/Communications	58,000	57,500	500	1%
Urban Devt.& Planning	5,387	5,000	387	8%
Streetscape Improvements	34,000	34,000	0	0%
Special Projects/Events	24,000	18,000	6,000	33%
Public Safety & Social Issue	0	0	0	0%
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
<b>Total Expenditures</b>	<b>215,100</b>	<b>205,800</b>	<b>9,300</b>	<b>5%</b>

<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

##### Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## 2019 BIA Levy Summary and Budgets

ATTACHMENT 1E

Greenview Industrial BIA  
2019 Budget

### BUDGET OVERVIEW

## 2019 BIA Levy Summary and Budgets

### Greenview Industrial BIA

#### 2019 BUDGET

	2019	2018	Change (INC./((DEC.))		<u>Explanation</u>
	\$	\$	\$	%	
<u>REVENUES</u>					
BIA Levy	50,000	124,000	(74,000)	(60%)	We have reduced our funding ask in order to use up 2018 funds not spent.
Grants	0	0	0	N/A	
Events Income	0	4,000	(4,000)	(100%)	Ticket revenue from quarterly events and sponsorships for annual community event.
Interest/Other Income	65,000		65,000	N/A	2018 unspent funds
<b>Total Revenues</b>	<b>115,000</b>	<b>128,000</b>	<b>(13,000)</b>	<b>(10%)</b>	
<u>EXPENDITURES</u>					
Administration	51,530	80,000	(28,470)	(36%)	Original budget contemplated a full time executive director. The first year of operations determined that a part-time administrator would be more consistent with the objectives of the Board.
Marketing/Communication	5,000	25,000	(20,000)	(80%)	Advertising expenses, postage & flyer delivery, publication of BIA directory, community relations and meetings, signage and events.
Urban Devt.& Planning	5,000	1,000	4,000	400%	Funds for various area initiatives and improvements. None were executed or considered in 2018 because the Board was still evaluating the members' priorities.
Streetscape Improvement	1,000	1,000	0	0%	
Special Projects/Events	10,000	10,000	0	0%	
Public Safety & Social Issues	42,000	1,000	41,000	4100%	Security and crime prevention; Once members were consulted, it became clear that security and crime prevention was a top concern for area businesses.
Capital Assets	2,470	5,000	(2,530)	(51%)	Laptop computer, printer, scanner etc.
Other - BIA Specific	0	5,000	(5,000)	(100%)	
<b>Total Expenditures</b>	<b>117,000</b>	<b>128,000</b>	<b>(11,000)</b>	<b>(9%)</b>	
<b>Surplus/(Deficit)</b>	<b>(2,000)</b>	<b>0</b>			

## 2019 BIA Levy Summary and Budgets

ATTACHMENT 1F

### Inglewood BIA 2019 BUDGET

#### BUDGET OVERVIEW

## 2019 BIA Levy Summary and Budgets

### Inglewood BIA

#### 2019 BUDGET

	2019 \$	2018 \$	Change (INC./DEC.) \$	%	<u>Rationale:</u>
<b><u>REVENUES</u></b>					
BIA Levy	265,000	265,000	0	0%	
Grants	0	0	0	0%	
Events Income	0	0	0	0%	
Interest/Other Income	0	0	0	0%	
<b>Total Revenues</b>	<b>265,000</b>	<b>265,000</b>	<b>0</b>	<b>0%</b>	

#### **EXPENDITURES**

Administration	135,000	110,000	25,000	23%	1. Five year Strategic Plan professional fees 2. Staff salary increase 3. Office equipment upgrades 4. Professional development.
Marketing/Communications	60,000	35,000	25,000	71%	Professional fees for marketing firm, marketing strategy and all advertising for 2019.
Urban Devt.& Planning	0	0	0	0%	
Streetscape Improvements	30,000	70,000	(40,000)	(57%)	Decrease of streetscape improvements and maintenance.
Special Projects/Events	40,000	50,000	(10,000)	(20%)	Increase in corporate sponsorship for events such as Sunfest and Oktoberfest that lowers BIA sponsorship.
Public Safety & Social Issue	0	0	0	0%	
Capital Assets	0	0	0	0%	
Other - BIA Specific	0	0	0	0%	
<b>Total Expenditures</b>	<b>265,000</b>	<b>265,000</b>	<b>0</b>	<b>0%</b>	

<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

##### Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## 2019 BIA Levy Summary and Budgets

### ATTACHMENT 1G

#### International Avenue BRZ 2019 BUDGET

##### BUDGET OVERVIEW

The International Avenue BRZ will continue to capitalize on the new branding as the Culinary and Cultural District.

The community economic development projects under our brand EMERGE will continue including Emerge Market, Incontainer, Hub and our incubator programs.

We will continue with all other programs as is the case in previous years.

## 2019 BIA Levy Summary and Budgets

### International Avenue BRZ

#### 2019 BUDGET

	2019	2018	Change (INC./(DEC.))	<u>Rationale:</u>
	\$	\$	\$ %	
<b><u>REVENUES</u></b>				
BIA Levy	275,000	267,000	8,000	3%
Grants	179,000	65,000	114,000	175% This includes a variety of grants we have applied for.
Events Income	50,000	18,000	32,000	178% We will be expanding our independent music festival and therefore anticipate more revenue.
Associate Fees/Sponsorships			0	0%
Rental income			0	0%
Interest/Other Income	31,600	172,500	(140,900)	(82%) Our CED funding project is largely completed.
<b>Total Revenues</b>	<b>535,600</b>	<b>522,500</b>	<b>13,100</b>	<b>3%</b>

<b><u>EXPENDITURES</u></b>				
Administration	84,400	82,000	2,400	3%
Marketing/Communications	78,700	91,500	(12,800)	(14%) see special events.
Urban Devt.& Planning	63,000	64,500	(1,500)	(2%)
Streetscape Improvements	85,000	86,000	(1,000)	(1%)
Special Projects/Events	94,500	72,500	22,000	30% expand our special events offering.
Public Safety & Social Issue	56,000	48,500	7,500	15%
Capital Assets	6,000	8,600	(2,600)	(30%)
Other - BIA Specific	68,000	68,900	(900)	(1%) EMERGE
<b>Total Expenditures</b>	<b>535,600</b>	<b>522,500</b>	<b>13,100</b>	<b>3%</b>

<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

##### Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## 2019 BIA Levy Summary and Budgets

ATTACHMENT 1H

### Kensington BRZ 2019 BUDGET

#### BUDGET OVERVIEW



## 2019 BIA Levy Summary and Budgets

### Kensington BRZ

#### 2019 BUDGET

	2019	2018	Change (INC./(DEC.))	<u>Rationale:</u>
	\$	\$	\$ %	
<b><u>REVENUES</u></b>				
BIA Levy	220,000	220,000	0	0%
Grants	0	0	0	0%
Events Income	0	0	0	0%
Interest/Other Income	0	0	0	0%
<b>Total Revenues</b>	<b>220,000</b>	<b>220,000</b>	<b>0</b>	<b>0%</b>
<b><u>EXPENDITURES</u></b>				
Administration	106,700	97,200	9,500	10%
Marketing/Communications	33,175	69,600	(36,425)	(52%) Changes to contract due to change in parking revenue funds available.
Urban Devt.& Planning	0	0	0	0%
Streetscape Improvements	28,625	5,625	23,000	409% Parking revenue less than 25% of previous year; so paying for tree lights and banners from levy budget
Special Projects/Events	39,000	35,075	3,925	11%
Public Safety & Social Issue	0	0	0	0%
Capital Assets	0	0	0	0%
Other - BIA Specific	12,500	12,500	0	0%
<b>Total Expenditures</b>	<b>220,000</b>	<b>220,000</b>	<b>0</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>		

#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

##### Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
4.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## 2019 BIA Levy Summary and Budgets

ATTACHMENT 1I

### Marda Loop BIA 2019 BUDGET

#### BUDGET OVERVIEW

1. 2018 was the second year of partnering with the Festival Society of Marda Loop, which is responsible for Marda Gras. In 2018 and 2019 we budgeted for some costs previously on the BIA to be transferred to the Festival Society.
2. Overall, 2018 expenditures were lower than budgeted; that experience is reflected in the 2019 budget. We plan to spend about the same in 2019 as we spent in 2018, keeping continuity in our programs and direction.
3. We have chosen to increase the levy in 2019 to continue our current level of activity, to respond to the increasing number of businesses, and to avoid over-reliance on our reserves. In 2018, we did not increase the levy and instead budgeted to dip into our reserves. Our reserves are healthy, but continued reliance on them is not sustainable. At the same time, we have new commercial openings and an increased number of businesses to support. This growth also supports the BIA levy (e.g. when our levy was unchanged last year, the levy rate dropped by over 10%). We also feel that given uncertainty around the timing of Main Streets implementation, we want to keep our reserve available for potential small investments in interim streetscape improvements.

## 2019 BIA Levy Summary and Budgets

### Marda Loop BIA

#### 2019 BUDGET

	2019 \$	2018 \$	Change (INC./(DEC.)) \$	Rationale:
			%	
<b><u>REVENUES</u></b>				
BIA Levy	220,000	189,000	31,000	16%
				Last year we relied on reserves to support increased investments in marketing, events and streetscape, and to support an increasing number of businesses. This levy increase allows us to maintain activities and keep a healthy reserve. See our comment in the Budget Overview above.
Grants	10,000	10,000	0	0%
Events Income	0	0	0	0%
Interest/Other Income	13,000	73,000	(60,000)	(82%)
				Lower draw on reserves due to increased levy and lower budgeted costs. Lower expectations on sponsorship income.

<b>Total Revenues</b>	<b>243,000</b>	<b>272,000</b>	<b>(29,000)</b>	<b>(11%)</b>
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#### **EXPENDITURES**

Administration	95,340	93,460	1,880	2%
Marketing/Communications	50,000	61,000	(11,000)	(18%)
Urban Dev.& Planning	0	0	0	0%
Streetscape Improvements	38,500	34,000	4,500	13%
Special Projects/Events	58,890	81,000	(22,110)	(27%)
				Adjusted based on 2018 experience
Public Safety & Social Issue	0	0	0	0%
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
<b>Total Expenditures</b>	<b>242,730</b>	<b>269,460</b>	<b>(26,730)</b>	<b>(10%)</b>

<b>Surplus/(Deficit)</b>	<b>270</b>	<b>2,540</b>
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#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1. Draw from reserve	7,000	52,000	(45,000)	(87%)
2. Sponsorship, interest etc	6,000	21,000	(15,000)	(71%)
3.	0	0	0	0%
	<b>13,000</b>	<b>73,000</b>	<b>(60,000)</b>	<b>(82%)</b>

## **2019 BIA Levy Summary and Budgets**

ATTACHMENT 1J

### **Montgomery on the Bow BIA** **2019 BUDGET**

#### **BUDGET OVERVIEW**

## 2019 BIA Levy Summary and Budgets

### Montgomery on the Bow BIA

#### 2019 BUDGET

	2019 \$	2018 \$	Change (INC./DEC.) \$	%	<u>Rationale:</u>
<b><u>REVENUES</u></b>					
BIA Levy	70,000	70,000	0	0%	
Grants	8,000	8,000	0	0%	Community standards / TD Parks
Events Income		0	0	0%	
Interest/Other Income	2,400	1,543	857	56%	GST; w ill spend more
<b>Total Revenues</b>	<b>80,400</b>	<b>79,543</b>	<b>857</b>	<b>1%</b>	
<b><u>EXPENDITURES</u></b>					
Administration	30,000	1,091	28,909	2650%	Hire Executive Director
Marketing/Communications	3,000	803	2,197	274%	Quarterly communications to MBIA
Urban Devt.& Planning		0	0	0%	
Streetscape Improvements	28,920		28,920	0%	Banners, flow ers, and lights
Special Projects/Events	9,000	5,736	3,264	57%	Larger w inter event / TD grant event
Public Safety & Social Issue	5,985	5,985	0	0%	Graffiti removal
Capital Assets		0	0	0%	
Other - BIA Specific	3,495	3,495	0	0%	Insurance and accounting
<b>Total Expenditures</b>	<b>80,400</b>	<b>17,110</b>	<b>63,290</b>	<b>370%</b>	
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>62,433</b>			

#### OTHER INFORMATION (Below this line) (Optional):

##### Details of "Other Income"

1. GST Rebate	2,400	1,543	857	56%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>2,400</b>	<b>1,543</b>	<b>857</b>	<b>56%</b>

##### Details of "Other-BIA Specific" expenditure

1. Insurance	1,795	1,795	0	0%
2. Accountant	1,700	1,700	0	0%
3.	0	0	0	0%
	<b>3,495</b>	<b>3,495</b>	<b>0</b>	<b>0%</b>

## **2019 BIA Levy Summary and Budgets**

ATTACHMENT 1K

### **17th Ave Retail & Entertainment District BIA** **2019 BUDGET**

#### **BUDGET OVERVIEW**

1. As our BIA is currently in the midst of a complete reconstruction project of 17th Ave SW, businesses have seen a drastic impact to business and require additional support re: communications, messaging and marketing. Our focus will be to drive foot traffic to the avenue, support positive messages to target audiences of all the ways to access our BIA, and increase frequency of real time information to our BIA members (and when possible to the public) using an integrated marketing, promotional and events strategy. The budget is reflective of this necessity.

2. Our BIA will be facing challenges such as accessibility to our businesses, patron/visitor parking concerns, safety and security issues. All of which require additional support for marketing and communication (signage/way finding). The BIA will need additional campaigns and support around our image; specifically regarding safety and the overall experience that one can still have within our BIA, while construction is ongoing.

3. Development of new programs and events to drive engagement and pedestrian traffic to our BIA are required. These events and programs will include partnerships with different members of our community, both internal and external to our BIA. Previously designed events, new events and new programs will require additional administrative and event coordination support prior to launching key initiatives. These projects are necessary to encourage visitors who may be inclined to avoid construction zones, to still visit our area and support our businesses.

4. Budget is reflective of ongoing streetscape and public realm programs that support a safe and appealing pedestrian environment.

## 2019 BIA Levy Summary and Budgets

### 17th Avenue Retail & Entertainment District BIA

#### 2019 BUDGET

	2019	2018	Change (INC./DEC.)	<u>Rationale:</u>
	\$	\$	\$ %	
<b><u>REVENUES</u></b>				
BIA Levy	410,800	410,800	0	0%
Grants	0	0	0	0%
Events Income	0	0	0	0%
Interest/Other Income	75,000	75,000	0	0%
<b>Total Revenues</b>	<b>485,800</b>	<b>485,800</b>	<b>0</b>	<b>0%</b>

#### **EXPENDITURES**

Administration	80,750	80,750	0	0%
Marketing/Communications	191,327	190,313	1,014	1%
Urban Devt.& Planning	9,007	9,007	0	0%
Streetscape Improvements	76,500	77,500	(1,000)	(1%)
Special Projects/Events	114,407	111,223	3,184	3%
Public Safety & Social Issue	13,809	17,007	(3,198)	(19%)
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
<b>Total Expenditures</b>	<b>485,800</b>	<b>485,800</b>	<b>0</b>	<b>0%</b>

<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1.Contingency/Special Proj	75,000	75,000	0	0%	Contingency for operations and special projects related to 2018 construction season.
2.	0	0	0	0%	
3.	0	0	0	0%	
	<b>75,000</b>	<b>75,000</b>	<b>0</b>	<b>0%</b>	

##### Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## **2019 BIA Levy Summary and Budgets**

ATTACHMENT 1L

### **Victoria Park BIA** **2019 BUDGET**

#### **BUDGET OVERVIEW**

The overall assessment of the area has decreased by almost \$12 million since 2016, forcing hard decisions about what services and programs to maintain and where to cut back in order to keep a reasonable levy rate.



## 2019 BIA Levy Summary and Budgets

### Victoria Park BIA

#### 2019 BUDGET

	2019	2018	Change (INC./(DEC.))	Rationale:
	\$	\$	\$ %	
<b><u>REVENUES</u></b>				
BIA Levy	389,369	389,436	(67)	(0%)
Grants	12,000	7,000	5,000	71% Increase in HRDC funding applications
Events Income		0	0	0%
Interest/Other Income	35,000	32,358	2,642	8%
<b>Total Revenues</b>	<b>436,369</b>	<b>428,794</b>	<b>7,575</b>	<b>2%</b>
<b><u>EXPENDITURES</u></b>				
Administration	164,412	155,606	8,806	6%
Marketing/Communications	105,480	102,411	3,069	3%
Urban Devt.& Planning	66,716	62,216	4,500	7%
Streetscape Improvements	9,000	16,800	(7,800)	(46%) Traditionally enhanced street cleaning and maintenance. Shifting focus away from reactive programming.
Special Projects/Events	42,000	37,000	5,000	14%
Public Safety & Social Issue	43,761	53,761	(10,000)	(19%)
Capital Assets	1,000	1,000	0	0%
Other - BIA Specific	4,000	0	4,000	0%
<b>Total Expenditures</b>	<b>436,369</b>	<b>428,794</b>	<b>7,575</b>	<b>2%</b>
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>		

#### OTHER INFORMATION (Below this line) (Optional):

##### Details of "Other Income"

1. Carry over	35,000	32,358	2,642	8%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>35,000</b>	<b>32,358</b>	<b>2,642</b>	<b>8%</b>

##### Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## 2019 BIA Levy Summary and Budgets

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### **Victoria Park**

**The levy is made up of:**

	<b>2019</b>	<b>2018</b>
Victoria Park	368,869	368,936
TransAlta flat rate	20,000	20,000
First street improvement area	500	500
	<u>389,369</u>	<u>389,436</u>

# PROPOSED

PFC2019-0013  
ATTACHMENT 2

## BYLAW 5M2019

### BEING A BYLAW OF THE CITY OF CALGARY PROVIDING FOR 2019 TAX RATES OF BUSINESS IMPROVEMENT AREAS IN THE CITY OF CALGARY

\*\*\*\*\*

**WHEREAS** the Council of The City of Calgary ("Council") is authorized to provide for the taxation of business improvement areas in accordance with Section 381 of the Municipal Government Act, R.S.A. 2000, c.M-26, (the "Act") and the regulations passed thereunder;

**AND WHEREAS** Council has provided for the taxation of business improvement areas for 2019 in Bylaw Number 1M2019, being the 2019 Business Improvement Area Tax Bylaw;

**AND WHEREAS** Council has established various business improvement areas in the city of Calgary, which are set out in Schedule "A" to this Bylaw;

**AND WHEREAS** Council has approved funds for each business improvement area based upon the proposal submitted by the board of each business improvement area;

**AND WHEREAS** Council deems it necessary to provide a business improvement area tax for each business improvement area at a rate or rates Council considers sufficient to raise the approved amounts payable to each business improvement area;

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

1. This Bylaw may be cited as the "2019 Business Improvement Area Tax Rates Bylaw".
2. In this Bylaw, the term "Business Improvement Area" may be referred to as "BIA".
3. For the year 2019, there is hereby imposed a tax rate or rates for each BIA indicated in Schedule "A" to this Bylaw, which is attached to and forms part of this Bylaw.
4. The tax rate or rates specified in Schedule "A" for a BIA are imposed upon all businesses operating within the BIA, except businesses that are exempt from BIA taxation pursuant to the 2019 Business Improvement Area Tax Bylaw.
5. As set out in the 2019 Business Improvement Area Tax Bylaw, a tax bill will be mailed or delivered to each entity liable for BIA tax, each such tax bill showing, among other things, the amount of BIA tax payable.
6. The BIA taxes contemplated by this Bylaw are due and payable as set out in the 2019 Business Improvement Area Tax Bylaw, and are subject to, in terms of unpaid taxes, penalties as per the 2019 Business Improvement Area Tax Bylaw.

# PROPOSED

BYLAW NUMBER 5M2019

7. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

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

SIGNED ON \_\_\_\_\_

# PROPOSED

BYLAW NUMBER 5M2019

## SCHEDULE "A"

### TO THE 2019 BUSINESS IMPROVEMENT AREA TAX RATES BYLAW

BUSINESS IMPROVEMENT AREA	BYLAW NUMBER	TAX RATE 2019
Mainstreet Bowness Business Improvement Area	55M2016	0.02122
Calgary Downtown Association	38M2017	0.00378
Chinatown District Business Improvement Area	43M2015	0.01697
4 <sup>th</sup> Street South West Business Improvement Area	59M2016	0.01551
Greenview Industrial Business Improvement Area	40M2017	0.00508
Inglewood Business Improvement Area	36M2017	0.02044
International Avenue Business Revitalization Zone	58M2016	0.01465
Kensington Business Revitalization Zone	56M2016	0.01713
Marda Loop Business Improvement Area	37M2017	0.02669
Montgomery on the Bow Business Improvement Area	54M2016	0.01359
17 <sup>th</sup> Avenue Retail & Entertainment District Business Improvement Area	39M2017	0.01825
Victoria Park Business Improvement Area (excluding the First Street Improvement Area)	57M2016	0.01408



**BYLAW NUMBER 1M2019**

**BEING A BYLAW OF THE CITY OF CALGARY  
PROVIDING FOR TAXATION OF  
BUSINESS IMPROVEMENT AREAS  
IN THE CITY OF CALGARY FOR 2019**

\*\*\*\*\*

**WHEREAS** the Council of The City of Calgary (“Council”) has the authority to provide for the taxation of business improvement areas in accordance with Section 381 of the Municipal Government Act, R.S.A. 2000, c. M-26 (the “Act”), and the regulations passed thereunder;

**AND WHEREAS** Council has established various business improvement areas in the City of Calgary, which are set out in Schedule “A” to this Bylaw;

**AND WHEREAS** Council desires to provide for the taxation of businesses located in business improvement areas for 2019;

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

**Short Title**

1. This Bylaw may be cited as the “2019 Business Improvement Area Tax Bylaw”.

**Definitions and Interpretation**

2. (1) In this Bylaw:
  - (a) “Act” means the Municipal Government Act, R.S.A. 2000, c. M-26;
  - (b) “Business” means a business located in a BIA listed in Schedule “A”;
  - (c) “Business Improvement Area” or “BIA” means a business improvement area established pursuant to section 50 of the Act and the regulations and bylaws enacted pursuant to that section;
  - (d) “City” means The City of Calgary, a municipal corporation of the Province of Alberta and, where the context so requires, means the area contained within the municipal boundaries of the city of Calgary;
  - (e) “Commercial Purposes” means the use of the Premises for commerce or trade purposes or for the sale of assets or goods to the public for gain;
  - (f) “Municipal Assessor” means the person appointed to the designated officer position of Municipal Assessor pursuant to section 284.2 of the Act and Bylaw 49M2007;
  - (g) “Net Annual Rental Value” means the typical market annual rental value of the Premises exclusive of operating costs;

- (h) “Non-Profit” refers to an organization, association or union as defined in section 6 of the Regulation;
  - (i) “Operator of a Parking Facility” means a Person that operates a Parking Facility whose responsibilities include any one or more of the following:
    - (i) the lease, license, or rental of area or spaces in a Parking Facility,
    - (ii) the allotment of area or spaces in a Parking Facility,
    - (iii) the allocation of area or spaces in a Parking Facility,
    - (iv) the general maintenance and upkeep of the Parking Facility, which may include but is not limited to repairs, the security of the Parking Facility, and the obtaining of insurance for the Parking Facility,
    - (v) the collection of fees from the users of the Parking Facility, and
    - (vi) the delegation or assignment of one or more of the above responsibilities;
  - (j) “Parking Facility” means any space used for the parking or storage of motor vehicles and includes but is not limited to a parkade, parking garage, or parking lot;
  - (k) “Person” includes a corporation and the heirs, executors, administrators or other legal representatives of a Person;
  - (l) “Premises” means any space used in connection with a Business, and without limiting the generality of the foregoing includes:
    - (i) land and buildings or parts of buildings on such land,
    - (ii) any store, office, warehouse, factory, facility, hotel, motel, enclosure, yard or other space, and
    - (iii) a Parking Facility;
  - (m) “Regulation” means the Community Organization Property Tax Exemption Regulation (Alberta Regulation 281/1998); and
  - (n) “Trade Union” refers to a Non-Profit trade union established and recognized under the *Alberta Labour Relations Code* (R.S.A. 2000 c. L-1) or the *Canada Labour Code* (R.S.C. 1985, c. L-2).
- (2) Each provision of this Bylaw is independent of all other provisions and if any provision is declared invalid for any reason by a Court of competent jurisdiction, all other provisions of this Bylaw remain valid and enforceable.



## **Assessment of Businesses**

3.
  - (1) Every Person who operates a Business in 2019 shall be assessed a business assessment by the Municipal Assessor for the purposes of imposing a BIA tax.
  - (2) Despite subsection (1), a Person who operates a Business that is exempt from BIA taxation pursuant to section 17 shall not be assessed.
  - (3) Subsection (1) applies to an Operator of a Parking Facility, regardless of:
    - (a) whether parking space in the Parking Facility is used by any of the following:
      - (i) the owner,
      - (ii) a tenant, or
      - (iii) the public;
    - (b) the source or ownership of the motor vehicles parked or stored in the Parking Facility;
    - (c) the allocation of area or spaces within the Parking Facility; and
    - (d) the location of the Parking Facility.
  - (4) Business assessments shall be prepared based on one hundred percent of the Net Annual Rental Value of the Premises.
  - (5) Any business assessment prepared in accordance with this bylaw must be an estimate of the Net Annual Rental Value of the Premises on July 1, 2018.
  - (6) The Municipal Assessor shall:
    - (a) prepare a business assessment roll for the purposes of generating a BIA tax roll for 2019; and
    - (b) enter on the business assessment roll the name of every Person operating a Business that has been assessed in accordance with subsection (1).
4. If it is discovered that there is an error, omission or misdescription in any of the information shown on the business assessment roll for 2019, the Municipal Assessor may correct the business assessment roll for 2019.
5. If it is discovered that no business assessment has been prepared for a Business for 2019, an assessment for 2019 must be prepared.
6. After giving reasonable notice to a Person operating a Business, the Municipal Assessor may at any reasonable time, for the purpose of preparing an assessment of the Business or determining if the Business is to be assessed:

- (a) enter and inspect the Premises;
  - (b) request anything to be produced to assist the Municipal Assessor in preparing the assessment or determining if the Business is to be assessed; and
  - (c) make copies of anything necessary to the inspection.
7. (1) The provisions of section 295 of the Act apply such that:
- (a) a Person must provide, on request by the Municipal Assessor, any information necessary for the Municipal Assessor to carry out the duties and responsibilities of an assessor pursuant to Parts 9 to 12 of the Act and the associated regulations; and
  - (b) no Person may make a complaint in the year following the assessment year under section 460 of the Act if the Person has failed to provide the information requested within 60 days from the date of the request.
- (2) The provisions of section 296 of the Act apply to the Municipal Assessor's application for and acquisition of court authorized inspections and enforcement with all necessary modifications as if they had been set out in this Bylaw.

### **Supplementary Business Assessment**

8. A supplementary business assessment for 2019 will be imposed:
- (a) on each Person who operates a Business for a temporary period and whose name is not entered on the business assessment roll;
  - (b) on each Person who moves into new Premises or opens new Premises or branches of an existing Business, even though the Person's name is already entered on the business assessment roll for another Premises;
  - (c) on each Person who begins operating a Business and whose name is not entered on the business assessment roll for the associated Premises; and
  - (d) on each Person who increases the space of the Premises after the business assessment roll has been prepared.
9. Supplementary assessments will be determined by pro-rating the Net Annual Rental Value of the Premises to reflect the number of months the Business is operated during 2019, with any portion of a month greater than fifteen (15) days being considered to be a full month.
10. Sections 3 through 7 of this Bylaw apply to the imposition of a supplementary assessment.

### **Taxation**

11. All Businesses shall be taxed at the rate or rates set out in the 2019 Business Improvement Area Tax Rates Bylaw, except Businesses that are exempt from BIA taxation pursuant to section 17.
12.
  - (1) The amount of BIA tax to be imposed under this Bylaw in respect of a Business is calculated by multiplying one hundred percent of the assessment or supplementary assessment for the Business by the BIA tax rate specified in the 2019 Business Improvement Area Tax Rates Bylaw.
  - (2) A tax imposed under this Bylaw must be paid by the Person who operates the Business.
13. The City shall:
  - (a) produce a BIA tax roll containing the name of each Person liable for BIA tax set opposite to the amount of BIA tax payable by that Person; and
  - (b) mail or deliver a tax bill to each Person liable for BIA tax, which shows both the assessed value of the Premises and the amount of the BIA tax payable.
14. When a lessee, who is liable to pay the tax imposed under this Bylaw in respect of any leased Premises, sublets the whole or part of the Premises, The City may require the lessee or the sub-lessee, but not both, to pay the tax in respect of the whole or part of the Premises.
15. BIA taxes shall be due and payable on or before March 29, 2019.

#### **Liability for BIA Taxes**

16.
  - (1) Subject to sections 17 and 22 of this Bylaw, when a Person operates a Business in the City, the Person is liable for payment of the BIA tax imposed in respect of that Business, whether based on an annual or supplementary assessment.
  - (2) Despite subsection (1), if the amount of BIA tax imposed on a Business, as calculated pursuant to subsection 12(1), is less than \$25.00, the Person who operates that Business is not liable for payment of the BIA tax imposed in respect of that Business.

#### **Exemption from BIA Taxation**

17.
  - (1) Notwithstanding section 16 of this Bylaw, but subject to the subsections below, the following classes of Businesses are exempt from the payment of BIA taxes imposed under this Bylaw:
    - (a) any Business exempt from tax pursuant to sections 351, 375 or 376 of the Act;
    - (b) any Business operated on property which appears on The City's 2019 property assessment roll as one hundred percent belonging to the residential assessment class or any residential assessment subclass;

- (c) on-street parking located on roads owned by The City;
  - (d) any Business whose use of the property would qualify that property to be eligible for a property tax exemption pursuant to the *Act*;
  - (e) any Business that is a bingo operated under a bingo facility licence by a Non-Profit organization pursuant to the *Gaming and Liquor Act* (R.S.A. 2000, c. G-1);
  - (f) any Business established as a Non-Profit organization where the Premises is used to promote the interests of an industry, profession or trade including education or research;
  - (g) Premises used by a Trade Union where the activities of a Trade Union are conducted;
  - (h) any Business whose use of the property would qualify that property to be eligible for a property tax exemption under the Regulation but for sections 16(2) or (3) of the Regulation.
- (2) Premises licensed under the *Gaming and Liquor Act* are not exempt from BIA taxation with the exception of Premises in respect of which a bingo licence, casino licence, pull ticket licence, Class C liquor licence or a special event licence has been issued under the *Gaming and Liquor Regulation* (AR 143/96).
- (3) Notwithstanding subsection (1), any Business, including one operated by a Non-Profit organization or association, whose use of the Premises:
- (a) is primarily for Commercial Purposes; and
  - (b) operates in competition with other Businesses in the city of Calgary;
- is not exempt from BIA taxation.
- (4) Subject to the restrictions set out in this section, a Business may become exempt from the payment of BIA taxes imposed under this Bylaw for a portion of a Premises which becomes Vacant and Unused for a period of at least 30 days, regardless of whether there is a lease or license of occupation in place with respect to that Premises.
- (a) For greater certainty, the term “Vacant and Unused” in this section means space which forms part of a Premises but:
    - (i) is physically separated from other space by walls and locked doors or is separated by other means which makes it inaccessible and unable to be used for Business purposes; and
    - (ii) is entirely empty from wall to wall and floor to ceiling, and does not contain equipment, furnishings, cubicle walls or partitions; but

- (iii) does not include portions of the Premises which are temporarily unused such as hotel and motel rooms, individual offices, parking spaces, or space being renovated.
- (b) In order to be eligible to benefit from an exemption for Vacant and Unused space pursuant to this subsection:
  - (i) a Person must notify the Municipal Assessor in writing of the Vacant and Unused space; and
  - (ii) the Municipal Assessor must have confirmed that the space is Vacant and Unused.
- (c) Any exemption granted for Vacant and Unused space pursuant to this subsection shall not take effect or have application prior to the date of notification, and shall have effect only as long as the space is Vacant and Unused.

### **Penalties For Unpaid BIA Taxes**

- 18. (1) (a) On April 1, 2019, a penalty of seven (7%) percent of the unpaid amount of the current year's BIA tax levy shall be imposed; and
  - (b) On July 1, 2019, an additional penalty of seven (7%) percent of the unpaid amount of the current year's BIA tax levy shall be imposed.
- (2) All BIA taxes levied by The City remaining unpaid after the year in which they are levied shall have added thereto, on the first day of every month of every year, a penalty equivalent to one (1%) percent of the then unpaid taxes, so long as the taxes or any portion of them remain unpaid.
- (3) A penalty imposed under subsections (1) and (2) forms part of the tax in respect of which it is imposed.

### **Supplementary BIA Tax**

- 19. A supplementary BIA tax shall be levied upon any Person who is subject to a supplementary business assessment in accordance with sections 8 and 9 of this Bylaw.
- 20. A supplementary BIA tax is due thirty (30) days after the date on which the supplementary tax notice is mailed to the Person being taxed.
- 21. Sections 12, 13, 14 and 18 of this Bylaw apply to the imposition of a supplementary BIA tax.

## **Pro-rating and Rebating BIA Taxes**

22. When The City is notified that a Business has ceased to use space in connection with the Business, the associated tax account shall be adjusted in proportion to the number of months of operation in the calendar year, with any portion of the month greater than fifteen (15) days being considered to be a full month. If there is a credit balance after the account has been adjusted, that amount will be refunded to the owner of Business or applied to any other outstanding BIA tax accounts of that owner.
23. If the Business receives a reduction in its business assessment, resulting in a credit balance on its BIA tax account, that amount will be refunded to the owner of the Business or applied to any other outstanding BIA tax accounts of that owner.

## **Business Tax Instalment Payment Plan**

24. (1) In this section:
  - (a) “Business Tax Instalment Payment Plan” also referred to as “BTIPP” means the plan authorized by this Bylaw permitting taxpayers to pay business taxes or BIA taxes by way of monthly instalments;
  - (b) “Tax” includes all taxes lawfully imposed against a Business by The City pursuant to the Act, any bylaw enacted pursuant to such authority, or any other statute of the Province of Alberta, but does not include supplementary taxes;
  - (c) “Taxpayer” means the operator of a Business liable for the payment of Taxes; and
  - (d) “Tax Collector” means the City Treasurer or his or her designate.
- (2) Any Taxpayer in the City may apply to be included in BTIPP as described in this section to provide for the payment of Taxes by instalments.
- (3)
  - (a) Taxpayers who wish to apply for inclusion in BTIPP must apply to the Tax Collector on or before December 31st of each year and shall not be included within BTIPP until approved by the Tax Collector;
  - (b) A Taxpayer who applies for inclusion in BTIPP after December 31st and who is approved by the Tax Collector for inclusion in BTIPP shall pay all the monthly instalments which should have been paid as at the time of application had the Taxpayer been included in BTIPP as at January 1<sup>st</sup> plus a late enrolment fee of two percent (2%) thereof;
  - (c) The Tax Collector may refuse a Taxpayer’s request to be included in BTIPP for reasons as set out in this Bylaw;
  - (d) A Taxpayer is not eligible to be included in BTIPP unless as of December 31 of the previous year, the Taxpayer has no balance outstanding in his or her tax roll account;

- (e) A Taxpayer may not apply for inclusion in BTIPP more than once in the same calendar year with respect to the same Business.
- (4) A Taxpayer who is included and has not been removed from BTIPP, shall not be subject to the provisions of section 15 as to the due date for the payment of Taxes, nor to the provisions of section 18 as to penalties on unpaid Taxes.
- (5) A Taxpayer who is included in BTIPP shall pay Taxes on a monthly basis for the current year subject to the following conditions:
  - (a) a Taxpayer, having been included in BTIPP, shall make twelve monthly payments, to be paid by automatic bank withdrawal on the first day of each month of the calendar year in an amount equal to one-twelfth of the previous year's Tax levy or, in the event a previous year's Tax levy is not available, in an amount to be determined by the Tax Collector; and
  - (b) upon determination of the current year's Tax levy, the Taxpayer's payments shall be adjusted to provide for the full payment of the current year's Tax levy over the remaining months of the year;
  - (c) if there is an balance outstanding on a business tax roll account or a BIA tax roll account, the Taxpayer shall continue to make monthly payments in accordance with subsection (5)(a) until the outstanding balance has been paid.
- (6) In the event a Business, the previous Taxpayer of which was included in BTIPP, is sold, the BTIPP agreement is immediately cancelled as at the sale date.
- (7) The Tax Collector may remove a Taxpayer from BTIPP in the event the Taxpayer defaults in making payment of any Tax instalment on the due date as required for each instalment under subsection (5)(c).
- (8) Notice of a removal pursuant to subsection (7) shall be sent to the Taxpayer by ordinary mail to the Taxpayer's last known address as listed on the tax roll.
- (9) When a Taxpayer is removed from BTIPP subsequent to the due date for the payment of Taxes as specified in the appropriate municipal bylaws, other than this Bylaw, all unpaid Taxes become immediately due and payable and the penalty provisions of all appropriate municipal bylaws apply to the unpaid Taxes.
- (10) When a Taxpayer is removed from BTIPP prior to the due date for the payment of Taxes as specified in the appropriate municipal bylaw, or when a Taxpayer requests removal from BTIPP prior to the due date for the payment of Taxes, all payments shall be retained by the Tax Collector for credit to the Taxpayer's account and such payments will receive the benefit of any available Tax discounts as provided by bylaw and will be credited to the Taxpayer's Tax account.
- (11) In the event a Taxpayer requests removal from BTIPP pursuant to subsection 10, all Taxes due and owing shall then become due and owing on the due date for

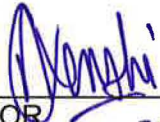
the payment of Taxes as specified in this Bylaw and the provisions of all appropriate municipal bylaws relating to penalties for unpaid Taxes shall apply to all unpaid Taxes due and owing to The City after the due date.

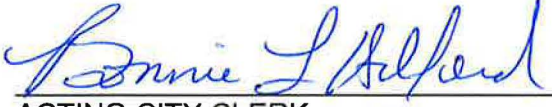
25. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON DECEMBER 17, 2018

READ A SECOND TIME, AS AMENDED, ON DECEMBER 17, 2018

READ A THIRD TIME, AS AMENDED, ON DECEMBER 17, 2018

  
\_\_\_\_\_  
MAYOR  
SIGNED THIS 20 DAY OF December, 2019.

  
\_\_\_\_\_  
ACTING CITY CLERK  
SIGNED THIS 02 DAY OF January, 2019.



**SCHEDULE "A"**

**TO THE 2019 BUSINESS IMPROVEMENT AREA TAX BYLAW**

<b>BUSINESS IMPROVEMENT AREA</b>	<b>BYLAW NUMBER</b>
Mainstreet Bowness Business Improvement Area	55M2016
Calgary Downtown Association	38M2017
Chinatown District Business Improvement Area	43M2015
4 <sup>th</sup> Street South West Business Improvement Area	59M2016
Greenview Industrial Business Improvement Area	40M2017
Inglewood Business Improvement Area	36M2017
International Avenue Business Revitalization Zone	58M2016
Kensington Business Revitalization Zone	56M2016
Marda Loop Business Improvement Area	37M2017
Montgomery on the Bow Business Improvement Area	54M2016
17 <sup>th</sup> Avenue Retail & Entertainment District Business Improvement Area	39M2017
Victoria Park Business Improvement Area	57M2016



# PROPOSED

PFC2019-0013  
ATTACHMENT 2

## BYLAW 5M2019

### BEING A BYLAW OF THE CITY OF CALGARY PROVIDING FOR 2019 TAX RATES OF BUSINESS IMPROVEMENT AREAS IN THE CITY OF CALGARY

\*\*\*\*\*

**WHEREAS** the Council of The City of Calgary ("Council") is authorized to provide for the taxation of business improvement areas in accordance with Section 381 of the Municipal Government Act, R.S.A. 2000, c.M-26, (the "Act") and the regulations passed thereunder;

**AND WHEREAS** Council has provided for the taxation of business improvement areas for 2019 in Bylaw Number 1M2019, being the 2019 Business Improvement Area Tax Bylaw;

**AND WHEREAS** Council has established various business improvement areas in the city of Calgary, which are set out in Schedule "A" to this Bylaw;

**AND WHEREAS** Council has approved funds for each business improvement area based upon the proposal submitted by the board of each business improvement area;

**AND WHEREAS** Council deems it necessary to provide a business improvement area tax for each business improvement area at a rate or rates Council considers sufficient to raise the approved amounts payable to each business improvement area;

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

1. This Bylaw may be cited as the "2019 Business Improvement Area Tax Rates Bylaw".
2. In this Bylaw, the term "Business Improvement Area" may be referred to as "BIA".
3. For the year 2019, there is hereby imposed a tax rate or rates for each BIA indicated in Schedule "A" to this Bylaw, which is attached to and forms part of this Bylaw.
4. The tax rate or rates specified in Schedule "A" for a BIA are imposed upon all businesses operating within the BIA, except businesses that are exempt from BIA taxation pursuant to the 2019 Business Improvement Area Tax Bylaw.
5. As set out in the 2019 Business Improvement Area Tax Bylaw, a tax bill will be mailed or delivered to each entity liable for BIA tax, each such tax bill showing, among other things, the amount of BIA tax payable.
6. The BIA taxes contemplated by this Bylaw are due and payable as set out in the 2019 Business Improvement Area Tax Bylaw, and are subject to, in terms of unpaid taxes, penalties as per the 2019 Business Improvement Area Tax Bylaw.

# PROPOSED

BYLAW NUMBER 5M2019

7. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON \_\_\_\_\_

READ A SECOND TIME ON \_\_\_\_\_

READ A THIRD TIME ON \_\_\_\_\_

\_\_\_\_\_  
MAYOR

SIGNED ON \_\_\_\_\_

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

SIGNED ON \_\_\_\_\_

# PROPOSED

BYLAW NUMBER 5M2019

## SCHEDULE "A"

### TO THE 2019 BUSINESS IMPROVEMENT AREA TAX RATES BYLAW

BUSINESS IMPROVEMENT AREA	BYLAW NUMBER	TAX RATE 2019
Mainstreet Bowness Business Improvement Area	55M2016	0.02122
Calgary Downtown Association	38M2017	0.00378
Chinatown District Business Improvement Area	43M2015	0.01697
4 <sup>th</sup> Street South West Business Improvement Area	59M2016	0.01551
Greenview Industrial Business Improvement Area	40M2017	0.00508
Inglewood Business Improvement Area	36M2017	0.02044
International Avenue Business Revitalization Zone	58M2016	0.01465
Kensington Business Revitalization Zone	56M2016	0.01713
Marda Loop Business Improvement Area	37M2017	0.02669
Montgomery on the Bow Business Improvement Area	54M2016	0.01359
17 <sup>th</sup> Avenue Retail & Entertainment District Business Improvement Area	39M2017	0.01825
Victoria Park Business Improvement Area (excluding the First Street Improvement Area)	57M2016	0.01408
First Street Improvement Area		0.01455





Report Number: C2019-0123

Meeting: Combined Meeting of Council

Meeting Date: 2019 February 04

## NOTICE OF MOTION

### **RE: Responding to Public Safety Issues at Sheldon M. Chumir Health Centre's SCS Facility**

**Sponsoring Councillor:** Evan Woolley, Diane Colley-Urquhart

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WHEREAS; the mental health and addictions crisis remains one of the most significant and urgent challenges facing Calgary and communities across North America;

AND WHEREAS; the Sheldon M. Chumir Health Centre's Supervised Consumption Services Facility (SCS) is a vital component in the four pillar drug strategy of harm reduction, prevention, treatment and enforcement in addressing this crisis;

AND WHEREAS in opening the SCS, Councillor Woolley, the Minister of Health, the Chief of Police, and the Mayor emphasized the importance of keeping the neighbourhood safe;

AND WHEREAS in a short period of time there has been an escalation of incidents and concerns expressed by adjacent residents, businesses and community organizations about public safety in the area of the SCS. These concerns are identified in the new Calgary Police Service report titled *Crime & Disorder near the Sheldon M. Chumir Health Centre's Supervised Consumption Services Facility 2018 Statistical Overview*;

AND WHEREAS; the escalation in crime and social disorder may be attributed to;

- An increase in the number of people using the SCS
- The growth and shift to greater Methamphetamine consumption
- An increase in illegal drug transactions in the immediate area

AND WHEREAS; City Council and Administration must take immediate steps to respond to neighbourhood public safety issues and concerns;

NOW THEREFORE BE IT RESOLVED that City Council formally request that the Calgary Police Commission ask the Calgary Police Service to:

1. Attend the 2019 February 13 meeting of the Standing Policy Committee on Community and Protective Services to provide information and answer questions on the Calgary Police Service's continuing strategy to address social disorder, crime and violence near the SCS Facility and Centre City;
2. Provide a report during the public portion of the Calgary Police Commission's 2019 February 19 meeting on the Calgary Police Service's continuing strategy to address social disorder, crime and violence near the SCS Facility and Centre City;

AND FURTHER BE IT RESOLVED; that City Council direct Administration to work with Alberta Health Services, the Calgary Police Service, Calgary Fire Department, and key stakeholders to develop a set of immediate actions for consideration including but not limited to:

1. An expanded Downtown Outreach Addiction Partnership (DOAP) Program dedicated to the Beltline
2. Additional onsite psychologists and psychiatrists that specialize in addictions and mental health within SCS Facility
3. Development of comprehensive treatment strategies associated with the SCS Facility
4. Review of operations at the SCS Facility to address intake and outpatient optimization
5. Increase mobile AHS support staff to allow for better monitoring in and around the SCS Facility
6. Creation of a Crime Prevention through Environmental Design (CPTED) Improvement Fund with a terms of reference
7. Resources to support the Beltline Neighbourhood Association, 4<sup>th</sup> Street Business Improvement Area and Victoria Park Business Improvement Area in order to incentivize community driven programming at Central Memorial Park and other potential community space in the vicinity
8. Review of needle box locations
9. Implementation of daily needle clean-ups within a 250 metre radius of the SCS Facility
10. Increased Corporate Security at City-owned properties within a 400 metre radius around SCS Facility
11. Implement increased security surveillance at Central Memorial Park
12. Engagement at the SCS Community Liaison Committee on the topic of a permanent and centralized police presence in the Centre City

And report to Council through the SPC on Community and Protective Services at the February 13, 2019 meeting with an update and recommendations on the opportunities, impacts and costs associated with these and other initiatives.

AND FURTHER BE IT RESOLVED that Council request that the Chair of the Standing Policy Committee on Community and Protective Services to work with the Acting General Manager of Community Services and the City Solicitor and General Counsel to integrate future actions and outcomes related to this Notice of Motion into the Standing Policy Committee's Work Plan relating to public safety issues and concerns at Sheldon M. Chumir Health Centre's SCS Facility





Report Number: C2019-0157

Meeting: Combined Meeting of Council

Meeting Date: 2019 February 04

## NOTICE OF MOTION

### RE: REVIVING CALGARY'S REAL ESTATE AND CONSTRUCTION INDUSTRIES

**Sponsoring Councillor(s):** COUNCILLOR GEORGE CHAHAL

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WHEREAS the Office of the Superintendent of Financial Institutions (OSFI) is an independent federal government agency that regulates and supervises more than 400 federally regulated financial institutions, including all banks in Canada and reports directly to Parliament through the Minister of Finance;

AND WHEREAS Canada Mortgage and Housing Corporation (CMHC) identifies numerous regional real estate markets across the country that have unique market characteristics;

AND WHEREAS OSFI's *B20 - Residential Mortgage Underwriting Practices and Procedures* (B20) came into effect on January 1, 2018 in a one-size fits all policy that applies to all federally regulated institutions across the country;

AND WHEREAS credit unions and ATB Financial do not fall under the OSFI mandate, however they have chosen to follow B20 to-date;

AND WHEREAS the main objectives of B20 were to: 1) create a minimum qualifying rate, or a "stress test" for mortgages; 2) require lenders to enhance their loan-to-value (LTV) measurement and limits so they will be dynamic and responsive to risk, and 3) place restrictions on certain lending arrangements that are designed to circumvent LTV limits;

AND WHEREAS B20 was created to deal with the unstable real estate markets in Vancouver and Toronto where red flags have been raised in recent years regarding the combination of unsustainable price appreciation and high-debt ratios;

AND WHEREAS municipal and provincial governments in British Columbia and Ontario implemented their own strategies to increase affordable housing in the Vancouver and Toronto markets such as the foreign buyers' tax, empty house tax, and restrictions on short-term rentals which started to cool these markets down before the implementation of B20;

AND WHEREAS B20 had many unintended consequences in markets outside of Vancouver and Toronto such as: 1) slowing down stable real estate markets in cities such as Calgary where annual growth in real estate price from 2014-2017 was around 0%, 2) a reduction in construction and development creating less jobs in these industries, 3) an overall net decrease in Calgary homeowners' property valuations, and 4) a reduction in economic activity (GDP);

AND WHEREAS the Calgary Real Estate Board (CREB) recently released a report with alarming statistics for the Calgary real estate market showing residential sales shrunk by 15% in 2018 relative to 2017 and were down 20% compared to the ten-year average and benchmark prices were also down by several percentage points during the same period of time with economists suggesting the main reason being B20;

AND WHEREAS resale activity in the Alberta real estate market showed signs of improvement in 2016-2017, but B20 has caused further setbacks with sales-to-new-listings ratio (SNLR) being far below the balanced market threshold (56%) and house prices are projected to erode at 2-3% per year moving forward;

AND WHEREAS new home construction is following a similar trend from the resale market and recent data suggests that a further downturn might be developing;

AND WHEREAS the building industry in Calgary employs more than 12% of its workforce and is the second largest employer in the city;

AND WHEREAS in Canada in 2015, housing construction, renovation, repairs, and maintenance activities contributed \$133 billion to the economy (7% of GDP) and the real estate, rental, and leasing sector contributed \$278 billion to the economy (14% of GDP);

AND WHEREAS Calgary has consistently ranked at the top of all major Canadian cities for GDP per capita and also makes up 7% of Canada's total GDP (2017);

AND WHEREAS The Canadian Home Builders' Association stated that 1 million employees in Canada's residential construction sector earn more than \$58 billion in wages annually;

AND WHEREAS housing is the most important investment that many Canadians will ever make and is associated with a perceived lifestyle that results in a type of retirement savings plan since home values generally increase over time;

AND WHEREAS a robust housing market provides significant, social, and economic benefits to our communities and neighbourhoods and needs a transparent, consistent, and fair system that facilitates the borrowing and lending of capital;

AND WHEREAS potential first-time homebuyers that have lower incomes (i.e. customer demographic for organizations such as Attainable Homes) have been adversely effected by B20 as Gross Debt Service Ratio (GDSR) and Total Debt Service Ratio (TDSR) have gone up by 5% and 8% respectively and has reduced the number of new home buyers substantially;

AND WHEREAS B20 has caused many borrowers to seek capital in the private markets where interest rates and terms are heavily in favour of the lender;

AND WHEREAS Calgarians have been hit hard financially in recent years due to many factors including volatile oil prices, a lack of market accessibility for our oil and gas sectors, high unemployment rates & subpar job growth, high downtown office vacancy, and increased taxes including the new Carbon tax, and the unintended consequences of B20 which is negatively affecting jobs, economic activity, and the ability for first-time homebuyers to enter the market in Calgary;

AND WHEREAS Council approved a new growth strategy in 2018 that included 14 new communities across the city and certain Developers have already stated there could be construction and housing absorption delays due to B20;

THEREFORE, BE IT RESOLVED that Council requests the Mayor write a letter to the Prime Minister and Minister of Finance advocating that the Government of Canada:

- a. Review the effects of the *B20 - Residential Mortgage Underwriting Practices and Procedures* stress test on regional markets;
- b. Eliminate or tailor regional-based policies, including but not limited to, stress tests to reflect the needs of local economic and market conditions;

AND FURTHER BE IT RESOLVED that Council requests the Mayor write a letter to the Premier and the President of Treasury Board and Minister of Finance advocating that Alberta Credit Unions and ATB Financial consider the adoption of Alberta-based mortgage approval requirements and make any necessary changes (policy or otherwise) to implement this request;

AND FURTHER BE IT RESOLVED that Council directs Administration to prepare resolutions for Council's consideration for The City's representatives to introduce at the 2019 meetings of the Alberta Urban Municipalities Association (AUMA) and the Federation of Canadian Municipalities (FCM) to gain broader support for advocacy on regional-based mortgage financing stress tests.





Report Number: C2019-0129

Meeting: Combined Meeting of Council

Meeting Date: 2019 February 04

## NOTICE OF MOTION

**RE: Extended Producer Responsibility**

**Sponsoring Councillor(s):** Councillor Peter Demong

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WHEREAS recycling is an important activity for reducing the amount of waste going to landfill, and allows products at end-of-life to be processed into valuable new products;

AND WHEREAS the costs of programs for collecting, processing, and marketing recyclable materials in Alberta are currently carried by local governments, funded by tax-payers;

AND WHEREAS the recycling stewardship programs for five regulated materials in Alberta (beverage containers, electronics, paint and paint containers, tires, and used oil materials) achieve some consistency across the province for how these materials are collected and recycled, but do not cover the full costs of collecting and managing these materials, requiring tax-payers to fund the remainder;

AND WHEREAS the companies that produce products that need to be recycled can design and operate more effective and efficient recycling programs if they work together province-wide than individual municipalities or the Government of Alberta can on their own, allowing for improved waste diversion infrastructure across the province and higher quality end products;

AND WHEREAS extended producer responsibility (EPR) is a policy approach that places the financial and/or physical responsibility for end of life management of products with the companies that produce those products, and would remove the financial burden for recycling programs from taxpayers;

AND WHEREAS Alberta is the only province in Canada that has not legislated EPR for any materials, and is falling behind in its commitments under the Canadian Council of Ministers of the Environment (CCME) Canada-wide Action Plan for EPR;

AND WHEREAS Canadian Stewardship Services Alliance Inc., an organization that manages EPR programs in four (4) Canadian provinces on behalf of obligated producers of packaging and paper product (PPP), has signaled its support for the CCME goal of producer-led EPR in the province of Alberta and is committed to working collaboratively with Alberta's urban and rural municipalities to:

- Assist in the funding of the collection of baseline measurement data that will inform the design of an appropriate EPR framework for Alberta;
- Assist in the development of recommendations for an appropriate EPR regulatory framework for the province; and
- Work with stakeholders to foster support for an EPR program for PPP;

AND WHEREAS producer-led EPR in Alberta would allow recyclable materials from Alberta and British Columbia to be managed as a whole, generating a large volume of higher quality materials that could

NOTICE OF MOTION

incentivize the development of processing infrastructure in western Canada, creating local jobs and minimizing the dependence on global recycling markets;

AND WHEREAS at the 2018 March 14-15 Alberta Urban Municipalities Association (AUMA) Municipal Leaders Forum, The City of Calgary presented a Request for Decision (RFD) to advocate that the Government of Alberta develop and implement legislation to establish EPR in Alberta, and the RFD received unanimous support from municipalities in attendance;

AND WHEREAS it is important for the success of an EPR program in Alberta that there is a shared understanding of the benefits, challenges, and risks associated with such a program for communities of all sizes, industry, and the Province of Alberta;

AND WHEREAS to advance the development of an EPR program in Alberta, research is required on the Alberta recycling systems and supply chains, and the potential impacts of an EPR program in this province,

**NOW THEREFORE BE IT RESOLVED THAT COUNCIL:**

1. Allocate funding from the Fiscal Stability Reserve (FSR) not to exceed \$50,000, to contribute to the work described below, which will require additional funding partners to carry out, and

Direct Administration to:

1. Cooperate with other Alberta municipalities, AUMA, producers and recyclers of packaging and paper products, and the Province of Alberta to develop a baseline that can inform the design of a provincial EPR program by researching:
  - The benefits, challenges, and risks of an EPR program in Alberta for these groups and their constituents;
  - The current recycling systems and supply chains across the province, and potential impacts of an EPR program in Alberta; and
2. Report back through the SPC on Utilities and Corporate Services no later than 2019 October.



# Memo

2019 January 29

ISC: Unrestricted

**To:** Members of Council

**From:** Doug Morgan, Director Calgary Transit

**Re: Response to Administrative Inquiry – 2019 January 14, Barlow/ Max Bell LRT Park and Ride Concerns**

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At the 2019 January 14 Council meeting, Councillor Jones submitted an Administrative Inquiry of eight questions pertaining to the Barlow/Max Bell LRT station north park and ride lot. Below is Calgary Transit's responses to the Administrative Inquiry:

- 1. When the LRT was built 30+ years ago what was the Transportation department's reasoning for installing a platform at Barlow/Max Bell? Was it to serve as an additional method of transportation to Max Bell Arena for large sporting/entertainment events?**

Barlow/ Max Bell station was opened on April 27, 1985 as part of the original Northeast CTrain line. The station was built with the intention that it would be part of a future comprehensive Transit Oriented Development on the Fire Park land. The station provides transit access to the surrounding industrial areas, communities, and the Max Bell Arena. Barlow/MaxBell Station itself has 1,050 boardings and 910 alighting's on a typical weekday. Like other stations (Stampede, Lion's Park) the station was envisioned to support events and Max Bell as well as activity in the surrounding area.

- 2. When was the Northside of the Barlow/Max Bell LRT Station temporary parking site established and why? Was it complaints from the land owner that people were parking on private property or was it from citizens who felt there was a need and requested Transit provide a parking site for their customers?**

The land in question is comprised of two sites, the bus loop (currently registered as owned by Century Park Properties Inc.) and the north lot (also privately owned), and are zoned DC with conditions when developed. These conditions are outlined in the attached Bylaw #47Z96.

When the access road and bus loop were constructed, with permission by the landowner, it created easy access to the station for customers. When the access road was upgraded in 2011, the number of people who started to use this as an informal park and ride lot increased. Customers would park along the access road, restricting transit vehicle access to the station. To rectify this, Calgary Transit received approval from the property owner to create a temporary park and ride lot to meet demand for parking. This helped reduce operational delays from vehicles blocking the bus loop. The park and ride lot will remain temporary until the land redevelops, at which point the development conditions stipulate that a permeant upgraded park and ride and bus loop would be provided. Timeline for redevelopment is unknown at this point

- 3. How was Transit able to create this parking lot when it is on property that is not owned by the City of Calgary? Is the City paying an annual rental fee for this location to the land owner and at what cost?**

The park and ride lot was unofficially established when the access road and the bus loop was constructed with permission granted by the landowner. The City (Calgary Transit) does not pay any annual rental fee or lease for this location.

- 4. Has The City, at any time, considered purchasing a portion of this vacant property from the current land owner to install an official LRT Parking lot? What would the current cost of the purchase of this land be valued at?**

The City (Calgary Transit) has never considered the purchase of this land to develop a park and ride lot. The cost to purchase the land would need to be investigated further, but Calgary Transit does not currently have funding to construct additional park and ride lots in this area. The intent was for the land to be redeveloped to a transit supported use. The



development conditions stipulate that any development of the area would require the LRT parking and bus loop access to be provided. This area is quite close to the downtown and developing a major single use park and ride facility here would not be in alignment with Calgary Transit's approved park and ride policy of focusing park and ride more than five kilometers outside the downtown.

5. **Calgary Transit customers who commute to the downtown core can park at any LRT Parking locations for free parking and some chose to secure a parking spot by paying a monthly parking fee. Has the department considered setting up a monthly parking initiative at the Barlow/Max Bell temporary gravel parking site and could the funds collected from this be used to upgrade the parking area? Why is it that most stations allow parking 7-days-a-week 24-hours-a-day and yet Barlow/Max Bell allows parking only from 02:00 until 18:00? Are the cars ticketed and towed if they are parked there past 6:00 p.m.?**

Since the bus loop and parking lot are temporary until the area is developed, we have not considered setting up a monthly parking initiative at this location. In addition, the projected revenue generated for monthly reserved parking will not likely be sufficient enough to recover the cost of upgrading the parking. Cars will not be ticketed if they are parked past 18:00. However, Calgary Transit will be revising the signage to reflect the updated conditions and make it consistent with the other park and ride lots.

6. **Does Calgary Transit Security officers also police this parking lot or is this the responsibility of Calgary Police Department because it is on private land?**

Calgary Transit Peace officers do monitor and respond to incidents in the bus loop and the parking area. Overall, this station has a very low crime rate and very few calls are generated for the bus loop or parking area.

7. **Citizens have public safety in mind at Barlow/Max Bell LRT Station and parking lot. They do not feel safe at this location what can The City do to upgrade security surround this area?**

Customers who use this station and want to access 19 Street are encouraged to use the sidewalk to access the station (outlined in blue in attachment). The sidewalk is well lit, maintained and within City right-of-way. Also, to report an incident, customers can call Transit Watch at 403-262-1000 option 1 to speak with one of our security personnel who can dispatch peace officers or contact with one of the emergency services. Some customers have noted that they do not use the sidewalk but rather travel through the private property to access the adjacent businesses and residents (outlined in red in attachment).

Calgary Transit is exploring increased lighting for the parking lot area and will be repairing the fencing to discourage unauthorized access to private property. Signage will also be placed outlining the private property areas and the appropriate pathway to get to surrounding areas. This is in addition to current station upgrades underway that will improve station lighting and camera locations, upgrade wayfinding signs, and introduce new tactile surfaces and high visibility finishes to meet accessibility standards.

Please let me know if you have any questions.

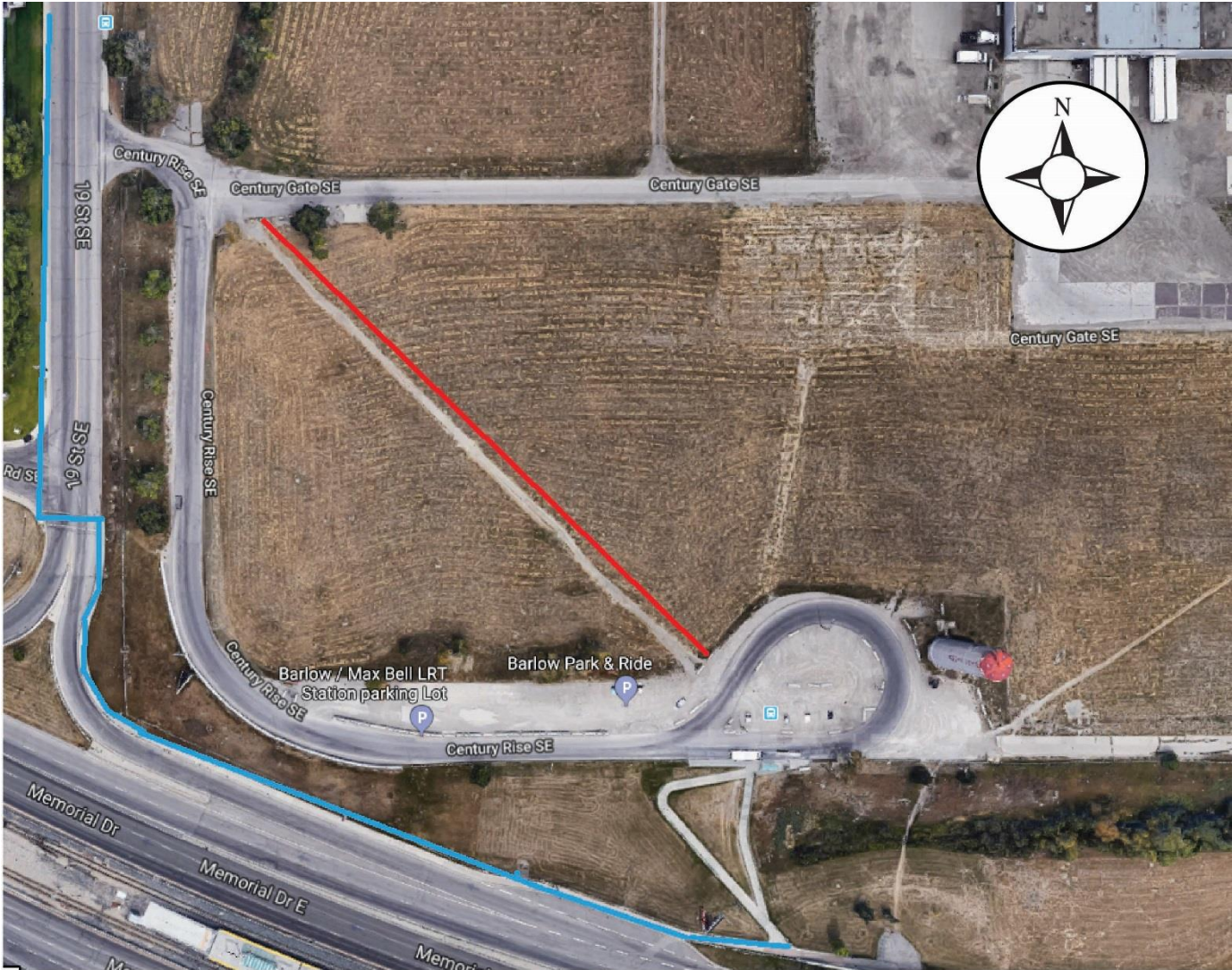
Sincerely,

A handwritten signature in black ink, appearing to read "Doug Morgan", is written over a light blue horizontal line.

Doug Morgan, P.Eng, MBA  
Director, Calgary Transit  
T 403.537-7800 | F 403.537-7974 | Mail Code #166SG

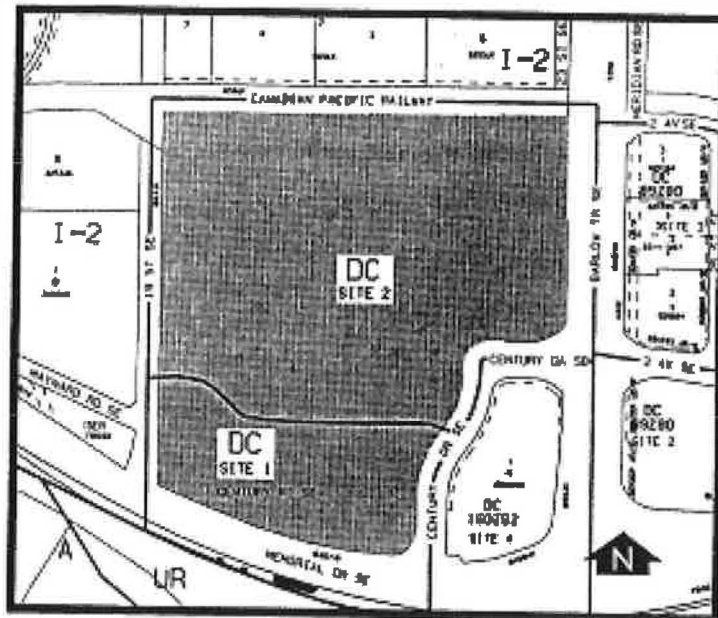
c: Administrative Leadership Team





**Amendment No. 95/094**  
**Bylaw No. 47Z96**  
**Council Approval: 22 July 1996**

**SCHEDULE B**



1. Land Use (Site 1)

Land use shall be for a selected range of office, commercial and industrial activities in single or multiple use structures. The following land uses are permitted:

Essential public services  
Utilities

The following land uses are discretionary:

Accessory Uses (CU)  
Amusement arcades  
Ancillary commercial uses (CU)  
Billiard parlours  
Child care facilities  
Cleaning, servicing, testing or repairing  
Commercial schools  
Drinking establishments

Entertainment establishments  
Financial institutions  
Grocery stores  
Laboratories (CU)  
Liquor stores  
Manufacturing, fabricating, processing, assembly, disassembly, production, or packaging of materials, goods or products including the movement or storage of materials, goods and products ancillary thereto (CU)  
Mechanical reproduction and printing establishments  
Offices (CU)  
Transit park and ride facilities (CU)  
Parks and playgrounds  
Personal service businesses  
Private clubs and organizations  
Private schools  
Public and quasi-public buildings  
Radio and television studios  
Restaurants  
Retail stores  
Signs

**Note:** Certainty of land use only is afforded applications for uses designated (CU).

2. Development Guidelines (Site 1)

The General Rules for Industrial Districts contained in Section 43 of Bylaw 2P80 and the permitted and discretionary use rules of the I-2 District shall apply unless otherwise noted below:

a) Building Height

Maximum building height shall be 10 storeys not exceeding 36 metres (118 ft) at any roofline.

b) Density

Maximum density for all uses shall be 3.0 FAR exclusive of parking structures and mechanical rooms.

c) Retail Development

Retail stores, Drinking establishments, liquor stores and personal service businesses shall be limited to the first and second storeys of multi-use buildings and shall not exceed 30 percent of the gross floor area of a building.

d) Vehicular, Transit and Pedestrian Access

An application for a development permit on any portion of the site shall include general information relating to the entire site and development specific details which address, satisfactory to the Development Authority, the provision for:

- i) Transit vehicle access to the Barlow(Max Bell) C-Train station and transit vehicle access through the site between 19th Street and Barlow Trail, satisfactory to the Director of Transportation.

- ii) Site development which allows secure and direct pedestrian access to the Barlow(Max Bell) C-Train station and provides for natural surveillance of pedestrian sidewalks, entries and circulation routes, security lighting and landscaping commensurate with the concept of defensible space.
- iii) Traffic circulation patterns which facilitate ongoing development requirements.
- iv) A shared LRT parking arrangement for a maximum of 60 parking stalls satisfactory to the Director of Transportation.

e) Landscaping

Individual development sites shall be landscaped in a manner consistent with the I-2 General Light Industrial District requirements for landscaping as though they are separate parcels of land.

f) Development Plans

Approval of this application does not constitute an approval of a development permit. A development permit application shall be submitted to the Development Authority.

3. Land Use (Site 2)

The permitted and discretionary uses of the I-2 General Light Industrial District of Bylaw 2P80 shall be the permitted and discretionary uses respectively excepting:

- Auto body and paint shops
- Automotive sale and rentals
- Automotive services
- Automotive specialties
- Churches
- Crematoriums and Columbariums
- Greenhouses and nurseries
- Recreational and commercial vehicle repair, service, sale and rental
- Intensive agricultural uses
- Kennels
- Warehouse stores

and with the additional discretionary uses of:

- Personal service business
- Retail stores

Certainty of Use (CU) is afforded to applications for: offices; laboratories; manufacturing, fabricating, processing, assembly, disassembly, production or packaging of materials, goods or products; and movement or storage of materials, goods or products.

4. Development Guidelines (Site 2)

The General Rules for Industrial Districts contained in Section 43 of Bylaw 2P80 and the permitted and discretionary use rules of the I-2 General Light Industrial District shall apply unless otherwise noted below:

a) Density

The maximum density for office development is 2.0 FAR exclusive of parking structures and mechanical rooms.

b) Building Height

The maximum height allowed for offices is 10 storeys not exceeding 30 m at any roofline.

c) Retail Development

Retail stores, drinking establishments, liquor stores and personal service businesses shall be limited to the first and second storeys of multi-use buildings and shall not exceed 30 percent of the gross floor area of a building.

d) Vehicular, Transit and Pedestrian Access

An application for a development permit on any portion of the site shall include general information relating to the entire site and development specific details which address, satisfactory to the Development Authority, the provision for:

- i) Transit vehicle access to the Barlow(Max Bell) C-Train station and transit vehicle access through the site between 19th Street and Barlow Trail, satisfactory to the Director of Transportation.
- ii) Site development which allows secure and direct pedestrian access to the Barlow(Max Bell) C-Train station and provides for natural surveillance of pedestrian sidewalks, entries and circulation routes, security lighting and landscaping commensurate with the concept of defensible space.
- iii) Traffic circulation patterns which facilitate ongoing development requirements.

e) Landscaping

Individual development sites shall be landscaped in a manner consistent with the I-2 General Light Industrial District requirements for landscaping as though they are separate parcels of land.

f) Development Plans

Approval of this application does not constitute an approval of a development permit. A development permit application shall be submitted to the Development Authority.





# Memo

January 29, 2019

**To:** Mayor Nenshi and Councillors

**From:** Human Resources Office

**Re: Administration's Response to Councillor Farkas' Administrative Inquiry -  
2019 January 14, Councillor Compensation**

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## **Administrative Inquiry**

"Prior to any overriding Council direction, what was the change in Council's salary calculated to be as per the existing process affirmed by Council in 2012?"

## **Response to Administrative Inquiry**

In 2012, the Council Compensation Review Committee presented a report with recommendations to City Council regarding Council compensation (Report # CCRC2012-02). That report supported the continued use of the Alberta weekly wage index to calculate annual adjustments to Council compensation, but proposed a revision to the methodology used. The recommendation was adopted by Council January 23, 2012.

The revised calculation method has been used consistently since 2013.

Using this same approved method, the calculation shows the 2019 adjustment would have been 2.37%.







# Memo

January 24, 2019

To: Councillor Farkas  
From: Dan Limacher, Director, Water Services  
Re: **Administrative Inquiry – Water Fluoridation at The City of Calgary**

This memo is in response to your Administrative Inquiry regarding the background and timelines, capital and operating information, of water fluoridation at The City, as raised during Combined Council session on January 14<sup>th</sup>, 2019. The historical background and the capital and operating budgetary impacts of fluoridation are summarized below.

## Background and Timelines

In 1989, Calgarians voted via plebiscite in favour of adding fluoride to The City of Calgary's drinking water. Subsequently, City Council directed Administration to amend The City's Operating Approval for drinking water treatment plants with the Alberta Environment to include fluoridation.

Commencing in 1991, Calgary began adding fluoride to its drinking water at a target of 1.0 mg/L. In 1998, The City of Calgary and Calgary Regional Health Authority (now Alberta Health Services) sponsored a review of water fluoridation as a public policy and a panel of five experts was appointed. The review recommended the reduction of the level of fluoride from 1.0 mg/L to 0.7 mg/L. This recommendation was adopted in 1998 and implemented in 1999.

A plebiscite in 1998 (as part of the municipal election) determined that the public still supported fluoridation with 55 per cent of the people who voted (136,697) replying "yes" to the question "*Are you in favour of continuing the fluoridation of the municipal water supply?*".

In 2011, a motion was passed by Council to repeal the fluoridation bylaw and Administration was directed to apply to Alberta Environment for an amendment of The City's License to reflect the discontinuation of the addition of fluoride in Calgary's water supply. Fluoridation was discontinued May 2011.

## Capital and Operation Budget Information

The Operating savings associated with the cessation of fluoridation in the water system was around \$750,000 (2011 dollars) and is primarily related to chemical costs.

On the Capital side of the budget, the estimate replacement value of the fluoridation system for The City was approximately \$6 million (2011 dollars).

## Conclusion

Should Council direct Administration to investigate the costs to add fluoride to the water supply, Administration would need to conduct a detailed review of operational and capital cost requirements, as well as considerations to revisions to the Operating Approvals and Bylaws.



# Memo

Should you have any further questions regarding water fluoridation, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dan Limacher".

Dan Limacher, P. Eng  
Director, Water Services

CC:

David Duckworth, General Manager, Utilities & Environmental Protection