



## REVISED AGENDA

### COMBINED MEETING OF COUNCIL

April 8, 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
  - 5.1 Minutes of the 2019 March 11 Strategic Meeting of Council
  - 5.2 *Minutes of the 2019 April 01 Strategic Meeting of Council*
6. PRESENTATION(S) AND RECOGNITION(S)
  - 6.1 Waste & Recycling Services earned LEED Gold Certification for the Calgary Composting Facility, Administration and Education Building
  - 6.2 South Central Emergency Management Committee Award for Building Regional Resiliency
  - 6.3 Special Olympics World Summer Games Abu Dhabi 2019 Calgary Team Members Recognition
7. CONSENT AGENDA
  - 7.1 Waste Management Storage Site Operational Practices – Interim Approach to Address Safety Risks, UCS2019-0365
  - 7.2 Financial Model: Pay-As-You-Throw for the Residential Black Cart Program, UCS2019-0364
  - 7.3 Waste and Recycling Services Community Recycling Depot Optimization Update, UCS2019-0363
  - 7.4 Symons Valley Centre – Build Out and Investment Strategy, UCS2019-0249

- 7.5 Reserve Bids for Properties in the 2019 Tax Sale, UCS2019-0357
- 7.6 Summary of Real Estate Transactions for the Fourth Quarter 2018, UCS2019-0343
- 7.7 Code of Conduct Annual Report, AC2019-0307
- 7.8 Calgary Community Standards - Livery Transport Services Audit, AC2019-0278
- 7.9 Green Line Project Governance Audit, AC2019-0353
- 7.10 Southland Station Pedestrian Connectivity, TT2019-0235
- 7.11 Interim Alternative Uses of Blue Line and Green Line LRT Rights-of-Way, TT2019-0204
- 7.12 Green Line Q1 2019 Update - TT2019-0245
- 7.13 Social Wellbeing Policy Report, CPS2019-0276
- 7.14 Calgary Aboriginal Urban Affairs Committee Governance Review – Deferral, CPS2019-0277
- 7.15 Calgary Transit Access Expanded Programs Evaluation, CPS2019-0142

## 8. PLANNING MATTERS FOR PUBLIC HEARING

### 8.1 CALGARY PLANNING COMMISSION REPORTS

- 8.1.1 Land Use Amendment in Capitol Hill (Ward 7) at 2115 – 12 Street NW, LOC2018-0268, CPC2019-0143  
**Proposed Bylaw 77D2019**
- 8.1.2 Land Use Amendment in Sunnyside (Ward 7) at 810 – 9A Street NW, LOC2018-0215, CPC2019-0195  
**Proposed Bylaw 83D2019**
- 8.1.3 Policy Amendment and Land Use Amendment in Richmond (Ward 8) at 2137 – 31 Avenue SW, LOC2018-0266, CPC2019-0093  
**Proposed Bylaw 23P2019 and Proposed Bylaw 78D2019**
- 8.1.4 Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at 2806 Richmond Road SW, LOC2018-0264, CPC2019-0188  
**Proposed Bylaw 24P2019 and Proposed Bylaw 79D2019**
- 8.1.5 Policy Amendment and Land Use Amendment in Bankview (Ward 8) at Multiple Properties, LOC2018-0183, CPC2019-0159  
**Proposed Bylaw 25P2019 and Proposed Bylaw 84D2019**
- 8.1.6 Land Use Amendment in Silver Springs (Ward 1) at 7222 Silver Mead Road NW, LOC2018-0222, CPC2019-0138  
**Proposed Bylaw 80D2019**



- 8.1.7 Land Use Amendment (City Initiated) in Cornerstone (Ward 5) at 23 Cornerstone Circle NE, LOC2018-0259, CPC2019-0155  
**Proposed Bylaw 81D2019**
- 8.1.8 Land Use Amendment in Stoney 3 (Ward 5) at 3730 – 108 Avenue NE, LOC2018-0247, CPC2019-0206  
**Proposed Bylaw 82D2019**
- 8.1.9 Land Use Amendment in Glenbrook (Ward 6) at 2815 – 43 Street SW, LOC2018-0271, CPC2019-0095  
**Proposed Bylaw 85D2019**
- 8.1.10 Land Use Amendment in Springbank Hill (Ward 6) at 7550 Elkton Drive SW, LOC2018-0233, CPC2019-0154  
**Proposed Bylaw 86D2019**
- 8.1.11 Land Use Amendment in Kingsland (Ward 11) at Multiple Addresses, LOC2018-0158, CPC2019-0156  
**Proposed Bylaw 87D2019**
- 8.1.12 Land Use Amendment in Haysboro (Ward 11) at multiple addresses, LOC2018-0229, CPC2019-0329  
**Proposed Bylaw 89D2019**
- 8.1.13 Policy Amendment and Land Use Amendment in Douglasdale/Douglasglen (Ward 12) at 10808 - 18 Street SE, LOC2018-0248, CPC2019-0150  
**Proposed Bylaw 26P2019 and Proposed Bylaw 88D2019**

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

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

New Materials Item 11.2.1 C2019-0382

- 11.2.1 2019 Property Tax Related Bylaws - C2019-0382  
Bylaws: 13M2019, 14M2019, 15M2019, 16M2019, and 17M2019

New Materials Item 11.2.2 C2019-0447

- 11.2.2 Proposed 2019 Special Tax Bylaw, C2019-0447  
Bylaw 18M2019
- 11.2.3 Subdivision and Development Appeal Board – Resignation, C2019-0332
- 11.2.4 Supplementary Report to TT2019-0204, C2019-0406
- 11.2.5 Calgary Awards Selection - C2019-0183  
Attachments 2 and 3 held confidential pursuant to section 17 of the *Freedom of Information and Protection of Privacy*
- 11.2.6 Revision to the Council Calendar Wholly Owned Subsidiaries Meeting Dates (Verbal), C2019-0453

11.3 COMMITTEE REPORTS

None

12. ITEMS DIRECTLY TO COUNCIL

12.1 NOTICE(S) OF MOTION

- 12.1.1 School Safe Zones, C2019-0446  
Councillor Farrell
- 12.1.2 Waste Management Storage Site Operational Practices, C2019-0448  
Councillor Colley-Urquhart

12.2 BYLAW TABULATIONS

None

12.3 MISCELLANEOUS BUSINESS

None

13. URGENT BUSINESS

14. CONFIDENTIAL ITEMS

14.1 CONSENT AGENDA

14.1.1 Proposed Method of Disposition (Residual Ward 09) - Ward 09 (800 84 ST NE)  
UCS2019-0342

14.1.2 Standing up for Canada's Responsible Energy Industry Advocacy Strategy,  
IGA2019-0255

**Review By: 2019 December 31**

Held confidential pursuant to sections 23 (local public body confidences) and 24 (advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

14.1.3 Update on Utility Regulatory Proceedings – Verbal, GPT2019-0335

**Review By: Held indefinitely**

Held confidential pursuant to Section 24 (advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

14.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES  
None.

14.3 URGENT BUSINESS

15. ADMINISTRATIVE INQUIRIES

16. ADJOURNMENT





**MINUTES**  
**STRATEGIC MEETING OF COUNCIL**

**March 11, 2019, 9:30 AM**  
**IN THE COUNCIL CHAMBER**

**PRESENT:**

Mayor N. Nenshi  
Councillor G-C. Carra  
Councillor G. Chahal  
Councillor S. Chu  
Councillor D. Colley-Urquhart  
Councillor J. Davison  
Councillor P. Demong  
Councillor J. Farkas  
Councillor D. Farrell  
Councillor J. Gondek  
Councillor R. Jones  
Councillor S. Keating  
Councillor J. Magliocca  
Councillor W. Sutherland  
Councillor E. Woolley

**ALSO PRESENT:**

City Manager G. Cole  
Deputy City Manager B. Stevens  
Acting General Manager K. Black  
General Manager S. Dalglish  
General Manager D. Duckworth  
Acting City Solicitor and General Counsel J. Floen  
Acting Chief Financial Officer C. Male  
General Manager M. Thompson  
City Clerk L. Kennedy  
Legislative Assistant T. Rowe

1. **CALL TO ORDER**

Mayor Nenshi called today's Meeting to order at 9:34 a.m.

2. **OPENING REMARKS**

Mayor Nenshi provided opening remarks and called for a moment of silence for the passing of Derick Lwugi.

Mayor Nenshi acknowledged the success of Kelvin Koe's Team winning the Tim Horton Brier and Chelsea Carey's Team at the Scotties Tournament of Hearts.

3. **QUESTION PERIOD**

Councillor Magliocca

Topic: Contracting blue bin recycling cart inspectors.

Councillor Demong

Topic: Residents receiving vouchers to access city-owned recreation facilities following extended a water service interruption , and if these vouches are accepted at YMCA-operated facilities.

Mayor Nenshi

Topic: High number of water main breaks throughout the City.

Councillor Farkas introduced a group of Grade 5 and 6 students from Chinook Park School in Ward 11, along with their teacher.

4. CONFIRMATION OF AGENDA

**Moved by** Councillor Davison

**Seconded by** Councillor Magliocca

That the Agenda for today's meeting be adopted.

**MOTION CARRIED**

5. CONFIRMATION OF MINUTES

None

6. PRESENTATION(S) AND RECOGNITION(S)

None

7. CONSENT AGENDA

None

8. POSTPONED REPORTS

None

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 OFFICER OF COUNCIL REPORTS

9.2 ADMINISTRATION REPORTS

None

9.3 COMMITTEE REPORTS

None

10. ITEMS DIRECTLY TO COUNCIL

10.1 NOTICE(S) OF MOTION

None

10.2 BYLAW TABULATIONS

None

10.3 MISCELLANEOUS BUSINESS

None

11. URGENT BUSINESS

None

12. CONFIDENTIAL ITEMS

**Moved by** Councillor Colley-Urquhart

That, pursuant to Sections 17 (disclosure to personal privacy) and 24 (Advice from Officials) of the *Freedom of Information and Protection of Privacy (FOIP)* Act, Council move into Closed Meeting. at 9:43 a.m., in the Calgary Power Reception Hall, to discuss confidential matters with respect to the following items:

12.2.1 January 28 Strategic Meeting of Council – Annual Planning Session What We Heard Report, C2019-0190

12.2.2 Working Together (Verbal), C2019-0210

**MOTION CARRIED**

Council recessed at 12:30 p.m. and reconvened in closed meeting at 1:11 p.m. with Mayor Nenshi in the Chair.

Council recessed at 3:15 p.m. and reconvened at 3:49 in closed meeting with Deputy Mayor Farrell in the Chair.

Mayor Nenshi resumed the Chair at 3:55 p.m.

12.1 CONSENT AGENDA

None

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

12.2.1 January 28 Strategic Meeting of Council – Annual Planning Session What We Heard Report, C2019-0190

The following documents were distributed with respect to Report C2019-0190:

- a revised confidential Cover Report; and
- a revised confidential Attachment 2.

The following document was accepted into the corporate record with respect to Report C2019-0190:

- an amended revised Attachment 2.

**Moved by** Councillor Colley-Urquhart

**Seconded by** Councillor Jones

That Council rise and report.

**MOTION CARRIED**

Administration in Attendance during the Closed Meeting discussions with respect to Report C2019-0190:

Clerks: L. Kennedy, T. Rowe; Advice: K. Cote. External Advice: J. Zieglgansberger.

**Moved by** Councillor Gondek

**Seconded by** Councillor Colley-Urquhart

That with respect to Report C2019-0190, the following be adopted, **after amendment**:

That Council:

1. Approve and release the Strategic Meetings of Council Agenda topics contained in amended Attachment 2;
2. Refer the Report and Attachment 1 to the 2019 April 02 Meeting of the Priorities and Finance Committee;
3. Direct Administration to use Attachment 1 to propose the remainder of 2019 strategic council meeting strategic topics and report to the 2019 April 02 meeting of the Priorities and Finance Committee; and
4. Direct that this Report, discussion and Attachment 1 remain confidential pursuant to section 24 of the Freedom of Information and Protection of Privacy Act, until Attachment 1 is approved. FOIP Review by 2019 April 08.

**MOTION CARRIED**

#### 12.2.2 Working Together (Verbal), C2019-0210

Administration in Attendance during the Closed Meeting discussions with respect to Report C2019-0190:

Clerks: L. Kennedy; External Advice: J. Zieglgansberger

**Moved by** Councillor Jones

**Seconded by** Councillor Colley-Urquhart

That with respect to Verbal Report C2019-0210, the following be adopted:

That Council:



1. Receive this Verbal Report for Information; and
2. Direct that the closed meeting discussion and distributions remain confidential pursuant to Sections 17 (disclosure to personal privacy) and 24 (advice from officials) of the Freedom of Information and Protection of Privacy Act.

**MOTION CARRIED**

12.3 URGENT BUSINESS

None

13. ADMINISTRATIVE INQUIRIES

14. ADJOURNMENT

**Moved by** Councillor Jones

**Seconded by** Councillor Colley-Urquhart

That this Council adjourn at 6:13 p.m.

For: (15): Mayor Nenshi, Councillor Garra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

**MOTION CARRIED**

CONFIRMED BY COUNCIL ON

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MAYOR

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CITY CLERK





## MINUTES

### STRATEGIC MEETING OF COUNCIL

**April 1, 2019, 9:30 AM  
IN THE COUNCIL CHAMBER**

**PRESENT:**

Mayor N. Nenshi  
Councillor G-C. Carra  
Councillor G. Chahal  
Councillor S. Chu  
Councillor D. Colley-Urquhart  
Councillor J. Davison  
Councillor P. Demong  
Councillor J. Farkas  
Councillor D. Farrell  
Councillor J. Gondek  
Councillor R. Jones  
Councillor S. Keating  
Councillor J. Magliocca  
Councillor W. Sutherland  
Councillor E. Woolley

**ALSO PRESENT:**

City Manager G. Cole  
Deputy City Manager B. Stevens  
Acting City Solicitor and General Counsel D. Jakal  
General Manager S. Dalglish  
General Manager D. Duckworth  
Acting Chief Financial Officer C. Male  
General Manager M. Thompson  
Acting General Manager T. Sampson  
City Clerk L. Kennedy  
Legislative Advisor D. Williams

**1. CALL TO ORDER**

Deputy Mayor Colley-Urquhart called today's Meeting to order at 9:30 a.m.

**2. OPENING REMARKS**

Deputy Mayor Colley-Urquhart, on behalf of Council, offered condolences to the family of Sandy Virgo, Manager, Business Operations and Administration in Real Estate and Development Services and acknowledged her dedication as an employee of The City of Calgary.

Deputy Mayor Colley-Urquhart called for a moment of quiet contemplation.

Mayor Nenshi assumed the Chair at 9:35 a.m. and Councillor Colley-Urquhart returned to her regular seat in Council.

3. QUESTION PERIOD

1. Councillor Chu

Topic: Mayor Nenshi to Write a Letter to the Mayor of the City of Toronto with respect to Calgary's Response to the Oil and Gas Sector. Mayor indicated already completed.

2. Councillor Farkas

Topic: Why do people drive on parkways and park on driveways?

Mayor Nenshi acknowledged the following:

- The Calgary Inferno Women's Hockey team for winning the 2019 Clarkson Cup; and
- The Calgary Flames Hockey Team for placing first place in the Western Conference Final.

Mayor Nenshi mentioned that Marthe Cohn, Former French Jewish WWII Spy was recognized at a White Hat Ceremony, on 2019 March 24 at the Calgary International Airport.

Mayor Nenshi, on behalf of Members of Council, acknowledged the City of Calgary stance against intolerance and hatred.

Councillor Chu introduced a group of Grade 4 students from Highwood School in Ward 04, along with their teacher, Irene Ly.

Councillor Farrell introduced a group of students from the University of Calgary faculty of Social Work, along with their professor Dr. Victoria Burns.

4. CONFIRMATION OF AGENDA

**Moved by** Councillor Chu

**Seconded by** Councillor Farkas

That the Agenda for today's Meeting be amended, by bringing forward and filing Item 10.1.1, Alleviating the Tax Burden on Businesses and Creating Tax Equity Through Budget Reductions, C2019-0358.

For: (8): Mayor Nenshi, Councillor Carra, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Gondek, Councillor Magliocca, and Councillor Sutherland

Against: (7): Councillor Chahal, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Jones, Councillor Keating, and Councillor Woolley

**MOTION CARRIED**

**Moved by** Councillor Colley-Urquhart

**Seconded by** Councillor Jones

That the Agenda for the 2019 April 01 Strategic Meeting of Council be confirmed, **as amended.**

**MOTION CARRIED**

5. CONFIRMATION OF MINUTES

5.1 Minutes from the Combined Meeting of Council, 2019 March 18 and 19

**Moved by** Councillor Farkas

**Seconded by** Councillor Demong

That the Minutes of the Combined Meeting of Council, held on 2019 March 18 and 19 be confirmed, **after amendment**, as follows:

On Page 3 of 39, under Item 6.1, Calgary Airport Authority Annual Report, third paragraph, by adding the name "**Katie MacLean**" following the words "along with their teacher".

**MOTION CARRIED**

6. PRESENTATION(S) AND RECOGNITION(S)

None

7. CONSENT AGENDA

None

8. POSTPONED REPORTS

None

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 OFFICER OF COUNCIL REPORTS

None

9.2 ADMINISTRATION REPORTS

Pursuant to Section 6(1) of the Procedure Bylaw, 35M2017, as amended, Section 77(c) was suspended by general consent, to allow Members additional time for questions to Administration.

9.2.1 Downtown Strategy and Focus (Verbal) - C2019-0415

The following came forward to present with respect to Report C2019-0415:

1. Stuart Dalglish, General Manager, Planning and Urban Development
2. Thom Mahler, Manager, Urban Strategy
3. Mary Moran, President and CEO, Calgary Economic Development
4. Michael Brown, President, Calgary Municipal Land Corporation
5. Chris Arthurs, Director, Resilience and Infrastructure.

**Moved by** Councillor Colley-Urquhart

**Seconded by** Councillor Chu

That pursuant to Section 6(1) of the Procedure Bylaw 35M2017, as amended, Council suspended Section 78(1)(b), in order to complete Item 9.2.1, C2019-0415, before the scheduled 12:00 p.m. recess.

For: (9): Mayor Nenshi, Councillor Carra, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Sutherland, and Councillor Woolley

Against: (6): Councillor Chahal, Councillor Demong, Councillor Farkas, Councillor Jones, Councillor Keating, and Councillor Magliocca

**MOTION CARRIED**

**Moved by** Councillor Colley-Urquhart

**Seconded by** Councillor Davison

That with respect to Report C2019-0415, the following be adopted:

That Council:

1. Endorse the direction as presented (C2019-0415 Downtown Strategy and Focus).
2. Direct Administration to provide an update on the further development of a Downtown Strategy to the Priorities and Finance Committee in 2019 July and October; and
3. For the July Priorities and Finance Committee, Administration further refine the Downtown Strategy to include:
  - heritage,
  - safety, and
  - competitive research.

**MOTION CARRIED**

Council recessed at 12:37 p.m. and reconvened at 1:49 p.m. with Mayor Nenshi in the Chair.

9.2.2 Downtown Tax Shift Response - Updated - C2019-0352

Distributions with respect to Report C2019-0352:

- PowerPoint presentation entitled "Downtown Tax Shift Response - Updated", dated 2019 April 01; and
- A document entitled "Distribution #1 at Strategic Council C2019-0352 - Nenshi Non-residential shift scenarios".

The following came forward to present with respect to Report C2019-0352:

1. Carla Male, Chief Financial Officer
2. Nelson Karpa, Director and City Assessor, Assessment

Council recessed at 3:18 p.m. and reconvened at 3:48 p.m. with Mayor Nenshi in the Chair.

Mayor Nenshi left the Chair at 4:10 p.m. in order to put a Recommendation and participate in debate with respect to Report C2019-0352, and Deputy Mayor Colley-Urquhart resumed the Chair.

Councillor Keating rose on a Point of Order for clarity to be given with respect to the Procedure Bylaw and the flow of Agenda items in the Meeting.

Council Gondek rose on a Point of Order with respect to the comments made, by an individual Member of Council, with respect to her proposed motion.

Councillor Keating rose on a Point of Order to clarify what motion was before Council, with respect to the current scenario of the 2019 Tax Rate.

Councillor Gondek rose on a Point of Order to clarify what motion was before Council.

**Moved by** Councillor Magliocca

**Seconded by** Councillor Chu

That pursuant to section 27 (privileged information), of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting at 5:00 p.m., in the Council Lounge, to discuss a confidential matter with respect to the Item 9.2.2, Downtown Tax Shift Response - Update, C2019-0352.

#### ROLL CALL VOTE

For: (13): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

Against: (2): Councillor Demong, and Councillor Farkas

#### MOTION CARRIED

Council reconvened in Public Meeting at 5:25 p.m., with Deputy Mayor Colley-Urquhart in the Chair.

**Moved by** Councillor Chu

**Seconded by** Councillor Davison

That Council rise and report.

#### MOTION CARRIED

**Moved by** Councillor Chu

**Seconded by** Councillor Davison

That the closed meeting verbal discussion remain confidential pursuant to section 27 (privileged advice) of the *Freedom of Information and protection of Privacy Act*.

**MOTION CARRIED**

**Moved by** Councillor Gondek  
**Seconded by** Councillor Davison

That the Recommendations be amended by adding a new Recommendation 2 as follows, and by renumbering the Recommendations accordingly:

"2. Direct Administration to run the same scenario in Point 1 with a 49/51 residential to non-residential split, returning to the 2019 April 08 Combined Council Meeting with two property tax bylaw options."

**RECORDED VOTE**

For: (11): Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (4): Mayor Nenshi, Councillor Demong, Councillor Farkas, and Councillor Woolley

**MOTION CARRIED**

**Moved by** Councillor Gondek  
**Seconded by** Councillor Carra

That the Recommendations be amended by adding a new Recommendation 9, as follows:

"9. Add the Tax Shift Response plan as a standing Item to the Priorities and Finance Committee Agendas for the remainder of 2019."

Against: Councillor Farkas and Councillor Woolley

**MOTION CARRIED**

**Moved by** Mayor Nenshi  
**Seconded by** Councillor Davison

That with respect to Report C2019-0352, Recommendation 10, as follows, be referred to the 2019 April 02 Regular Meeting of the Priorities and Finance Committee:

"10. Establish a working group of the Priorities and Finance Committee to steward the work and report back to Council with updates on an as needed basis."

**MOTION CARRIED**

Pursuant to Section 6(1) of the Procedure Bylaw 35M2017, as amended, Section 79 be suspended, by general consent, in order that Council may



complete the remainder of the agenda prior to the scheduled adjournment time.

**Moved by** Councillor Demong  
**Seconded by** Councillor Woolley

That the Recommendations be amended by adding a new Recommendation 11, as follows:

"11. Council reconsider its decision from the Minutes of the March 04 Special Meeting of Council, with respect to Report to VR2019-0013 and the approval of financial strategy for all four unfunded long term projects (BMO Centre expansion, Event Centre, one phase of Arts Common, and Multi-Sport Field House) as it relates to the transfer from the Fiscal Stability Reserve."

#### ROLL CALL VOTE

For: (4): Councillor Demong, Councillor Farkas, Councillor Farrell, and Councillor Woolley

Against: (11): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

**MOTION DEFEATED**

**Moved by** Councillor Woolley  
**Seconded by** Councillor Chahal

That the Recommendations be amended by adding a new Recommendation 12, as follows:

"12. Direct that Administration prepare the 2019 tax rate bylaw for Councils consideration at the 2019 April 08 Combined Meeting of Council based on Scenario 3 and consider Scenario 3 for 2020, 2021 and 2022."

#### RECORDED VOTE

For: (4): Councillor Chahal, Councillor Demong, Councillor Keating, and Councillor Woolley

Against: (11): Mayor Nenshi, Councillor Carra, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Magliocca, and Councillor Sutherland

**MOTION DEFEATED**

**Moved by** Mayor Nenshi  
**Seconded by** Councillor Jones

That with respect to Report C2019-0352, the following Recommendation 1, be adopted:

1. Direct Administration to prepare a 2019 property tax rate bylaw for Council's consideration on 2019 April 08 – starting with the One Calgary approved budget, and applying tax room of \$27 million to the municipal non-residential property tax in 2019 – effectively producing a residential municipal tax rate increase of 6.67% and a non-residential municipal tax rate decrease of 1.77% in 2019.

#### ROLL CALL VOTE

For: (8): Mayor Nenshi, Councillor Carra, Councillor Colley-Urquhart, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Jones, and Councillor Keating

Against: (7): Councillor Chahal, Councillor Chu, Councillor Demong, Councillor Farkas, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

**MOTION CARRIED**

**Moved by** Mayor Nenshi  
**Seconded by** Councillor Jones

That with respect to Report C2019-0352, the following Recommendation 2 be adopted, **as amended**:

**2. Direct Administration to run the same scenario in Point 1 with a 49/51 residential to non-residential split, returning to the 2019 April 08 Combined Council Meeting with two property tax bylaw options.**

#### ROLL CALL VOTE

For: (10): Councillor Carra, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (5): Mayor Nenshi, Councillor Chahal, Councillor Demong, Councillor Farkas, and Councillor Woolley

**MOTION CARRIED**

**Moved by** Mayor Nenshi  
**Seconded by** Councillor Jones

That with respect to Report C2019-0352, the following Recommendation 3 be adopted:

3. Direct Administration to use an indicative rate increase of zero per cent for non-residential properties for 2020, 2021, and 2022 and 3.59% (2020), 3.72% (2021) and 3.83% (2022) for residential properties in preparing the annual budget adjustments for 2020 to 2022s.

#### ROLL CALL VOTE

For: (4): Mayor Nenshi, Councillor Carra, Councillor Farrell, and Councillor Jones

Against: (11): Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

**MOTION DEFEATED**

**Moved by** Mayor Nenshi  
**Seconded by** Councillor Jones

That with respect to Report C2019-0352, the following Recommendation 4 be adopted:

4. Direct Administration to develop criteria and process for a Small Business Sustainment Grant to a maximum of \$70.9 million of one-time funding (\$44 million from the Fiscal Stability reserve, and \$26.9 million from the 2017 and 2018 Phased Tax Program funding not required due to appeal resolutions), returning to the Priorities and Finance Committee on 14 May 2019.

ROLL CALL VOTE

For: (9): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Jones, and Councillor Woolley

Against: (6): Councillor Chu, Councillor Davison, Councillor Gondek, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

**MOTION CARRIED**

**Moved by** Mayor Nenshi  
**Seconded by** Councillor Jones

That with respect to Report C2019-0352, the following Recommendation 5 be adopted:

5. Direct Administration to continue its work on maximizing value from our assets, returning to the Priorities and Finance Committee with an update on 04 June 2019.

ROLL CALL VOTE

For: (11): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (4): Councillor Demong, Councillor Farkas, Councillor Jones, and Councillor Woolley

**MOTION CARRIED**

**Moved by** Mayor Nenshi  
**Seconded by** Councillor Jones

That with respect to Report C2019-0352, the following Recommendation 6 be adopted:

6. Direct Administration to explore the creation of a small business assessment class for implementation in 2021 reporting back to the Priorities and Finance Committee in 2019 June.

**ROLL CALL VOTE**

For: (10): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Jones, Councillor Keating, Councillor Sutherland, and Councillor Woolley

Against: (5): Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Gondek, and Councillor Magliocca

**MOTION CARRIED**

**Moved by** Mayor Nenshi  
**Seconded by** Councillor Jones

That with respect to Report C2019-0352, the following Recommendation 7 be adopted:

7. Direct Administration to further refine and update the proposed roles and responsibilities of the Financial Task Force and bring an updated Terms of Reference for the Financial Task Force for discussion and consideration of the Priorities and Finance Committee no later than June, 2019.

**MOTION CARRIED**

**Moved by** Mayor Nenshi  
**Seconded by** Councillor Jones

That with respect to Report C2019-0352, the following Recommendation 8 be adopted:

8. Direct Administration to report back to Special Council (One Calgary Adjustments) on November 12, 2019 with an update on the status of the Downtown Tax Redistribution in consideration of the 2020 Property Assessment Roll.

**ROLL CALL VOTE**

For: (15): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

**MOTION CARRIED**

**Moved by** Mayor Nenshi  
**Seconded by** Councillor Jones

That with respect to Report C2019-0352, the following Recommendation 9 be adopted, **as amended**:

**9. Add the Tax Shift Response plan as a standing Item to the Priorities and Finance Committee Agendas for the remainder of 2019.**

**MOTION CARRIED**

Pursuant to Section 121 of the Procedure Bylaw 35M2017, as amended, Council permitted, by general consent, Councillor Farkas to change his vote from the negative to the affirmative.

Mayor Nenshi resumed the Chair at 6:42 p.m. immediately following the vote on Item C2019-0352 and Councillor Colley-Urquhart returned to her regular seat in Council.

**Moved by** Councillor Farkas  
**Seconded by** Councillor Demong

That with respect to Report C2019-0352, the following Motion Arising be adopted:

That Council direct the Administration to provide operating budget reduction options/scenarios (equating to a budget freeze) as part of the One Calgary mid-cycle budget deliberations.

Against: Councillor Carra and Councillor Farrell

**MOTION CARRIED**

The Chair ruled Councillor Gondek's proposed Motion Arising out of order.

**Moved by** Councillor Gondek  
**Seconded by** Councillor Chu

That the ruling of the Chair, on Councillor Gondek's proposed Motion Arising be appealed.

**ROLL CALL VOTE**

For: (8): Councillor Carra, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Gondek, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (7): Mayor Nenshi, Councillor Chahal, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Jones, and Councillor Woolley

**MOTION CARRIED**

Mayor Nenshi rose on a Question of Privilege with respect to the conduct of an individual Member of Council.

**Moved by** Councillor Gondek  
**Seconded by** Councillor Chu

That with respect to Report C2019-0352, the following Motion Arising be adopted:

That Council Direct Administration to develop criteria and process for a Residential Property Tax Rebate Program to a maximum of \$70.9 million of one-time funding for 2019 (\$44 million from the Fiscal Stability reserve, and \$26.9 million from the 2017 and 2018 Phased Tax Program funding not required due to appeal resolutions), returning to the Priorities and Finance Committee on 14 May 2019.

#### ROLL CALL VOTE

For: (9): Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farkas, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (6): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Demong, Councillor Farrell, and Councillor Woolley

**MOTION CARRIED**

Final Motion as adopted:

**Moved by** Mayor Nenshi  
**Seconded by** Councillor Jones

The with respect to Report C2019-0352, the following Recommendations 1,2,4,5,6,7,8 and 9 were adopted:

1. Direct Administration to prepare a 2019 property tax rate bylaw for Council's consideration on 2019 April 08 – starting with the One Calgary approved budget, and applying tax room of \$27 million to the municipal non-residential property tax in 2019 – effectively producing a residential municipal tax rate increase of 6.67% and a non-residential municipal tax rate decrease of 1.77% in 2019; and
2. Direct Administration to run the same scenario in Point 1 with a 49/51 residential to non-residential split, returning to the 2019 April 08 Combined Council Meeting with two property tax bylaw options.
3. Motion Lost.
4. Direct Administration to develop criteria and process for a Small Business Sustainment Grant to a maximum of \$70.9 million of one-time funding (\$44 million from the Fiscal Stability reserve, and \$26.9 million from the 2017 and 2018 Phased Tax Program funding not required due to appeal resolutions), returning to the Priorities and Finance Committee on 14 May 2019;
5. Direct Administration to continue its work on maximizing value from our assets, returning to Priorities and Finance Committee with an update on 04 June 2019;

6. Direct Administration to explore the creation of a small business assessment class for implementation in 2021 reporting back to the Priorities and Finance Committee in 2019 June;

7. Direct Administration to further refine and update the proposed roles and responsibilities of the Financial Task Force and bring an updated Terms of Reference for the Financial Task Force for discussion and consideration of the Priorities and Finance Committee no later than June, 2019;

8. Direct Administration to report back to Special Council (One Calgary Adjustments) on November 12, 2019 with an update on the status of the Downtown Tax Redistribution in consideration of the 2020 Property Assessment Roll; and

9. Add the Tax Shift Response plan as a standing item to the Priorities and Finance Committee Agendas for the remainder of 2019.

10. Referred - "Establish a working group of the Priorities and Finance Committee to steward the work and report back to Council with updates on an as needed basis." to the 2019 April 02 Priorities and Finance Committee.

#### 9.3 COMMITTEE REPORTS

None

#### 10. ITEMS DIRECTLY TO COUNCIL

##### 10.1 NOTICE(S) OF MOTION

10.1.1 Alleviating the Tax Burden on Businesses and Creating Tax Equity Through Budget Reductions - C2019-0358

This item was filed at Confirmation of the Agenda.

##### 10.2 BYLAW TABULATIONS

None

##### 10.3 MISCELLANEOUS BUSINESS

None

#### 11. URGENT BUSINESS

None

#### 12. CONFIDENTIAL ITEMS

None

##### 12.1 CONSENT AGENDA

##### 12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

12.3 URGENT BUSINESS

None

13. ADMINISTRATIVE INQUIRIES

None

14. ADJOURNMENT

**Moved by** Councillor Jones

**Seconded by** Councillor Colley-Urquhart

That this Council adjourn at 7:11 p.m.

ROLL CALL VOTE

For: (15): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

**MOTION CARRIED**

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MAYOR

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CITY CLERK



**Utilities & Environmental Protection Report to  
SPC on Utilities and Corporate Services  
2019 March 20**

**ISC: UNRESTRICTED  
UCS2019-0365**

## **Waste Management Storage Site Operational Practices – Interim Approach to Address Safety Risks**

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### **EXECUTIVE SUMMARY**

Proper waste management, including recycling, is important for both Calgarians and Albertans. Public expectations continue to expand around having services and facilities to support garbage disposal, hazardous waste management, recyclables diversion, and composting. Along with these increasing business opportunities, is the need to ensure companies operating in the waste and recycling sector do so safely, adhering to regulatory requirements and reasonable standards.

In November 2018, Council brought forward Notice of Motion C2018-1356 that highlighted situations in the sector where Waste Management Storage Site operations may present a risk to public safety through such practices as materials not being moved in a timely manner and large amounts of waste being improperly stored. This report responds to Council's direction to Administration to report back on an interim approach to minimize the safety risks of these operations, in advance of reporting back in Q4 2019 with recommendations to further limit safety and liability risks through the establishment of potential policy and regulatory requirements.

Administration has completed the following actions to provide improved assurance that safety risks are being managed in the interim:

- Identified six Waste Management Storage Sites that meet the working definition and are included in the scope of the initial work.
- Assessed the jurisdictional authorities of the Government of Alberta and The City of Calgary (The City), Attachment 1.
- Assessed the history of safety incidents that have occurred at the identified sites.
- Conducted development permit and Alberta Fire Code compliance inspections on all identified sites to understand current state.
- Initiated discussions to enhance coordination between Alberta Environment and Parks (AEP) and The City on the regulation of these sites.

Early analysis has shown that AEP regulates these sites through notification requirements under the Activities Designation Regulation and that no provincial environmental legislation applies specifically to the operation of Waste Management Storage Sites; and The City's authorities are land use development permit and business licensing, and enforcement of the Alberta Fire Code. Of The City's authorities and practices, the Alberta Fire Code is the mechanism by which The City influences the safe operation of Waste Management Storage Sites through the oversight of stockpile content, height and/or separation.

To that end, the historical review of safety incidents and recent Alberta Fire Code inspections has confirmed three sites with active Alberta Fire Code compliance issues. The City's interim approach to minimizing the safety risks of these operations is addressed through identification of these sites, and Calgary Fire Department initiating enforcement actions and actively working with the businesses to address outstanding safety concerns.

Additional early findings have identified gaps or challenges related to the definition, identification and approval of existing and new Waste Management Storage Sites, as well as the absence of

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regulations to govern their operations. Longer term solutions will be investigated and informed by industry, municipal and provincial best practices review, with recommendations provided in Q4 2019, as directed by Council.

**ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Utilities and Corporate Services:  
1. Receive this report for information

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**RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED  
2019 MARCH 20:**

**That Council** receive Report UCS2019-0365 for information.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2018 November 19, Council brought forward a Notice of Motion C2018-1356 on Waste Management Storage Site Operational Practices, directing Administration to report back through Standing Policy Committee (SPC) on Utilities and Corporate Services no later than Q1 2019 on an interim approach to minimize the safety risks of these operations.

Administration was also directed to return no later than Q4 2019 with a scoping report on The City's authority to use existing controls to limit the safety hazard, risk and liability of The City of Calgary from the operation of Waste Management Storage Sites; and recommendations for potential policy and potential regulatory requirements to standardize practices that reflect best practices.

**BACKGROUND**

The Waste and Recycling Industry Value Chain consists of public and private companies providing services and facilities to support garbage disposal, hazardous waste management, recyclables diversion, composting, hauling, and landfilling. Within this Value Chain are companies that operate Waste Management Storage Sites where materials are collected or received from multiple sources, sorted, and then either sold for recycling or sent to landfill. At some of these sites, operational practices have resulted in fires; non-compliance with the Alberta Fire Code with regards to stockpile content, height, and/or separation; and concerns for public safety. Other concerns raised include impacts on adjacent properties, and risk of landowner and potential City financial liabilities. The effective regulation of the operation of Waste Management Storage Sites by the Government of Alberta and The City of Calgary is required to minimize these and other risks.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

To minimize potential safety risks associated with Waste Management Storage Sites, the interim approach includes:

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- Assessing the jurisdictional authorities of the Government of Alberta and The City.
- Identifying Waste Management Storage Sites.
- Assessing the number of safety incidents at identified sites.
- Conducting development permit and Alberta Fire Code compliance inspections.
- Initiating discussions to enhance coordination between AEP and The City.

*Jurisdictional Authorities*

Administration has begun to assess the authorities and regulatory framework governing Waste Management Storage Sites. A summary of these authorities is provided in Attachment 1. Some initial gaps have been identified related to the definition and approval of sites, and the oversight of site operations.

Under provincial legislation, no approval is required for these sites; an operator is only required to notify AEP of their operation. AEP does not have operational requirements specific to Waste Management Storage Sites; however, as with all businesses operating in Alberta, these sites must comply with general environmental provisions set out by provincial legislation. If there is a contravention of the provincial legislation, such as a contaminant release or the facility is accepting hazardous waste, AEP can issue enforcement orders and environmental protection orders to remedy the situation.

Current City authorities for these sites are limited to land use development permit and business licensing, and enforcement of the Alberta Fire Code. The City does not have operational requirements for these sites.

*Identification of Sites*

The analysis of the regulatory context identified issues with how these sites are defined and identified. While Waste Management Storage Site is the term used for these operations in this initial assessment, the existing terminology in the Waste Control Regulations is 'Storage Site'.

For this initial assessment, The City has defined Waste Management Storage Site as any site with an AEP notification, and limited the initial scope to locations within Calgary boundaries. Currently there are six sites identified. The City will continue to refine this categorization and add new sites, as identified.

Administration also identified inconsistencies on how existing and new Waste Management Storage Sites are approved by The City and subsequently regulated by the Province. There is currently limited coordination with the Province and The City in regards to the approval of these sites. Under Land Use Bylaw 1P2007, Waste Management Storage Sites can be accommodated under several use definitions, none of which reference Subdivision and Development Regulation setback requirements. This poses a challenge in identifying new sites with setback requirements and better regulating the location of Waste Management Storage Sites in Calgary. Additional analysis will form part of the Q4 report.

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Compliance Inspections

The City has current authorities to oversee these six sites through the Land Use Bylaw and enforcement of the Alberta Fire Code. The Land Use Bylaw (1P2007) gives The City authority over the specific type of development that can occur on the site. The Alberta Fire Code is provincial jurisdiction and has clear rules with respect to stockpile content, height, separation, etc. The City is enabled through the designation of safety code officers to ensure compliance with the Code.

The City recently conducted compliance inspections for the development permits and Alberta Fire Code for all identified sites. Of the six sites currently identified as Waste Management Storage Sites, all six were in compliance with their development permit, and three out of six have non-compliances identified with the Alberta Fire Code. Enforcement actions are underway for the Alberta Fire Code non-compliances.

None of the six sites have AEP enforcement orders against them.

Enhanced Coordination between AEP and The City

Administration has initiated discussion with AEP on our respective regulatory frameworks for Waste Management Storage Sites. Areas of discussion included identification of sites and site operations oversight.

The City has means to identify sites through development permit and business licensing processes. Provincially, AEP maintains a list of the sites for which a notification has been submitted. Effective and coordinated approval and regulation of the operation of Waste Management Storage Sites by the Province and The City is required to mitigate potential risks related to site identification. Given the current challenges in regulating new Waste Management Storage Sites through The City of Calgary Land Use Bylaw, the Province and The City have agreed to inform one another, as an interim measure, when either jurisdiction is aware of a new application request.

The City can inspect sites to ensure compliance with development permits and the Alberta Fire Code. AEP can also inspect sites, but does not do this routinely. Inspections are often only initiated if there is a public complaint.

Through these early discussions, AEP and The City have identified potential opportunities to enhance coordination on identification and approval processes, and operational oversight of Waste Management Storage Sites. These opportunities will be further investigated and described in the Q4 report.

Ongoing Actions

Additional sites of interest may be identified as The City works to identify best practices, further controls and potential policy and regulatory changes to improve the safe management of Waste Management Storage Sites. These sites will undergo development permit and Alberta Fire Code compliance inspections, and enforcement and corrective actions for non-compliances will be

## **Waste Management Storage Site Operational Practices - Interim Approach to Address Safety Risks**

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monitored. In addition, if Administration identifies immediate actions that can be taken to improve processes or reduce risk related to Waste Management Storage Sites, these may be implemented prior to the subsequent report in Q4 2019.

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

In support of this report, Administration has established an internal working group with representatives from Calgary Building Services, Calgary Growth Strategies, Environmental & Safety Management, Calgary Fire Department, Intergovernmental & Corporate Strategy, Law, and Waste & Recycling Services, and engaged with AEP. Additional engagement will be on-going with AEP and initiated with regional partners, industry, and others, as necessary, in support of the Q4 report.

### **Strategic Alignment**

This report aligns with the 2019-2022 Citizen Priorities of: A Prosperous City, A City of Safe & Inspiring Neighbourhoods, and A Healthy & Green City.

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

Waste Management Storage Sites provide positive environmental benefits by supporting citizen and industry recycling efforts to better manage their full waste stream; however, these sites may also potentially negatively impact the environment by contributing to air, land, and water contamination if not properly operated.

Socially, there may be increased public safety risks associated with contamination and fires, both to citizens and first responders, especially where the materials may not be clearly identified. The sites may also become neighborhood eyesores.

Economically, Waste Management Storage Sites support economic wellbeing and growth as businesses remain viable and continue to enter the sector; however, sites may lead to potential financial liabilities for landowners and The City if cleanup of abandoned sites and materials is required.

### **Financial Capacity**

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

The actions taken in support of this report have been achieved within current operating budgets. The Q4 report will identify any potential impacts on future budgets.

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

The actions taken in support of this report have no impact on current capital budgets. The Q4 report will identify any potential impacts on future budgets.

### **Risk Assessment**

The current steps of identification of sites, on-site inspections, and enhanced coordination with AEP provide interim mitigation of the safety risks potentially posed by these operations until

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additional analysis and recommendations can be made on process, policy, and/or regulatory improvements in Q4.

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

This report provides Committee with information on the interim steps The City has taken to minimize safety risks at identified Waste Management Storage Sites within the current regulatory environment.

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

1. Attachment 1 – Regulatory Authorities Applicable to Waste Management Storage Site Operations

## Regulatory Authorities Applicable to Waste Management Storage Site Operations

Jurisdiction	Legislative Authority	Regulation
Government of Alberta (Alberta Environment and Parks (AEP))	Environmental Protection and Enhancement Act (EPEA)	The primary act in Alberta through which various aspects of the environment are regulated. This act provides enabling provisions allowing for regulations covering waste control and activities approvals and also contains provisions concerning inspections and offenses for non-compliance with the act including contamination release and remediation.
Government of Alberta (AEP)	Waste Control Regulation	Provides definitions of waste and the types of waste management facilities. Regulates the disposal of hazardous and non-hazardous wastes, but does not address the interim storage of non-hazardous waste.  The definition of waste excludes recyclables. A recycling facility is not a waste management facility.
Government of Alberta (AEP)	Activities Designation Regulation	Defines and designates which activities require government approvals, registrations, or notifications. Storage Sites do not require an approval and are only subject to the notice requirements laid out under the regulation.
Government of Alberta (Municipal Affairs(MA))	Municipal Government Act	The act enables municipalities to pass bylaws including bylaws respecting the safety, health and welfare of people and the protection of people and property. Among other things, it enables municipalities to regulate land use and development through the passing of land use bylaws. The act also provides the overarching authority for the Subdivision and Development Regulation, the Calgary Charter Regulation, and the Calgary Metropolitan Region Board Regulation.
Government of Alberta (MA)	Calgary Charter Regulation	Modifies the MGA to provide additional regulatory powers to the City of Calgary above and beyond those provided to other municipalities through the MGA.

Jurisdiction	Legislative Authority	Regulation
Government of Alberta (MA)	Subdivision and Development Regulation	Imposes setback requirements between various kinds of developments including with respect to distances between storage sites and schools, hospitals, food establishments, and residential use.
Government of Alberta (MA)	Calgary Metropolitan Region Board Regulation	Regulates Calgary's Growth Management Board. Requires, among other things, the preparation of a Metropolitan Region Servicing Plan to identify services required to implement the Growth Plan; support optimization of shared services; and facilitate orderly, economical and environmentally responsible growth in the Calgary Metropolitan Region.
Government of Alberta	Alberta Fire Code	Passed pursuant to the Safety Codes Act, the Fire Code sets certain safety standards which are enforced by safety codes officers (in Calgary, the Fire Department has safety codes officers who enforce the Fire Code).
City of Calgary	Business License Bylaw 32M98	Regulates operating businesses through a licensing process which imposes requirements on business operators ranging from the payment of fees and obtaining insurance, to requirements that are specific to particular businesses.
City of Calgary	Land Use Bylaw 1P2007	Regulates land use and development through approval processes.
City of Calgary	Community Standards Bylaw 5M2004	Regulates nuisances including unsightly property and providing enforcement mechanisms for bylaw officers.
City of Calgary	Waste and Recycling Bylaw 20M2001	Regulates residential and commercial waste set out for collection, and regulates City disposal of waste, but does not regulate businesses that store waste for commercial purposes. Also includes enforcement mechanisms.



**Utilities & Environmental Protection Report to  
SPC on Utilities and Corporate Services  
2019 March 20**

**ISC: UNRESTRICTED  
UCS2019-0364**

**Financial Model: Pay-As-You-Throw for the Residential Black Cart Program**

**EXECUTIVE SUMMARY**

On 2018 June 13, Waste & Recycling Services (WRS) recommended a Pay-As-You-Throw (PAYT) program with three black cart sizes and tag-a-bag. Based on this recommendation, The Standing Policy Committee on Utilities and Corporate Services (SPC on UCS) directed WRS to return with a financial model for the recommended PAYT program, including an option for tag-a-bag only. This report details findings from the financial model analysis of the recommended options.

PAYT is a solid waste management program that provides residents with the ability to pay according to the amount of waste put out for collection. Typical PAYT programs include a choice of cart size and a requirement to pay for excess waste set outside the filled cart. Excess waste is typically identified for collection using tags or stickers and is commonly referred to as “tag-a-bag”.

PAYT can improve program fairness and provide customers with choice for cart size and service level. It introduces a financial incentive to fully use waste diversion programs and reduce the amount of garbage put out for collection, which can also result in more efficient programs. PAYT may also require more investments, increasing the overall cost of the program, and create a more complex program for customers. Increased contamination of diversion programs as a result of customers focusing on reducing garbage is also a risk.

WRS developed a financial model to evaluate the costs of two PAYT program options for residential garbage:

1. Maintaining the current black cart program with the addition of tag-a-bag for excess garbage outside the black cart; and
2. Providing three black cart sizes plus the addition of tag-a-bag.

The analysis of the financial model estimated that introducing a tag-a-bag program will cost approximately \$300,000 in the first year and \$200,000 annually in subsequent years. This includes the cost of collecting and disposing of the excess garbage, which is currently embedded in the Black Cart Program charge. Based on the financial model, these costs should be recovered through the sale of tag-a-bag stickers.

For the option with three cart sizes and tag-a-bag, the costs are approximately \$11 million to \$13.5 million in the first year, which includes the capital to purchase additional cart sizes. Annual costs for subsequent years will range from \$1.5 million to \$2.5 million. The analysis also indicated that introducing any new cart sizes will result in increased program costs, including cart purchase, storage and delivery costs, and billing system changes. These costs would eventually have to be recovered through black cart charges and cart exchange fees.

WRS has estimated the revised charges for the 2020 black cart program through the financial model. If tag-a-bag is introduced, both PAYT program options would result in a \$0.10 reduction in the monthly household charge for the standard sized cart. The reduction in charge is possible due to costs associated with collecting excess garbage outside of carts, which would be funded by the tag-a-bag program.

In addition to variable carts as an option for PAYT, WRS also considered the option of using Radio Frequency Identification (RFID) technology. The use of RFID technology to track how often residents put out their cart for collection is emerging as another option for a PAYT program. WRS will develop a plan to pilot the use of RFID technology for a PAYT program.

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**ISC: UNRESTRICTED  
UCS2019-0364**

**Financial Model: Pay-As-You-Throw for the Residential Black Cart Program**

**ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Utilities & Corporate Services recommend that Council direct Administration to:

1. Implement a tag-a-bag program for residential garbage collected outside of the black cart starting no later than Q2 2020, with a price of \$3.00 per tag in 2020;
2. Bring bylaw amendments, if required, as part of the budget adjustment process in November 2019 to update the Black Cart Program charge in 2020 to adjust for excess garbage costs being recovered through tag-a-bag revenue; and
3. Develop a plan for piloting RFID technology for PAYT and report back to SPC on UCS no later than Q4 2019.

**RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED  
2019 MARCH 20:**

That the Administration Recommendations contained in Report UCS2019-0364 be adopted.

Oppositions to Recommendations 1 and 2:

Against: Councillor Farkas and Councillor Magliocca

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2018 June 13, the SPC on UCS received the Pay-As-You-Throw Program for Residential Black Cart Collection report (UCS2018-0656). Administration recommended a PAYT program with three black cart sizes and tag-a-bag. SPC on UCS referred the report back to Administration to return with a financial model for the recommended PAYT program, including an option for tag-a-bag only.

On 2018 May 28, Council approved the Waste & Recycling Services Outlook for 2018 to 2025 (UCS2018-0153). A key trend identified in this report was increasing customer expectations. One of the initiatives identified to respond to this trend was providing options for residential customers through a variable pricing program. The use of pricing tools to incentivize diversion was also identified as a step towards our target of 70 per cent waste diversion by 2025.

**BACKGROUND**

PAYT is a program where residents pay according to the amount of waste they put out. Typical PAYT programs include a choice of cart size, and a requirement to pay for excess waste set out for collection. The excess garbage bags set out for collection are identified using tags or stickers, which is commonly referred to as a "tag-a-bag" program. PAYT programs can improve fairness, provide customers with choice for cart size, and introduce a financial incentive to fully use waste diversion programs and reduce the amount of garbage put out for collection. PAYT programs can improve collection efficiency when the price is set high enough to encourage residents to reduce the amount of excess garbage they place outside of the cart. PAYT may also require more investments, increasing the overall cost of the program, and create a more complex program for

### **Financial Model: Pay-As-You-Throw for the Residential Black Cart Program**

customers. Increased contamination of diversion programs as a result of customers focusing on reducing garbage is also a risk.

With the rollout of the Green Cart Program for residential composting in 2017, Calgary implemented a full suite of residential diversion programs, enabling Calgary households to minimize the amount of garbage they put out for collection and disposal. All households currently pay the same monthly Black Cart Program charge regardless of the amount of garbage they produce. Approximately four per cent of households set out excess garbage and the cost of this service is currently paid for by all households with black cart collection. Introducing PAYT would improve fairness in the Black Cart Program.

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

#### ***Financial model***

WRS reviewed several options for PAYT programs, and assessed two options with a detailed financial model: a tag-a-bag program; and a program with three black cart sizes and tag-a-bag (Attachment 1).

This analysis found that introducing a tag-a-bag program will cost approximately \$300,000 in the first year and \$200,000 annually in subsequent years. The tag-a-bag program costs include:

- customer education and communication
- printing tags or stickers
- managing a distribution network

Based on the financial model estimates, the tag-a-bag program costs are anticipated to be recovered through the sale of tags and it is recommended that this be reflected in a reduction of the monthly black cart charges by \$0.10 in 2020. The reduction in charge would be possible due to costs associated with collecting excess garbage outside of carts, which would be funded by the tag-a-bag program.

For the option with three cart sizes (120 L, 240 L and 360 L), where smaller (120 L) and larger (360 L) cart size options are provided in addition to the tag-a-bag program, the costs are approximately \$11 million to \$13.5 million in the first year. Approximately \$10 million of the cost in the first year is the capital required to purchase additional cart sizes. In subsequent years, approximately \$1.5 million to \$2.5 million will be required annually for ongoing tag-a-bag program costs, cart replacement and exchanges, and for managing increased blue cart contamination.

One of the risks identified is that households may choose the smaller black cart option based on cost even if it is not the right size for their household, resulting in additional contamination, cart exchanges and an increase in program costs. To manage this risk, a small financial incentive or no financial incentive will be provided at the onset of the program, so that customers who select a smaller cart size do so based on the size that is appropriate for their needs. After the program is fully established, a larger financial incentive can be provided to customers with smaller carts.

The estimated residential charges for a PAYT program in 2020 are shown in Table 1. Ranges for the small and large cart charges depend on the proportion of households that switch to different cart sizes, which would be examined in more detail prior to program rollout. The charges will also depend on the pricing strategies used to encourage households to choose the appropriate cart size for their needs while promoting waste reduction, and the use of cart exchange fees. It is

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recommended that the charge for the standard black cart be reduced by \$0.10 in 2020, to reflect the costs associated with managing excess garbage being funded from the tag-a-bag program. There will be pressure on the rates for all cart sizes in future years to recover the costs of introducing new cart sizes.

Small	Standard	Large	Tag-a-Bag
\$6.00 - \$6.85	\$6.85*	\$10.00 - \$13.00	\$3.00 per bag

**Table 1: 2020 Estimated Monthly Household Charges for Three Cart Sizes and Tag-a-Bag**

*\*The current Council approved charge for Black Cart Program in 2020 is \$6.95.*

Both PAYT options would support waste diversion, and improve the transparency and fairness of charges for garbage collection and disposal. The tag-a-bag program on its own is the lower cost option. It is also likely to achieve greater collection efficiency, since households are less likely to put out excess garbage due to costs associated with the service. In instances where households regularly put out excess garbage, WRS would work with them to determine if an additional cart is required.

The benefit to the three black cart sizes and tag-a-bag option is that customers could choose the black cart size that best meets their needs. Offering a choice of additional cart sizes will require managing a large inventory of standard carts, as it is anticipated that over 100,000 standard carts would be returned. Current black carts in circulation still have roughly 10 years of useful life remaining. If these carts are returned for a different cart size, additional costs will be incurred to store the returned carts. These carts would ideally be reused, but may reach the end of their useful life while in storage. Introducing new cart sizes when the existing carts are reaching the end of their useful life could significantly reduce associated costs.

Cities that introduce multiple cart-sizes at the same time as automated collection can offset some of the capital costs for carts with efficiency savings that are realized through automated collection. Calgary has already achieved program savings due to automation, and these savings are reflected in the current black cart program charges.

***RFID technology for PAYT***

The use of radio-frequency identification (RFID) technology to track how often residents put out their cart for collection is emerging as another option for a PAYT program. The RFID chips currently in Calgary's black carts could be used to track how often a cart is emptied. With this technology, there is the potential to have monthly billing based on how often the customer puts their black cart out for collection. This is referred to as variable set-out.

Variable set-out programs are rare in North America, but as RFID technology becomes more commonly used to track carts and customer program usage, it may be used more frequently for billing. This option was not included in the financial model, as additional investigation is needed to test the accuracy of the technology and required data transfer systems. Once the accuracy of the system has been established, further work is required to develop cost estimates to rollout and sustain this program. However, since RFID chips are embedded in Calgary's existing inventory of black carts, it may be a more affordable PAYT program for Calgary than variable cart sizes. Information on RFID technology and PAYT programs is provided in Attachment 2.

## **Financial Model: Pay-As-You-Throw for the Residential Black Cart Program**

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

Customer engagement taking place in 2019 will include engagement on the topic of PAYT programs. If a PAYT program is introduced, Calgarians will require access to information about their options and responsibilities under the new program, and a communication campaign will be required to communicate the changes.

### **Strategic Alignment**

Implementing a PAYT program can provide customers with a financial incentive to reduce the amount of garbage they produce. This is accomplished by aligning the charges residents pay for garbage collection and disposal with the amount of garbage they produce, which contributes to a Healthy and Green City as well as a Well-Run City.

- Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.
- Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.

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

#### *Social*

A PAYT program may be viewed as a fairer system, as residents are only paying for the garbage they produce. It would require a behavior change by residents to purchase tags for excess garbage and/or select a cart size that is most appropriate for their household.

#### *Environmental*

A PAYT program provides an incentive to residents to optimize the diversion of waste from their black cart. Diverting waste reduces greenhouse gas emissions, redirects natural resources back into the economy, reduces environmental liability, and increases the life of landfills.

#### *Economic (External)*

A PAYT program would improve the transparency and fairness of the residential Black Cart Program by aligning the charges a resident pays with the amount of garbage their household put out for collection.

### **Financial Capacity**

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

If approved, the PAYT program will impact WRS' operating budget for 2020 and onward. A tag-a-bag program will cost approximately \$300,000 in the first year and \$200,000 annually thereafter. This would be recovered through the sale of bag tags. If smaller and larger cart size options are provided in addition to the tag-a-bag program, program costs are approximately \$2 million to \$3.5 million the first year in operating costs, and between \$1.5 million to \$2.5 million in future years, which would be recovered through program charges.

## **Financial Model: Pay-As-You-Throw for the Residential Black Cart Program**

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

A tag-a-bag program will not affect WRS' capital budget. Implementation of a three black cart size program would require the capital purchase of additional sizes of carts. The estimated total capital cost is approximately \$10 million. Cart purchases following implementation will be included in the growth plan for all cart based residential services.

### **Risk Assessment**

Risks associated with introducing tag-a-bag for excess garbage outside the black cart include:

- Residents who generate excess garbage may view PAYT as an additional cost burden. Education on how to properly divert waste to reduce household garbage, and a potential reduction in the monthly black cart program charge may help mitigate this risk.
- Households may look for other ways to get rid of excess garbage, leading to contamination of the blue and green carts, and increasing these programs' costs. Ongoing education and enforcement will be required to manage this risk.
- Increased complaints between neighbours regarding garbage may be received once there is a price on excess. WRS will mitigate this risk by dedicating additional resources to manage customer complaints and to educate households.
- The number of tags sold may not cover the cost of running the tag-a-bag program. WRS will continue to monitor the tag-a-bag program and make adjustments, as required.

In addition to the risks identified above, the following risks are associated with implementing three black cart sizes and tag-a-bag:

- Households may choose a cart size that does not meet their needs. This would result in additional cart exchanges and overall program costs. This risk would be mitigated through a comprehensive outreach program to educate households on how to choose the right size cart for their needs. Cart exchange fees or limits may also be put in place to manage the number and costs of exchanges.
- The charge for the small cart size may not meet customer expectations for a low cost option.
- There will be increased inventory of the standard cart size as a result of exchanges. The current cart sizes still have roughly 10 years of useful life remaining. Based on the estimated number of carts that may be returned, most of the returned carts would not be used again before the end of their useful life. This would result in long-term storage costs or disposal of many carts before they have served their useful life.
- The high cost of implementing this program will result in upward pressure on rates to recover the capital costs.

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

A tag-a-bag program is recommended, without additional cart sizes, as this option limits the overall cost and complexity for both customers and The City, while improving fairness for customers. Encouraging customers to put out less excess garbage will also improve collection efficiency and waste diversion.

A tag-a-bag program will allow WRS to reduce the monthly black cart program charge for households by transferring the costs for the collection and disposal of excess garbage outside

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the black cart to the tag-a-bag program. WRS is also assessing the potential for a more affordable PAYT program based on the use of RFID technology.

**ATTACHMENT(S)**

1. Attachment 1 – Financial Model for Pay-As-You-Throw Program
2. Attachment 2 – Pay-As-You-Throw and Radio Frequency Identification





# WASTE & RECYCLING SERVICES





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## 1. Introduction and Background

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On 2018 June 13, Waste & Recycling Services (WRS) presented report UCS2018-0656 “Pay-As-You-Throw Program for Residential Black Cart Collection” to the Standing Policy Committee on Utilities and Corporate Services (SPC on UCS). A Pay-As-You-Throw (PAYT) program that includes three black cart sizes and a tag-a-bag program was recommended.

SPC on UCS directed Administration to return with a financial model for the recommended PAYT program, including an option for tag-a-bag only.

This document details our financial analysis of the following scenarios:

1. Tag-a-bag for excess garbage outside the black cart.
2. Three black cart sizes and tag-a-bag.

## 2. Financial Objectives

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WRS’ financial model objectives, presented in UCS2016-0136 ‘Waste & Recycling Services Financial Model Review Summary’ were taken into consideration in building the financial model and recommending a PAYT approach for Calgary.

### **Financially and Operationally Sustainable**

A sustainable model has reliable and adequate funding for all operating, capital and long-term liability requirements. Stable funding is required to continue to provide a reliable black cart program.

### **Supports Waste Diversion**

A financial model that supports waste diversion is able to adjust to accommodate new programs and changes to existing programs. WRS will continue to develop strategies to increase waste diversion, particularly from the black cart.

### **Transparent**

A transparent model allows for easy communication between WRS, their stakeholders and customers. It creates a shared understanding of the services that WRS provides, their value and how they are funded. A transparent financial model establishes rates and fees that are justifiable, fair, and stable for the end customer. PAYT is considered to be a fair and transparent way to charge for waste.

### **Equitable**

Ensuring the model is equitable, produces rates that have no unintentional cross-customer subsidizations. This supports cost of service principles, such that recipients of a service pay the full cost for that service.

### 3. Financial Assumptions

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The following assumptions were built into the financial model.

#### 3.1 Tag-a-Bag For Excess Garbage Outside the Black Cart

- Approximately four per cent of households will likely set out excess. This estimate is based on average excess being set out by residents and results from capacity audits conducted in 2018.
- There will be a reduction in excess garbage over time as a result of tag-a-bag.
- It is likely that contamination rates in the blue and green carts will increase. Households, in an attempt to recycle more or to avoid having excess, may put items in their blue and green carts that belong in the black cart. Higher contamination in the blue carts will increase processing costs at the Materials Recovery Facility.
- Tag-a-bag will be full cost recovery.
- Tag sales will be through established City of Calgary distribution outlets.
- A one per cent commission will be paid to tag sale outlets (aligned with Calgary Transit).

#### 3.2 Three Black Cart Sizes and Tag-a-Bag

- Estimated distribution of carts to households<sup>1</sup>:
  - 20 to 25 percent will likely switch to a smaller cart size.
  - 60 to 70 per cent will likely stay with standard cart size.
  - 10 to 15 per cent will likely switch to a larger cart size.
- Estimated change in tonnage in each program<sup>2</sup>:
  - Five per cent reduction in black carts.
  - Four per cent increase in blue carts.
  - Three per cent increase in green carts.
- It is estimated that approximately 100,000 standard carts would be returned. These carts would ideally be reused, but many are likely to reach the end of their useful life while deteriorating in storage and will be recycled.
- Changes will need to be made to the current billing system to accommodate the requirements of having different cart sizes.
- Monthly contamination rates will be higher with this option compared to tag-a-bag only. In addition to attempting to recycle more or avoid having excess, households may also choose a cart size that is too small for their needs and seek other ways to dispose of extra garbage.
- Additional resources will be required to manage the program and customer requests for cart exchanges, inquiries and billing management. Changing cart sizes will require the intake and processing of the customer's request and will require changes to their customer billing information to ensure accurate reflection of their cart size.

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<sup>1</sup> Results from the August 2018 'Green Cart Wave 2 Survey' indicates that 20 per cent of households would prefer a smaller cart, while 20 per cent of households would prefer a larger cart. This was based on customer preference and did not include cost as a factor. Our estimated distribution is based on an assumption that the pricing incentive will influence the number of households that select a smaller or larger cart.

<sup>2</sup> According to Skumatz Economic Research Associates, it is estimated that recycling will increase by 5-6%, yard waste diversion will increase by 4-5% and source reduction will be by six per cent. Estimate for Calgary is a bit lower due to current level of maturity of Calgary's black cart program.

- Increased calls to 311 regarding cart changes.
- Education and public communication will be required to ensure the public is well informed on issues, including choosing the right cart size and the impact of contamination.

## 4. Findings

WRS reviewed several options for PAYT programs, and assessed two options with a detailed financial model: a tag-a-bag program; and a program with three black cart sizes and tag-a-bag. The findings from this analysis are included below.

### 4.1 Tag-a-Bag for Excess Garbage Outside the Black cart

It is estimated that a tag-a-bag program would cost \$300,000 in the first year and \$200,000 annually in subsequent years. Program costs include printing tags or stickers, establishing a distribution network, commission for retail outlets, and education and communication associated with rolling out the new program.

Based on the expected average annual costs for the program, the recommended price per garbage bag tag would be \$3.00 each.

An external scan of other municipalities' bag tag charges indicates that \$3.00 per tag is in line with what other municipalities charge. Table 1 shows a summary of tag prices in select municipalities.

Municipality	Cost Per Tag	Notes
City of Airdrie	\$3.00	
Town of Cochrane	\$3.00	
City of Toronto	\$5.11	Sold as 5 tags per sheet for \$25.55
City of Vancouver	\$2.00	Sold in strip of 5 for \$10 at City Hall and Community Centres. Sold per tag at Safeway.
Region of Peel	\$1.00	Sold as 5 tags per sheet for \$5
City of Portland	\$5.00	

**Table 1: Tag-a-Bag Price for Other Municipalities**

Approximately four per cent of households currently set out excess garbage and the cost of this service is being paid for by all households. If a tag-a-bag program is implemented, it is estimated that there will be approximately \$500,000 collection and disposal costs avoided to the Black Cart Program, through excess garbage being paid for through tag sales. If tag-a-bag is introduced, household black cart charges can be reduced by \$0.10 per month.

The tag-a-bag program has some benefits and risks:

**Benefits**

- Black cart program charge can be reduced by \$0.10 per month.
- More equitable, as costs for excess garbage are fully borne by customers who put out excess.
- Provides an outlet for households that have excess garbage outside their carts.
- May influence customer behaviour towards generating less waste and diverting waste.
- Relatively easy to implement.
- Potentially improves collection efficiencies and safety of collection staff by reducing the amount of excess garbage.
- Self-funded. It does not create any upward pressure on the black cart program charge for future years.
- This program would be compatible with a Radio Frequency Identification (RFID) based PAYT program (see Attachment 2).

**Risks**

- Increased contamination in blue and green carts, thereby increasing costs of those programs.
- Increased costs for households that generate excess waste.

**4.2 Three Black Cart Sizes and Tag-a-Bag**

The initial cost of implementing this program is estimated to range between \$11 million and \$13.5 million for operating and capital combined. About \$10 million of this cost is for cart purchase, delivery and retrieval of carts from customers who request a cart switch at roll out.

Offering a choice of additional cart sizes will require the management of Calgary's existing inventory of carts, as it is anticipated that over 100,000 of these carts would be returned. These carts would ideally be re-used, but most of these carts will likely have reached the end of their useful life and will be recycled. This further increases cart management and inventory costs.

Other significant costs associated with this option include:

- Increased penalties and reduced recycling revenue as a result of increased contamination in the blue cart.
- Education and communication costs associated with the rollout.
- 311 related costs resulting from increased calls and requests by customers and billing change requirements.

Funds required in subsequent years to run this program on an annual basis are estimated between \$1.5 million and \$2.5 million. This includes \$200,000 for the tag-a-bag portion of the program. Major cost items that will be incurred after the first year will include ongoing customer requests for cart exchanges, billing changes and costs resulting from increased blue cart contamination as a result of this program.

The following were taken into consideration when estimating charges for this option:

- **Financial sustainment** - Tag-a-bag will be self-funded, while the black cart program charges will cover the costs of the three cart size program. Capital costs will have to be recovered over a timeframe of more than one business cycle to maintain relative rate stability.
- **Balancing fairness with waste diversion** - a price differential will be established between the standard and large cart size to discourage producing excessive amounts of waste, it will be low enough to make the large cart a more affordable option than paying for excess bags outside of carts.
- **Rate Stability**- additional financial burden of implementing this program will not be placed on customers who remain with the standard cart size. Also, the full rollout costs for the program will not be recovered within this business cycle, to avoid a significant increase in customers' monthly bills.
- **Managing the risks associated with right-sizing** – one of the risks associated with offering a smaller cart size at the initial rollout of PAYT is that a lot of customers may move to a smaller cart purely to save cost, which may result in garbage being placed in the blue and green carts. To manage this risk, little financial incentive will be offered for the smaller cart at the start of the program so that customers request a smaller cart only if it suits their needs. While initial cart switches will be offered for free, a fee may be charged for subsequent cart exchanges. Rules for cart exchanges will be developed as part of implementation, if WRS receives direction to implement a three cart size program.
- **Program cost components** - about 75 per cent of black cart costs are fixed. These costs will be incurred regardless of cart size or amount of garbage the customer sets out for collection. The remaining 25 per cent of costs are variable. The variable costs are directly linked to the amount of garbage collected and landfilled. Pricing adjustments can only be made within the variable portion.

Charges for 2020 are estimated in Table 2 for a three black cart size and tag-a-bag program.

Small	Standard	Large	Tag-a-Bag
\$6.00 - \$6.85	\$6.85*	\$10.00 - \$13.00	\$3.00 per bag

**Table 2: 2020 Estimated Monthly Household Charges for Three Cart Size and Tag-a-Bag**

*\*The current Council approved charge for Black Cart Program in 2020 is \$6.95. If tag-a-bag is introduced, monthly household black cart charges can be reduced from \$6.95 to \$6.85.*

The three black cart sizes and tag-a-bag scenario has some benefits and risks.

#### **Benefits**

- Provides the most flexibility to households, as they are able to select a cart size that suits their needs.
- Customers who generate excess on a periodic basis still have an outlet for excess waste.



- Over time, pricing may be used as an incentive to encourage customers to generate less waste and also divert more.
- More equitable, as customers who generate less waste pay less, while those who generate more waste pay more.
- More affordable than tag-a-bag for households that generate more waste.
- Potentially improves collection efficiencies and safety of collection staff if customers with excess waste can place it in a larger bin instead of tag-a-bag.

### **Risks**

- Challenges associated with right-sizing, as customers may select a cart that is either too small or too big for their needs. This may result in cart switches, which could be costly both for The City and the customer.
- Increased contamination in blue and green carts, thereby increasing costs of those programs.
- The capital cost to purchase additional cart sizes is a significant portion of this program's costs and makes this an expensive option for Calgary, as a standard, automated cart collection system already exists. These high capital costs may result in upward pressure on rates to recover the capital costs.
- Potential issues from frequent changes to customer billing, due to cart exchange requests.

## **5. Recommendation**

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The recommendation is to implement a tag-a-bag program to manage excess garbage outside of carts. Use of a tag-a-bag program limits overall program costs and complexity for customers and:

- Allows for a reduction on the monthly Black Cart Program charge for households.
- Improves fairness, as customers who produce excess waste pay to manage that waste.
- May improve collection efficiency.
- May influence customers to reduce and divert waste.



## **Pay-As-You-Throw and Radio Frequency Identification (RFID)**

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The use of radio-frequency identification (RFID) technology to track how often residents put out their cart for collection is emerging as an option for a Pay-as-you-throw (PAYT) program. RFID tags can be embedded in carts and scanned by hand readers or readers on trucks to track the location and maintenance of carts, and gain information on program usage by customers. The RFID chips in Calgary's black carts could be used to track how often a cart is emptied. With this technology there is the potential to have billing based on how often carts are put out for collection. This is known as a variable set-out program.

A variable set-out program is considered more fair than a variable cart-size program because customers' bills are directly related to how much waste they generate. For this reason, it is also considered to provide a more direct incentive to customers to reduce waste. Variable set-out programs are rare in North America. RFID technology is more commonly used to track carts and customer program participation.

However, as the technology to integrate the systems that track cart data with billing systems improves, the use of RFID technology for both tracking and billing may start to be used more frequently. Currently, due to the level of accuracy required and the complexities associated with the residential billing system, the application of RFID technology to residential billing is not common.

Some communities have implemented both variable cart-sizes and variable set-out in one program (examples are included on the next page), this creates a complex program for customers and service providers. Cities that have already introduced variable cart sizes are less likely to introduce variable set-out because they already have a PAYT mechanism in place. However, cities that have not already invested in multiple sizes of carts may find that an RFID-based program is a more affordable way to introduce PAYT.

In October 2018, Canada's Ecofiscal Commission released a report that recommends municipalities implement PAYT programs, and specifically recommends an RFID-based PAYT program for Calgary<sup>1</sup>. This is because a variable set-out program creates a stronger incentive to reduce garbage, as it is more closely tied to how much garbage a household generates than a variable cart-size program.

Additional reasons why RFID technology may be a good fit for a PAYT program in Calgary include:

- Calgary black carts already have RFID tags. It would not require the purchase of any new carts.
- WRS has successfully piloted collecting cart specific data using RFID technology on trucks.

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<sup>1</sup> Canada's Ecofiscal Commission: "Cutting the Waste: How to save money while improving our solid waste systems", October 2018.

WRS is continuing to assess how an RFID technology system may be deployed for Calgary and is planning to:

- Include discussions on RFID and PAYT as part of planned customer engagement in 2019.
- Continue to research and liaise with jurisdictions that have implemented this technology to understand lessons learned.
- Review data collected from trucks using RFID to determine its reliability.
- Explore compatibility of RFID technology with the current billing system and identify changes that would be required to billing systems to facilitate RFID PAYT.
- Examine revenue forecasting and pricing options to manage potential financial risks associated with adopting RFID for PAYT.

## **RFID Technology in Other Jurisdictions**

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WRS conducted a scan of jurisdictions that have adopted RFID for PAYT. There is no known jurisdiction the size of Calgary in North America that has adopted RFID for PAYT. Findings on two jurisdictions that have adopted RFID are provided below:

### **CITY OF GRAND RAPIDS, MICHIGAN**

The City of Grand Rapids, population of 200,000, introduced a variable set-out program for garbage collection in 2012. This allows customers to be charged only when they set out their garbage cart on collection day. There is no fixed fee.

Customers have the option to choose from three cart sizes and pay for service only when their cart is tipped. A prepaid account is required for service to be provided to the customer, and price per tip is based on the size of the customer's cart. The carts are tracked using RFID, which links customer cart information to their account.

While Grand Rapids has had success with garbage reduction and waste diversion with this program, it has also had some challenges with setting costs and forecasting revenue.

### **CITY OF BEACONSFIELD, QUEBEC**

In 2016, The City of Beaconsfield, a mostly residential municipality, population of 20,000, became the first community in Canada to introduce a PAYT program using RFID technology.

Prior to 2016, garbage was collected manually and households paid a fixed fee for garbage. Households now have the option to choose from three cart sizes, and are charged both a fixed annual fee and an additional tipping fee each time they put their cart out for collection. Both the annual and tipping fees are based on the size of the customer's cart. A program to encourage backyard composting was introduced concurrently to address the large amount of yard waste generated by the community.

Beaconsfield successfully reduced garbage to landfill by 51 per cent per capita since introducing the program. Prior to implementing RFID, the community was the largest waste generator per capital on the island of Montreal, and afterwards they were the lowest. There was also a drop in



the rate of garbage set-out for collection from 86 per cent to 55 percent in the first year of implementation.

If rolling out this program again, Beaconsfield has indicated they would reconsider offering the small cart. Savings are primarily from reducing the number of carts that are set out for collection each week, and the small carts result in households putting their carts out more frequently.



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## **Waste and Recycling Services Community Recycling Depot Optimization Update**

### **EXECUTIVE SUMMARY**

The purpose of this report is to provide an update on Waste & Recycling Services' (WRS) optimization of the Community Recycling Depot (CRD) Program. The program was introduced as a pilot in 1991, with five depots located across Calgary. By 2010, WRS serviced 52 CRDs, the peak number for the program. The introduction of the Blue Cart Program and other diversion requirements decreased demand for CRD recycling over time and the number of depots has been reduced to 27.

The CRD network provides an important complement to the residential Blue Cart Program. Recent surveys indicate that more than half of CRD users are single-family residents with excess and oversized recyclables, usually cardboard, that will not fit in their blue cart. The CRD network also provides recycling opportunities for small multi-family complexes and businesses. Approximately ten per cent of recyclables collected annually by The City of Calgary (The City) are through the CRD program, making it a significant contributor toward achieving The City's goal of 70 per cent waste diverted from City landfills by 2025.

In 2019 the tax supported, net operating budget for the CRD program is \$4.5 million, which is approximately 12 per cent of the net costs for city-collected recycling. The network is serviced by four collection trucks, seven days a week and further supported by two trucks that manage garbage and illegal dumping.

WRS' CRD optimization project, initiated in 2016, has achieved approximately \$1.4 million in cost savings over the 2015-2018 business cycle which were returned to the corporate budget savings account. These cost savings are also reflected in WRS' One Calgary 2019-2022 budget. WRS also investigated the potential for collecting additional blue cart materials in blue bags outside the blue cart as an alternative to the CRD Program; however, it was determined that this would be more expensive. It would also reduce convenience for single-family residents with oversized materials and take away this diversion opportunity for small multi-family complexes and businesses.

WRS' continued monitoring and optimization of the CRD Program will identify the most suitable locations for CRDs, aligning them with neighbourhoods that access the depots most frequently. It is anticipated that this will result in a range of 4 to 5 depots per city quadrant, based on population. This will ensure continued user access and diversion opportunities, while balancing program costs.

Utilities & Environmental Protection Report to  
SPC on Utilities and Corporate Services  
2019 March 20

ISC: UNRESTRICTED  
UCS2019-0363

## **Waste and Recycling Services Community Recycling Depot Optimization Update**

### **ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee (SPC) on Utilities and Corporate Services (UCS) recommends that Council direct Administration to continue to optimize the Community Recycling Depot network and report back to SPC on UCS no later than Q1 2021 with an update.

### **RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED 2019 MARCH 20:**

That the Administration Recommendations contained in Report UCS2019-0363 be adopted.

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

In 2018, One Calgary 2019-2022 Service Plans and Budgets (C2018-1158) WRS committed to reduce Community-wide waste management programs in line with changing customer needs.

Additional historical Council direction is included as Attachment 1.

### **BACKGROUND**

In 1991, the CRD Program started as a pilot of five depot locations across Calgary. The depots were the main residential recycling program in Calgary, with residents dropping off recyclables. The pilot program was successful and, in 1992, transitioned to a full program that was integrated into WRS operations. Depot locations were selected to offer convenience for residential customers and as a result were often hosted at locations not owned by The City. As Calgary grew, the number of depots increased, reaching a maximum of 52 depots in 2010.

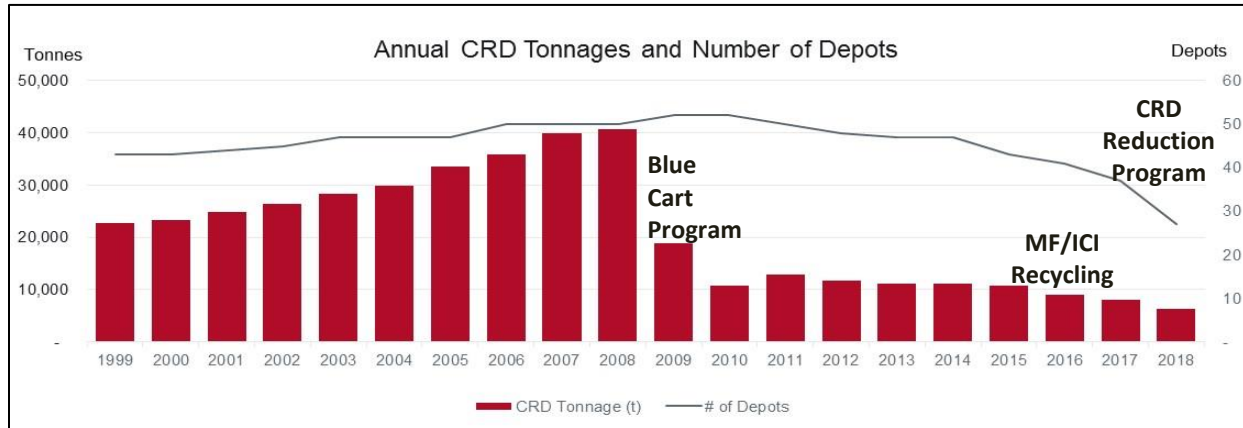
Prior to the introduction of the Blue Cart Program in 2009, the CRD Program's diversion peaked at 40,746 tonnes in 2008. In 2009, the CRD network transitioned from collecting source separated recyclables to accepting co-mingled recyclables like the Blue Cart Program. With the new single family residential curbside Blue Cart Program, WRS expected demand for recycling at the CRD network to decrease.

In 2016, WRS implemented changes to the Waste and Recycling Bylaw that required all multi-family residential complexes (UCS2014-0649 Multi-family Recycling Strategy: Bylaw 20M2001 Amendment); and business and organizations (UCS2015-0691 Industrial, Commercial and Institutional Recycling Strategy: Bylaw 20M2001Amendment) to establish onsite recycling programs. At that time WRS considered that the implementation of multi-family and business recycling bylaw could bring increased volumes to the CRD network, however, volumes further decreased.

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

In 2018, the CRD Program diverted over 6,000 tonnes of recyclables. Figure 1 shows the tonnes of materials recycled via the CRD Program and the number of depots since 1999.

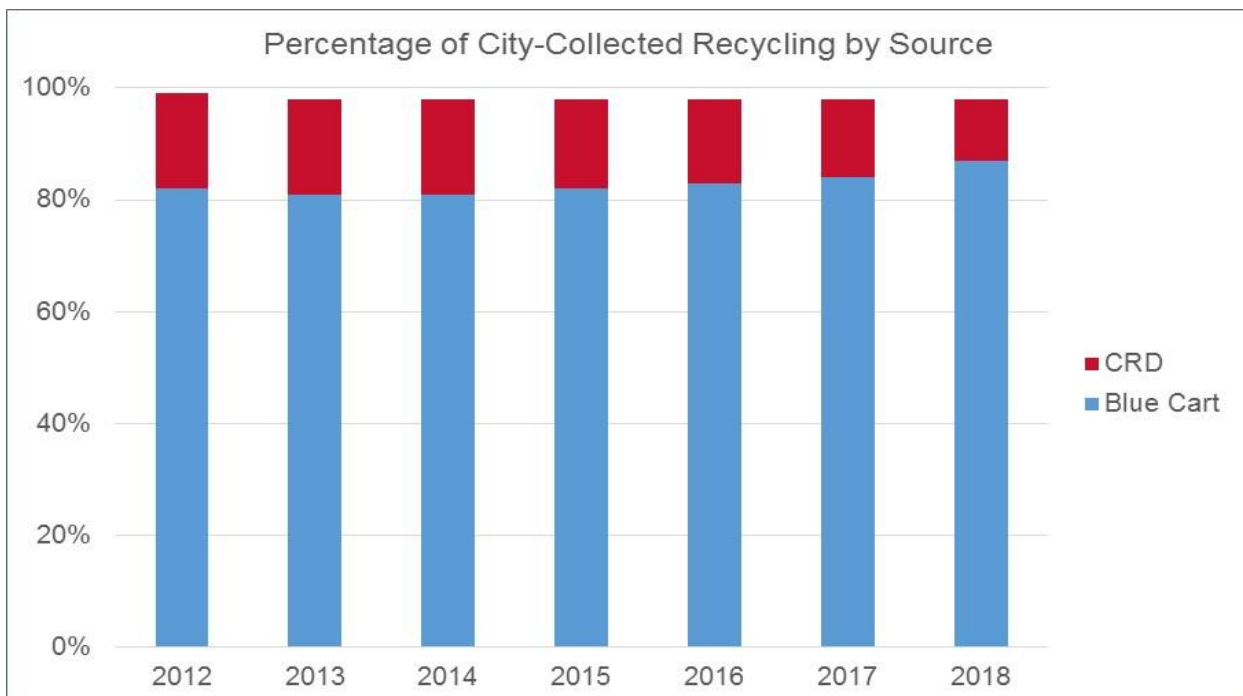
## Waste and Recycling Services Community Recycling Depot Optimization Update



**Figure 1: Annual CRD Tonnages and Number of Depots**

The 27 depots are serviced once or twice per day by four trucks, seven days a week. The program is also supported by two garbage trucks which are responsible for emptying CRD garbage containers and dealing with any illegal dumping at the sites.

Materials collected from the CRD network represent approximately 10 per cent of recyclables collected by The City annually, shown in Figure 2. Even at this decreased volume, the CRD program continues to be a significant contributor to The City's goal of 70 per cent waste diverted from City landfills by 2025.



**Figure 2: Percentage of City-collected Recycling by Source**

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**Waste and Recycling Services Community Recycling Depot Optimization Update**

Within the One Calgary 2019-2022 Service Plans and Budgets, the CRD Program continues to be tax supported. In 2019, the CRD net operating budget is \$4.5 million, with total operating costs of \$4.9 million offset by \$400,000 in revenue received from the sale of recyclables. CRD net program costs are approximately 12 per cent of the net costs for city-collected recycling.

The most recent CRD User Survey performed in 2017 found that single-family residents, with oversized cardboard and extra recyclables that do not fit in their blue cart, continue to be the primary user of the depots. CRD users are:

- 57 per cent Single family;
- 16 per cent Multi-family;
- six per cent Industrial, Commercial and Institutional (ICI); and
- 21 per cent out of city.

Use of the CRDs by both multi-family properties and business and organizations has decreased as a result of the bylaw mandating onsite recycling requirements introduced in 2016.

A 2016 CRD Waste Composition Study also noted that:

- 34 per cent of the materials collected are cardboard, a large portion is oversized; and
- 41 per cent of the materials collected are paper products.

**Community Recycling Depots Optimization Project**

In 2016, WRS initiated the CRD Optimization Project to evaluate best practices, comparing Calgary to similar municipalities, and an analysis to determine the appropriate number of depots to complement existing onsite recycling programs available across all sectors in Calgary. All mid and large sized cities in Canada that participated in the municipal scan provide some sort of recycling drop-off facility to complement onsite and curbside recycling programs. Communities like Edmonton, Vancouver and Toronto tend to offer a blended drop-off model with large scale centres distributed strategically across the city accepting a wide range of both waste and recyclables, as well as additional smaller recycling depot/bin drop off locations at a community level.

The goal of the CRD Optimization Project is to:

- ensure that the CRDs are in the best locations possible, ideally City-owned land for occupancy stability;
- size depots such that the number of bins allows for consistent service levels;
- locate depots in communities with demographics that support depot usage, for example single-family properties with larger household sizes;
- balance the ongoing community need for this recycling program with program costs; and
- reduce the number of depots to a range of 4 to 5 depots per city quadrant, based on population.

In addition to actively reducing the number of CRD locations, WRS has been reviewing opportunities to align the remaining depots with neighbourhoods that access the depots most frequently. Attachment 2 maps the CRD locations. The assessment identified that some areas of the City had more depots than were needed and so select depots have been removed or moved. WRS is also reviewing opportunities to locate and/or relocate depots to City-owned facilities to reduce the likelihood of property owners withdrawing the use of their property for a CRD.



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### Waste and Recycling Services Community Recycling Depot Optimization Update

Factors considered when determining if a CRD location should be kept, removed or relocated.

- **Site ownership.** City owned locations with compatible uses are preferable to privately owned locations.
- **Available space.** With fewer CRD locations, the remaining depots need to be optimized, with adequate space for the number of bins required to appropriately manage the volume of material generated.
- **Community demographics and depot use.** Communities with larger household sizes and more children require easier access to CRDs than communities with a higher proportion of 1 and 2 person households. Areas with a high density of very small businesses and small multi-family properties require more access to CRDs than large commercial or office tower districts

Over the course of the 2015-2018 business cycle the optimization project, combined with removal requests from property owners, has reduced the number of CRDs by eight to 27 and decreased the number of trucks servicing the depots by two, achieving \$1.4 million in cost savings. These savings were returned to the corporate budget savings account.

WRS' One Calgary 2019 - 2022 budget reductions include anticipated savings from operating reductions in the CRD Program operating budget through continued monitoring and optimization.

#### Alternative to CRDs

As an alternative to the CRD Program, WRS investigated the potential for collecting excess residential recyclable blue cart materials in blue bags outside the cart. This option requires investment in additional equipment and staff at the materials recycling facility and additional collection costs. These additional Blue Cart Program costs would exceed savings from ending the CRD Program. Also, this option would reduce recycling opportunities for small businesses and multi-family complexes and removes the option for single-family residents to easily manage oversized materials. Details of the additional costs are:

- **Processing costs:** Cascades Recovery+ estimates additional costs of \$3.2 to \$5.8 million per year to process materials from the blue bags due to the need for the bags to be opened manually and emptied by staff, subsequently slowing the sorting line.
- **Increased collection costs:** Whenever a driver leaves the truck to collect excess materials, efficiency is reduced, driver safety is at risk and costs increase. WRS estimates that four per cent of single-family residents have excess materials outside their black cart. Assuming a similar number of dwellings could set out extra recycling, the additional collection costs could increase by approximately \$750,000 to \$1.4 million annually.
- **Illegal dumping costs:** WRS currently spends approximately \$500,000 annually managing garbage and other materials that are not part of the CRD program at depots. With the elimination of CRD locations, illegal dumping may increase. Residents may also continue to leave their excess recyclables at former depot locations for a period of time.

#### Conclusion

## **Waste and Recycling Services Community Recycling Depot Optimization Update**

The CRD Program is an economical and efficient way to handle recyclables generated by household which are too big to be recycled using the Blue Cart Program, as well as, recyclables generated by small businesses and multi-family properties. WRS' continued monitoring and optimization of the CRD Program will identify the most suitable locations for CRDs ensuring user access and continued diversion opportunities, while balancing program costs.

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

WRS has completed user surveys to understand which Calgarians continue to use the CRD Program and why. These on-site user surveys provide insight into Calgarians expectations for the CRD Program.

A CRD material composition study was completed in 2017 to validate the types of materials that Calgarians said they were bringing to the CRDs for recycling. The composition study confirmed that the most commonly recycled material at CRDs is oversized and extra cardboard that will not easily fit into a blue cart.

### **Strategic Alignment**

Creating options for Calgarians to manage excess recyclables through an optimized CRD network, maximizes diversion opportunities, which contributes to the Citizen Priorities for a Healthy and Green City as well as a Well-Run City.

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

#### *Social*

Offering a variety of diversion opportunities improves the quality of life for Calgarians within their communities. Continuation of waste diversion programs, such as the CRD Program, offers accessibility and choice for recycling for single-family residents, multi-family complexes and ICI businesses, which makes Calgary a more attractive place to live and increases Calgary's reputation as an environmentally-friendly city.

#### *Environmental*

Reducing and diverting waste is a critical component of reducing Calgary's impact on land, air and water. Waste reduction and recycling reduces greenhouse gas emissions, redirects natural resources back into the economy and continues to be a significant contributor to The City's goal of 70 per cent waste diverted from City landfills by 2025.

#### *Economic (External)*

Ongoing evaluation of the CRD Program to identify efficiencies minimizes the cost of the services.

### **Financial Capacity**

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

There are no impacts to WRS operating budget with this recommendation.

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

There are no impacts to WRS capital budget with this recommendation.

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## **Waste and Recycling Services Community Recycling Depot Optimization Update**

### **Risk Assessment**

Additional reductions to the CRD network beyond planned optimization could risk an increase in recyclable materials going to landfill by making excess recyclables inconvenient to manage and reducing available options for small businesses and multi-family units to manage recyclable materials.

There is also a risk that if CRDs are eliminated, illegal dumping will increase. If the volume of recyclables received at the CRDs continues to decrease, there is a risk that costs of the program for the volume received becomes relatively expensive compared to the Blue Cart Program.

WRS is mitigating these risks through the ongoing Optimization Project

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

Calgary's CRD network remains an important service for Calgary residents with excess and oversize recyclables and small multi-family complexes and businesses looking to comply with Calgary's multi-family and ICI recycling bylaw.

Continued monitoring and optimization of the CRD Program will identify the most suitable locations for CRDs, ensuring user access and continued diversion opportunities, while balancing program costs.

### **ATTACHMENT(S)**

1. Attachment 1 – Historical Council Direction
2. Attachment 2 – Community Recycling Depot Map
3. Attachment 3 – Presentation





## **COMMUNITY RECYCLING DEPOTS (CRD) HISTORICAL COUNCIL DIRECTION**

2014 – 2015-2018 Action Plan Proposed Business Plans and Budgets (C2014-0863), WRS committed to implement the multi-family recycling strategy, which included a CRD reduction plan.

2014 – Multi-Family Recycling Strategy (UCS2014-0026) WRS was directed to develop a Community Recycling Depot reduction plan to save \$350,000. These savings were to be redirected to fund the multi-family recycling program costs and were built into the 2015-2018 budgets.

2005 – Recycling Pilot Summary Report (UE2005-40), Council directed WRS to move to a curbside recycling program that incorporates a revised depot network as a result of an approved Blue Cart Program.

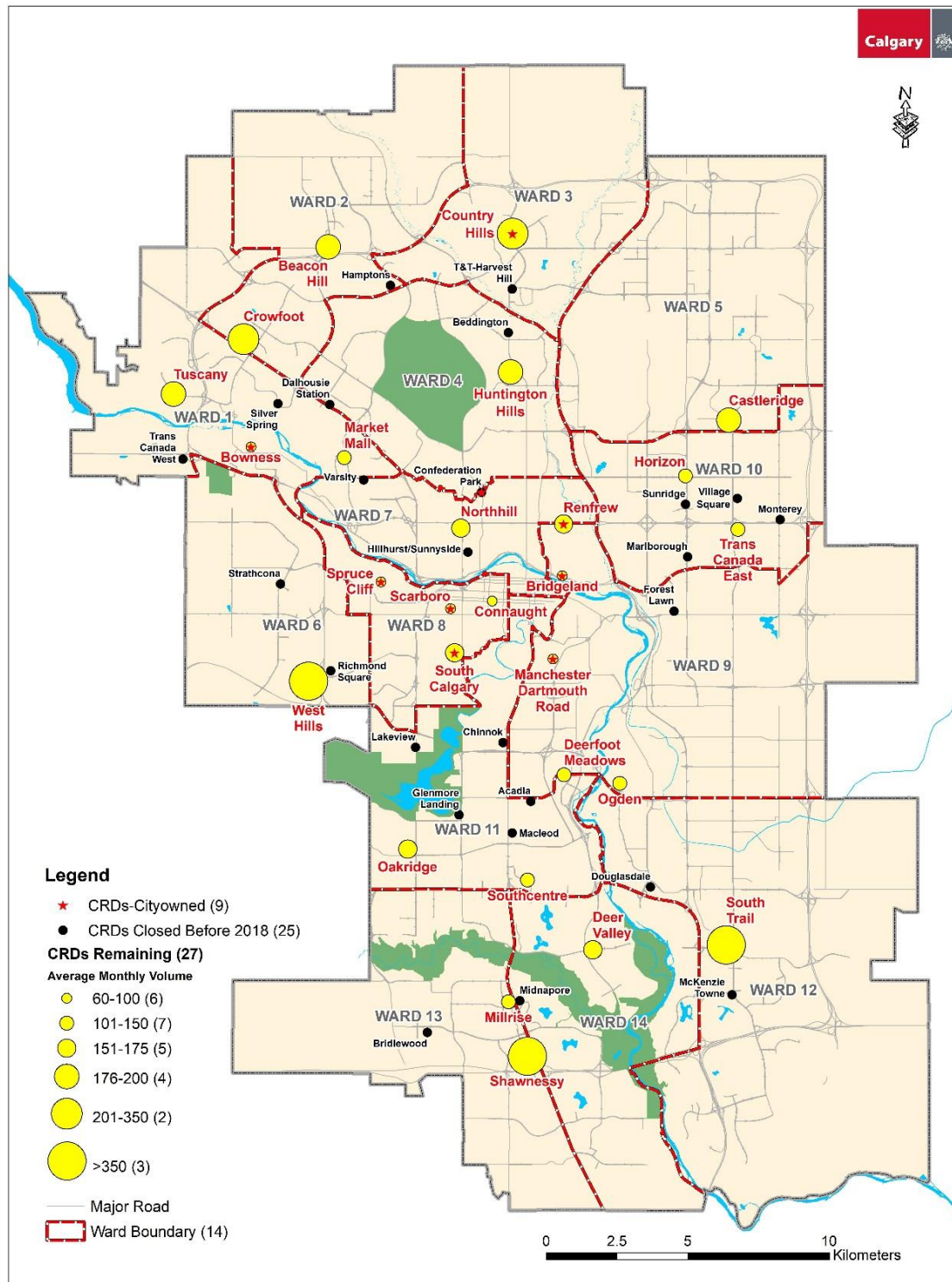
1992 – Pilot Residential Recycling Program – Final Report (FB92-17), Council approved a city-wide drop off program for recyclables.

1991 – 1992 Interim Financing – Pilot Recycling Program (FB91-08), Council approved additional budget for WRS to continue the pilot of drop-off CRD recycling.

1990 – Status Report – Pilot Residential Recycling Program (OD90-72), WRS obtains Council permission to pilot drop-off CRD recycling and curbside collection at five locations.



## Community Recycling Depot Map









# *Waste & Recycling Services Community Recycling Depot Optimization Update*

Standing Policy Committee on Utilities and Corporate Services

UCS2019-0363

2019 March 20

*ICS: Unrestricted*





# Overview

- Program Overview
- Optimization Project
- Alternative
- Next Steps: monitor and optimize

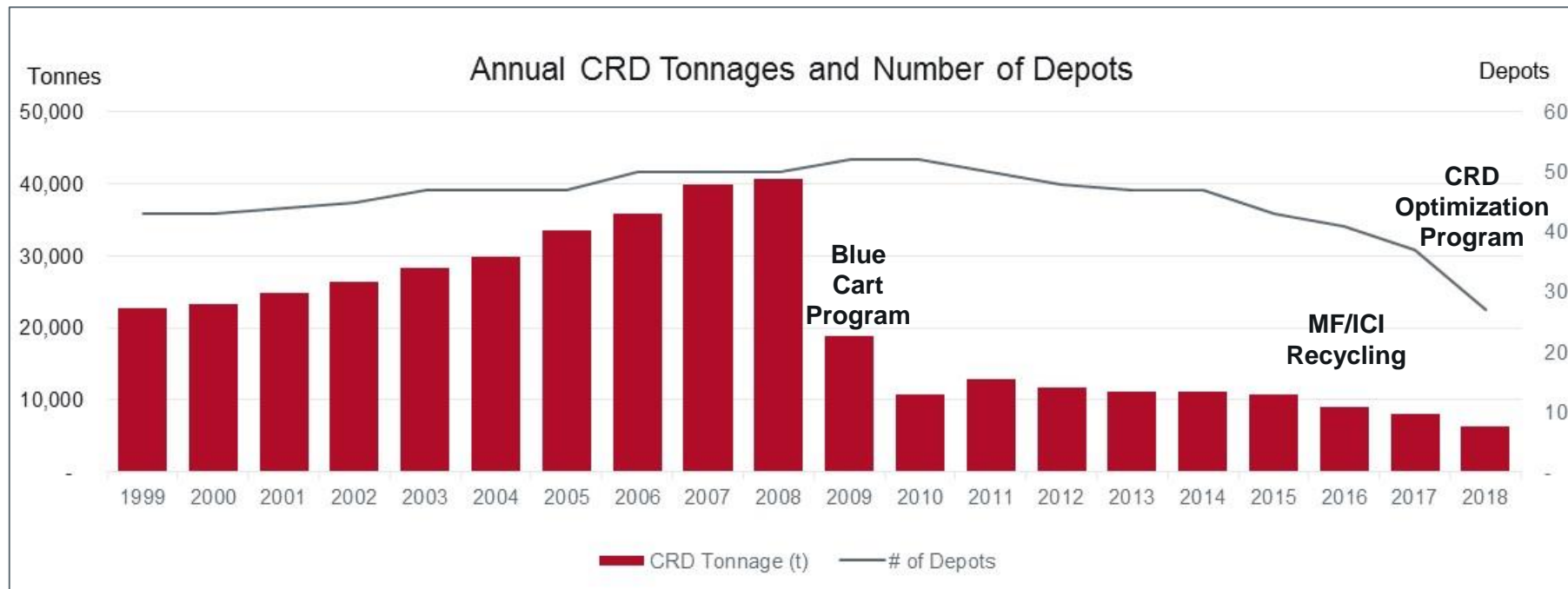


# CRD Program Details

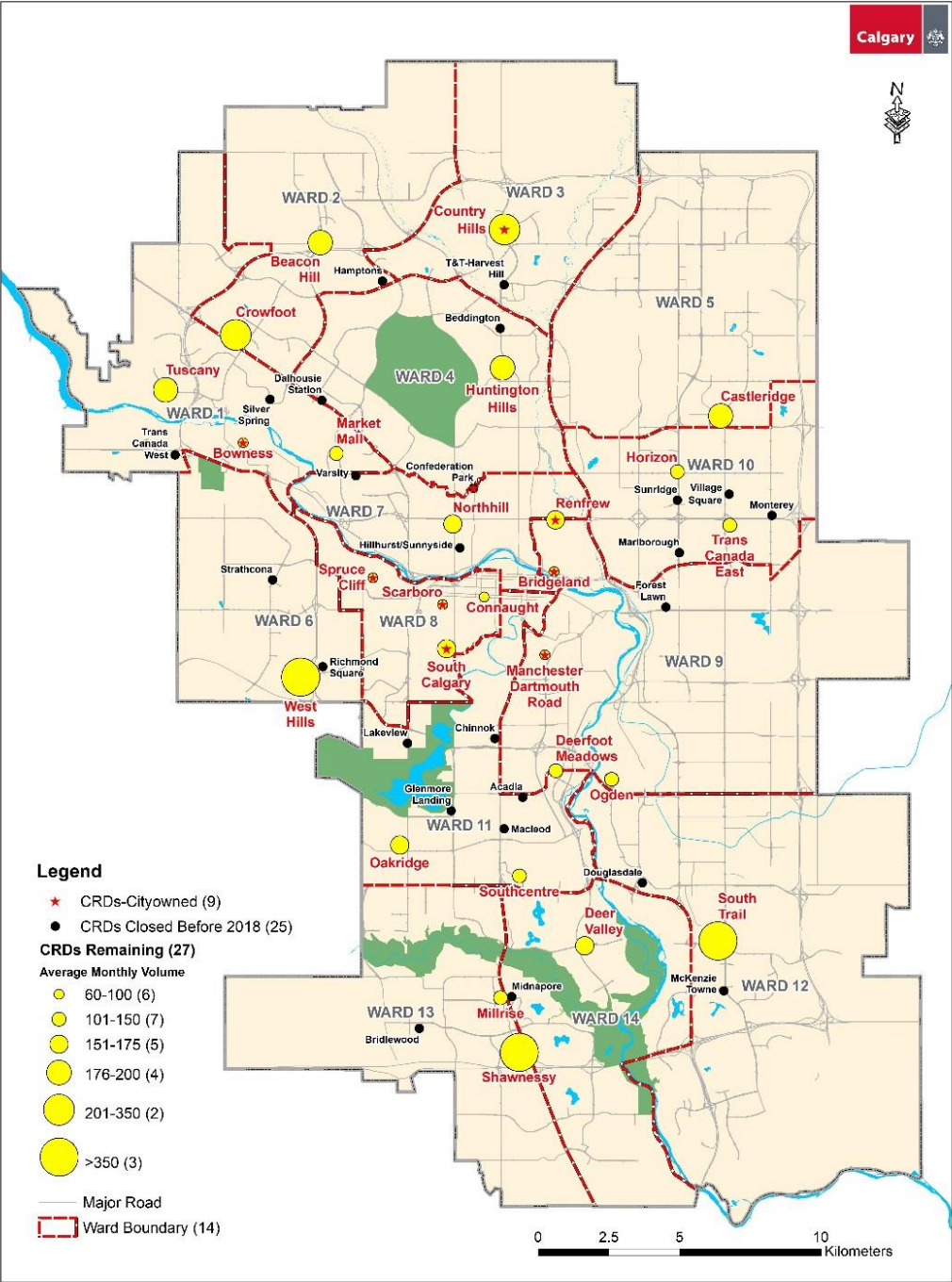


# CRD Program History

- Started in 1991: 5 depots
- Peak in 2008: 52 depots & over 40,000 tonnes
- New programs and other diversion requirements have reduced CRD volumes
- Depots closed through attrition and optimization project

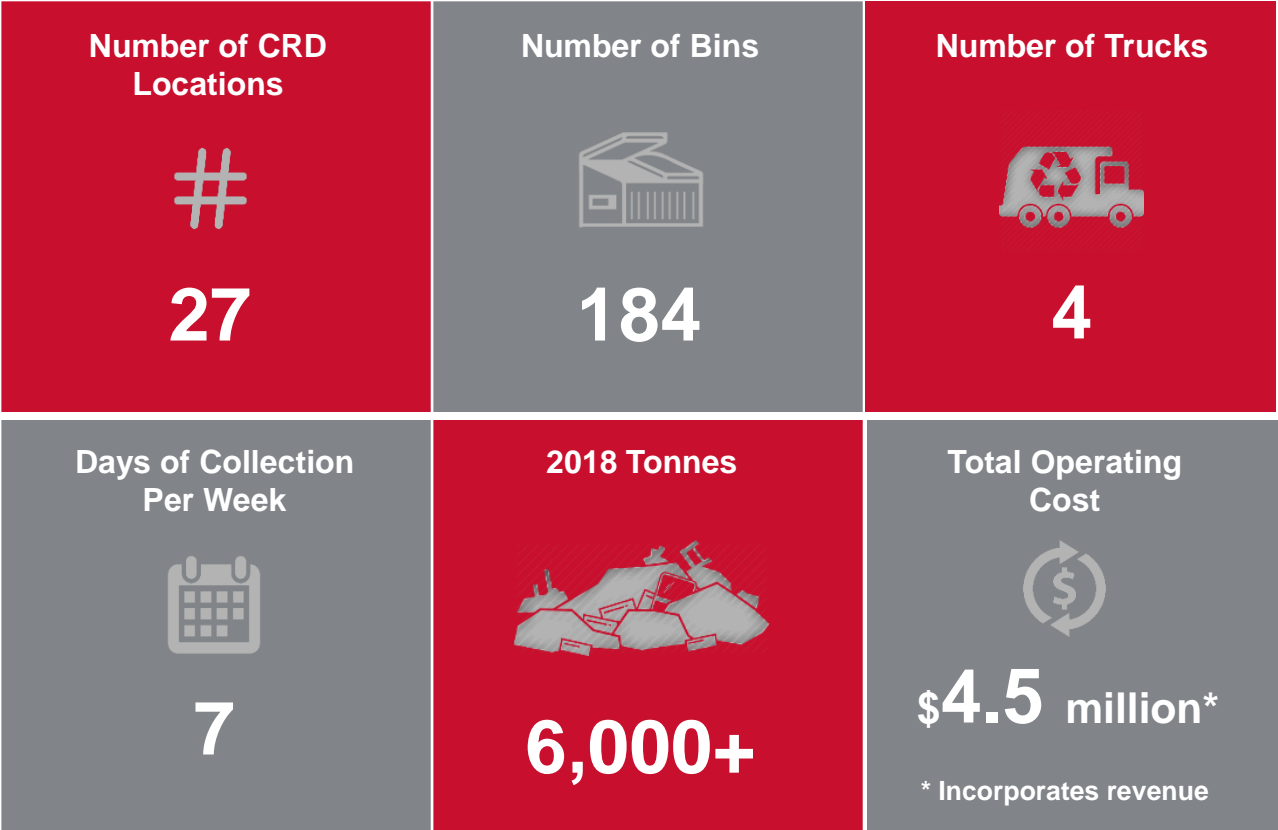


# CRD Network Map





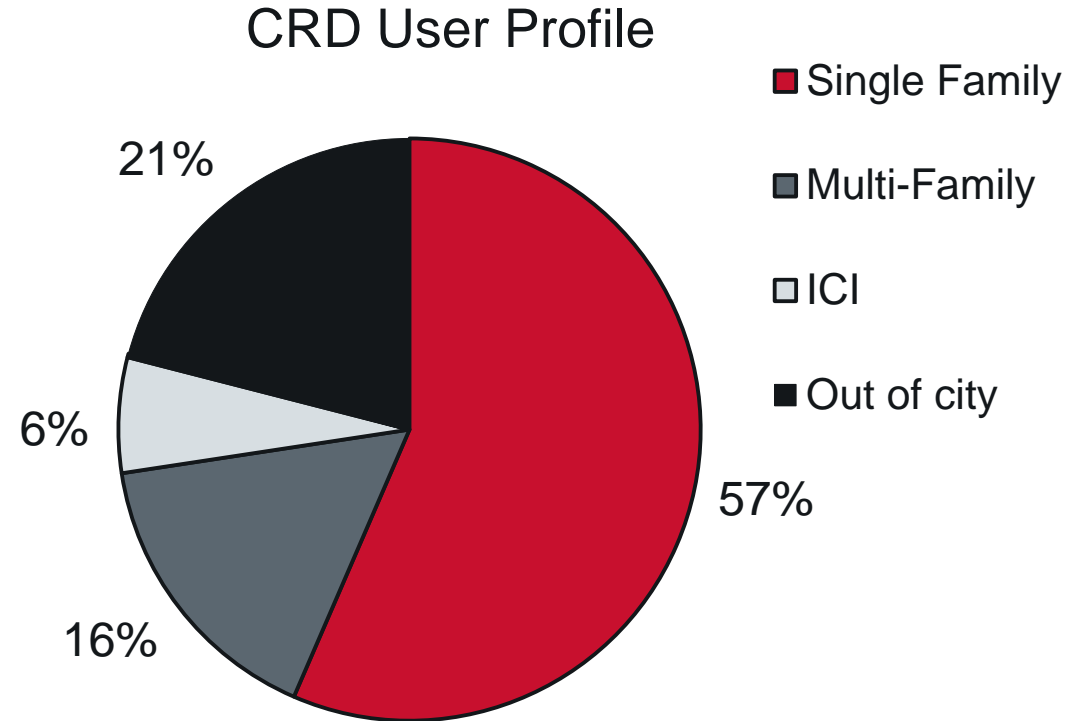
# CRD Program





## CRD User Survey - 2017

- 57% of the users were single-family residents (blue carts at home)
- Primary use is for oversized cardboard and extra recyclables

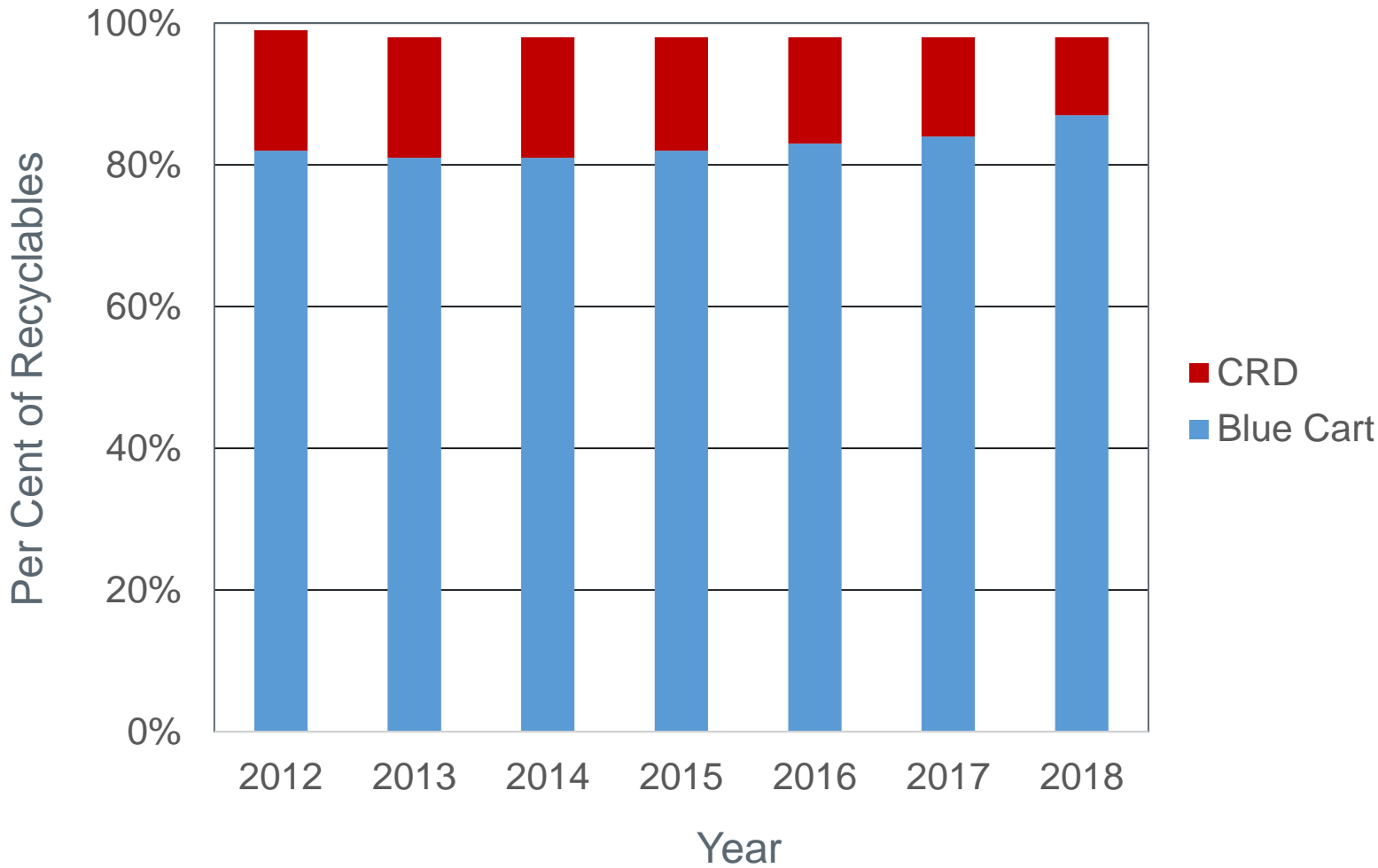








# City Collected Recyclables by Source





# CRD Optimization Project

- External scan (best practices)
- Determine appropriate number of depots
- Identify best locations
- Balance community need with program costs
- Resulted in:
  - Reduction of 8 depots, relocation of depots
  - Decreased the number of trucks by 2
  - Savings of \$1.4 million
  - Developed long-term aim (4 – 5 depots per city quadrant)



## Alternative to CRD Program

Collecting excess residential recyclables in blue bags outside the blue cart

- Requires additional MRF staff and equipment
- Reduces collection efficiency
- Increases illegal dumping
- More expensive
- Reduces convenience
- Removes additional diversion opportunity.





# Conclusion

CRDs provide:

- An option for residents with excess and oversized recyclables
- Diversion opportunity for multi-family complexes and business
- An economic and efficient way to handle recyclables



# Recommendation

That the Standing Policy Committee (SPC) on Utilities and Corporate Services (UCS) recommends that Council direct Administration to continue to optimize the Community Recycling Depot network and report back to SPC on UCS no later than Q1 2021 with an update.



Deputy City Manager's Office Report to  
SPC on Utilities and Corporate Services  
2019 March 20

ISC: UNRESTRICTED  
UCS2019-0249

## **Symons Valley Centre – Build Out and Investment Strategy**

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### **EXECUTIVE SUMMARY**

In approving the land purchase in Sage Hill, Council directed Administration to report back on a build out and investment strategy for the lands to maximize the value of the investment while achieving Council's vision for a multi-service centre in Calgary's northwest. The proposed build out and investment strategy optimizes the development potential of the site through multi-service facilities, provides for flexibility in execution through phased development, accommodates community and partner uses, provides opportunities for site partnerships with private entities and other orders of government in a transit orientated environment.

The build out and investment strategy for Symons Valley Centre includes Phases 1A, 1B, 2 and 3. Phase 1A includes development of a library, affordable housing units, arts and culture spaces, community spaces, potential child care or retail, and investment in required site infrastructure to facilitate development of subsequent phases. Budget for services included in Phase 1A was approved through OneCalgary 2019-2022 Service Plans and Budgets in 2018 November. Funding and budget for subsequent Phase 2 (if required) and Phase 3 will be requested through future budgeting processes. Plans for development of Phase 1B includes partnership with other orders of government, therefore requiring formal intake of selected civic or other front facing citizen service partners to advance the development of the Symons Valley lands.

### **ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Utilities and Corporate Services recommends that Council:

1. Direct Administration to pursue build out of the entire Symons Valley Centre site substantially as described in this report and attachments;
2. Approve the Symons Valley Centre Phase 1A Budget Consolidation outlined in Attachment 1; and
3. Direct Administration to solicit selected civic or other front facing citizen service partners for the Phase 1B lands and determine the method of delivery or disposition to achieve the intent of the build out and investment strategy.

### **RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED 2019 MARCH 20:**

That the Administration Recommendations contained in Report UCS2019-0249 be adopted.

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

On 2018 November 30, Council approved OneCalgary 2019-2022 Business Plans and Budgets that approved funding support for library, arts and culture and facility management service lines of Symons Valley Centre Phase 1A.

On 2018 July 30, Council approved UCS2018-0525 Integrated Civic Facility Planning Program Update & Policy which approved the Corporate Facility Planning & Delivery Policy.

A full listing of previous Council direction can be found in Attachment 2.

Deputy City Manager's Office Report to  
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ISC: UNRESTRICTED  
UCS2019-0249

## **Symons Valley Centre - Build Out and Investment Strategy**

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### **BACKGROUND**

The Integrated Civic Facility Planning (ICFP) program was created in Q2 2015 in response to Council and Administrative Leadership Team's direction to coordinate The City's facility planning and delivery functions, optimize The City's facility portfolio, consider multi-use builds, and focus on the value that investment in facilities can provide to citizens. The Symons Valley Centre project was designated as a Learning Project under the ICFP program. In Q4 2015, Council directed Administration to negotiate the acquisition of land in Sage Hill and to develop a build out and investment strategy. The land acquisition was completed in 2016 October and development feasibility and master planning consultants were secured shortly thereafter.

Through 2017, initial site due diligence was conducted, followed by feasibility (site constraints, initial build out possibilities); then functional programming (determination of service lines, spatial arrangements/relationships and requirements for accommodation in physical facilities) and development of candidate site partners (program requirements, large scale development configuration and relationships across the site). Also through 2017, in partnership with adjacent land owners/developers, the Symons Valley Area Structure Plan Amendment was approved by Council – this amendment of local land use and mobility policy to accommodate a civic and mixed-use area was an important milestone and pre-requisite in furthering the development of Symons Valley Centre. Through Q1 and Q2 of 2018, the Master Plan further refined site partner relationships, site influences and initial development costing estimates. In Q4 of 2018, Council approved OneCalgary 2019-2022 Business Plans and Budgets that approved funding support for library, arts and culture and facility management service lines of Symons Valley Centre Phase 1A.

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

Investigation of development alternatives for Symons Valley Centre were generated in alignment with direction from Council through the ICFP program and requirements/conditions for purchase of the Symons Valley lands. The options analysis for the development of Symons Valley Centre has led to the phased approach described in this report and attachments. Principles for the development of the recommended strategy and development phasing for the site is found in Attachment 3; the local planning and development context is detailed in Attachment 4.

Analysis of City service needs initially identified transit and library requirements in the area; further investigation discovered service needs to deliver arts and culture spaces, community spaces and affordable housing units. In addition to identified service requirements, the site provides an ideal opportunity to inform Administration's response to Council direction regarding provision of child care spaces in City facilities, as well as the potential for small-scale retail. It was determined through development of a master plan that in order to maximize the development potential, meet service needs and deliver on Council's vision that an initial shared site investment is required. Based on the results of this analysis, Administration submitted budget requests for a City-centred Phase 1A development to deliver a library, arts and culture components, affordable housing, potential child care and retail (approved in OneCalgary 2019-2022 Business Plans and Budgets). The development of these services would supplement existing transit service that is currently in place.



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UCS2019-0249

## **Symons Valley Centre - Build Out and Investment Strategy**

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Initial engagement with potential site partners such as Alberta Health Services and school boards identified an interest in locating on a Site Partner focused Phase 1B of the Symons Valley Centre. Due to independent budgeting processes/timelines and decision-making authority of potential site partners, it is recommended that this demonstration of partnership with other orders of government be tested on the separate Phase 1B parcels, the results of which will be used to develop public site partnership models for future repeatability. Council approval for formal authorization to engage complementary civic or other front facing citizen service partners is now required to advance the development of the Phase 1B lands, as described in recommendation 3.

Site partnerships with the private sector will be investigated in subsequent phases including but not exclusive to the sale of private development parcels in Phase 2. This is made possible through subdivision of the lands into independently viable and serviced development parcels that have the capability of generating assessment value when fully built out. Transit and BRT infrastructure will be accommodated in increments around the edges of the site, with the eastern portion of the site (Phase 3) reserved for a future Park and Ride development in response to transit service demand.

As a result of the analysis above, Administration is recommending the full build out of the Symons Valley lands detailed in attachment 3; in addition, Administration is also seeking approval for formal authorization to engage complementary civic or other front facing citizen service partners for Phase 1B.

Identified as a learning project, the lessons extracted from this project will contribute to the ongoing development of the processes, tools and organizational effectiveness to successfully build out multi-service facilities, supported by appropriate site partnership models, to realize Council's objectives as expressed in the requirements/conditions for purchase of the Sage Hill lands and the ICFP program and now outlined in the Corporate Facility Planning and Delivery Framework.

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

Administration has engaged key stakeholders across the organization to provide effective governance for the development of Symons Valley Centre, ensure cross-corporate alignment, develop programs and services, and coordinate budget requests. The cross-corporate working team has also engaged external partners and executed public engagement and communication. Full details of public engagement activities can be found in Attachment 5.

### **Strategic Alignment**

This report and its recommendations align with the following strategic directions:

- Corporate Facility Planning and Delivery Framework and Policy
- Council Priorities for OneCalgary 2019-2022
  - A Prosperous City
  - A City of Safe and Inspiring Neighbourhoods
  - A City That Moves
  - A Healthy and Green City
- Capital Infrastructure Investment Strategy C2018-0304

Deputy City Manager's Office Report to  
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2019 March 20

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UCS2019-0249

## Symons Valley Centre - Build Out and Investment Strategy

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- Municipal Development Plan
  - 2.1.1 Creating a city attractive to people
  - 2.2.4 Complete communities
  - 2.3.1 Housing; Child Care Services
  - 2.3.6 Community Services and Facilities
- Developed Areas Guidebook, Municipal Development Plan, Volume 2, Part 3
  - 5.1 Community Services and Facilities
  - 5.1.2 Care Facilities
- *Foundations for Home: Calgary's Corporate Affordable Housing Strategy (2016-2025)*
- Cultural Plan for Calgary CPS2016-0867

### Social, Environmental, Economic (External)

#### Social

In addition to service benefits to citizens from co-location and co-provision of multiple service lines, individual service lines also provide the following social benefits:

- Affordable Housing: Project will increase number of affordable housing units in Calgary by 48 units; affordable housing avoids future social costs saving on average \$34,000 annually per person housed by reducing the demand for other services.
- Library: Programmable spaces provides a qualitative return to the community; adult learning; educational and community events; social and community hubs.
- Child Care: Provision of child care lease space; benefit of child care spaces increased with proximity to affordable housing.
- Arts and Culture: Provision of spaces to support arts and cultural community activities - provides many community and individual benefits; including creative expression and development, social, emotional and cognitive well-being.

#### Environmental

Avoided costs of land consumption with multi-use facilities compared to single use facilities; Sustainable Building Policy entails net benefit in reducing environmental impact per square footage of City facilities; reduced overall square footage of multi-use facilities through shared spaces and multi-purpose spaces, thereby improving energy consumption per square foot and per service provided.

#### Economic

Employment of architects, engineers, design and construction firms; preparation and readiness of parcels suitable for private build out and resulting non-residential assessment value; community cultural spaces and amenities contribute to economic growth and resiliency through developing creative and cultural skills that support creative industries such as design, architecture and media development; affordable housing strengthens residents' purchasing power and boosts the local economy with increased disposable income to invest in other goods and services.

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## **Symons Valley Centre - Build Out and Investment Strategy**

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### **Financial Capacity**

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

Operating budget requests for all services in Phase 1A have been approved through established budgeting processes. Operating budgets for build out of future phases, if required, will be requested through established budgeting processes in the future.

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

Capital budget requests for all services in Phase 1A have been approved through established budgeting processes. Capital budgets for build out of future phases, if required, will be requested through established budgeting processes in the future.

### **Risk Assessment**

The following top-level risks will be monitored as the project moves forward:

#### **Site Partner or Private Sector Capacity**

Symons Valley Centre Phase 1A service lines have been determined and funded. Potential site partners in the remaining phases (Phases 1B and 2) may not have the capacity (financial or otherwise) to co-locate on the property. Timelines for development of Phases 1B and 2 will depend on potential site partner and/or private sector capacity to do so.

#### **Development Lag**

There may be a significant development lag where development takes time to fill out the area due to fluctuating market conditions that affect either available capital or private interest. These fluctuations are beyond the control of the project, but can be mitigated through phasing of the site to build out at opportune times that meet both market conditions and Council direction.

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

Council approval of the Symons Valley Centre Build Out and Investment Strategy will allow Administration to advance the development of 7 acres in Calgary's northwest. Approval of the recommendations will also allow Administration to continue site partnership development and build out of Phase 1B and future phases as they mature. This will allow the Symons Valley Centre to develop according to Council's vision for a civic presence in the area, thereby adding to the community as a whole and The Corporation's success in delivering multi-service facilities and complete communities.

### **ATTACHMENT(S)**

1. Symons Valley Centre Phase 1A Budget Consolidation
2. Previous Council Direction
3. Symons Valley Centre Principles, Development Phasing and Build Out Plan
4. Symons Valley Planning Context
5. Public Engagement to Date and Next Steps



## SYMONS VALLEY CENTRE PHASE 1A BUDGET CONSOLIDATION

The purpose of this attachment is to consolidate previously approved service budgets into a centralized Activity number 480771 (current budget of \$8M) for the delivery of Symons Valley Centre Phase 1A. This will streamline the administration of the project with multiple service owners and funding sources to facilitate project management accountability, project reporting, auditability and project continuity between program and project phases.

### SYMONS VALLEY CENTRE PHASE 1A BUDGET CONSOLIDATION

1. Approve transfer of \$2,000,000 budget from Activity 480653 Symons Valley Arts and Culture to Activity 480771 Symons Valley Multi-Service Centre
2. Approve transfer of \$13,000,000 budget from Activity 413966 Symons Valley Community Library to Activity 480771 Symons Valley Multi-Service Centre
3. Approve transfer of \$11,500,000 budget from Project 489-AHS Increase Affordable Housing (PFC2018-0491 Attachment 1\*) to Activity 480771 Symons Valley Multi-Service Centre

\*previously approved North Hill funding transferred to Symons Valley

### SYMONS VALLEY CENTRE PHASE 1A DEVELOPMENT BUDGET\*

<ul style="list-style-type: none"> <li>• affordable housing</li> <li>• arts and culture spaces</li> <li>• library</li> <li>• community spaces</li> <li>• shared pre-requisite site infrastructure and design (e.g. architectural design, servicing, parking, roads, building interface, landscaping)</li> <li>• potential child care lease space** or complementary retail**</li> </ul>	<p><b>\$34.5M*</b> <b>(class 5)</b></p>
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\*previously approved through Action Plan 2015-2018 and OneCalgary 2019-2022 budget processes – no new funding is requested

\*\*will be included if possible to accommodate within approved capital envelopes



## PREVIOUS COUNCIL DIRECTION

On 2018 November 30, Council approved OneCalgary 2019-2022 Business Plans and Budgets that approved the arts and culture, facility management and library components of the Symons Valley Phase 1A project.

On 2018 July 30, Council approved UCS2018-0525 Integrated Civic Facility Planning Program Update & Policy which approved the Corporate Facility Planning & Delivery Policy.

On 2018 May 01, Calgary Housing brought forward PFC2018-0491: Affordable Housing Capital Development Plan which made the following recommendations related to Symons Valley Centre Integrated Civic Facility (ICFP):

1. Adopt in principle the lifecycle maintenance, new builds, and redevelopment programs as outlined in Table 2 Budget Summary of Capital Development for which Symons Valley ICFP was listed;
2. Refer Attachment 2: Program Budget Overview to November 2018 One Calgary Service and Budget Plans for consideration through the unfunded capital development list for which Symons Valley ICFP was listed; and
3. Direct Administration to continue to pursue federal and provincial funding opportunities for developments identified in Attachments 1 and 2 for which Symons Valley ICFP was listed.

On 2017 September 11, Council approved CPC2017-315 Symons Valley Area Structure Plan Amendment to provide supportive policy for a Civic and Mixed Use Area to accommodate the Symons Valley Centre through Phase 1A and into future build out phases.

On 2016 November 7, Council approved LAS2016-75: Integrated Civic Facility Planning Program 2016 Status Update. The report directed Administration to report back to Council annually through the SPC on Utilities and Corporate Services with an update on the Integrated Civic Facility Planning Program status no later than Q4 2017.

On 2016 April 25, Council approved CPS2016-0297 Cultural Municipal Sustainability Initiative Program Update and Recommended Projects for Funding followed by approval on 2016 November 2 of CPS2016-0867: Cultural Plan for the City of Calgary.

On 2016 June 28, Council approved PFC2016-0512: *Foundations for Home*: Corporate Affordable Housing Strategy that outlined the objectives for provision of affordable housing in Calgary.

On 2016 April 6, Council approved CPS2016-0297 Cultural Municipal Sustainability Initiative Program Update and Recommended Projects for Funding which approved in principle funding for community cultural spaces across Calgary.

On 2015 October 29 Council approved LAS2015-37 Proposed Acquisition Plan – Sage Hill Library and Transit Hub. This report directed Administration to report back on build out and investment strategies to optimize use of the total site for City, partner or community uses, plan

for additional community uses and determine the full development potential of the Sage Hill lands.

On 2015 October 29 Council adopted the committee recommendations contained in LAS2015-36 Integrated Civic Facility Planning Program report as follows: "That...Council direct Administration to report back... annually... with an update on the Integrated Civic Facility Planning Program project status no later than Q3 2016."

On 2014 February 10, Council received for information PFC2014-0094 Growth Library Update, where Administration provided an update on its review of land options to address a library service gap in northwest Calgary. The report also detailed intentions to supplement the Sage Hill development with a transfer of funds from the Rocky Ridge Recreation Facility project.

On 2012 November 05, Council approved PFC2012-0704 Update - Growth Libraries in southeast and northwest. This report approved the "change of location of a new northwest branch library from Rocky Ridge to the Symons Valley area" and directed "Administration to report back to Council through Priorities and Finance Committee no later than 2014 January" on suitable land options available that best meet the criteria to develop the new library.

On 2012 June 25, Council approved PFC2012-0248 Update on the New Recreation Facilities in the southeast and northwest. This report included the direction for Administration to "re-examine the need for, locations of, and timing of, the three library branches in conjunction with the Calgary Public Library Board and return to Council through the Priorities and Finance Committee no later than October 2012."



## SYMONS VALLEY CENTRE PRINCIPLES, DEVELOPMENT PHASING AND BUILD OUT PLAN

The build out and investment strategy in this report is informed by corporate, partner and market readiness to realize Council's objectives of optimizing the use of the site, leveraging partnerships, maximizing investment and delivering on civic services within budget constraints. As an Integrated Civic Facility Planning (ICFP) Learning Project, this initiative will develop the building blocks for future multi-use and partnership opportunities based on the lessons learned.

The purpose of this attachment is to list the principles used in developing the build out strategy, describe the development phasing over time and outline the recommended Symons Valley Centre build out plan.

### PRINCIPLES USED IN SYMONS VALLEY CENTRE BUILD OUT AND INVESTMENT STRATEGY

Principle	Response
<b>Multi-Use Facilities</b>	Encourage opportunities for integration of development by City services, civic partner agencies and the private sector by seeking efficiencies and complimentary sharing of spaces in buildings, public areas, parking, management; accommodate and encourage complementary services leading to service benefits through co-location; focus on citizen needs by developing City facilities within communities that include broader services such as health, child care, non-market affordable housing, and education; maximize land utilization of existing City lands
<b>Flexibility and Choice in Execution</b>	Built in flexibility in execution through lot arrangements and subdivision allows phased development through time, with 'off ramps' that allow disposition of land or development at later dates; flexibility in phasing allows matching phases with available capital through budget cycles; subdivided parcels provides sites that are flexible for different uses depending on funding or market changes (e.g. office vs. residential; changes in sector absorption rate; additional city services required).
<b>Infrastructure Led Development and Municipal Development Plan Goals</b>	Strategically located civic facilities to create service clusters that attract people, private development and encourage economic resiliency; investment in the Symons Valley Centre signals interest in the area, anchoring development in the NW in a Community Activity Centre on the primary transit network and related supportive transit infrastructure; planned development integrated with local development and build out plans that act as a catalyst to completing the community build out (full details on Planning Context in Attachment 3); meet MDP and Council mandated intensity targets (population and jobs per hectare).
<b>Full Development Potential</b>	Build out and investment strategy realizes the benefits of a strategic land purchase; articulates full build out potential that facilitates long term Return on Investment through maximizing use of the land; this densification and subsequent Phase 1B, 2 and 3 is facilitated by provision of site infrastructure in early phases; site investment includes site servicing, provision of a public road through the site (the 'high street'), as well as provision of Phase 1A's parking requirements through structured parking.
<b>Site Partnerships</b>	The Site master plan provides opportunities for The City to partner with public or private partners as phases develop. Through discreet subdivisions and/or lot arrangement, land interest can be disposed for use by site partners to further develop civic services or private market for eventual tax uplift in later phases. Phase 1B can include education and/or health services. Phase 2 can be used for civic expansion or sold to private interests.

<p><b>Accommodating City, Community and Partner Uses</b></p>	<p>Through investigation of citizen service needs and business unit service analysis, the Symons Valley Centre Phase 1A includes the following service lines:</p> <p><b>a) Calgary Public Library Branch</b> Provision of an anticipated 1,800 square meter library in an area that Council has recognized as experiencing a long-standing library services gap; provision would address an outstanding service need in NW Calgary.</p> <ul style="list-style-type: none"> <li>• <b>Community Spaces</b> Meeting rooms and community rooms accessible to the public will be provided as part of programmable spaces of the Library.</li> </ul> <p><b>b) Arts and Culture spaces</b> Building on the actions identified in CPS2016-0867 Cultural Plan for The City of Calgary, the development of a dedicated cultural space will address the shortage of cultural amenities in Calgary and the desire from citizens to engage in cultural activities in their neighbourhoods. Multifunctional in design, the room will allow citizens to program a wide variety of cultural activities supporting a diversity of community cultural expressions.</p> <p><b>c) Affordable Housing</b> The Symons Valley Centre site is a greenfield location that scores high on affordable housing suitability criteria which includes considerations such as proximity and access to schools, grocery stores and amenities and provision of transit. Provision of 48 units will contribute to meeting the targets of Foundations for Home: Calgary's Corporate Affordable Housing Strategy.</p> <p><b>d) Transit Hub</b> The Symons Valley Centre development will serve as a central point for feeder routes, a connection to BRT routes and a park and ride as well as support a Community Activity Centre (CACs are areas of moderate job and population growth convenient to one or more communities and supported by the Primary Transit Network). RouteAhead currently identifies a Bus Rapid Transit (BRT) connection from Sage Hill to the Red Line beyond 30 years, however, transit service exists today that connects to the Red Line. The full service will be included in future phases of build out.</p> <p><b>e) Child Care/small scale complementary retail</b> The functional program for Phase 1A includes proposed provision of a leasable space suitable for a child care use. The space will be leased at full market value and operated by a 3rd party operator. The development also includes the proposed provision of small retail, such as coffee shops or other uses complementary to the main services of the facility. The inclusion of small scale retail is based on market analysis for the area that supports the viability of small scale retail and responds to Council direction in the Integrated Civic Facility Planning Program to test inclusion of leasable spaces, where appropriate, to mediate operating costs of a facility. The provision of these spaces is contingent on funding availability and source suitability after the core services of library, affordable housing and arts and culture have been provided for.</p>
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## **DEVELOPMENT PHASING**

The following outlines the proposed phasing and build out of Symons Valley Centre.

### **Phase 1A (Figure 1) – City of Calgary service centered development – 2-5 years**

- multi-service facility delivering a library, community spaces, arts and culture spaces, affordable housing, child care and complementary retail
- facility users share amenities including common use areas, common building components, common outdoor spaces, shared parking, shared street frontage
- multi-service facility realizes high number of service lines delivered per acre of usable City land base
- child care and retail spaces leased at full market value mediate operating costs of the overall shared facility
- investment in supportive site infrastructure (streets, landscaping, building interface, site servicing) allows development of later phases of Symons Valley Centre

### **Phase 1B (Figure 1) – site partnership opportunities – 2-5 years**

- opportunities for site partners such as education and/or health to co-locate on the Symons Valley Centre site
- demonstration of partnership with other levels of government to further enhance the service offerings of the site to surrounding communities' populations
- maximizes front-facing civic-centered service lines per acre of usable land base

### **Phase 2 (Figure 2) – private or civic development parcels – at discretion**

- through subdivision into discreet and viable development parcels, Council retains the option to dispose of lands for private sector mixed use development
- benefit would be derived from land sale price and increase in tax assessment base when developed, enabled by initial investment in site and infrastructure (costs of which can be built into the land purchase price)
- subdivision of land also retains the option of keeping the lands in City land base, either for development of civic services or to wait for optimum market conditions for sale

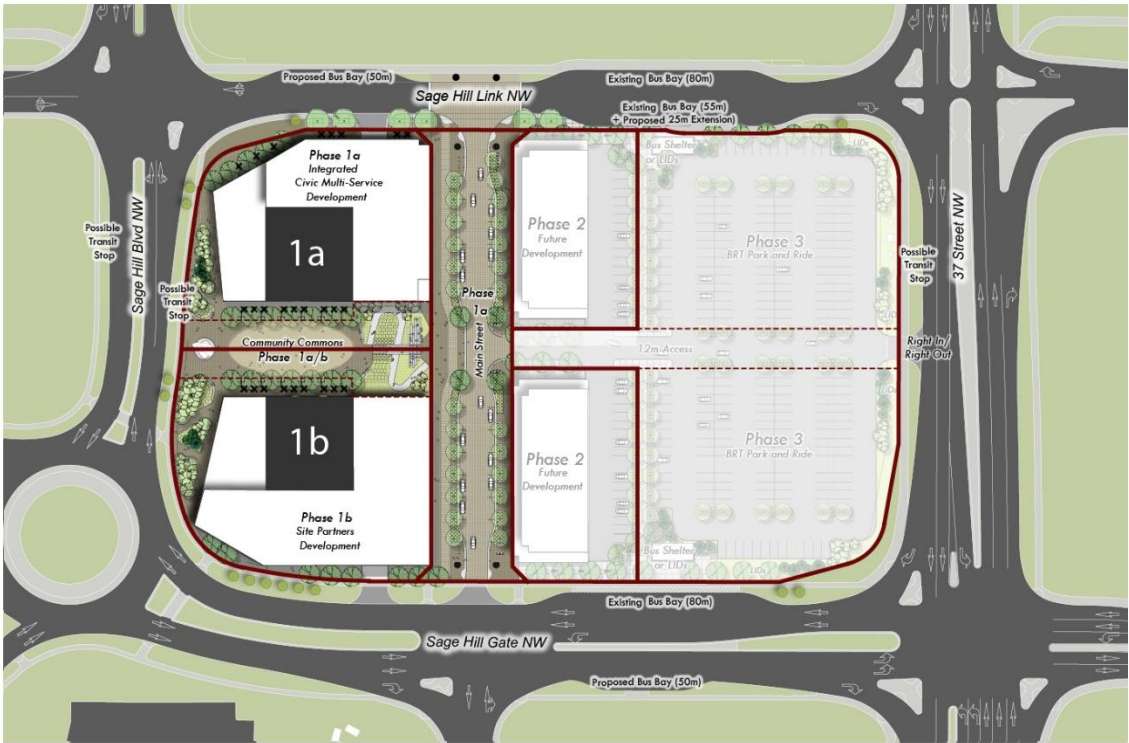
### **Phase 3 (Figure 2) – full BRT Park and Ride development – 5-10 years**

- transit infrastructure will be built out in increments in response to area service demands
- full development of Park and Ride and BRT infrastructure completes development of the site on the east portion, fully realized for delivery of service value to citizens over time

### **Phase 4 (Figure 3) – full development potential – 30+ years**

- BRT parking originally developed as surface parking acts as a 'land bank' that may be developed further in the 25+ year future, either by The City or the private sector, to fully maximize use of the land
- full site development requires incorporation of the surface level BRT parking stalls in new structured multi-use parking, either funded directly by The City or as part of condition of land sale

FIGURE 1  
**Concept Plan Phase 1a & 1b**  
(2-5 years)



**Phase 1a (2 Years)**

**An integrated civic multi-service building**

- Calgary Public Library
- Arts and culture spaces
- Calgary Affordable Housing
- Possible retail (e.g. coffee shop)
- Possible service spaces (e.g. child care)

*Phase 1a includes community meeting spaces, a multi-purpose room and a kitchen available through the Library and arts and culture spaces*

**A Main Street**

- Convenient on-street parking
- Landscaping, bike path and cycling infrastructure
- Large pedestrian area
- Initial 'Community Commons' landscaping tied to Main Street access

**BRT Transit Services**

- Existing infrastructure

**Phase 1b (2-5 Years)**

**A Site Partners Building**

- Potential education services
- Potential health services
- Other

**An Outdoor Open Space**

- Completion of the outdoor Community Commons
- Multi-functional space

*\*Dates and plans are subject to change*

FIGURE 2

# **Concept Plan Phase 2 & 3** (5-10 years)



## **Phase 2 (5-10 Years)**

### **Future Development**

- Potential main street retail
- Potential residential / office spaces
- Potential civic uses (education, health, other)

## **Phase 3 (5-10 Years)**

### **Expanded BRT Transit Services**

- A 250-stall park and ride surface parking facility
- Bus shelter

*\*Dates and plans are subject to change*



FIGURE 3

# Concept Plan Full Development Potential Phase 4 (30+ Years)



## Full Development Potential (30+ Years)

### Private disposal and/or civic expansion

- Remaining parcels developed by City or private developer
- Surface parking becomes 250+ stall multi-use structured parking

### Dependencies

- provision of additional multi-use structured parking
- future economic/environmental/social influences that support development
- replacement of BRT parking by City or private funding

## SYMONS VALLEY PLANNING CONTEXT

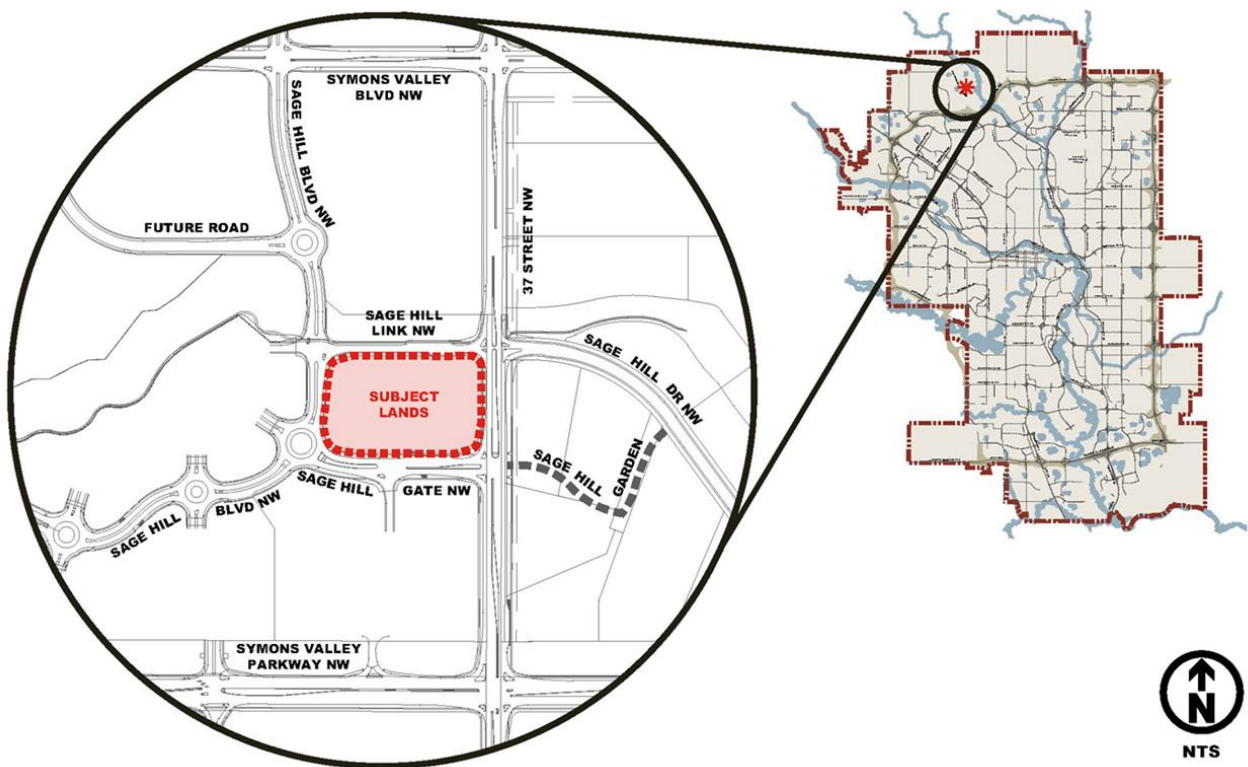
### City & Community Context

The Symons Valley Centre is located on a  $\pm 2.83$  ha (6.99 acre) parcel of land in the developing northwest community of Sage Hill. The parcel is bounded on the north by Sage Hill Link NW, east by 37 Street NW, south by Sage Hill Gate NW, and west by Sage Hill Boulevard NW (see Map 1: Site Location). The site's external road infrastructure and utility servicing is already in place.

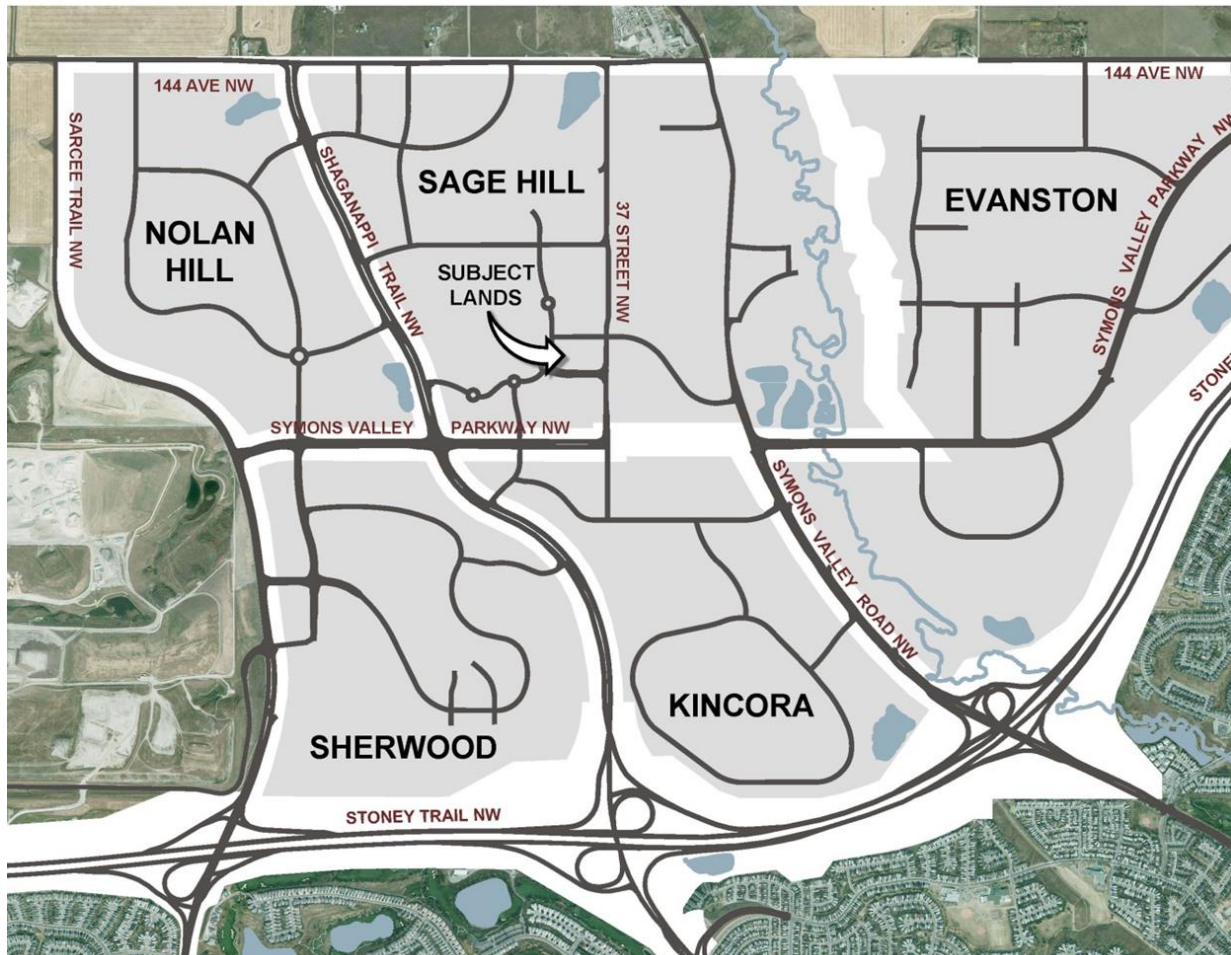
The Symons Valley Centre is centrally located among five actively developing communities, including Sage Hill, Nolan Hill, Sherwood, Kincora, and Evanston (See Map 2: Community Context). These communities have grown from a population of 2,650 in 2001 to 34,575 in 2016 and are expected to grow to accommodate a build-out population of 55,000 people during the next decade.

As communities continue to grow, there is a demand for civic services including library and transit services. Calgary Transit currently operates three bus routes that connect the Symons Valley Centre site to Light Rail Transit and commercial centres in north Calgary. As part of the review of libraries throughout Calgary in 2012, Council directed Administration to search for an appropriate library site in the Symons Valley area. The need for both a library and a transit hub resulted in the purchase of the Symons Valley lands in 2016.

**Map 1: Location Context**



**Map 2: Community Context**



### **Community Plan Context**

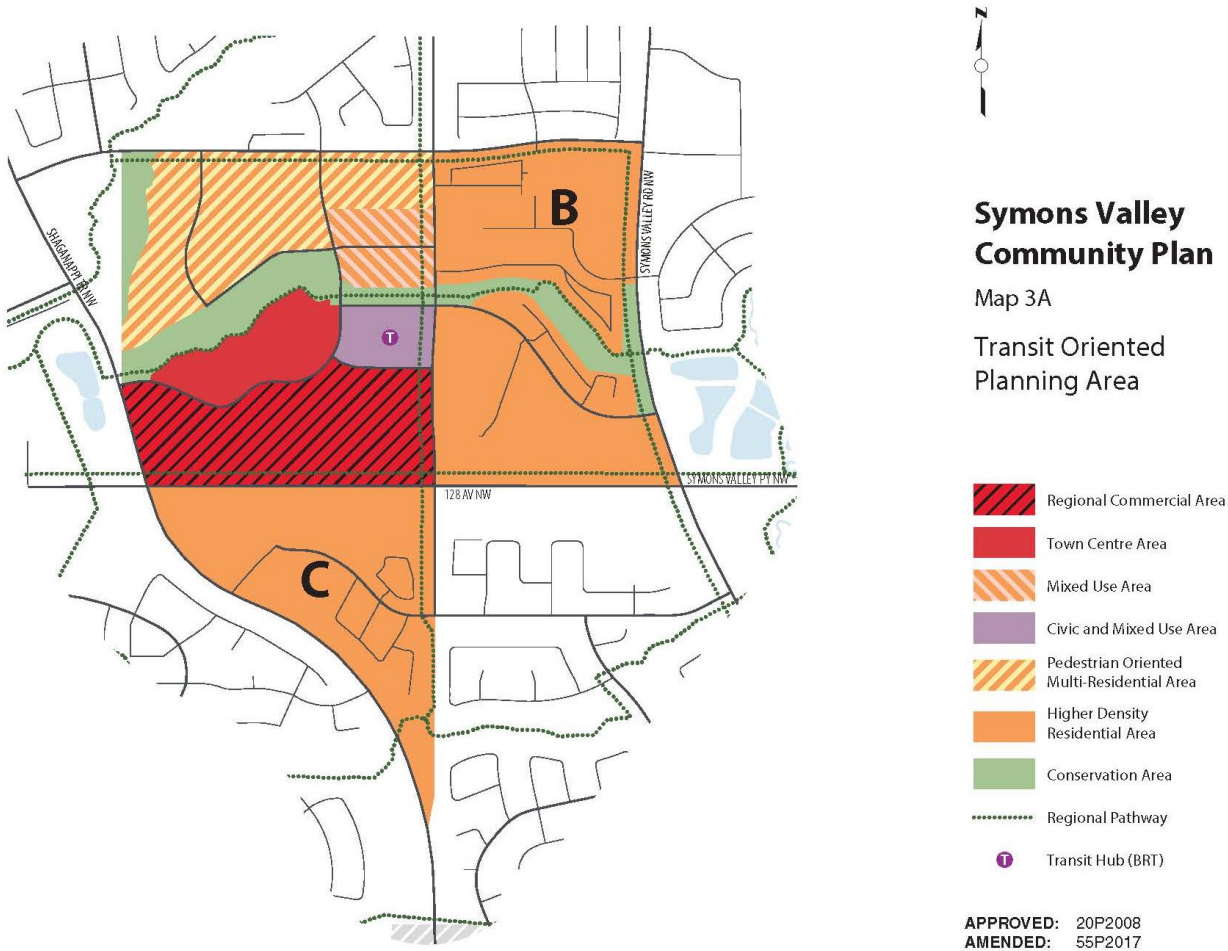
In 2001, Council adopted the Symons Valley Community Plan (Area Structure Plan). The area where the Symons Valley Centre is located is identified for a future Bus Rapid Transit (BRT) hub and surrounding Transit-Oriented Planning Area.

On 2017 September 11, Council approved the Amendment of the Symons Valley Community Plan to provide detailed policies to the undeveloped portion of the Transit Oriented Planning Area, including policies to guide development of civic (including a library and community spaces) and mixed uses on a site previously identified for office and employment uses. The amended ASP identified the Symons Valley Centre as Civic and Mixed Use area, allowing a range of uses that could provide additional community amenities beyond the library and BRT. The Symons Valley Centre Phase 1A and future full build-out are consistent with the amended ASP.

Within the amended ASP, a Regional Commercial Area is identified immediately to the south, a Town Centre Area is to the west, a Conservation Area to the north and a Mixed Use Area to the further north of the Conservation Area (Map 3).



Map 3: Symons Valley Community Plan Transit Oriented Planning Area



### **Existing and Future Development Context**

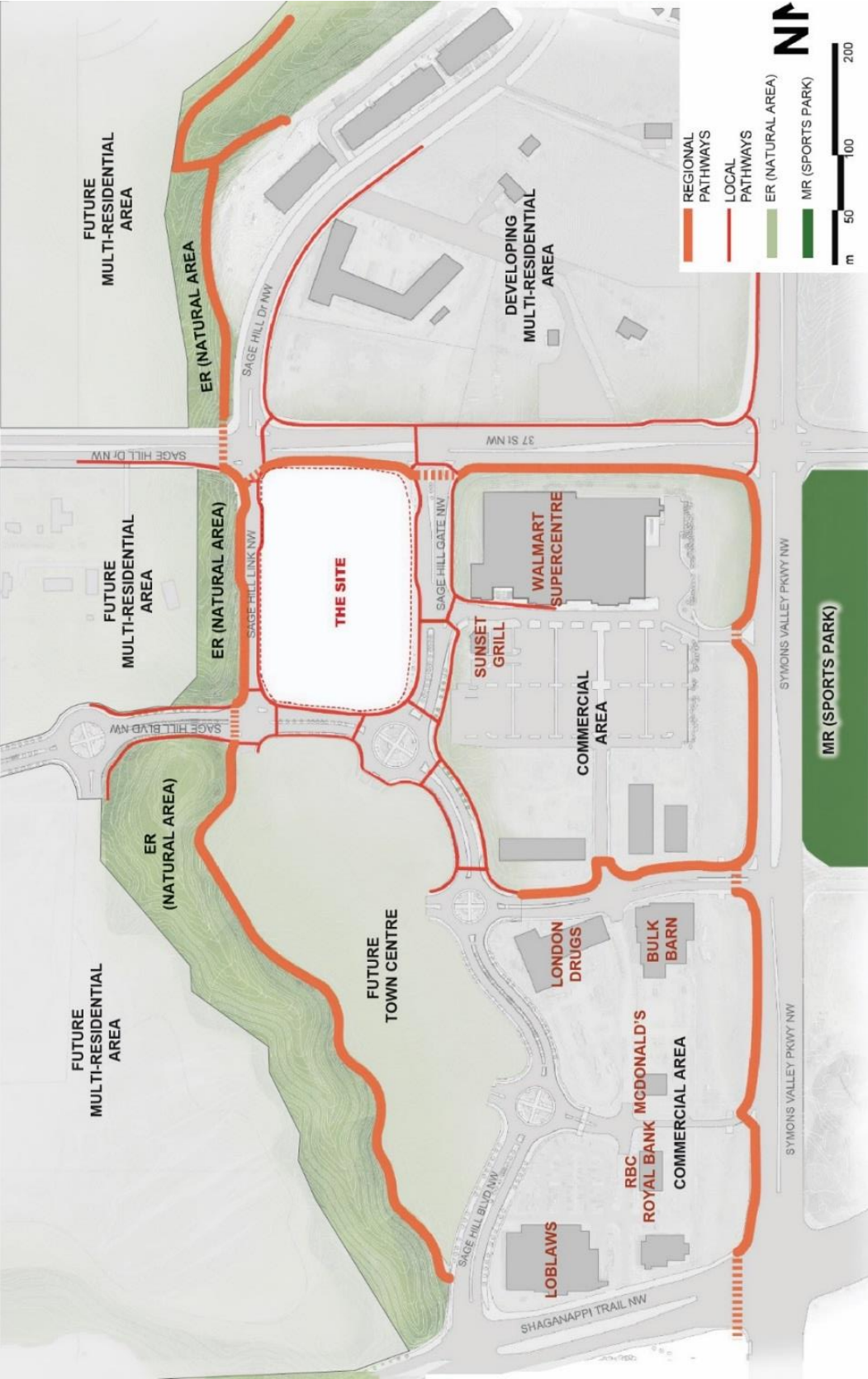
The overall ASP area is approximately 75 percent built-out. The Transit Oriented Planning Area represents approximately 20 percent of the remaining undeveloped lands within the overall ASP area. The development of Symons Valley Centre will be a catalyst and an anchor to attract and accelerate the surrounding developments to complete the last portion of Symons Valley areas, and contribute to complete communities.

Existing and planned future development surrounding the site includes the following uses as illustrated in Map 4.

- To the south is the existing Sage Hill Commons community-scale retail centre, which includes a Walmart, a City-Food grocery store and broad range of auto-oriented stores and services.
- Land to the west is expected to develop as a mixed-use “Town Centre” under existing Land Use Bylaw requirements. The Town Centre is expected to include residential and retail uses built to focus on a pedestrian-oriented central corridor.
- Lands to the north and east of the site are expected to develop for multi-family residential areas in conformity with the Transit-Oriented Precinct policies of the Symons Valley Community Plan. A small neighbourhood oriented gas-bar and convenience centre is planned for the corner of 37th Street and Sage Valley Boulevard (136th Avenue) NW.
- Immediately to the north across Sage Hill Link NE is a future ravine park.

Symons Valley Centre Phase 1A includes development of a library, affordable housing units, arts and culture components, community spaces, child care and supportive site infrastructure to facilitate development of subsequent Phases. It will be located at the northwest corner as an anchor to both the ravine park to the north and the future mixed-use Town Centre to the west. A programmable building interface will be provided between Phase 1A and 1B to provide pedestrian connections to/from the future Town Centre. BRT Park & Ride parking is accommodated at the east end of the site. In the ultimate scenario, this concept accommodates a mix of retail and multi-residential development over a two-level underground Park & Ride structure. When fully build out, the Symons Valley Centre will become a vibrant mixed-use hub for health, education, recreation and cultural services and activities for the Symons Valley communities.

Map 4: Existing and Future Development





## PUBLIC ENGAGEMENT TO DATE AND NEXT STEPS

The following details engagement completed to date, what we heard from the public and future steps.

### COMPLETED ENGAGEMENTS

2017 June 21 – Symons Valley Community Associations Focus Group #1	
<b>Purpose</b>	Members of the project team met with several members from the Community Associations serviced by the Symons Valley Centre site (Sage Hill, Sherwood and Kincora; Nolan Hill and Evanston were invited but did not attend) in a large format meeting. Community needs were explored for the site including Arts & Culture, shared community space and a public plaza.
<b>Outcome</b>	<p>Attendees expressed interest in:</p> <ul style="list-style-type: none"> <li>○ Changing the project name from ‘Sage Hill’ to ‘Symons Valley’ to reflect the inclusion of the surrounding communities in the proposed development</li> <li>○ Establishing a <b>new gathering place</b> that would allow all five Symons Valley communities to better connect and grow relationships</li> <li>○ Incorporating a <b>broader range of community activities</b> that can cater to all demographics and cultures in the community</li> <li>○ Providing <b>space for more multi-cultural events and celebrations</b> to celebrate and learn about the different cultures within the community</li> <li>○ Considering space that can better <b>accommodate events in all four seasons</b></li> <li>○ Having a <b>hub and gathering places</b> to connect</li> <li>○ Providing an outdoor plaza with a number of uses to bring together recreation, family and arts and cultural activities – whether outdoor markets, cultural events, fitness or simply an area for relaxation</li> </ul> <p>A full What We Heard report was posted on the public project webpage (<a href="http://Calgary.ca/symonsvalley">Calgary.ca/symonsvalley</a>).</p>
<b>How input was used</b>	<ul style="list-style-type: none"> <li>• Input received will be utilized in the development of the Master Plan, land use redesignation and future work regarding building and site design where relevant</li> <li>• Changed name of development from ‘Sage Hill’ to ‘Symons Valley’ in response to community request</li> </ul>

<b>2018 April 4 – Symons Valley Community Associations Focus Group #2</b>	
<b>Purpose</b>	10 members of the project team met with four members from the Community Associations serviced by the Symons Valley Centre site (Nolan Hill, Evanston and Sage Hill; Kincora and Sherwood did not attend). Strengths and benefits of the draft Master Plan were discussed and suggestions for the public open houses were recorded.
<b>Outcome</b>	Attendees had questions/comments about: <ul style="list-style-type: none"> <li>○ <b>The outdoor space</b> – public art, sheltering, maintenance</li> <li>○ <b>Affordable Housing</b> – size of units, positivity and support for low income earners</li> <li>○ <b>Library</b> – parking</li> <li>○ <b>Transit</b> – impact to transit times</li> </ul>
<b>How input was used</b>	Suggestions to share specific information regarding the Master Plan process, Capital Development timeline, future development possibilities, next steps, etc. were considered for the 2018 April 24 and April 28 sessions.

<b>2018 April 24 and April 28 – Symons Valley Centre Drop In Session #1 and #2</b>	
<b>Purpose</b>	The project team met with members of the communities to give a project update and request input on the draft Master Plan's strengths, weaknesses and areas for improvement.
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Citizens from the area expressed concerns over parking, transit connectivity, road capacities</li> <li>• No objection to development of services</li> </ul>
<b>How input will be used</b>	<ul style="list-style-type: none"> <li>• Input relevant to the Master Plan will be used to refine the proposed Master Plan (which will in turn be used for future project phases)</li> <li>• Input relevant to design phases will be forwarded to the Phase 1A design team when onboarded</li> <li>• Input relevant to other service lines in The City (e.g. transit) were forwarded to the relevant business units</li> </ul>

<b>2018 April 24-May 11 – Online Engagement</b>	
A What We Heard Report is was drafted to summarize feedback collected from the public sessions and online portal (completed 2018 June).	

## **FUTURE PLANNED ENGAGEMENTS**

Details for future planned engagements have yet to be determined, as they are based on project direction and milestones; engagement timelines may be affected by funding decisions, resourcing, project needs or other factors. At this time, the next known engagement will be:

- **design phase** – community input on design





Deputy City Manager's Office Report to  
SPC on Utilities and Corporate Services  
2019 March 20

ISC: UNRESTRICTED  
UCS2019-0357

## **Reserve Bids for Properties in the 2019 Tax Sale**

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### **EXECUTIVE SUMMARY**

The purpose of this report is to request approval of the Reserve Bids for properties in the 2019 tax sale.

In accordance with the *Municipal Government Act* (MGA), every year Administration brings forward a list of properties that have been identified for public auction. This year the public auction is scheduled for 2019 April 18 at the Calgary Power Reception Hall, Municipal Building, 800 Macleod Trail S.E. at 10:00 am.

#### **ADMINISTRATION RECOMMENDATION:**

The SPC on Utilities and Corporate Services recommends that Council:

1. Approve the Reserve Bids for properties in the 2019 Tax Sale as outlined in Attachment 1; and
2. Request that Attachment 3 remain confidential under Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*, until published in the Council Agenda.

#### **RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED 2019 MARCH 20:**

That Council approve the Reserve Bids for properties in the 2019 Tax Sale as outlined in Attachment 1.

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

None.

### **BACKGROUND**

For a property to be added to the tax sale, it must be in tax arrears for three consecutive years and the tax sale process is a way for The City to recover these outstanding taxes.

Under the terms and conditions of the MGA, Chapter M-26 RSA 2000, a Municipality must by resolution, fix a minimum sale price for each parcel, which shall be the Reserve Bid, and any conditions that apply to the sale. The Sales & Acquisitions division of Real Estate & Development Services have viewed the properties in the 2019 Tax Sale prior to the determination of the reserve bids, and have compiled a schedule of Reserve Bids representing the minimum sale price.

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

Credit and Collections within Finance/Tax, Receivable and Payable, works with property owners and mortgage holders to facilitate payment of taxes. Credit and Collections will provide owners with opportunities such as payment plans in attempts to have the taxes paid and the properties

Deputy City Manager's Office Report to  
SPC on Utilities and Corporate Services  
2019 March 20

ISC: UNRESTRICTED  
UCS2019-0357

## **Reserve Bids for Properties in the 2019 Tax Sale**

removed from the tax sale. Referral to social aid agencies are also provided where warranted. In certain situations where there is no mortgage holder, an option of memorandum could be offered. The tax sale is the last resort to recovery tax debts. Property owners do have up to the start of the tax sale to arrange for a resolution on the outstanding taxes.

Properties that do not sell at the public auction can still be made available for sale through The City's standard sales process within Real Estate & Development Services in an attempt to recover outstanding taxes.

### **Valuation**

Administration has viewed all properties included in the Reserve Bid Listing (Attachment 3) and determined an estimate of market value to be used as the Reserve Bid for each parcel. The Reserve Bid represents the minimum bid that will be accepted as each parcel is called out during the Tax Sale.

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

As per the MGA, tax recovery notifications are registered on title and owner(s) are also notified directly that their property is on the tax arrears list.

The public auction will be advertised in the Alberta Gazette and the Calgary Herald prior to the auction.

### **Strategic Alignment**

None.

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

#### **Social**

No implications were identified.

#### **Environmental**

The properties will not be reviewed in accordance with The City's Sales, Acquisitions and Leases Environmental (S.A.L.E.) Policy as they will be sold "as is".

#### **Economic (External)**

No implications were identified.

### **Financial Capacity**

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

None

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

The net proceeds from any sale will be transferred to the Tax Forfeiture account. The previous owner(s) may then make an application to the court to obtain those proceeds. If proceeds from a sale are not claimed within 10 years from the date of sale, The City may, for any purpose, use those proceeds.

Deputy City Manager's Office Report to  
SPC on Utilities and Corporate Services  
2019 March 20

ISC: UNRESTRICTED  
UCS2019-0357

## **Reserve Bids for Properties in the 2019 Tax Sale**

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### **Risk Assessment**

If this item is not approved, The City will not be in compliance with the requirements set forth in the MGA regarding its obligations to set the Reserve Bids for the Tax Sale scheduled 2019 April 18. The 2019 March 20 meeting of Utilities and Corporate Services is the last available opportunity to bring this report forward for Council approval prior to the 2019 April 18 date scheduled for the Tax Sale.

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

Under the MGA, municipalities are responsible for collecting taxes for municipal and educational purposes. Property taxes collected from properties is one significant revenue source to pay for municipal services. The City has the ability to recover tax arrears under the MGA by undertaking a public auction to recovering outstanding taxes through a tax sale. By way of tax sale, this helps contribute to the financial stability of The City.

### **ATTACHMENT(S)**

1. Attachment 1 – Recommendations
2. Attachment 2 – Public Sale of Land – Municipal Government Act
3. Attachment 3 – Reserve Bid Listing



**RECOMMENDATIONS:**

The SPC on Utilities and Corporate Services recommend that Council approve the reserve bid listing of Tax Sale properties valued by the Sales & Acquisitions Division, which represents the minimum sale price of each property and the following process:

- (a) That the properties listed in Attachment 3 be considered for inclusion in the 2019 April 18 Public Sale of Land by way of a public auction.
- (b) That the minimum sale price for improved and unimproved parcels be the reserve bid (Attachment 3).
- (c) That all improved properties be sold "as is, where is" on the basis of one third cash or cheque down effective the date of the Tax Sale, the balance to be paid within 30 days of the date of the sale.
- (d) That all unimproved properties be sold "as is, where is" on the basis of one third cash or cheque down or a minimum of \$500.00 whichever is the greater, on the date of the Tax Sale, the balance due being payable within 60 days of the date of the sale, with interest at prime plus 1% per annum being in effect at the Royal Bank of Canada and calculated on the unpaid balance.
- (e) Authorization for public marketing of those properties not sold at the Tax Sale, to be administered by Real Estate & Development Services, and authorization to negotiate a sale of these properties to the successful applicant(s).



**PUBLIC SALE OF LAND  
MUNICIPAL GOVERNMENT ACT "CHAPTER M - 26 RSA 2000"  
THE CITY OF CALGARY 2019 TAX SALE**

Notice is hereby given, that under the provisions of the Municipal Government Act, The City of Calgary will offer for sale by Public Auction, in the Calgary Power Reception Hall, City Hall, 800 Macleod Trail, S.E. on Thursday, 2019 April 18 at 10:00 a.m. in the forenoon, the following listed lands.

Each parcel will be offered for sale, subject to a reserve bid and to the reservations and conditions contained in the existing certificate of title.

The land is being offered for sale on an "as is, where is" basis and The City of Calgary makes no representation and gives no warranty whatsoever as to the adequacy of services, soil conditions, land use districting, building and development conditions, absence or presence of environmental contamination, or the developability of the subject land for any intended use by the Purchaser. No bid will be accepted where the bidder attempts to attach conditions precedent to the sale of any parcel. No terms and conditions of sale will be considered other than those specified by The City of Calgary.

The City of Calgary may, after the public auction, become the owner of any parcel of land that is not sold at the public auction.

In accordance with Section 424(1) and (3) of the Municipal Government Act, (1) "The municipality at whose request a tax recovery notification was endorsed on the certificate of title for a parcel of land may become the owner of the parcel after the public auction, if the parcel is not sold at the public auction," (3) "A municipality that becomes the owner of a parcel of land pursuant to subsection (1) acquires the land free of all encumbrances, except (a) encumbrances arising from claims of the Crown in right of Canada, (b) irrigation of drainage debentures, (c) registered easements and instrument, (d) right of entry orders."

Terms: On all improved property, one-third cash (or cheque) is required on the date of sale and the balance within 30 days. On all other property, one-third cash (or cheque), with a minimum cash payment of \$500, is required on the date of sale and the balance due being payable within 60 days of the date of sale, with interest at prime plus one per cent per annum calculated on the unpaid balance. All sales are subject to current taxes.

GST may apply on properties sold at the public auction.

Redemption may be effected by payment of all arrears of taxes and costs at any time prior to the date of the sale.

For a list of the addresses please visit [www.calgary.ca/propertytax](http://www.calgary.ca/propertytax). The reserve bids will be available online approximately 2019 April 10.

Dated at Calgary, Alberta, 2019 February 4.



Michael Perkins  
Manager, Tax, Receivable & Payable  
Finance





**PUBLIC SALE OF LAND**  
**MUNICIPAL GOVERNMENT ACT "CHAPTER M - 26 RSA 2000"**  
**THE CITY OF CALGARY 2019 TAX SALE**

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<b>Item</b>	<b>Roll Number</b>	<b>Legal Description</b>	<b>Reserve Bids</b>
1	004-00300-0	9911934;1;18	\$ 496,500.00
2	005-02000-3	8210961;5;34	\$ 306,000.00
5	006-16920-5	0013012;29;58	\$ 403,500.00
6	010-17040-5	7810545;6;23	\$ 228,000.00
7	015-13640-1	7811598;31;20	\$ 580,000.00
8	017-00270-0	4573HS;38;23	\$ 380,000.00
9	028-01860-4	7811157;4;44	\$ 327,000.00
11	029-08740-0	7711406;28;16	\$ 391,000.00
12	029-12550-7	7810494;31;2	\$ 362,500.00
13	029-23380-6	8010774;41;2	\$ 320,500.00
16	030-24600-3	8010826;15;11	\$ 399,500.00
23	036-02190-5	466JK;2;13	\$ 985,500.00
25	038-52730-5	7910087;43	\$ 219,000.00
26	040-01080-3	2074HB;1;22	\$ 336,000.00
33	050-16490-4	7610046;29;43	\$ 348,000.00
36	051-08230-3	7410707;4;55	\$ 341,000.00
37	051-11940-2	7411026;30;16	\$ 369,500.00
45	053-06630-4	6689JK;1;66	\$ 337,700.00
47	055-07440-5	2107JK;24;15	\$ 410,000.00
50	057-12560-1	1332N;11;43	\$ 407,300.00
51	057-50340-1	7511018;35	\$ 139,000.00
54	062-12310-4	9312045;1;7	\$ 583,000.00
55	062-52110-9	8010106;52	\$ 232,500.00
56	062-52150-5	8010106;56	\$ 244,200.00
57	062-60408-7	9711052;7	\$ 425,000.00
59	065-04330-9	2566GQ;16;21	\$ 490,500.00
62	067-63240-6	8110117;12	\$ 134,000.00
63	067-94084-1	9911709;11	\$ 145,000.00
66	071-02900-3	4946T;15;14,15	\$ 330,500.00
67	071-06360-6	8429GD;7;45	\$ 271,500.00
70	072-10020-9	7913HU;14;1	\$ 310,000.00
74	073-02170-1	6760JK;8;52	\$ 314,500.00
76	073-13040-3	905LK;26;17	\$ 434,000.00
78	073-18380-8	1599LK;38;4	\$ 298,000.00
81	073-23167-2	7610862;55;110	\$ 10,000.00
82	073-98768-7	MH-CALGARY VILLAGE-261	\$ 39,500.00
84	075-24310-5	8410184;16;291	\$ 366,500.00
87	081-26920-1	8997GC;17;30	\$ 738,000.00
88	081-50130-6	7711357;1	\$ 227,000.00
91	083-03130-2	1365GT;20;14	\$ 554,000.00
92	083-07750-3	2736HS;6;4	\$ 545,000.00
93	084-10240-9	9012425;16;4	\$ 628,000.00

Item	Roll Number	Legal Description	Reserve Bids
	94 084-16120-7	9811088;6;75	\$ 693,000.00
	95 086-11020-2	5892HL;70;10	\$ 517,000.00
	97 086-56816-9	9010203;88	\$ 202,000.00
	98 086-57962-0	9111388;113	\$ 182,000.00
	101 092-50040-4	9912326;10	\$ 345,000.00
	102 092-50042-0	9912326;11	\$ 375,000.00
	103 092-50044-6	9912326;12	\$ 379,000.00
	105 094-12270-2	9011496;3;5	\$ 204,000.00
	107 094-17810-0	9510134;21;32	\$ 313,500.00
	109 104-09330-7	2844JK;9;56	\$ 1,111,000.00
	111 114-01860-9	955AV;5;25,26	\$ 318,000.00
	113 114-06170-8	9017GU;1;52	\$ 321,500.00
	115 121-07570-9	8711258;30;40	\$ 430,000.00
	119 127-52470-0	8311921;14	\$ 191,000.00
	121 129-51260-4	7610650;57	\$ 277,500.00
	122 130-12420-9	5282JK;8;20	\$ 441,000.00
	123 132-02140-3	9411521;3;20	\$ 410,500.00
	126 138-03080-4	8711107;2;12	\$ 446,000.00
	127 139-01060-7	7410107;16;8	\$ 379,500.00
	129 140-03660-9	5942JK;6;6	\$ 588,000.00
	130 140-12770-5	642LK;10;78	\$ 407,700.00
	132 142-13750-4	731186;3;42	\$ 340,500.00
	138 150-12850-2	8010801;19;51	\$ 369,500.00
	139 154-51070-5	8110662;28	\$ 194,000.00
	143 162-98304-3	MH-GREENWOOD VILLAGE-164	\$ 57,000.00
	144 164-01360-9	9910661;24;1	\$ 4,915,000.00
	145 165-03790-4	9912427;13;2	\$ 611,500.00
	156 200-15843-4	0212359;107	\$ 10,000.00
	160 200-30941-7	0311225;265	\$ 213,000.00
	162 200-35905-7	0312236;84	\$ 314,000.00
	163 200-35984-2	0312236;240	\$ 10,000.00
	170 200-52750-5	0412071;11;1	\$ 454,500.00
	172 200-53656-3	0412230;138	\$ 3,050.00
	174 200-55264-4	0412848;5;6	\$ 482,200.00
	176 200-58023-1	0413691;172	\$ 3,050.00
	177 200-59295-4	0414023;10;3	\$ 597,200.00
	186 200-79503-7	0513033;209	\$ 10,000.00
	187 200-79520-1	0513033;226	\$ 10,000.00
	188 200-85223-4	0610067;43;48	\$ 795,600.00
	191 200-90127-0	0611270;311	\$ 26,500.00
	192 200-90179-1	0611270;3	\$ 288,300.00
	193 200-94502-0	0612673;30	\$ 285,900.00
	194 200-94669-7	0612801;28;7	\$ 357,300.00
	200 201-06787-3	0711398;9;75	\$ 625,000.00
	201 201-07274-1	5793U;2;3	\$ 859,000.00
	202 201-09163-4	0712098;4	\$ 196,000.00
	204 201-12421-1	0713555;16;25	\$ 513,000.00
	205 201-14300-5	0713971;35;1	\$ 468,000.00
	207 201-14980-4	0714034;145	\$ 170,000.00
	209 201-15784-9	0714194;55;14	\$ 415,000.00

Item	Roll Number	Legal Description	Reserve Bids
210	201-16465-4	56610;37;17	\$ 628,000.00
214	201-20117-5	0716326;65;5	\$ 442,000.00
216	201-22135-5	0810694;211	\$ 10,000.00
217	201-23300-4	0811023;598	\$ 14,200.00
218	201-23504-1	0811023;802	\$ 14,500.00
220	201-27417-2	0811484;57;84	\$ 403,000.00
222	201-29340-4	0812219;7;9	\$ 482,000.00
223	201-29804-9	0812315;23	\$ 449,000.00
224	201-30684-2	0812470;165	\$ 10,000.00
226	201-33628-6	0614475;906	\$ 206,500.00
227	201-33713-6	0614475;992	\$ 10,000.00
228	201-33828-2	0813038;42	\$ 451,000.00
232	201-45525-0	0911493;8	\$ 564,000.00
234	201-49092-7	0913718;28;70	\$ 332,500.00
237	201-56183-4	1011264;93;73	\$ 490,500.00
242	201-65625-3	1110886;9A	\$ 850,700.00
243	201-68143-4	1111767;27;1	\$ 365,600.00
247	201-72823-5	1113296;34;14	\$ 1,753,100.00
248	201-73981-0	1113698;55;4	\$ 510,400.00
252	201-77217-5	1211060;5;46	\$ 488,200.00
254	201-78190-3	0910506;15	\$ 189,300.00
255	201-78191-1	0910506;16	\$ 189,300.00
256	201-78690-2	1211557;12;15	\$ 543,100.00
257	201-78856-9	1211613;37	\$ 362,300.00
267	202-01622-6	1411262;50	\$ 10,000.00
271	202-04019-2	56610;19;28	\$ 835,500.00
280	202-11811-3	1510507;7;18	\$ 540,500.00
281	202-13091-0	1510855;189	\$ 10,000.00
282	202-15286-4	1511509;16	\$ 681,000.00
283	202-15293-0	1511509;23	\$ 26,500.00
287	202-19668-9	1512424;167	\$ 3,050.00
288	202-19676-2	1512424;175	\$ 3,050.00
291	202-24209-5	1513161;292	\$ 194,000.00
295	202-26074-1	1610199;4	\$ 14,500.00
297	202-28177-0	331AB;4;6	\$ 870,000.00
298	202-28848-6	1610979;5	\$ 905,000.00
299	202-28849-4	1610979;6	\$ 1,230,000.00
300	202-28850-2	1610979;7	\$ 1,190,000.00
301	202-28851-0	1610979;8	\$ 1,270,000.00
302	202-28852-8	1610979;9	\$ 1,190,000.00
303	202-28857-7	1610979;14	\$ 1,230,000.00
304	202-28858-5	1610979;15	\$ 1,190,000.00
305	202-28859-3	1610979;16	\$ 1,230,000.00
306	202-28860-1	1610979;17	\$ 1,185,000.00
307	202-28861-9	1610979;18	\$ 1,150,000.00
308	202-28863-5	1610979;20	\$ 1,245,000.00
309	202-28864-3	1610979;21	\$ 1,190,000.00
310	202-30964-7	1611434;285	\$ 238,000.00
311	202-30995-1	1611434;316	\$ 10,000.00
316	415-01360-6	9411363;12;41	\$ 376,000.00

Item	Roll Number	Legal Description	Reserve Bids
317	438-06370-3	9912149;8;8	\$ 494,500.00
320	445-03370-7	9511909;1;20	\$ 624,500.00
322	446-50854-1	9812413;129	\$ 10,000.00
323	472-02250-8	9512708;2;32	\$ 473,500.00
327	472-08480-5	9812987;10;32	\$ 442,000.00
329	560-05221-9	7811081;15;40	\$ 234,000.00
332	560-98142-5	MH-CHATEAU ESTATES-98	\$ 45,000.00
336	754-06391-5	8110325;10;15	\$ 296,500.00
337	754-07370-8	8210650;15;38	\$ 291,500.00
338	755-00200-3	9412768;17;11	\$ 540,000.00

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Terms: On all improved property, one-third cash (or cheque) is required on the date of sale and the balance within 30 days. On all other property, one-third cash (or cheque), with a minimum cash payment of \$500, is required on the date of sale and the balance due being payable within 60 days of the date of sale, with interest at prime plus one per cent per annum calculated on the unpaid balance. All sales are subject to current taxes.

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For a list of the addresses please visit [www.calgary.ca/propertytax](http://www.calgary.ca/propertytax).  
The reserve bids will be available online approximately on 2019 April 10.

Dated at Calgary, Alberta, 2019 February 4



Michael Perkins  
Manager, Tax, Receivable & Payable  
Finance

**Deputy City Manager's Office Report to  
SPC on Utilities and Corporate Services  
2019 March 20**

**ISC: UNRESTRICTED  
UCS2019-0343  
Page 1 of 3**

**Summary of Real Estate Transactions for the Fourth 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 Fourth Quarter 2018:

- Remnant land sales less than \$5,000,000;
- Stand alone sales;
- Other dispositions;
- Acquisitions less than \$5,000,000; and
- Occupations less than \$500,000.

**ADMINISTRATION RECOMMENDATION:**

**Review by: 2019 April 30**

The SPC on Utilities and Corporate Services recommends 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 MARCH 20:**

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

**Deputy City Manager's Office Report to  
SPC on Utilities and Corporate Services  
2019 March 20**

**ISC: UNRESTRICTED  
UCS2019-0343  
Page 2 of 3**

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

Section 18 (5) of Bylaw 52M2009, Administration was directed to report quarterly only on closed transactions approved through delegated authority through LAS2011-17.

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 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.

All of the attached leases/licenses have an annual base rent or fee less than \$500,000, 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.

Deputy City Manager's Office Report to  
SPC on Utilities and Corporate Services  
2019 March 20

ISC: UNRESTRICTED  
UCS2019-0343  
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## **Summary of Real Estate Transactions for the Fourth Quarter 2018**

### **Environmental**

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. Summary of Remnant Land Sales less than \$5,000,000 for the Fourth Quarter 2018
2. Summary of Stand Alone Land Sales for the Fourth Quarter 2018
3. Summary of Other Dispositions for the Fourth Quarter 2018
4. Summary of Acquisitions less than \$5,000,000 for the Fourth Quarter 2018
5. Summary of Occupations less than \$500,000 for the Fourth Quarter 2018





**SUMMARY OF REMNANT LAND SALES LESS THAN \$5,000,000.00  
FOURTH QUARTER 2018**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
1.	Adjacent road right of way 8945 38 ST SE	Sale of property in the community of South Foothills to Remington Development Corporation for an industrial development on the adjacent property including a car wash, gas bar and convenience store.	LAF2018-31	Ward 12 Councillor Shane Keating	\$406,000.00	1.28	\$317,187.50	2018 October 31	Authorized by: Director, Real Estate & Development Services Pursuant to Bylaw 52M2009 Section 7.(1)(b)

**LEGEND / NOTES**

MRER Management Real Estate Review (e.g. MRER2018-XX)  
LAF Land Authorization Form (e.g. LAF2018-XX)  
UCS SPC on Utilities and Corporate Services (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	DELEGATED AUTHORITY
2.	Adjacent road right of way 133 Sage Bluff WY NW	Sale of surplus road right of way in the community of Sage Hill to Brookfield Residential (Alberta) LP, by its general partner Carma Ltd. for Phase 5 development of Sage Hill.	LAF2018-88	Ward 02 Councillor Joe Magliocca	\$22,000.00	0.017	\$1,294,117.65	2018 December 28	Authorized by: Director, Real Estate & Development Services Pursuant to Bylaw 52M2009 Section 7.(1)(b)
3.	18510, 18521 and 18525 Sheriff King ST SE	Sale of surplus road right of way in the community of Silverado to Domain Apartments Ltd. for the first phase of its Silverado subdivision.	LAF2018-89	Ward 13 Councillor Dian Colley-Urquhart	\$191,350.00	0.89	\$215,000.00	2018 December 28	Authorized by: Director, Real Estate & Development Services Pursuant to Bylaw 52M2009 Section 7.(1)(b)

**TOTAL REMNANT LAND SALES FOURTH QUARTER 2018: \$619,350.00**

**LEGEND / NOTES**

MRER Management Real Estate Review (e.g. MRER2018-XX)  
LAF Land Authorization Form (e.g. LAF2018-XX)  
UCS SPC on Utilities and Corporate Services (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)

**SUMMARY OF STAND ALONE SALES  
FOURTH 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.	7319 104 AV SE	Sale of property in the community of East Shepard Industrial in the Point Trotter Industrial Park to Valcon Holdings Ltd. to construct a multi bay industrial warehouse.	Revised MRER2018 -40	Ward 12 Councillor Shane Keating	\$1,876,800.00	2.72	\$690,000.00	2018 November 15	On 2018 January 29 Council approved UCS2018-0053 – 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)  
UCS SPC on Utilities and Corporate Services (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)

**UCS2019-0343  
ATTACHMENT 2**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	PREVIOUS COUNCIL DIRECTION	DELEGATED AUTHORITY
2.	7271 104 AV SE and 7295 104 AV SE	Sale of two properties in the community of East Shepard Industrial in the Point Trotter Industrial Park to CertaCan Cultivators Ltd. to construct a medical cannabis production facility.	MRER2018-63	Ward 12 Councillor Shane Keating	\$3,167,500.00	4.70	\$673,936.17	2018 October 24	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) and 7.(1)(a)

**TOTAL STAND ALONE SALES FOR FOURTH QUARTER 2018: \$5,044,300.00**

**LEGEND / NOTES**

MRER Management Real Estate Review (e.g. MRER2018-XX)  
LAF Land Authorization Form (e.g. LAF2018-XX)  
UCS SPC on Utilities and Corporate Services (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)

**SUMMARY OF OTHER DISPOSITIONS  
FOURTH QUARTER 2018**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
1.	936 5 AV SW	Disposition of a restrictive covenant in the community of Downtown Commercial Core to 926 Capital Corp. for a 'no-build' zone except for the construction of balconies and windows on the building located on the adjacent property to the east.	MRER2018-52	Ward 08 Councillor Evan Woolley	\$272,390.00	0.028	\$9,728,214.29	2018 October 31	Authorized by: Acting Deputy City Manager Pursuant to Bylaw 52M2009 Section 7.(1)(g)
2.	936 5 AV SW	Disposition of an easement in the community of Downtown Commercial Core to 926 Capital Corp. for the construction, maintenance and use of balconies (2 <sup>nd</sup> floor and above) on the building located on the adjacent property to the east.	MRER2018-52	Ward 08 Councillor Evan Woolley	\$10.00	0.011	N/A	2018 October 31	Authorized by: Acting Deputy City Manager 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)  
UCS SPC on Utilities and Corporate Services (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)

**UCS2019-0343**  
**ATTACHMENT 3**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
3.	18510 Sheriff King ST SE	Disposition of an easement in the community of Silverado to Her Majesty The Queen In Right of Alberta as represented by The Minister of Infrastructure for construction of a temporary access road.	LAF2018-70	Ward 13 Councillor Diane Colley-Urquhart	\$10.00	0.89	N/A	2018 October 26	Authorized by: Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Section 7.(1)(f)
4.	5620 94 AV SE, 5625 94 AV SE and 9900R 54 ST SE	Disposition of a utility right of way in Section 23 to Alberta Products Pipe Line Ltd. to install/operate a pipeline to transport refined fueled petroleum products from refineries in the Edmonton area to distribution terminals in Calgary.	LAF2018-80	Ward 12 Councillor Shane Keating	\$111,000.00	0.37	\$300,000.00	2018 November 01	Authorized by: Manager, Sales & Acquisitions 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)  
UCS SPC on Utilities and Corporate Services (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)

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

	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	PURCHASE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
1.	7338 Railway ST SE	Acquisition of property in the community of East Fairview Industrial to complete the local sidewalk network.	MRER2018-43	Ward 09 Councillor Gian-Carlo Carra	\$6,475.10	0.005	\$1,306,800.00	2018 October 26	Authorized by: Director, Real Estate & Development Services Pursuant to Bylaw 52M2009 Section 6.(1)(a)
2.	1501 46 AV SE	Acquisition of property in the community of Highfield for the 42 Avenue Watermain Replacement project (part of Green Line LRT enabling works project).	MRER2018-62	Ward 09 Councillor Gian-Carlo Carra	\$25,000.00	0.03	\$833,333.33	2018 November 14	Authorized by: Director, Real Estate & Development Services Pursuant to Bylaw 52M2009 Section 6.(1)(a)

MRER Management Real Estate Review (e.g. MRER2018-XX)  
LAF Land Authorization Form (e.g. LAF2018-XX)  
UCS SPC on Utilities and Corporate Services (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)

	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	PURCHASE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
3.	Suite 1, 2412 Kensington RD NW	Acquisition of property in the community of West Hillhurst / (opportunity purchase) for future upgrades to Crowchild Trail and Kensington Road NW.	MRER2018-70	Ward 07 Councillor Druh Farrell	\$540,000.00	0.063	\$8,571,428.57	2018 December 07	Authorized by: Director, Real Estate & Development Services Pursuant to Bylaw 52M2009 Section 6.(1)(a)
4..	13700 100 ST SE	Acquisition of portion of property in Residual Ward 12 – Sub Area 12B for access to the future Southeast Cemetery at 12800 100 Street SE, located adjacent to the property.	MRER2018-71	Ward 12 Councillor Shane Keating	\$10,000.00	0.17	\$58,823.53	2018 December 14	Authorized by: Director, Real Estate & Development Services Pursuant to Bylaw 52M2009 Section 6.(1)(a)
5.	2511 38 ST NE	Acquisition of an easement in the community of Rundle for a public bus shelter and platform.	LAF2018-100	Ward 10 Councillor Ray Jones	\$10.00	0.029	N/A	2018 November 01	Authorized by: Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Section 6.(1)(f)

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UCS SPC on Utilities and Corporate Services (e.g. UCS2018-XX)  
MOD Method of Disposition (report that establishes reserve price)



	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	PURCHASE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
6.	2525 36 ST NE	Acquisition of an easement in the community of Sunridge for a new pedestrian ramp at Sunridge Mall.	LAF2018-114	Ward 10 Councillor Ray Jones	\$10.00	0.18	N/A	2018 August 31	Authorized by: Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Sections 6.(1)(f) and 18.(1)(a)

**TOTAL ACQUISITIONS FOR FOURTH QUARTER 2018:   \$581,495.10**

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MRER   Management Real Estate Review (e.g. MRER2018-XX)  
LAF     Land Authorization Form (e.g. LAF2018-XX)  
UCS     SPC on Utilities and Corporate Services (e.g. UCS2018-XX)  
MOD     Method of Disposition (report that establishes reserve price)



**SUMMARY OF OCCUPATIONS LESS THAN \$500,000.00**  
**FOURTH QUARTER 2018**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
1.	3520 90 AV SW	License of property in the community of Glenmore Park to ATCO Gas and Pipelines to construct a new gate station.	MRER2017-107	Ward 11 Councillor Brian Pincott	\$10.00	2018 December 31	Authorized by: Director, Real Estate & Development Services Pursuant to Bylaw 52M2009 Sections 7.(1)(f) and 8.(1)(a)
2.	5750 76 AV SE	Lease of property in the community of Great Plains to Calgary Film Centre Ltd. to operate and maintain a film studio and any related uses.	MRER2018-69	Ward 09 Councillor Gian-Carlo Carra	\$10.00	2018 October 15	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
3.	1360 Highfield CR SE	License of property in the community of Highfield to Airstate Ltd. for access to a temporary parking lot and staircase for employees.	LAF2018-33	Ward 09 Councillor Gian-Carlo Carra	\$10.00	2018 October 29	Authorized by: Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Sections 8.(1)(a) and 18.(1)(c)

**LEGEND / NOTES**

MRER Management Real Estate Review (e.g. MRER2018-XX)  
LAF Land Authorization Form (e.g. LAF2018-XX)  
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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.	4620 Bow TR SW	License of property in the community of Wildwood to Opus Corporation to conduct geotechnical testing.	LAF2018-58	Ward 08 Councillor Evan Woolley	\$10.00	2018 October 24	Authorized by: Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Section 8.(1)(a)
5.	Suite 4 <sup>th</sup> floor, 615 Macleod TR SE	Third party lease in the community of Downtown Commercial Core to The City of Calgary for expansion onto the 4 <sup>th</sup> floor of Rocky Mountain Plaza for the Green Line LRT Project.	LAF2018-63	Ward 07 Councillor Druh Farrell	\$35,990.70	2018 November 07	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(c)
6.	836 15 AV SW	License of property in the community of Upper Mount Royal to Condominium Corporation No. 0412542 for landscaping.	LAF2018-75	Ward 08 Councillor Evan Woolley	\$500.00	2018 April 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
7.	5016 16 AV NE	License of property in the community of Rundle to ATCO Gas and Pipelines Ltd. for an access and temporary workspace area.	LAF2018-79	Ward 10 Councillor Ray Jones	\$1,000.00	2018 October 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

**LEGEND / NOTES**

MRER Management Real Estate Review (e.g. MRER2018-XX)  
LAF Land Authorization Form (e.g. LAF2018-XX)  
UCS SPC on Utilities and Corporate Services (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
8.	3704 16 ST SW	License of property in the community of Altadore to Vericon Communities Inc. to place a project sales presentation trailer.	LAF2018-90	Ward 08 Councillor Evan Woolley	\$10,000.00	2018 October 15	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
9.	3603 27 AV SE	License of property in the community of Dover to Michael Plantz for landscaping.	LAF2018-93	Ward 09 Councillor Gian-Carlo Carra	\$500.00	2018 October 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
10.	9220R 68 ST SE	License of property in the community of East Shepard Industrial to In-Flight Data Inc. for drone testing.	LAF2018-95	Ward 12 Councillor Shane Keating	\$10.00	2018 October 15	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
11.	9220R 68 ST SE	License of property in the community of East Shepard Industrial to The Board of Governors of the Southern Alberta Institute of Technology for drone testing.	LAF2018-96	Ward 12 Councillor Shane Keating	\$500.00	2018 October 15	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

**LEGEND / NOTES**

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MOD Method of Disposition (report that establishes reserve price)

**UCS2019-0343**  
**ATTACHMENT 5**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
12.	9220R 68 ST SE	License of property in the community of East Shepard Industrial to Aerium Analytics Inc. for drone testing.	LAF2018-97	Ward 12 Councillor Shane Keating	\$10.00	2018 October 15	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
13.	8003 14 ST SW	License of property in the community of Glenmore Park to ATCO Gas and Pipelines Ltd. for access and a temporary workspace area.	LAF2018-98	Ward 11 Councillor Jeromy Farkas	\$1,000.00	2018 October 15	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
14.	1523/1525 36 ST SE	License of property in the community of Alberta Park / Radisson Heights to Habitat for Humanity Southern Alberta Society for asbestos abatement work and demolition of the property.	LAF2018-101	Ward 09 Councillor Gian-Carlo Carra	\$10.00	2018 November 19	Authorized by: Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Section 8.(1)(a)

**LEGEND / NOTES**

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MOD Method of Disposition (report that establishes reserve price)

**UCS2019-0343**  
**ATTACHMENT 5**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
15.	90 Riverstone CR SE	License of property in the community of Riverbend to Valard Construction IP on behalf of Enmax Power Corporation to relocate existing electrical transmission power poles and construct an electrical transmission line right of way connection to an existing transmission line right of way.	LAF2018-102	Ward 12 Councillor Shane Keating	\$1,000.00	2018 November 15	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
16.	616 Macleod TR SE	Lease of property in the community of Downtown Commercial Core to Calgary Municipal Land Corporation to enable a sublease of the main and basement floors to the University of Calgary's Faculty of Environmental Design for events and gallery / studio space for their students.	LAF2018-104	Ward 08 Councillor Evan Woolley	\$10.00	2018 November 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

**LEGEND / NOTES**

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MOD Method of Disposition (report that establishes reserve price)

**UCS2019-0343**  
**ATTACHMENT 5**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
17.	120 Country Hills LD NW	License of property in the community of Country Hills to The Calgary Airport Authority for a sound monitoring device.	LAF2018-107	Ward 03 Councillor Jyoti Gondek	\$10.00	2018 December 01	Authorized by: Acting Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 9.(1)(a)-(d)
18.	1212 Jamieson AV NE	License of property in the community of Bridgeland / Riverside to The Calgary Airport Authority for a sound monitoring device.	LAF2018-108	Ward 09 Councillor Gian-Carlo Carra	\$10.00	2018 December 01	Authorized by: Acting Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 9.(1)(a)-(d)
19.	155 Rundlehill DR NE	License of property in the community of Rundle to The Calgary Airport Authority for a sound monitoring device.	LAF2018-109	Ward 10 Councillor Ray Jones	\$10.00	2018 December 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 9.(1)(a)-(d)
20.	5321 Richmond RD SW	License of property in the community of Glenbrook to David Skene for a christmas tree lot.	LAF2018-112	Ward 06 Councillor Jeff Davison	\$1,233.31	2018 November 24	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

**LEGEND / NOTES**

MRER Management Real Estate Review (e.g. MRER2018-XX)  
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**UCS2019-0343**  
**ATTACHMENT 5**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
21.	3727 24 AV NW	License of property in the community of University Heights to ATCO Gas and Pipelines Ltd. to conduct geotechnical borehole excavation.	LAF2018-113	Ward 07 Councillor Druh Farrell	\$1,000.00	2018 December 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
22.	2424 University DR NW	License of property in the community of University of Calgary to 1930029 Alberta Inc. for a seasonal concession stand at the Father David Bauer Arena.	LAF2018-115	Ward 07 Councillor Druh Farrell	\$2,967.00	2018 September 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
23.	3145 9 ST SE	License of property in the community of Highfield to Robert B. Somerville Co. Limited for the Downtown – Calgary Transmission Reinforcement Project (DCTRP) for Enmax Power Corporation for laydown, storage and trailers.	LAF2018-116	Ward 09 Councillor Gian-Carlo Carra	\$10,000.00	2018 December 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
24.	6415 Ogden RD SE	License of property in the community of Ogden to Tetra Tech Canada Inc. to conduct geotechnical and environmental testing for the Green Line LRT Project.	LAF2018-118	Ward 09 Councillor Gian-Carlo Carra	\$10.00	2018 December 17	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

**LEGEND / NOTES**

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Chief Financial Officer's Report to  
Audit Committee  
2019 March 22

ISC: UNRESTRICTED  
AC2019-0307

## Code of Conduct Annual Report

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### EXECUTIVE SUMMARY

The City of Calgary's Code of Conduct ("the Code") is comprised of nine (9) policies. To support Audit Committee in its role to monitor the adequacy and effectiveness of corporate policies including the Code of Conduct (48M2012), the City Auditor's Office engaged KPMG LLP to conduct an assessment of the Ethics Program including of The City's Code of Conduct and Whistle-blower programs. KPMG prepared the Ethics Program Assessment report dated 2015 July 08, which was received for information by the Audit Committee on 2015 July 15 and subsequently by Council on 2016 July 27.

The purpose of this report is to provide Audit Committee with an update on the management practices and processes related to The City's Code of Conduct program.

#### ADMINISTRATION RECOMMENDATION:

That the Audit Committee:

1. Receives this report for information; and
2. Recommend that Council receive this report for information.

#### RECOMMENDATION OF THE AUDIT COMMITTEE, 2019 MARCH 22:

That Council receive this report for information.

### PREVIOUS COUNCIL DIRECTION / POLICY

The Audit Committee Bylaw (48M2012) states that Audit Committee, among other things, is responsible for "[overseeing] *The City's* compliance with laws, regulations and internal policies including disclosure and internal financial controls, legal compliance and codes of conduct." On 2015 July 16, Audit Committee approved the City Auditor's recommendations contained in Report AC2015-0560 (as amended). Administration has submitted progress reports on 2015 November 12 (AC2015-1891) and 2016 June 16 (AC2016-0332) to Audit Committee which outlined Administration's process to review and refresh the Code of Conduct.

### BACKGROUND

This report provides Audit Committee with an update on The City's Code of Conduct, in keeping with the Audit Committee Terms of Reference. This report focuses on the progression of the Code of Conduct program and initiatives.

In 2014 August, The City Auditor engaged KPMG LLP to conduct an assessment of The City's Ethics Program, as a component of its governance mandate. The assessment, completed on 2015 July 8, documented twelve (12) Observations and associated Recommendations along with Management Responses and Actions relating to the Code of Conduct. Additional Observations and Recommendations were directed to the Whistleblower Program. As of 2019 June 30 all of the Recommendations were closed as outlined in Attachment 1.

A project to review and revise the Code was established and was included among a number of Human Resources projects in support of the Corporate Strategic Plan contract with Council, directive 2 "a cohesive leadership culture and a collaborative workforce" (C2014-0703).

Chief Financial Officer's Report to  
Audit Committee  
2019 March 22

ISC: UNRESTRICTED  
AC2019-0307

## Code of Conduct Annual Report

Following a comprehensive review of best practices, Administration designed its refreshed Code of Conduct to overarch and articulate, but not replace, its nine (9) policies outlined in Attachment 1. The refreshed Code was launched to all employees in 2017 March. In 2018 June The City introduced Code of Conduct training which supports employees in effectively representing The City in our interactions with citizens, customers and other employees. Having our employees understand the Code reduces the risk for The City, makes us a more attractive employer and builds on our already good reputation in our communities.

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

The City of Calgary recognizes that having a Code of Conduct, founded in our values, is key to our success. A strong Code of Conduct benefits everyone; it fosters a safe, healthy and ethical workplace; protects our collective reputation, and strengthens our commitment to making Calgary a great place to make a living and a great place to make a life. The Code applies to all employees including: permanent, temporary, on-call and seasonal employees ("employees").

The Code of Conduct has been organized into four (4) behaviour-based themes to support and reduce the complexity of the nine (9) underlying policies.

Diagram 1:

Safe and Healthy Workplace	Respect in Our Workplace	Proper Use of City Resources	Putting Calgary First
<ul style="list-style-type: none"><li>• Occupational Health and Safety Policy</li><li>• Workplace Violence Policy</li><li>• Substance Use Policy</li></ul>	<ul style="list-style-type: none"><li>• Respectful Workplace Policy</li><li>• Acceptable Use of City Technology Resources Policy</li><li>• Social Media, Media Relations and Public Statements Policy</li><li>• Workplace Violence Policy</li></ul>	<ul style="list-style-type: none"><li>• Acceptable Use of City Technology Resources Policy</li><li>• Conflict of Interest Policy</li><li>• Environmental Policy</li><li>• Freedom of Information and Protection of Privacy Act</li></ul>	<ul style="list-style-type: none"><li>• Conflict of Interest Policy</li><li>• Social Media, Media Relations and Public Statements Policy</li><li>• Freedom of Information and Protection of Privacy Act</li></ul>

The Code provides direction, tools, resources and principles to guide behaviour and decision-making, including flow-charts and scenario-based examples to support employees' understanding of the Code.

The information contained within Attachment 1 is intended to provide Audit Committee with an update on the Code and assurance that The City's ethics program is serving as an efficient and effective internal control. The information provided in Attachment 1 demonstrates that:

Chief Financial Officer's Report to  
Audit Committee  
2019 March 22

ISC: UNRESTRICTED  
AC2019-0307

## **Code of Conduct Annual Report**

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- Throughout the past three years, using a series of coordinated activities, The City of Calgary has designed and implemented a sustainable Code of Conduct, including the recent launch of Code of Conduct training for all employees. The City of Calgary has aligned its values-based Code of Conduct with best practices to manage reputation risk inherent in The City's strategies, programs, processes and initiatives.
- The Code is underpinned by the essential behaviours of our organization: competence, character, commitment and collaboration.
- Each of these activities has contributed to the successful completion of many of the KPMG 2015 Ethics Audit recommendations.

In 2018 June, the Code learning (training) was rolled out to all employees supported by a comprehensive communication campaign, themed "you are a reflection of The City." This values-based learning promotes ethical decision making by applying the Code of Conduct Decision Tree seen in Attachment 2. This tool is pivotal in our effort to teach employees how to think through various situations, rather than memorize the 'right' thing to do in every situation, for every Code of Conduct policy.

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

Administration is continuously seeking opportunities to advance the proactive application of the Code which may affect or contribute to The City's ability to achieve its objectives. In addition to regularly reviewing leading practices, internal stakeholder input is used to continuously improve established practices. Designing, developing and implementing the refreshed Code of Conduct required a coordinated and collaborative approach between the Chief Financial Officer's Department, Policy Owners and Senior Leadership.

### **Strategic Alignment**

This report assists Audit Committee in its role to monitor the adequacy and effectiveness of corporate policies including Code of Conduct and Conflict of Interest. The Code of Conduct review project is aligned with Council Priority: A Well-run City. On 2014 September 15, Council approved the Leadership Strategic Plan which includes the development of a "Cohesive leadership culture and collaborative workforce," founded on the values of a responsible and accountable public service. The Code is an important vehicle for communicating values, expected behaviours and accountability.

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

The Code guides employee actions to support our corporate culture where City services are coordinated, integrated and citizen and customer-focussed; employees work together and as a team; services are supported by a sustainable financial plan; and The City instills confidence and trust in all that we do as an organization.

### **Financial Capacity**

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

Activities related to the Code are within approved budgets and programs.

Chief Financial Officer's Report to  
Audit Committee  
2019 March 22

ISC: UNRESTRICTED  
AC2019-0307

## **Code of Conduct Annual Report**

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

None related to this report.

### **Risk Assessment**

A Code of Conduct serves as a principal tool to address operational and strategic risks, introducing preventative and administrative controls. The Code is designed to support the proactive management of The City of Calgary's Principal Corporate Risk: Reputation Risk defined in AC2019-0032 as *damage to the image of The City or negative perceptions by citizens or stakeholders as a result of actions of elected officials or City employees. This risk can threaten The City's ability to maintain positive and productive relationships with citizens, businesses, partners and the ability to achieve its corporate objectives.* The activities within The City's ethics program promote accountability, manage risk, and support an effective governance structure. The Code of Conduct addresses standards for workplace conduct in areas subjected to inherent risk for the organization.

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

The City of Calgary is committed to promoting a culture of respectful, ethical and safe behaviour in the workplace, guided by a Code of Conduct. This report provides an update on the Code of Conduct program as well as additional measures in support of the Code of Conduct and ethical behaviour.

### **ATTACHMENT(S)**

1. Attachment 1 – Code of Conduct Annual Report
2. Attachment 2 – The Code of Conduct Decision Making Tree





# Code of Conduct

Annual Report

2019 March 22

## The story behind The Code of Conduct

The City of Calgary recognizes that having a Code of Conduct, founded in our values, is key to our success. A strong Code of Conduct benefits everyone; it fosters a safe, healthy and ethical workplace; protects our collective reputation and; strengthens our commitment to making Calgary a great place to make a living and a great place to make a life.

As a result of the 2015 Ethics Audit, completed by KPMG, The City focused on refreshing our Code of Conduct to align it with best practices. Our Code of Conduct is now values-based, allowing employees to engage the corporate values as a framework for decision-making, rather than listing a complex set of detailed rules. The refreshed Code of Conduct, launched in 2017 March, is framed in four (4) behaviour based themes which articulate, but do not replace, the nine (9) underlying policies.

In 2017 Q4 The City developed Code of Conduct learning (training), which was fully launched on 2018 June 4 and was promoted using a comprehensive awareness campaign, supporting both the Leadership Strategic Plan (C2014-0703) and Council's Imperatives (C2014-0703).

This report has been designed to provide Audit Committee (Council) with an update on the status of the KPMG Ethics Audit recommendations while also providing assurance of sound practices within The City's ethics program. Therefore, this report is organized using the following:



### 1. City of Calgary Code of Conduct Progress

- a. High level **recent accomplishments** in 2018-2019.
- b. Headline performance measures to show **how The City is doing**. Where available, baseline information for the measures show history (represented by a solid red line) and forecast (indicated by a dotted red line). Anticipated changes are represented by a solid gray arrow, to depict where The City can “turn the curve” on performance.
- c. **The story behind the numbers** describes the conditions, causes and forces at work that helps explain the current and expected performance.
- d. **What we propose to do** highlights initiatives planned or currently underway to advance success in the focus area.

Ongoing performance accountability is essential to the success of the Code of Conduct. A sustainment strategy will be developed to integrate these initiatives in the work The City does and to continue to measure and report on the Code of Conduct program's performance.

### 2. Code of Conduct Supporting Policies

### 3. KPMG 2015 Ethics Audit Update

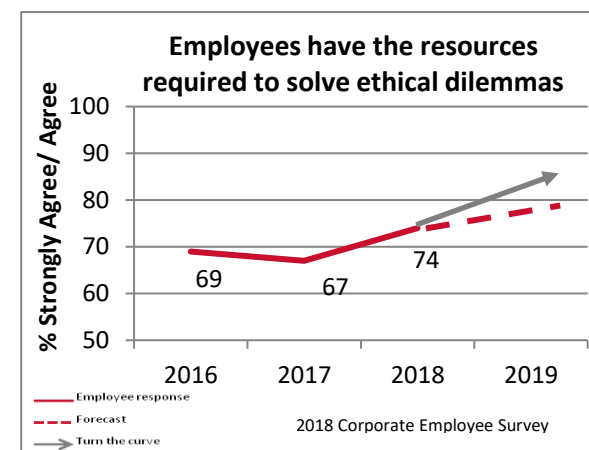
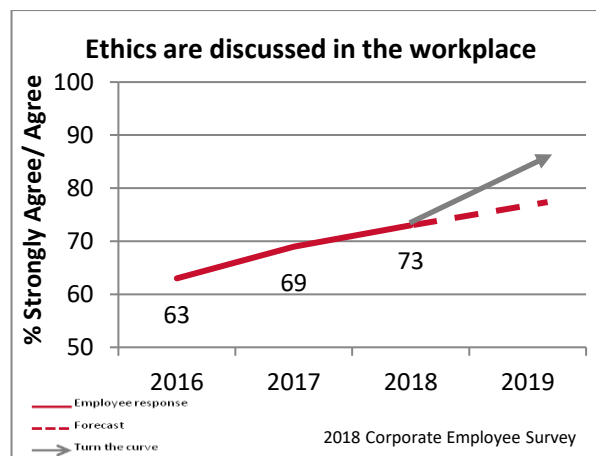
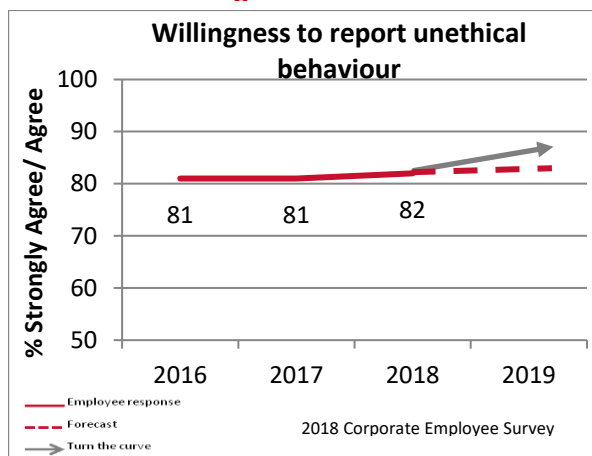


The City of Calgary's values based Code of Conduct outlines expectations and standards of behaviour to help employees remain focused on delivering The City's common purpose; making life better every day.

## Recent accomplishments

- Code of Conduct team integrated the 2015 KPMG Ethics Audit recommendations with best practices to design and develop Code of Conduct learning (training) to support employees to make ethical decisions, while understanding what is expected of them as public servants. The Code of Conduct learning, officially launched on 2018 June 4:
  - Is values-driven and is underpinned by our behaviour-based cultural imperatives (character, competence, collaboration, commitment and individual responsibility, collective accountability).
  - Provides direction, tools, resources and principles to guide behaviour and decision-making; including, a decision making tree (Attachment 2), and scenario-based examples to support employees and leaders understanding of the code.
  - Is offered in two forms; eLearning, for employees with computer access and facilitated sessions for employees without computer access.
  - As of 2019 March 12, 14,050 employees have completed the training. 4,858 of those employees are "non-wired" with 255 "in class" sessions delivered.
- A comprehensive awareness campaign was delivered to all employees including: building advertisements, digital screen images, leadership packages and, and five "Dear Code of Conduct" articles were published on myCity.
- Refreshed Code of Conduct was launched on calgary.ca in 2017 March as a fully accessible micro-site, paired with an accessible PDF for download. The microsite has received 14,371 views during the period of 2017 March- 2019 February.
- Corporate Employee Survey includes three questions directly related to the Code of Conduct, including: "I would report unethical behaviour in my workplace"; "Ethics and the Code of Conduct are discussed in my workplace" and; "If I am faced with an ethical dilemma, I know where I can go to find help in resolving the issue."
- Inclusion workshops have been delivered to improve intercultural competencies, unconscious bias, bridging cultures, respectful workplace and human rights. In 2018 a strong Human Rights communications campaign was launched to employees in recognition of the 70<sup>th</sup> anniversary of the Universal Declaration of Human Rights.
- All 2015 KPMG Ethics Audit Recommendations have now been closed, outlined on page 5 of this attachment.

## How we are doing?



## The story behind the numbers

In 2017 the refreshed Code of Conduct was launched to the organization using an awareness campaign. This refreshed Code was designed using aspirational, descriptive and prescriptive content to support its nine (9) standing policies. In Q2 2018 the Code training was rolled out to City leaders, managers and supervisors, followed by a full launch to all employees in 2018 June.

Starting in 2016 September, the Corporate Employee Survey (CES) was expanded to include three questions directly related to the Code of Conduct. The results of the CES indicated an opportunity to; enhance leadership accountability through ongoing discussions of ethics at all levels of the organization and; provide education on the tools and resources to support employees facing ethical dilemmas. Since the annual CES was administered three months following the Code of Conduct learning implementation, many employees had completed the CES prior to receiving Code training, therefore these results are expected to increase on the 2019 September CES.

## What we propose to do:

- Continue to actively provide awareness of the Code of Conduct and embed its principles within existing and new programs, processes and initiatives.
- Work with the Code of Conduct Policy Owners to integrate messages, develop the 2020 Code refresh training and launch supplementary education.
- Continue to apply the Results Based Accountability™ approach to evaluate the progress on the Code of Conduct while enhancing reporting mechanisms.

## **Code of Conduct- Supporting Policies**

The Code of Conduct is framed into four (4) behaviour based themes which articulates, but does not replace, the nine (9) existing policies. These four themes are designed to focus on The City's values and, to reduce complexity of the Code. The four themes and corresponding policies are:

### **A Safe and Healthy Workplace**

Occupational Health and Safety (HS-ESM-001)

Workplace Violence (GN-040)

Substance Use (HR-TR-005)

### **Respect in our Workplace**

Respectful Workplace (HR-LR-001)

Acceptable Use of City Technology Resources (IM-IT-002)

Social Media, Media Relations and Public Statement (ALT2016-0798)

### **Proper Use of City Resources**

Acceptable Use of City Technology Resources (IM-IT-002)

Conflict of Interest (HR-LR-004)

The City of Calgary's Environmental Policy (UEP001)

Freedom of Information and Protection of Privacy Act

### **Putting Calgary First**

Conflict of Interest (HR-LR-004)

Social Media, Media Relations and Public Statement (ALT2016-0798)

Freedom of Information and Protection of Privacy Act

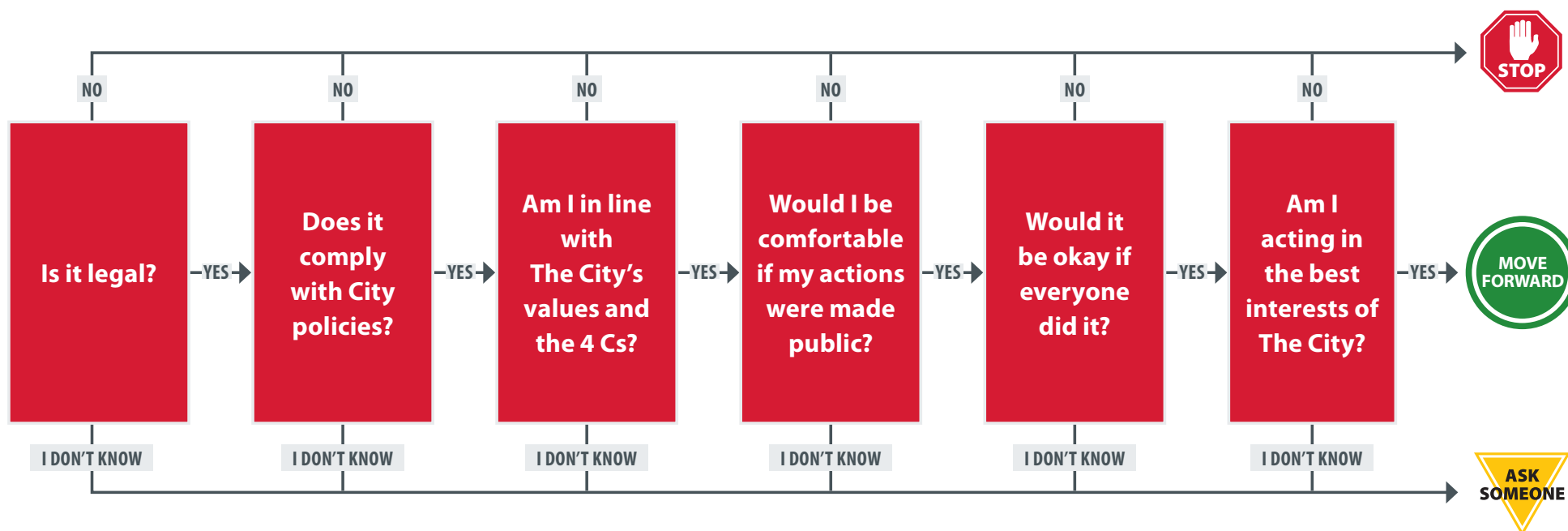
**KPMG 2015 Ethics Audit Update**

#	KMPG Report Action (abridged)	KMPG Report Date	Status
5.1.1	Consider application or implication of sign-off	2017, June 30 (HR)	Accept the Risk
5.1.1	Continue and possibly enhance communication strategy for the Code	2017, June 30 (HR)	Complete
5.1.2	Complete a review of training needs and approaches	2017, December 31 (HR)	Complete
5.1.2	Complete a review of a tracking mechanism for training and ease of access to code and related amendments	2017, December 31 (HR)	Complete
5.1.2	Discuss training needs with Council	2017, December 31 (City Clerk's)	Complete
5.1.3	Review of Code of Conduct for staff of Office of the Councillors	2016, March 31 (HR)	Complete
5.1.3	Assist Council in any review Council chooses to undertake	2016, June 30 (HR)	Complete
5.1.3	Review responsibility and process to identify and resolve any conflicts between policies in the Code or with supporting policies and documents; Review the complexity of the Code with objective of providing an understandable and effective code	2017, March 31 (HR)	Complete
5.1.3	Review current investigation approach and matrix for applicability to the overall code of conduct and to ensure clarity and effectiveness	2017, June 30 (HR)	Complete
5.1.3	Review the effectiveness of the process for policy review and procedure to record evidence of the review	2016, September 30 (HR)	Complete
5.1.4	Review the reporting processes and determine whether a generic reporting process should be created	2017, March 31 (HR)	Complete
5.1.4	Consider expanding Bid Submissions forms to clearly include identification of current and former employees. At that time also consider enhancements to reference spouses/partners of staff.	2016, June 30 (Supply)	Complete
5.1.5	Explore the development of a mechanism to monitor and report on Code violations/investigations and report regularly to City Manager/Senior Management	2018, June 30 (HR)	Complete
5.1.6	Document clear roles and responsibilities for the code processes	2016, March 31 (HR)	Complete
5.1.6	Revisit the individual performance evaluation process to ensure it reflects corporate values and, by extension, the values inherent in the Code.	2017, March 31 (HR)	Accept the Risk



# Code of Conduct decision tree

Ask yourself:



## IT'S YOUR RESPONSIBILITY TO FOLLOW THE CODE OF CONDUCT

Make sure you know before you act. If you are unsure, ask someone who knows or check [calgary.ca/employeeencode](http://calgary.ca/employeeencode)



## **Calgary Community Standards – Livery Transport Services Audit**

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### **EXECUTIVE SUMMARY**

The City Auditor's Office issued the Calgary Community Standards – Livery Transport Services Audit Report to Administration on March 13, 2019. The report includes Administration's response to recommendations raised by the City Auditor's Office to Livery Transport Services reflecting growing industry complexity and enhancement of existing controls. Administration accepted all 14 recommendations and has committed to the implementation of action plans no later than December 31, 2022. The City Auditor's Office will track the implementation of these commitments as part of our on-going follow-up process.

### **RECOMMENDATIONS**

1. That Audit Committee receive this report for information; and
2. That Audit Committee recommend that Council receive this report for information.

### **RECOMMENDATION OF THE AUDIT COMMITTEE, 2019 MARCH 22:**

That Council receive this report for information.

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

Bylaw 30M2004 (as amended) established the position of City Auditor and the powers, duties and functions of the position. Under the City Auditor's Office Charter, the City Auditor presents an annual risk-based audit plan to Audit Committee for approval. The City Auditor's Office 2018 Annual Audit Plan was approved on November 10, 2016. The City Auditor is accountable to Council and subject to the oversight of Audit Committee under Bylaw 48M2012 (as amended).

### **BACKGROUND**

This audit was undertaken as part of the approved City Auditor's Office 2018 Annual Audit Plan. Livery Transport Services within the Calgary Community Standards Business Unit regulates drivers, vehicles and companies in the livery industry according to the requirements of the Livery Transport Bylaw (6M2007). Significant livery industry changes occurred in 2016 with the introduction of transportation network companies, which added 4,500 drivers and associated vehicles-for-hire to Livery Transport Services' responsibilities. In 2018, over 10M livery trips were completed.

The objective of this audit was to assess the effectiveness of internal controls that support public and driver safety.

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

Overall, existing controls were operating as designed to support safety of passengers and drivers. We highlighted examples of the contribution these controls make to public safety, such as taking vehicles with serious defects out of service, in the results section of the Attachment.

We raised five significant recommendations reflecting growing industry complexity and opportunities to provide effective and efficient monitoring of all classifications of livery vehicles and drivers. These recommendations focused on three main themes: validation of security camera operation, defining an integrated enforcement strategy utilizing data analytics, and

**City Auditor's Report to  
Audit Committee  
2019 March 22**

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AC2019-0278  
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### **Calgary Community Standards – Livery Transport Services Audit**

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system enhancements to provide the necessary data. We also included nine recommendations to enhance the consistent performance of existing controls in the observation section.

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

This audit was conducted with Livery Transport Services acting as the principal audit contact(s) within Administration.

#### **Strategic Alignment**

Audit reports assist Council in its oversight of the City Manager's administration and accountability for stewardship over public funds and achievement on value for money in City operations.

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

N/A

#### **Financial Capacity**

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

N/A

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

N/A

#### **Risk Assessment**

The activities of the City Auditor's Office serve to promote accountability, mitigate risk, and support an effective governance structure. This audit was undertaken as part of the approved City Auditor's Office 2017/2018 Annual Audit Plan since the regulation of livery services is a critical component to ensure the safety of passengers and drivers.

#### **REASON FOR RECOMMENDATIONS**

Bylaw 48M2012 (as amended) states: "Audit Committee receives directly from the City Auditor any individual audit report and forwards these to Council for information".

#### **ATTACHMENT**

Calgary Community Standards - Livery Transport Services - AC2019-0278 ATT





City Auditor's Office

# **Calgary Community Standards – Livery Transport Services Audit**

**March 13, 2019**

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The City Auditor's Office conducted this audit in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

## Executive Summary

Livery Transport Services (LTS) within the Calgary Community Standards Business Unit regulates drivers, vehicles and companies in the livery industry according to the requirements of the Livery Transport Bylaw (6M2007). Livery vehicles include taxis, accessible taxis, limousines and vehicles-for-hire. Significant industry changes occurred in 2016 with entry of transportation network companies (TNC), which added nearly 4,500 drivers and associated vehicles-for-hire to LTS' responsibilities. In 2018, over 10M livery trips were completed.

We conducted this audit as the regulation of livery services is a critical component to ensure the safety of passengers and drivers. The objective of the audit was to assess the effectiveness of public and driver safety internal controls. The audit consisted of a comprehensive review of LTS established processes and control activities conducted by the licensing, enforcement and data and training (data analytics) teams.

Overall, existing controls were operating as designed to support safety of passengers and drivers. Our results section highlights examples of the contribution these controls make to public safety, such as taking vehicles with serious defects out of service. We raised five significant recommendations reflecting growing industry complexity and opportunities to provide effective and efficient monitoring of all classifications of livery vehicles and drivers. These recommendations focused on three main themes: validation of security camera operation, defining an integrated enforcement strategy utilizing data analytics, and system enhancements to provide the necessary data.

We noted 17 instances, during 2018, where taxi security camera footage was unavailable from the taxi brokerage when requested by LTS. Footage supports LTS in investigations and license review hearings related to driver conduct and protects the safety of passengers and drivers. Cameras are inspected at the time of registering a new vehicle and through random on-road enforcement inspections. However, they are not subject to verification every six months, as is the case with other mechanical parts. It was unknown at the time of the audit, whether these instances of unavailable footage were due to malfunction of the camera or inadequate retention practices, or other reasons. We recommended LTS conduct a root cause analysis on the causes of unavailable taxi security camera footage and based upon the results implement changes to the inspection and licensing process to further protect passenger and driver safety.

LTS does not have a defined enforcement strategy that integrates on-road, in-office and data analytic activities, which would support effective mitigation of safety risks and resource allocation decisions. The strategy should include objectives and measures, processes for monitoring performance, data requirements to support the strategy, and consideration of the different business models in the industry. Our audit provided examples of coverage measures and opportunities to expand use of trip data to assist in implementing our recommendation to develop this strategy.

Currently, the licensing and enforcement workflow system (POSSE) used by LTS does not allow for the electronic capture of detailed information on TNC vehicles-for-hire enforcement activities, including deficiencies identified. Since TNC vehicles accounted for approximately 40% of trips during 2018, information on these activities will be needed to meet the data requirements of LTS's enforcement strategy. As a result, we recommended upgrading POSSE to electronically capture these activities.

In addition, we raised nine recommendations to enhance the consistent performance of existing controls. LTS has agreed to all 14 recommendations and have committed to set action plan implementation dates no later than December 31, 2022. The City Auditor's Office will follow-up on all commitments as part of our ongoing recommendation follow-up process.

## 1.0 Background

Livery Transport Services (LTS) within the Calgary Community Standards Business Unit regulates drivers, vehicles and companies in Calgary's livery industry according to the requirements of the Livery Transport Bylaw (6M2007). This includes livery trips by taxis, accessible taxis, limousines and vehicles-for-hire. Licensing requirements include police record checks, training, specific classes of a provincial driver license, vehicle condition inspections and insurance.

LTS's objective is to ensure public safety, service quality and consumer protection for customers and service providers in the livery industry. The three teams within LTS are described in the table below:

Licensing	Enforcement	Data & Training
Administer licensing of: <ul style="list-style-type: none"> <li>• Drivers</li> <li>• Vehicles</li> <li>• Brokerages</li> <li>• Transportation network companies (TNC)</li> <li>• Livery vehicle inspection stations</li> </ul>	Encourage LTS Bylaw compliance through: <ul style="list-style-type: none"> <li>• Physical peace officer presence on the road</li> <li>• Targeted inspection programs</li> <li>• Investigation of complaints from the public and drivers</li> <li>• Enforcement action including licence review hearings to revoke a licence</li> </ul>	Analyze trip data to support a culture of data-driven decision making, and enforcement investigations.  Develop training provided to new taxi drivers.

The livery industry underwent major changes following the introduction of a major TNC into the Calgary market in 2016. TNCs provide a software program (app) that can be used by passengers to book and pay for a vehicle-for-hire operated by a driver as part of a TNC. LTS became responsible for regulating nearly 4,500 additional TNC drivers and associated vehicles-for-hire based on similar regulatory standards to those that applied to taxis and limousines. In 2018, 10M livery trips were completed, which includes 6M by taxi, 4M by vehicles-for-hire, and 17K by accessible taxi. At the beginning of February 2019, there were 4,508 licensed taxi drivers (843 with the accessible endorsement), 333 licensed limousine drivers and 4,476 licensed TNC drivers. The fleet<sup>1</sup> consisted of 1,881 taxi plates, 219 limousines and 4,476 vehicles for hire.

The regulation of livery services is a critical component to ensure the safety of passengers and drivers. As a result, this audit was included on the City Auditor's Office 2017/2018 Annual Audit Plan as an operational audit assessing the effectiveness of internal controls that support public and driver safety.

<sup>1</sup> The number vehicles operating within the city of Calgary fluctuates as there are times when a vehicle is off the road for repairs or mechanical inspection, the driver is sick or on vacation, or the vehicle has been taken 'out of service' due to a serious mechanical deficiency.

## 2.0 Audit Objectives, Scope and Approach

### 2.1 Audit Objective

The objective of this risk-based audit was to assess the effectiveness of internal controls that support public and driver safety. The objective was achieved by assessing the design and effectiveness of controls in place to mitigate the following six high inherent risks:

1. Driver behavior, conduct or health status is such that they are unfit to provide livery service;
2. Brokerages and TNCs do not comply with the legal requirements for providing livery service;
3. Changes or new information arises related to driver, brokerage or TNC conduct, or driver health status between licence renewals, which indicates an unfitness to provide livery service;
4. Driver knowledge is not sufficient to ensure safety of drivers and passengers;
5. Individuals transport passengers without the appropriate livery license; and
6. Livery vehicles are not fit to operate due to safety related defects, missing security equipment or inadequate insurance coverage.

### 2.2 Audit Scope

The scope of this audit included LTS licence application, renewal and enforcement processes and activities critical for the safety of passengers and drivers during the period from September 1, 2017 to August 31, 2018.

Excluded from this audit were:

- Training requirements for TNC drivers - LTS is exploring this requirement and is due to report back to Council through the Standing Policy Committee on Community and Protective Services no later than Q2 2019.
- Quality and availability of accessible service – Council endorsed the Accessible Taxi Incentive Program to improve customer service for individuals using on-demand wheelchair accessible taxis on March 19, 2018, which launched on January 1, 2019.
- The taxi plate selection process which is a means to distribute the release of new Taxi Plate Licences.

### 2.3 Audit Approach

Our audit included the following:

- Interviews with LTS management and staff.
- Process analysis and control assessment based on a sample of:
  - Driver's licence applications and renewals;
  - Brokerage and TNC applications;
  - Active registered livery vehicle plates;
  - Inspection station and mechanic applications;
  - Public complaints; and
  - TNC data completed by the geospatial analyst.



## 3.0 Results

At the outset of the audit LTS Management identified the combination of their activities in licensing, enforcement and data analysis was critical to supporting public and driver safety. As a result, we conducted a comprehensive audit that tested nineteen controls across these three areas, identified in the risk and control matrix (Appendix A). The following sections outline the results of testing in these three areas.

### 3.1 Licensing (13 controls)

Licensing includes preventive controls that LTS completes as part of granting or renewing a license or vehicle registration to ensure that regulatory requirements are met for drivers and vehicles, and for brokerages, TNCs, mechanical inspection stations, and mechanics inspecting livery vehicles. The front counter Licensing Team performs these activities, supported by training developed by the Data and Training Team, which are identified in Appendix A within control area L.

Overall licensing controls tested are operating as designed to ensure regulatory requirements are met. We raised five recommendations to improve the consistency of licensing control performance.

#### 3.1.1 Drivers

##### Provincial Motor Licensing Status (Controls #3, #4, #8)

Prior to granting or renewing a license LTS verifies a driver has:

- Either a Class 1, 2 or 4 provincial operator's license, which requires a medical examination confirming a driver's health status to safely provide livery service.
- Not exceeded nine demerit points as this may be indicative of a driver who does not have the necessary understanding of the rules of the road to safely operate a vehicle.

We reviewed a random sample of 61 driver applications that covered new and renewal licenses for TNC drivers, taxi drivers and limousine drivers. No exceptions were noted supporting the process is followed to ensure LTS actively validates driver requirements.

In addition, to the demerit point check at licensing/renewal LTS has proactively implemented a check during the period between renewals for drivers with six or more demerit points. We raised recommendation #8 in support of this new interim evaluation process and to formalize the control.

##### License Term (Control #9)

We performed a test of a POSSE automated control and confirmed that licenses cannot be issued for a term that exceeds 13 months.

##### Police Information Checks (Control #1, Control #2)

A police information check is conducted for all new and renewal applications through an automated interface between LTS and Calgary Police Services (CPS) for taxi and limousine drivers, and TNC drivers prior to February 1, 2018. Since this date, TNC drivers were required to manually provide this check from CPS due to changes to provincial regulations for TNCs. We tested the automated interface and confirmed it

was operating effectively and that the manual check was on file for TNC drivers requiring it, within the above sample of 61.

Through data analytics we identified licensed drivers with a CPS non-recommendation and reviewed a sample of eleven files selected on a judgemental basis that included both instances that did and did not go to a License Review Hearing. Not all non-recommendations are required to go to a License Review Hearing, for example, where the applicant resolves the matter with CPS (e.g. pays the outstanding fine). We observed LTS referred cases to a License Review Hearing where appropriate to reach a decision on suitability and files sampled contained the documentation to substantiate evidence weighed in support of the decision made.

Documentation in two files that went to a License Review Hearing did not include the CPS letter with results of a vulnerable sector fingerprint search. The CPS fingerprinting letter could have included information on additional offenses that would be relevant to discussions at the hearing. Recommendation #13 was raised to support improved document retention of hearing evidence.

#### Training (Control #11)

LTS provides training to taxi driver applicants through in person and an online option. We reviewed the course materials and observed training covered risks to the driver of assault and robbery, responsibilities for ensuring mechanical safety of the vehicle, driver conduct and the enforcement framework. After completing this course taxi drivers are required to pass an examination test. Limousine drivers are also required to pass a test but do not have to complete a training course. We reviewed a sample of 36 newly licensed taxi and limousine drivers and noted all individuals passed the examination.

Additional hands on training is required and provided for holders of accessible taxi driver licenses by both LTS and by approved brokerage training programs. Training covers topics such as wheelchair securement, curb stop locations and passenger identification. We recommended a periodic review of the training program, such as every three years, to ensure consistency between internal and brokerage accessibility training and incorporation of emerging risks (Recommendation #12). This recommendation is timely given the planned implementation of the Accessible Taxi Incentive Program in January 2019.

### **3.1.2 Vehicles, Mechanics and Inspection Stations**

The Licensing team verifies vehicles have been inspected by a qualified mechanic to ensure they are fit to operate prior to registering the vehicle, and every six months or a year thereafter (Controls #14 and #15). We inspected documentation for 66 livery vehicles including vehicles-for-hire, taxis and limousines. An Enhanced Livery Vehicle Inspection Standards (ELVIS) inspection certificate was on file for each vehicle within the required inspection period of either six months or one year. An ELVIS certificate confirms that a vehicle is fit to operate in accordance with the requirements of the LTS Bylaw, which requires an inspection either every six months or annually in the case of lower mileage vehicles-for-hire. We also confirmed that POSSE automated controls are

functioning effectively to suspend licenses or registrations in cases where a mechanical inspection is overdue (Control #16 and #17).

LTS license both the mechanics and the inspection stations (Control #18) that perform the ELVIS inspections. We reviewed a sample of seven newly licensed mechanic's files and in each case LTS had verified that the mechanic had the appropriate qualifications. Also, we reviewed a sample of five newly licensed inspection stations during the audit period and observed an LTS inspector had inspected each station and confirmed that the location had the necessary equipment to complete an ELVIS inspection.

The ELVIS inspection does not include verification of the taxi security camera. LTS Inspectors check security camera operation to ensure the camera lights are working (power, recording, GPS) when a new vehicle is registered and through random on-road enforcement. We recommended LTS update the new vehicle inspection form to include evidence of the camera inspections (Recommendation #2).

### **3.1.3 Brokerages and TNCs**

Brokerages and TNCs are licensed by LTS (Control #5). We reviewed all new license applications (two TNCs and two limousine brokerages) during the audit period and confirmed LTS reviewed the apps used by the TNC against the requirements of the LTS Bylaw<sup>2</sup>, brokerage premises were inspected by an inspector<sup>3</sup>, and LTS verified insurance coverage.

Although LTS verifies that taxi and limousines are covered under the brokerage fleet policy for new vehicle registrations (Control #14), and TNC driver's personal insurance coverage when issuing their license (Control #15). LTS does not verify proof of brokerage and TNC insurance policies for brokerage and TNC license renewals beyond requesting a policy number (Recommendation #11).

## **3.2 Enforcement and Data Analysis (6 controls)**

LTS enforcement activities include on-road enforcement, and complaint handling performed by LTS Inspectors (peace officers). The Data & Training team supports enforcement by conducting targeted data analysis. The combination of these enforcement activities allows LTS to monitor the livery industry during the period between granting and renewing an LTS license and registration and act on regulatory non-compliance that impacts driver or public safety. Enforcement and data analysis activities are identified in Appendix A within control areas E and D respectively.

We raised six recommendations to enhance the operational effectiveness of enforcement and data analysis controls tested. Although LTS is monitoring the livery industry and identifying and resolving safety concerns, LTS does not have a defined enforcement strategy that integrates on-road activities, in-office reviews and data analytics. A defined strategy includes objectives and measures that consider the different business models in the livery market, and processes to monitor outcomes, supports effective mitigation of safety risks and resource

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<sup>2</sup> Section 54 of the LTS Bylaw requires that TNC apps, used by their customer to book a ride, include functionality for safety, such as providing a photo of the driver and the license plate of the vehicle.

<sup>3</sup> Section 130 of the LTS Bylaw requires brokerages to maintain a staffed office in The City of Calgary (s135(e)) premises in a clean state and in good repair (s130(a)).

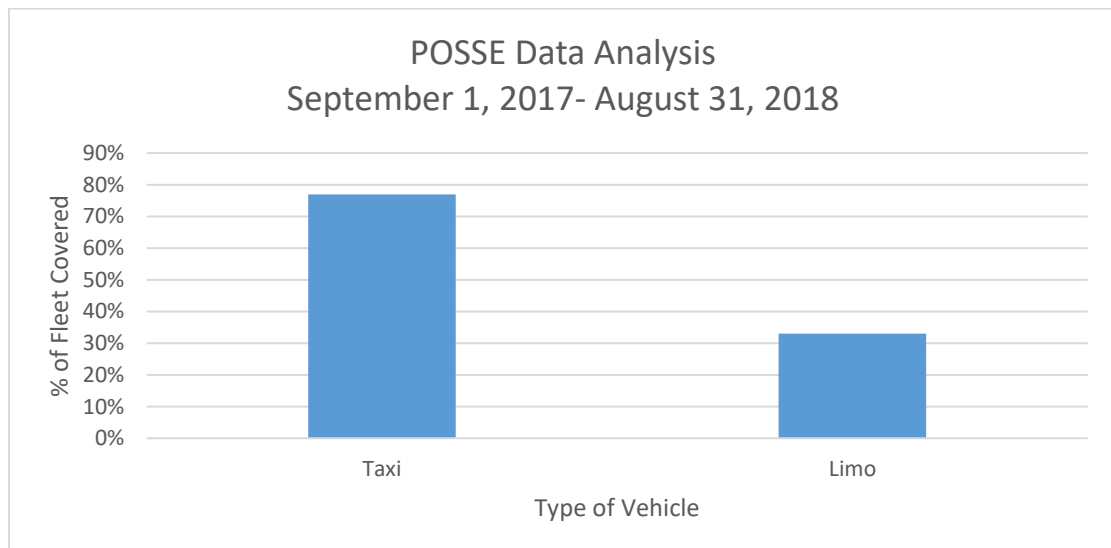
allocation decisions (Recommendation #3). We also recommended enhancements to the POSSE workflow system to capture information on TNC inspections to support this strategy (Recommendation #4).

### 3.2.1 On-road Enforcement

On-road enforcement involves an LTS Inspector verifying vehicle condition and key documentation such as their TNC or taxi driver license (Control #12). These inspections occur while inspectors are on the road at areas where livery vehicles typically stage, for example the TNC staging areas at the Calgary airport or downtown taxi stands. We examined 447 enforcement actions resulting from inspections, which resulted in 28 vehicles being taken out of service (15 related to security cameras not functioning and 2 to individuals driving without the appropriate licences).

We analyzed taxi and limousine on-road inspections using POSSE data and calculated fleet coverage for each. A vehicle was considered “covered” if it was inspected by an LTS Inspector at least once during the audit period. Although TNCs are subject to on-road inspections, they were not included in our analysis, since detailed information on TNCs inspected is captured in paper logs outside POSSE (Recommendation #4).

This analysis was provided to LTS to support setting enforcement objectives and measures (Recommendation #3) along with determining the best enforcement approach for a particular livery service provider. On-road enforcement coverage is one aspect of enforcement performance. Additional data should be considered when developing enforcement objectives, such as number of trips and miles driven per vehicle, and history of compliance. As a result, we did not opine on the sufficiency of coverage calculated. Coverage results are included in the following graph:



During an inspection LTS Inspectors may issue an Inspector’s Order to correct a vehicle defect (Control #19). At the time of our testing there were five outstanding Inspector’s Orders aged over 60 days. Since there was no evidence of follow-up by LTS Inspectors, we recommended implementing a defined process to follow-up on overdue orders

(Recommendation #6) and improving the design of the POSSE report used to identify them (Recommendation #7).

### **3.2.2 Complaint Handling**

LTS' approach to complaint handling (Control #6) has evolved to encourage the public to submit complaints directly to 311, rather than requiring brokerages to transmit complaint data, as specified by section 135 of the LTS Bylaw (Control #7). LTS has communicated the complaint intake process to the public through safety campaigns and decals on taxis. LTS advised they are working to raise awareness of the 311 intake process for TNC driver complaints (e.g. including wording on the customer receipt). We recommended LTS define the complaint process, including roles and responsibilities and update the LTS Bylaw accordingly and work with industry participants to ensure that concerns are communicated and can be resolved. (Recommendation #9).

In addition to receiving complaints from the public via 311, LTS receives referrals from CPS and 9-1-1 (Control #10). The 9-1-1 referral process was proactively implemented by LTS in August 2018. We recommended strengthening this process by incorporating it into a 9-1-1 standard operating procedure (Recommendation #14).

Once a complaint is received by LTS it is investigated by the enforcement team as part of in-office reviews. We extracted a listing of complaints with keywords that could indicate a higher risk matter and reviewed actions taken on all 13 items within this population. Complaints tested were closed in a timely manner and resolved in accordance with the LTS legal framework (LTS Bylaw, Traffic Safety Act and Provincial TNC regulations) and philosophy of progressive enforcement through education.

Enforcement actions for five out of the 13 complaints tested were not documented in POSSE. Proper documentation supports LTS' philosophy of enforcement through education, which depending on the seriousness of the offense starts with warnings that can be followed by a range of options, such as, fines for future offenses. As a result, we recommended consistent documentation of enforcement actions in POSSE supported by supervisory review (Recommendation #10).

Availability of taxi security camera footage supports LTS and CPS investigations and a differing treatment of taxi drivers when charged with an offense under the criminal code. We noted two instances where taxi security camera footage could not be obtained. One instance was from the above sample of 13 complaints and the other was from a License Review Hearing, tested as part of our sample of 11 CPS non-recommendations under section 3.1.1. Additionally, LTS Enforcement statistics from January 1, 2018 to October 31, 2018, identified 15 instances where security camera footage could not be obtained. We recommended a root cause analysis with subsequent changes to the inspection and licensing process to ensure security camera footage is provided (Recommendation #1).

### 3.2.3 Data Analysis

Starting April 2018, LTS have proactively used trip data, received from a TNC provider on a weekly basis, to identify individuals driving without an active Transportation Network Driver's License (TNDL) (Control #13) and vehicles with an overdue mechanical inspection. LTS can then work with the TNC provider to prevent the driver from accepting additional trips.

We examined 9 out of the 22 trip data reviews and confirmed that this review was completed consistently and follow-up was occurring for individuals driving without a TNDL. LTS' analysis of trip data provides coverage of all TNC drivers and vehicles and is utilized as an efficient and effective approach to identify safety concerns related to unlicensed drivers and overdue mechanical inspections. Expanding analysis of trip data to taxis and other TNCs, using a risk-based approach, will enhance mitigation of targeted safety risks (Recommendation #5) since the analysis requires less resource time and achieves full coverage compared with other enforcement activities, and easily scales with any growth in number of drivers.

We would like to thank staff from LTS and Calgary Community Standards for their assistance and support throughout this audit.

## 4.0 Observations and Recommendations

### 4.1 Verification of Camera Operation

Testing of licensing and complaint handling processes and a review of LTS enforcement statistics identified 17 instances where security camera video footage could not be obtained. In addition, although LTS Inspectors verify taxi security camera operation when the taxi is first registered and through random on-road enforcement, security camera operation is not verified on a defined frequency. LTS should analyze the cause of unavailable footage and implement a process to verify security camera operation consistent with other mechanical parts, where applicable. Operational security cameras and availability of footage support the successful resolution of LTS and CPS investigations and driver and passenger safety.

Testing of licensing and complaint handling processes during the audit identified one complaint resulting from a fare dispute and one license review hearing related to a serious offense, where video footage could not be obtained. Additionally, we reviewed LTS enforcement statistics and noted 15 unsuccessful footage requests from January – October 2018. We did not see any evidence of root cause analysis for the instances identified where camera footage could not be supplied.

LTS Inspectors check security camera operation to ensure the camera lights are working (power, recording, GPS) when a new vehicle is registered and through random on-road enforcement. The inspection at the time of registration is not documented on the ELVIS inspection form. Security camera inspections are not included as part of the ELVIS mechanical inspections, which are verified every six months through an Enhanced Livery Vehicle Inspection Standards (ELVIS) inspection, since security cameras are not part of required mechanic qualifications.

The presence of a security camera is used as the basis for differing treatment between taxi and TNC drivers when charged with certain offenses under the criminal code. Taxis are required to have a working security camera installed, which is not a requirement for TNCs. Under the provincial regulations TNC drivers will automatically have their license revoked when charged with certain criminal offenses. However, should a taxi or limousine driver be charged with a criminal code offence, LTS reviews the situation and the licence may be immediately suspended, pending the outcome of a Licence Review Hearing.

#### Recommendation 1

The Deputy Chief Livery Inspector conduct a root cause analysis to identify the causes of unavailable security camera footage. Based upon the results of this analysis identify and implement changes to the inspection and licensing process to remedy the unavailability of this footage.

#### Management Response

Agreed.

Action Plan	Responsibility
<p>Phase 1 – In conjunction with LTS investigations Livery Officers will submit request for camera footage. In circumstances where camera footage is unavailable, the reason will be documented.</p> <p>Phase 2 – Compile results of unavailable camera footage data, engage with industry regarding observations, and implement LTS process changes as necessary.</p>	<p><u>Lead</u>: Deputy Chief Livery Inspector</p> <p><u>Support</u>:</p> <p><u>Commitment Date</u>: Phase 1 – July 31, 2019 Phase 2 – October 31, 2019</p>

#### Recommendation 2

The Deputy Chief Livery Inspector amend the new vehicle inspection form used by LTS Inspectors to ensure the inspection of the security camera is documented.

#### Management Response

Agreed.

Action Plan	Responsibility
<p>The vehicle inspection form has been updated to ensure the inspection of the security camera is documented.</p>	<p><u>Lead</u>: Deputy Chief Livery Inspector</p> <p><u>Support</u>:</p> <p><u>Commitment Date</u>: December 18, 2018</p>

## **4.2 Enforcement Strategy**

Although LTS conducts regular vehicle inspections and data analytics to support passenger safety, LTS does not have a defined enforcement strategy that integrates on-road activities, in-office reviews and data analytics. LTS should have a documented strategy that includes objectives and measures, along with a process to monitor outcomes, which supports efficient and effective resource allocation.

We reviewed current activities and identified the following opportunities that could be incorporated into an enforcement strategy.

#### Establish On-road Inspection Targets

Currently LTS Inspectors identify enforcement inspection locations based on experience (e.g. taxi stands, event staging areas and the Calgary airport). Inspections include checking vehicle condition and driver's licenses. We reviewed POSSE data from September 1, 2017 to August 31, 2018 and noted that 77% of the taxi fleet and 33% of the limousine fleet was subject to at



least one random inspection. We also noted that 23% of the taxi fleet was inspected four or more times.

We could not determine coverage of the TNC fleet since detailed information on TNC vehicles inspected is manually recorded on paper logs. Although LTS manually enters summary statistics on the number of TNC inspections in POSSE, current functionality does not include TNC enforcement workflows to capture the details of these inspections, including deficiencies identified.

LTS management could consider using coverage percentages as objectives and measures to determine adequacy of the overall strategy.

#### Implement Cost Effective In-office Reviews

Audit reviewed the websites of six TNCs and identified one that was taking bookings by telephone which is not permitted by the LTS Bylaw and another that appeared to be accepting rides despite having a suspended license. LTS should ensure structured periodic monitoring of TNC websites to ensure compliance with the LTS Bylaw. The review should include identification of new apps in use since the app's functionality must meet the requirements of LTS Bylaw Section 54.8.

#### Data Analytics

See section 4.3 Trip Data Review.

#### Recommendation 3

The Chief Livery Inspector define and document an enforcement strategy that integrates on-road, in office and data analytic activities and includes:

- Objectives and measures that consider the different business models that exist within the industry;
- Processes for monitoring performance and making necessary adjustments as appropriate; and
- Data requirements to support the strategy.

#### Management Response

Agreed.

Action Plan	Responsibility
<p>Phase 1 - Based upon a review that includes a targeted enforcement matrix and an analytical review of livery 'hot spots', determine an enforcement model that includes objectives and measures.</p> <p>Phase 2 - Update the policy and procedure manual to reflect the new strategy. Review performance against measures and adjust as required.</p>	<p><u>Lead</u>: Chief Livery Inspector</p> <p><u>Support</u>:</p> <p><u>Commitment Date</u>: Phase 1 - September 30, 2019 Phase 2 - March 31, 2020</p>

#### Recommendation 4

The Chief Livery Inspector upgrade POSSE functionality to ensure that full details of TNC enforcement activities can be captured electronically.

#### Management Response

Agreed.

Action Plan	Responsibility
<p>Discovery to explore required enhancements with LTS project team.</p> <p>Engage Corporate POSSE Project Team to define enhancements and determine Project Charter including timelines and budget. The Project Charter will be approved by the Project Sponsor.</p>	<p><u>Lead</u>: Chief Livery Inspector</p> <p><u>Support</u>: City IT - POSSE Support Team</p> <p><u>Commitment Date</u>: September 30, 2019</p>

### **4.3 Trip Data Review**

The Geospatial Analyst started a weekly review of trip data in March 2018, and a monthly review of active drivers in August 2018, for one TNC. Through the reviews, the analyst identified overdue mechanical inspections and drivers that were driving without a valid TNDL. The review of trip data is an effective and efficient control to identify drivers that are operating a vehicle without a valid LTS license or a vehicle that requires an inspection. The review should be expanded to encompass all brokerage and TNC trip data, using a risk-based approach, to further mitigate risks to passenger safety.

TNC and brokerages are required to submit trip data to LTS. We reviewed a sample of nine weekly reviews of trip data and confirmed LTS resolved all instances of drivers operating without a valid TNDL.

The Geospatial Analyst advised there was a one-time review of taxi trip data for three out of the five brokerages during the audit period. The review was prompted by an LTS Inspector identifying a taxi driver without a Taxi Driver's license through on-road enforcement. Other brokerages were not included as LTS is currently working with them and City Information Technology to bring the data into a data warehouse that supports effective trip data analysis. Other TNC were not included as LTS management is using a risk-based approach and prioritizing obtaining trip data from larger providers first.

There may be additional opportunities to utilize trip data to support LTS enforcement and identify instances of non-compliance with the Bylaw. For example:

- Confirming if a driver meets the requirements of the upcoming Accessible Taxi Incentive Program; and
- Verifying compliance with Section 86 of the LTS Bylaw related to consecutive off-duty hours. We observed trip data for January 8, 2018, and January 9, 2018, and identified 13 and 15 driver IDs respectively that had over 18 hours of activity (booked-in, signed-on or meter-on). This information is not conclusive by itself but when combined with other information, such as a complaint, could indicate a driver did not have enough consecutive off-duty hours.

#### Recommendation 5

The Chief Livery Inspector expand the periodic review of trip data for brokerages and TNC, using a risk-based approach, to include identification of:

- a) Unlicensed drivers and overdue inspections on a defined frequency; and
- b) Additional Bylaw non-compliance (e.g. insufficient consecutive off-duty hours).

#### Management Response

Agreed.

Action Plan	Responsibility
<p>a) Effective October 2018, the Geospatial Analyst began conducting a weekly review on Taxis to ensure they are operating as a licensed driver</p> <p>b) LTS will be expanding the use of trip data in 2019 as part of the Accessible Taxi Incentive Program to confirm if a driver meets the eligibility requirements to receive the subsidy. In addition, LTS will continue to use trip data to support the investigation of complaints. This would include pulling trip data where a driver appeared to be tired.</p>	<p><u>Lead</u>: Chief Livery Inspector</p> <p><u>Support</u>: LTS Issue Strategist</p> <p><u>Commitment Date</u>: December 31, 2021</p>

#### 4.4 Inspection Order Follow-up

LTS Inspectors utilize a POSSE generated report (Hotlist Report) to identify outstanding Inspector's Orders that require follow-up. LTS Inspectors did not adequately follow-up on all five Inspector Orders outstanding for over 60 days noted in the September 27, 2018 Hotlist Report. In addition, the Hotlist Report format did not contain all key information necessary to efficiently identify outstanding inspection orders. Outstanding Inspector's Orders should be effectively identified and followed up on a timely basis to ensure vehicles are fit to operate and do not compromise passenger safety.

##### Inspector Order Follow-up

We tested all five Inspector's Orders (three taxis and two TNC vehicles) aged over sixty days identified on the September 27, 2018 Hotlist Report and noted there was no evidence of follow-up. Two orders related to the replacement of tires (one for front tires and another for rear tires), two related to windshield replacement, and one related to a cracked bumper.

##### Hotlist Report Design

We reviewed the design of the Hotlist Report. The Hotlist Report was 30 pages long and included information that was less relevant such as information on expired TNDLs. Additionally, the Hotlist Report did not capture vehicles-for-hire vehicle inspection orders since these are manually tracked on a separate spreadsheet (See POSSE recommendation #7 above). Finally, the Hotlist Report did not capture drivers that LTS Inspectors may wish to locate for reasons other than an Inspector's Order. Testing of complaints identified a driver that LTS was unable to contact and trip data indicated they were continuing to drive. Including such drivers on the Hotlist Report will support ongoing follow-up by allowing LTS Inspectors to identify these drivers when conducting on-road enforcement activities.

Recommendation 6

The Deputy Chief Livery Inspector implement a defined process for following up on outstanding inspection orders including:

- Guidelines for expected follow-up and escalation based upon the age and priority of the order (e.g. calling driver at x days, requesting trip data and contacting the brokerage/Transportation Network Company at x days); and
- A process for tracking follow-up on overdue items, for example assigning an internal service request to a Livery Transport Services Inspector using the 311 system.

Management Response

Agreed.

Action Plan	Responsibility
<p>The Deputy Chief Livery Inspector has taken action to implement a defined process for following up on outstanding inspection orders including:</p> <ul style="list-style-type: none"><li>• Guidelines for expected follow-up and escalation based upon the age and priority of the order (e.g. calling driver at x days, requesting trip data and contacting the brokerage/Transportation Network Company at x days); and</li><li>• A process for tracking follow-up on overdue items, for example assigning an internal service request to a Livery Transport Services Inspector using the 311 system.</li><li>• This process will be documented as part of an SOP.</li></ul>	<p><u>Lead:</u> Deputy Chief Livery Inspector</p> <p><u>Support:</u></p> <p><u>Commitment Date:</u> March 29, 2019</p>

Recommendation 7

The Licensing Coordinator improve the design of the POSSE Hotlist Report by:

- a) Including vehicles-for-hire;
- b) Removing information that is not relevant and actionable by LTS Inspectors; and
- c) Expanding the scope of this report to include information on drivers that LTS is attempting to locate for a reason other than an inspection order.

Management Response

Agreed.

Action Plan	Responsibility
<p>Part 1 - Including vehicles-for-hire and removing irrelevant information will be part of the discovery to explore required enhancements with LTS and Corporate POSSE Project Team.</p> <p>Part 2 - An SOP will be created that defines the inclusion of information on drivers that LTS is attempting to locate for a reason other than an Inspector's Order.</p>	<p><u>Lead</u>: Licensing Coordinator</p> <p><u>Support</u>: City IT POSSE Support Team</p> <p><u>Commitment Date</u>: Part 1 – September 30, 2019 Part 2 – March 29, 2019</p>

#### 4.5 Monthly Demerit Point Check

Although we verified the monthly demerit check, of drivers with six or more demerit points at the time of licensing or last renewal, was performed in December 2017 and July 2018, we were not able to verify that the monthly check was performed throughout the audit period since evidence was not retained. Monthly demerit checks should be formalized and include documentation retention requirements to ensure that LTS revokes driver licenses where drivers exceed the maximum of nine points allowed under the LTS Bylaw. Periodic demerit checks ensure continued compliance with the LTS Bylaw and passenger safety prior to the driver's license renewal, which could be up to thirteen months away.

Based upon discussions with LTS Management the demerit checks are performed monthly and are captured in POSSE by inserting the "Enforcement Demerit Check" process or entering a note when the number of points changes. We reviewed POSSE data and verified the checks took place in December 2017 and July 2018. However, documentation was not retained to verify demerit checks took place for the remaining months during the audit period.

#### Recommendation 8

The Licensing Coordinator ensure Livery Transport Services performs a demerit point check for taxi, limousine and transportation network drivers on a defined frequency (e.g. quarterly) and retain documentation of the check.

#### Management Response

Agreed.

Action Plan	Responsibility
LTS will update the Licensing Assistant training manual to capture a formal process for the monthly demerit point check, including documentation that should be retained.	<u>Lead:</u> Licensing Coordinator  <u>Support:</u>  <u>Commitment Date:</u> March 29, 2019

#### 4.6 Livery Complaint Process

LTS staff advised the main process for complaint handling is to encourage the public to submit complaints through The City's 311 Service. The process outlined in Section 135 of the LTS Bylaw, which requires transmission of complaints received by brokerages to LTS within 24 hours of receipt is no longer followed. The complaint process, including LTS and industry roles and responsibilities, should be defined and included in the LTS Bylaw to ensure that concerns related to driver conduct and vehicle condition are identified and resolved.

Based upon inquiry with LTS management, The City's 311 Service is used as the intake for Livery complaints. LTS has been raising public awareness through decals on the back of taxis that direct Livery complaints to 311. As part of testing, audit visited the "Contact us" section of five brokerage websites. One out of the five brokerage websites included information on submitting complaints to LTS through 311 processes.

We analyzed 311 complaints submitted during the audit period and noted that, based on TNC keyword search, TNCs represented 8% of all 311 complaints directed to LTS. Since TNCs represent 30% of all trips, complaints related to TNC drivers appear to be underrepresented compared with trip volumes. Unlike taxis, TNC vehicles do not display decals informing passengers of the option to submit complaints to 311. In addition, there is no requirement in the LTS Bylaw for TNC to transmit complaints received. LTS advised that they are working to raise awareness with respect to the intake of complaints through 311 for TNC drivers complaints (e.g. including wording on the receipt).

#### Recommendation 9

The Chief Livery Inspector:

- Define the complaint process, including Livery Transport Services and industry roles and responsibilities, and update the Livery Transport Bylaw accordingly; and
- Work with industry participants to implement appropriate messaging for customer facing communications, such as websites, ride receipts and Software Applications.

#### Management Response

Agreed.

Action Plan	Responsibility
<p>a) Update the Livery Transport Bylaw to reflect expectations of the complaint process.</p> <p>b) LTS will engage companies operating an App to discuss the options available to implement regarding the customer being advised to contact 311 to report a complaint.</p> <p>LTS will provide the company with an implementation date. An audit of each company's App will be conducted (including modifications) and noted in the POSSE record.</p>	<p><u>Lead</u>: Chief Livery Inspector</p> <p><u>Support</u>:</p> <p><u>Commitment Date</u>:</p> <p>a) December 31, 2022</p> <p>b) October 31, 2019</p>

#### 4.7 Livery Complaint Enforcement Action Documentation

LTS Inspectors did not consistently document enforcement action taken against drivers in POSSE following complaint investigations. LTS Inspectors should document enforcement actions in POSSE, including warnings, to support effective enforcement based on LTS' model of enforcement through education, and mitigate the risk that front counter staff renew a license in error.

Since LTS' enforcement is based on a model of enforcement through education, LTS Inspectors typically issue a warning for the first instance of a violation, unless the violation represents a serious risk to driver and passenger safety. LTS Inspectors have a range of options for future violations that include fines and License Review Hearings. Documentation of all enforcement action ensures that repeat violations are escalated.

Audit reviewed a sample of 13 complaints. LTS Inspectors did not document the enforcement action taken for five of the 13 complaints in POSSE. In addition, front counter staff renewed the license for one of the five in error. The complaint in question was of a serious nature.

#### Recommendation 10

The Deputy Chief Livery Inspector ensure LTS Inspectors document enforcement actions in POSSE, including warnings, through education supported by spot checking POSSE.

#### Management Response

Agreed.



Action Plan	Responsibility
SOP that requires enforcement actions be documented in POSSE will be created. The Deputy Chief Livery Inspector and Sergeant will ensure proper POSSE documentation.	<u>Lead:</u> Deputy Chief Livery Inspector <u>Support:</u> <u>Commitment Date:</u> April 30, 2019

#### 4.8 Insurance Coverage on Brokerage Renewals

Although LTS reviews insurance coverage for brokerages and TNCs as part of the license application, LTS does not review insurance coverage for license renewals beyond requiring a policy number. In practice, insurance for taxi and limousine vehicles is covered by the brokerage's fleet policy. TNC drivers can be covered under a TNC insurance policy or by their own policy. LTS should review proof of insurance based on insurance coverage to ensure that adequate liability coverage is maintained for vehicles within the brokerages' fleet and the TNC network. In most cases the review would take place when brokerages and TNCs renew their licenses.

##### Taxi and Limousines

Section 132 of the LTS Bylaw requires that brokerages ensure that each vehicle (limousine or taxi) they dispatch is insured. As noted above, brokerages have a fleet policy that covers taxis and limousines. LTS management advised that new applications for brokerages and TNC must provide the complete insurance policy and yearly renewals require only the policy number.

##### Vehicles-for-hire

When registering a TNC an election is made regarding responsibility for purchasing insurance coverage. Currently, most TNC drivers are covered by a TNC policy (Standard Policy Form 9 (SPF 9)), which is used in conjunction with their own personal policy. The SPF 9 provides coverage when transporting or driving to pick up passengers. LTS Bylaw Section 87(2) (d) requires that drivers provide proof of insurance as part of the registration of their vehicle-for-hire. However, in practice, LTS verifies the driver's personal insurance policy when issuing the Transportation Network Driver Licence (TNDL), which may not be the right policy since most drivers are covered under the SPF9.

#### Recommendation 11

The Licencing Coordinator:

- a) Review proof of insurance coverage as part of the TNC and brokerage license renewal process; and
- b) Consider reducing insurance verification in other areas, such as within the TNDL licensing process.

##### Management Response

Agreed.

Action Plan	Responsibility
a) We will be obtaining proof of TNC and brokerage insurance as part of the licence renewal process. The Livery Assistant Training Manual will be updated to reflect this new process.	<u>Lead:</u> Licencing Coordinator  <u>Support:</u>  <u>Commitment Date:</u> March 29, 2019
b) Verification of personal insurance will continue for TNDL holders. This provides LTS comfort that insurance coverage is in place whenever a TNC vehicle is on the road and reflects the variety of insurance models for TNCs.	

#### 4.9 Broker Approved Accessibility Training

LTS has not reviewed hands on accessible taxi training conducted by taxi brokerages since program inception in 2006. LTS should review internal and brokerage training programs periodically to ensure quality and consistency and to incorporate changes in practices that can best ensure the safety and service of accessible taxi users.

Discussions with LTS indicated that accessibility training is delivered by two approved brokerage programs and directly by LTS Inspectors for the other brokerages. LTS has not reviewed the brokerage training since Access Calgary's review in 2006 at the time of initial approval of the program and has not periodically reviewed internal training programs.

#### Recommendation 12

The Chief Livery Inspector implement a process to review hands on accessible taxi training delivered internally and by brokerages every three years and incorporate emerging industry issues and results of on-road enforcement and 311 complaint resolution.

#### Management Response

Agreed.

Action Plan	Responsibility
<p>Phase 1 - Define quality standards for wheelchair securement and customer assistance (curb stops) and create a SOP.</p> <p>Phase 2 - Evaluate Broker's training and provide feedback.</p> <p>Subsequent to the completion of phase 2 LTS will include a step in their work plan to every three years evaluate if emerging industry issues, results of on-road enforcement and 311 complaint resolution necessitate a quality standards revision. This will be in addition to ongoing reviews of complaints and discussions with industry stakeholders.</p>	<p><u>Lead</u>: Chief Livery Inspector</p> <p><u>Support</u>: Calgary Transit Access</p> <p><u>Commitment Date</u>: Phase 1 –September 30, 2019 Phase 2 – December 31, 2019</p>

#### 4.10 Vulnerability Sector Search Supporting Documentation

The CPS letter that confirms the result of the police information check was not retained on file for two applicants, who were required to submit fingerprints to verify a possible Vulnerable Sector (VS) search hit. These applicants received a CPS non-recommendation that wasn't related to the VS screening component of the police information check and went to a License Review Hearing. Retaining this letter will provide LTS with the support that VS fingerprinting was completed, and no additional information needed to be considered at the License Review Hearing.

LTS request police information checks for all new and renewal driver's license applications. Police information checks for new applications include VS screening that identifies matches based on name, gender and date of birth. Possible matches require the driver to provide fingerprints for additional screening. CPS provide the results of the police information check (letter or email), including fingerprinting where applicable in a letter or email.

#### Recommendation 13

The Chief Livery Inspector ensure that LTS maintains copies of the fingerprint results letter from CPS in all cases where fingerprinting is required, and includes cases involving a License Review Hearing.

#### Management Response

Agreed.

Action Plan	Responsibility
These two instances were related to human error by Livery Licencing Assistants and the process is to retain copies of this letter. The Licencing Coordinator has reiterated to the team the importance of retaining this documentation and will ensure the Livery Licencing Assistant Licensing manual reflects this process.	<u>Lead:</u> Licencing Coordinator  <u>Support:</u>  <u>Commitment Date:</u> March 29, 2019

#### 4.11 9-1-1 Standard Operating Procedure

The process for 9-1-1 to notify LTS of complaints related to the Livery Industry was issued as a 9-1-1 Advisory as opposed to a 9-1-1 Standard Operating Procedure (SOP). A 9-1-1 Advisory may become outdated and over time has less visibility than a SOP, which increases the risk that LTS is not notified of serious incidents involving the Livery Industry.

The 9-1-1 Advisory was issued on August 15, 2018 requesting 9-1-1 notify Livery of calls related to the Livery Industry. Notification consists of a Calgary Police Service (CPS) reference number that allows LTS to follow-up with CPS for additional information. 9-1-1 issue approximately 40 – 50 advisories per month to their staff. Unlike SOPs, advisories are not subject to a periodic review as part of the 9-1-1 procedure framework.

#### Recommendation 14

The Chief Livery Inspector work with 9-1-1 to implement a SOP for 9-1-1 notification of livery incidents where keywords related to the livery industry are referenced during the call.

#### Management Response

Agreed.

Action Plan	Responsibility
SOP that documents 9-1-1's notification of livery incidents will be created and included in the Policy and Procedure Management system.	<u>Lead:</u> Business Strategist  <u>Support:</u>  <u>Commitment Date:</u> January 31, 2019

## Appendix A: Risk and Controls Matrix

Risk	Control Area	Control Number	Identified Controls (TDL = Taxi Driver Licence, LDL = Limousine Driver Licence, TNDL = Transportation Network Driver Licence)
Driver behavior, conduct or health status is such that they are unfit to provide livery service.	L	1	Each TDL / LDL application and renewal has Calgary Police Service (CPS) licensing recommendation, based upon a police record search (including vulnerable sector search for new applicants). Non-recommendations by CPS result in the Chief Livery Inspector (CLI) or delegate, conducting a licence review hearing or refusing a licence.
	L	2	LTS review the police check (hardcopy or through CPS public e-pic system) provided by each TNDL driver at the time of licensing and renewals. Police checks with disclosures of police records are referred to the enforcement team.
	L	3	Prior to issuing or renewing a TDL, LDL or TNDL the LTS Licensing Assistant ensures applicants have a Class 1, 2 or 4 Alberta operators licence, which requires a medical exam.
	L	4	Prior to issuing or renewing a TDL, LDL or TNDL the LTS Licensing Assistant performs a MOVES (Provincial Motor Vehicle System) check to ensure the applicant has nine or fewer demerit points.
Brokerages and TNC do not comply with the legal requirements for providing livery service.	L	5	Brokerage and TNC applications are approved by the Chief Livery Inspector. New brokerage premises are inspected by an Enforcement Inspector.

Risk	Control Area	Control Number	Identified Controls (TDL = Taxi Driver Licence, LDL = Limousine Driver Licence, TNDL = Transportation Network Driver Licence)
Changes or new information arises related to driver, brokerage or TNC conduct, or driver health status arises between licence renewals, which indicates an unfitness to provide livery service.	E	6	Complaints are received from members of the public through the 311 service and investigated by LTS Inspectors. The Deputy Chief Livery Inspector reviews the outcome of complaints.
	E	7	Per bylaw 135(2) - Brokerages record complaints electronically and transmit them to LTS within 24 hours for investigation by LTS Inspectors. The Deputy Chief Livery Inspector reviews the outcome of complaints.
	L	8	A monthly demerit points check is performed for drivers that have six or more demerit points at the time of licensing or renewal. Drivers that have more than nine points have their licence suspended.
	L	9	Driver licences (TDL/LDL/TNDL) are issued for maximum of thirteen months.
	E	10	Calgary 9-1-1 will notify LTS of incidents where keywords related to the livery industry are referenced during the call.
Driver knowledge is not sufficient to ensure safety of drivers and passengers	L	11	<p>Prior to issuance of a Taxi Driver licence or Limousine Drive licence the Livery Licensing Assistant ensures training and knowledge requirements are met. These are:</p> <ul style="list-style-type: none"> <li>• Taxi drivers complete a training course and associated exam in person or online, which covers safety, bylaw, enforcement and passengers with disabilities. (Note: Additional training requirement for Taxi drivers with an accessible endorsement)</li> <li>• Limousine drivers complete an examination.</li> </ul>

Risk	Control Area	Control Number	Identified Controls (TDL = Taxi Driver Licence, LDL = Limousine Driver Licence, TNDL = Transportation Network Driver Licence)
Individuals transport passengers without the appropriate livery licence.	E	12	Through on-road enforcement inspection LTS Inspectors assess the condition of the vehicle, driver, and examine required documentation. Appropriate enforcement action is taken for deficiencies.
	D	13	On a weekly basis the Geospatial analyst reviews a listing of active drivers on the TNC platform to ensure they have a TNDL. The TNC is notified to suspend unlicensed drivers.
Livery vehicles are not fit to operate due to safety related defects, missing security equipment or inadequate insurance coverage.	L	14	Prior to registering a new vehicle against a taxi or limousine plate the Licensing Assistant ensures: a) ELVIS inspection completed in the last thirty days; b) Visual inspection completed by an LTS inspector; and c) Insurance coverage through the brokerages fleet policy.
	L	15	Prior to issuing a TNDL the Licensing Assistant ensures: a) Insurance coverage by reviewing the full binder if the vehicle is not covered under the TNCs SPF 9 insurance (automobile insurance for TNC and their authorized TNC driver) or fleet insurance; and b) ELVIS inspection completed in the last 30 days.
	L	16	Through a POSSE scheduled job LTS notifies brokerages of any vehicles with overdue mechanical inspections or have reached their off-road date. Mechanical inspections are due every six months. Off-road date is after 8 model years.
	L	17	Through a POSSE scheduled job LTS will suspend a TNDL for any vehicles with overdue mechanical inspections or have reached their off-road date. Mechanical inspections are annually or every six months for vehicles that accumulate more than 50,000kms. Off-road date is after 10 model years.

Risk	Control Area	Control Number	Identified Controls (TDL = Taxi Driver Licence, LDL = Limousine Driver Licence, TNDL = Transportation Network Driver Licence)
Livery vehicles are not fit to operate due to safety related defects, missing security equipment or inadequate insurance coverage. (continued)	L	18	LTS licence all inspection stations and mechanics. Prior to issuing a licence inspection stations are inspected by an LTS inspector to ensure they have the appropriate equipment and the LTS Licensing Assistant ensures mechanics have the necessary qualifications.
	E	12	Through on-road enforcement inspection LTS Inspectors assess the condition of the vehicle, driver, and examine required documentation. Appropriate enforcement action is taken for deficiencies.
	E	19	Outstanding inspection orders, where non-compliance is not remedied in a timely manner, are added to a hotlist. Inspectors actively attempt to locate these plates for follow-up.



## **Green Line Project Governance Audit**

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### **EXECUTIVE SUMMARY**

The City Auditor's Office issued the Green Line Project Governance Audit Report to Administration on March 15, 2019. The audit focused on the effectiveness of the current governance framework of the Green Line Project (Project), in particular, governance in place to support effective risk and issues management and decision making. As of Q4 2018, key components of Project governance remained incomplete or were not fully functional to effectively support the achievement of Project objectives. The two audit recommendations raised reinforce the urgency to solidify the Project governance framework, specific to accountability, decision making and risk identification, which in turn will support the successful delivery of this significant Project. The City Auditor's Office will track the implementation of these commitments as part of our ongoing follow-up process.

### **RECOMMENDATIONS**

1. That Audit Committee receive this report for information; and
2. That Audit Committee recommend that Council receive this report for information.

### **RECOMMENDATION OF THE AUDIT COMMITTEE, 2019 MARCH 22:**

That Council receive this report for information.

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Excerpt from the Minutes of the 2019 March 22 Regular Meeting of the Audit Committee:

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"That the City Auditor's Recommendations contained in Report AC2019-0353 be amended by adding a Recommendation 3 as follows:

- "3. That Administration return to Audit Committee by the end of Q3 2019 to provide an update on progress related to the recommendations contained within the 15 March 2019 City Auditor's Office Green Line Project Governance Audit. Update to include but not be limited to a comprehensive risk management plan."

MOTION CARRIED"

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

Bylaw 30M2004 (as amended) established the position of City Auditor and the powers, duties and functions of the position. Under the City Auditor's Office Charter, the City Auditor presents an annual risk-based audit plan to Audit Committee for approval. The City Auditor's Office 2019-2020 Audit Plan was approved on September 18, 2018. The City Auditor is accountable to Council and subject to the oversight of Audit Committee under Bylaw 48M2012 (as amended).

### **BACKGROUND**

The Project is Calgary's next light rail transit line, and the largest infrastructure investment to date. This first stage of construction (estimated cost \$4.65 billion) is expected to be complete by 2026. Given the magnitude of the Project, governance will be a critical element of project execution and success.

## **Green Line Project Governance Audit**

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The Green Line Project Charter was completed in February 2017, however by February 2019 key components of Project governance remained incomplete or were not fully functional to effectively support the achievement of Project objectives. Project leaders are working with an external consultant during Q1 and Q2 2019 to design a Project governance framework, which may address currently missing or ineffective components of strong governance.

Based on the responses received to the recommendations, we plan to conduct a follow-up audit on the effectiveness of the implemented governance structure later in 2019 and report back to Council through Audit Committee on the results.

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

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

This audit was conducted with the Green Line Business Unit as the principle audit contact within Administration.

#### **Strategic Alignment**

Audit reports assist Council in its oversight of the City Manager's administration and accountability for stewardship over public funds and achievement on value for money in City operations.

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

N/A

#### **Financial Capacity**

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

N/A

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

N/A

#### **Risk Assessment**

The activities of the City Auditor's Office serve to promote accountability, mitigate risk, and support an effective governance structure. This audit was undertaken as part of the approved City Auditor's Office 2019-2020 Audit Plan. The proposed recommendations will reinforce the urgency to solidify the Project governance framework, specific to accountability, decision making and risk identification, which in turn will support the successful delivery of the Green Line Project.

#### **REASON FOR RECOMMENDATIONS**

Bylaw 48M2012 (as amended) states: "Audit Committee receives directly from the City Auditor any individual audit report and forwards these to Council for information".

### **ATTACHMENT**

Green Line Project Governance Audit - AC2019-0353 ATT



City Auditor's Office

# **Green Line Project Governance Audit**

**March 15, 2019**

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The City Auditor's Office conducted this audit in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

## Executive Summary

The Green Line Project (Project) is the City's largest infrastructure investment to date. The first stage of construction on the Green Line will include 20 kilometers of track (estimated cost \$4.65 billion) and is expected to be completed by 2026. It will include 14 stations from 16 Ave. N to 126 Ave S.E. and the tunnel under the Bow River and the Downtown core. Given the size and complexity of the Project, effective governance will be a critical component to support achievement of Project objectives. This is the third in a series of Green Line audits undertaken by the City Auditor's Office.

The objective of the audit was to assess the effectiveness of the current governance framework of the Project. The audit focused on governance in operation during Q4 2018, in particular, governance in place to support effective risk and issues management and decision-making. The audit approach examined key transitional governance components in place, and utilized interviews with Green Line managers and the Acting Managing Director of Green Line.

The Green Line Project Charter was completed in February 2017; however, by February 2019 key components of Project governance remained incomplete or were not fully functional to effectively support the achievement of Project objectives. Incomplete Project governance components during Q4 2018 and into Q1 2019 included the Project organizational structure (in draft), and associated roles, responsibilities and accountabilities, a formalized decision-making framework, and a risk management framework.

Green Line Project leaders are working with an external consultant during Q1 and Q2 2019 to design a Project governance framework, which may address the current missing or ineffective components of strong governance. The implementation of an updated Project governance framework must be a Project priority, particularly given the imminent changes ahead as the Project moves towards procurement and construction through 2019 and 2020. The two audit recommendations raised reinforce the urgency to solidify the Project governance framework, specific to accountability, decision-making and risk identification, which in turn will support the successful delivery of this significant Project.

Based on the Acting Managing Director of the Project's response to the recommendations, we plan to conduct a follow-up audit on the effectiveness of the implemented governance structure later in 2019 and report back to Council through Audit Committee on the results.

## 1.0 Background

The Green Line is Calgary's next light rail transit (LRT) line, and the largest infrastructure investment to date. The Green Line LRT is designed to be both a transit system and a platform for development and City Shaping; it will provide efficient service and connections to destinations throughout Calgary, and areas where people can live affordably with access to amenities, services and sustainable mobility options.

On June 26, 2017, City Council approved the full vision for the Green Line LRT, including the full 46km route from 160 Avenue N to Seton and 28 stations. Construction on the first 20 km is anticipated to begin in 2020, and will extend from 16 Avenue N (Crescent Heights) to 126 Avenue SE (Shepard).

This first stage of construction (estimated cost \$4.65 billion) is expected to be complete by 2026. Once the first stage is complete, the line will be expanded incrementally to the north and southeast as additional funds become available.

Given the magnitude of the Green Line Project, governance will be a critical element of project execution and success. The Project Management Body of Knowledge (PMBOK), states<sup>1</sup>: "...project governance is a critical element of any project, especially on complex risky projects. It provides a comprehensive, consistent method of controlling the project and ensuring its success by defining and documenting and communicating reliable, repeatable project practices." It includes a framework for making project decisions; defines roles, responsibilities, and accountability for the success of the project. The City's Corporate Project Management Framework Project Governance Standard defines project governance as "authority levels and accountability at the project level that enables the project to achieve stated goals in alignment with corporate objectives". The Standard states that capital projects shall have a documented governance structure outlined in the project Charter and refined in the project plan. The Standard defines a governance structure as "a defined structure that outlines the relationship between all the individuals/entities involved in the project and describes the project information flow to all individuals/entities".

The Green Line Executive Steering Committee (ESC) is the key body within the Green Line governance structure which is responsible for providing strategic direction and oversight. The Green Line Business Unit is responsible for the delivery of the Green Line Project.

The City Auditor's Office plans to conduct a series of audits on the Green Line over the lifespan of the Project given its proposed complexity and significant capital budget. This is the third in a series of audits on the Project, which was undertaken as part of the City Auditor's Office 2019/2020 Annual Audit Plan.

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<sup>1</sup> A Guide to the Project Management Body of Knowledge, Fifth Edition, Section 2.2.2 Project Governance



## 2.0 Audit Objectives, Scope and Approach

### 2.1 Audit Objective

The objective of this audit was to assess the effectiveness of the current governance framework of the Green Line Project.

### 2.2 Audit Scope

The scope of the audit focused on assessing the effectiveness of the Project governance in operation during Q4 2018. In particular, the audit focused on the ability of the transitional governance in place to support effective risk and issues management and decision-making.

### 2.3 Audit Approach

As key governance documents were in a state of transition and development at the time of our audit, our approach was to determine the effectiveness of interim governance arrangements through interview with all Green Line managers (nine positions in total), and the Acting Managing Director, and assessment of meeting minutes, reports and presentations which occurred during Q4 2018 as evidence of ongoing project governance.

## 3.0 Results

The Green Line Project Charter was completed in February 2017, however by February 2019 key components of Project governance remained incomplete or were not fully functional to effectively support the achievement of Project objectives. Interviews with Green Line managers, the Acting Managing Director, and review of draft governance documentation identified concerns with roles, responsibilities and associated accountabilities, decision making, and risk identification. During Q1, work commenced with an external consultant (KPMG) to design a formalized Project governance framework. An end date had not been determined for this work at the time of our audit.

### Roles, Responsibilities and Accountability

Project roles and responsibilities have undergone multiple changes during 2018. The documented organization structure was in draft during Q4 2018 and into Q1 2019, and the recent turnover<sup>2</sup> in Project Managing Director role has resulted in the City's General Manager of Transportation also acting as Managing Director in the interim. Seven of nine Green Line managers interviewed identified a lack of clarity regarding Project roles and responsibilities, with a resulting impact on accountability and decision-making. Interviews with Green Line managers indicated specific challenges such as an individual hired into one role, but performing another role, and a lack of alignment of accountability and responsibility.

The City's Corporate Project Management Framework Project Governance Standard requires "a defined structure that outlines the relationship between all the individuals/entities involved in the project and describes the project information flow to all individuals/entities" which is not currently in place.

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<sup>2</sup> October 2018

Green Line Project leaders (i.e. Green Line managers and Acting Managing Director) are working with KPMG during Q1 and Q2 2019 to design a formalized Project governance framework. The draft proposal of work included the following activities related to roles, responsibilities and accountabilities:

- developing an organization structure chart,
- defining job descriptions for major roles,
- clarifying key responsibilities and accountability; and
- defining project oversight and decision making.

### **Decision Making and Reporting**

The governing body of the Project is the Executive Steering Committee (ESC). The ESC terms of reference is currently under review to better reflect the role of the Committee (decision-making versus advisory). Clarifying the roles of the committee will ensure it has the appropriate decision-making authority to support achievement of Project objectives and to provide effective oversight.

The City's Corporate Project Management Framework Progress Reporting Guidelines recommend that progress reports should be presented, at a minimum, on a monthly basis. Our interviews confirmed Green Line leaders are developing a monthly dashboard report. Project leaders presented a revised quarterly report format to the SPC on Transportation and Transit on December 6, 2018 (and subsequently to Council on December 17, 2018), to begin at the end of 1<sup>st</sup> quarter 2019. At the time of the audit, the quarterly report to be presented to the SPC on Transportation and Transit in March 2019 had not been prepared.

### **Risk Identification and Management**

An updated Risk Registry was provided to Council as part of Q4 2018 Project reporting, including risks, risk rating, and mitigation strategy. Risk ownership was not included. During Q1 2019, the Acting Managing Director was working with KPMG to consider further modifications of the Risk Registry.

During Q1 2019, Project risks have been managed via weekly meetings of Green Line managers, and the Acting Managing Director. The meetings utilize a playbook framework focused on critical tasks to be completed within the next 4-6 months to manage current risks and mitigation strategies. Green Line LRT managers update their respective sections in the playbook each week. The Acting Managing Director uses an informal process to risk rank and prioritize different risks presented through the weekly meetings and other Project meetings.

We interviewed all Green Line managers and asked what they viewed as key risks, which resulted in two consistent risks being identified:

- Lack of personnel experience on large/specialized project as a risk (4 of 9 responses); and
- Inadequate governance as a risk (4 of 9 responses).

We confirmed these two risks were documented in the playbook utilized to manage risk during Q1 2019. In addition, aspects of these risks (clarity of terms for the ESC, recruitment of an external consultant to support the formalization of a governance structure, update to the Risk Registry) were documented in Q4 2018 ESC minutes. The Q4 Risk Registry update to Council includes personnel experience as a risk.

While elements of a Project Risk management framework are in place, such as day to day management of short term risks through the utilization of a playbook, the risk identification and prioritizing is occurring on an informal ad-hoc basis rather than systematically. The draft proposal of work from KPMG includes the establishment of a comprehensive risk management plan. Formalizing the risk management process will allow Green Line Project leaders and staff to recognize emerging risks in a timely fashion and utilize risk management more effectively to support the achievement of Project objectives.

The draft proposal of work to be completed by KPMG includes the creation of a change management plan for implementation of the governance framework. The implementation of an updated Project governance framework must be a Project priority, particularly given the imminent Project stages ahead as the Project moves towards procurement and construction through 2019 and 2020. Given the current transitional state of governance and the absence of critical components of an effective governance framework, we recommended (Section 4.1) that the Acting Managing Director of Green Line implement an updated Project governance framework. We also recommended a reassessment of Project risks to identify underlying or previously unknown risks that were not identified during the period of informal risk identification and prioritization, and ensure that these are incorporated into on-going risk management.

Based on the Acting Managing Director of the Project's response to the recommendations, we plan to conduct a follow-up audit on the effectiveness of the implemented governance structure later in 2019, and report back to Council through Audit Committee on the results.

We would like to thank staff from the Green Line Project for their assistance and support throughout this audit.

## 4.0 Observations and Recommendations

### 4.1 Current Governance Framework

The Green Line Project Charter was completed in February 2017, however two years later key Project governance components remain incomplete or are not functioning effectively to support achievement of Project objectives.

Current components of Project governance which we identified through our audit as absent or not functioning effectively include:

- **Accountability** – seven of nine Green Line LRT managers interviewed identified a lack of clarity regarding Project roles and responsibilities, which have impacted Project accountability and supporting communication. The Project organization structure was in draft form during Q1 2019;
- **Decision Making** – the Project’s decision-making structure is not defined; for example the role of the ESC (decision making versus advisory) and associated terms of reference have not been finalized;
- **Risk Identification** – a formalized Project risk management framework has not been established, so risk identification and prioritization is occurring on an informal ad-hoc basis rather than systematic basis, primarily through Green Line manager meetings.

Some of the delays in establishing effective governance may be attributed to recent turnover in the Project Managing Director role. Green Line Project leaders are currently working with KPMG to design a project governance framework, which may address the current missing or ineffective components of strong project governance.

The Project Management Body of Knowledge (PMBOK), states “project governance is a critical element of any project.” Given the complexity of the Green Line Project, and the length of time transitional Project governance has been in place, and associated challenges with roles, responsibility, accountability, and decision-making, key Project risks that threaten the achievement of Project objectives may not have been identified, communicated, and prioritized. Implementation of the updated project governance framework should be a Project priority, accompanied by a reassessment of Project risk to provide assurance that significant risks are included in on-going Project risk management.

#### Recommendation 1

The Acting Managing Director of Green Line implement an updated Project governance framework, including defined and communicated roles, responsibilities and accountabilities, accompanying project organization structure, documented decision-making framework, and defined risk and issues management framework that supports achievement of Project objectives.

Management Response

Agreed.

Action Plan	Responsibility
<p>This recommendation is being addressed through three related work streams:</p> <p><b>1) Project organization structure, roles and staffing</b> Work is presently underway to define the needed organization structure, roles, and staffing to deliver the project's activities for 2019. This involves several steps, as follows:</p> <p><u>Planning and design</u> For the senior leadership positions:</p> <ul style="list-style-type: none"> <li>• Revise and/or refine reporting lines, job descriptions, accountabilities, decision-making authorities</li> <li>• Identify the appropriate personnel to staff the senior leadership positions.</li> </ul> <p>For the project's functional teams:</p> <ul style="list-style-type: none"> <li>• Develop a RASCI chart to define roles and responsibilities as it relates to activities requiring cross-functional involvement and decision-making</li> <li>• Develop job descriptions defining the primary functional roles, and match appropriate personnel to the positions.</li> </ul> <p><u>Implementation</u> Phased implementation will occur, starting with senior leadership and cascading to functional teams.</p> <p><b>2) Project governance framework</b> The project's governance framework is being redeveloped in parallel to the organization design work. This has involved interviews with key, senior corporate stakeholders, undertaken in early Q1 2019. A workshop with the Executive Steering Committee is</p>	<p><u>Lead</u>: Acting Managing Director, Green Line</p> <p><u>Support</u>: External consultant (all items); HR Business Partner (item 1); Executive Steering Committee (item 2); Senior Manager, Project Controls, and Corporate risk leaders (item 3)</p> <p><u>Commitment Date</u>: May 3, 2019</p>

Action Plan	Responsibility
<p>scheduled for late February 2019 to refine the Terms of Reference for the project's governing roles and bodies.</p> <p>The governance framework and supporting Terms of Reference will identify decision-making and risk and issues management authorities at the project and oversight levels, and will be implemented through a systematic process.</p> <p><b>3) Risk and issues management</b></p> <p>The project is currently undertaking a review of its approach to risk and issues management, including its Risk Register. An integrated risk and issues management framework that supports the needs of the project and that is aligned with City standards, is being developed. This involves several steps, as follows:</p> <p><u>Risk Register</u></p> <ul style="list-style-type: none"> <li>Assess current Risk Register content and supporting processes, practices, roles</li> <li>Define end-to-end desired processes, practices and roles to maintain and use the Risk Register for value-added activities, including reporting and decision support.</li> </ul> <p><u>Overall risk management</u></p> <ul style="list-style-type: none"> <li>In consultation with external experts and senior corporate leadership, define and design an overall risk and issues management approach aligned with the needs of the project and City standards.</li> </ul> <p><u>Implementation</u></p> <p>Phased implementation will occur, starting with end-to-end Risk Register practices, and followed by the overall risk management approach.</p>	

Recommendation 2

Post project governance framework implementation, Acting Managing Director of Green Line lead a reassessment of Project risk to identify underlying or previously unknown risks, and incorporate into on-going risk management.

Management Response

Agreed.

Action Plan	Responsibility
Once the detailed risk and issues management process has been created (described in item 3 in response to Recommendation 1 above), a workshop with the Project's senior leadership team will be undertaken to take stock of all current Project risks and issues. These will be evaluated (scored – probability vs. severity), mitigation plans will be developed, and individual risks will be assigned to owners. Monitoring will continue on a bi-weekly basis through a regular senior leadership risk management meeting, with major risks and issues brought forward to the Project's steering committee for regular update.	<u>Lead</u> : Acting Managing Director, Green Line  <u>Support</u> : External consultant; Senior Manager, Project Controls  <u>Commitment Date</u> : July 12, 2019





Transportation Report to  
SPC on Transportation and Transit  
2019 March 20

ISC: UNRESTRICTED  
TT2019-0235

## **Southland Station Pedestrian Connectivity**

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### **EXECUTIVE SUMMARY**

In 2017 Council moved to adopt two land use bylaws to support future redevelopment at Wyldewood Estates in Acadia and Southland Crossing Shopping Centre in Haysboro. Recognizing that neither of these designations resolved existing pedestrian connectivity issues in the area, which were anticipated to be exacerbated by the increased density near primary transit service, council approved NM2017-37 to direct Administration to coordinate a plan to resolve these issues and implement improvements.

Notice of Motion (NM) 2017-37 directed Administration to work with area developers and area Community Associations (CA) to identify pedestrian improvements along Southland Drive between 2 Street SE and Southland LRT Station and collaborate on implementation of the plan. At this time, the developments in question have not proceeded. Administration is planning to undertake a community mobility planning exercise in concert with the Kingsland Area Redevelopment Plan, which includes the affected area. As a result, Administration will include an assessment of walking connections near the future development sites. Administration will work with the affected landowners and adjacent CAs to create a plan to be built at such time as future development proceeds or other funding becomes available.

#### **ADMINISTRATION RECOMMENDATION:**

That the SPC on Transportation and Transit recommend that Council direct administration to include a recommended plan for Southland Station pedestrian connectivity as part of the Kingsland Area Redevelopment Plan.

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#### **RECOMMENDATION OF THE SPC ON TRANSPORTATION AND TRANSIT COMMITTEE, 2019 MARCH 20**

That the Administration recommendation as contained in Report TT2019-0235 be adopted.

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

On 2017 September 11, Council adopted NM2017-37 and directed Administration to “work with both Applicants and the adjacent community associations to identify pedestrian improvements along Southland Drive between 2 Street SE and Southland Station, including the Southland Drive Bridge, and return to City Council through the Standing Policy Committee on Transportation and Transit, no later than Q1 2019 with an implementation plan to coincide with the construction of the applicants’ sites.”

On 2017 July 31, Council moved to adopt Bylaw 241D2017, being a Bylaw of The City of Calgary to Amend the Land Use Bylaw 1P2007 (Land Use Amendment LOC2016-0064 – Wyldewood Estates, Acadia)

**Transportation Report to  
SPC on Transportation and Transit  
2019 March 20**

**ISC: UNRESTRICTED  
TT2019-0235**

**Southland Station Pedestrian Connectivity**

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On 2017 July 31, Council moved to adopt Bylaw 261D2017, being a Bylaw of The City of Calgary to Amend the Land Use Bylaw 1P2007 (Land Use Amendment LOC2015-0194 – Southland Crossing Shopping Centre, Haysboro)

On 2016 May 2, Council approved, as part of TT2016-0250 Pedestrian Strategy Final Report, Action 24: Conduct pedestrian facility reviews (connectivity and accessibility) for all existing transit station areas.

**BACKGROUND**

In 2017 July, Council approved two land use designations near Southland LRT Station. Recognizing that neither of these designations resolved existing pedestrian connectivity issues in the area, which were anticipated to be exacerbated by the increased density near primary transit service, council approved NM2017-37 to direct Administration to coordinate a plan to resolve these issues and implement improvements. Administration expected to take up these issues when one or both land owners decided to advance their applications to the next stage of approval. As of this report, neither land owner has elected to advance projects associated with the new land use approvals for these sites.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Administration is planning to embark on a community mobility planning exercise in concert with the Kingsland Area Redevelopment Plan, which includes the affected area (Attachment). As a result, Administration will include an assessment of walking connections near these sites as part of that work and will work with the affected landowners and adjacent CAs to create a plan to be enacted when new development proceeds or other funding becomes available.

**Stakeholder Engagement, Research and Communication**

The relevant landowners and community associations will be engaged as part of the local area planning process and their input will inform the plan to be developed.

**Strategic Alignment**

The proposed incorporation of this analysis in the broader local area planning process aligns with One City, One Voice, which directs Administration to align efforts across projects and services to ensure consistent and effective collaboration with community partners. The resulting plan will align with council's goals for "A City of Safe and Inspiring Neighbourhoods" and "A City that Moves".

Transportation Report to  
SPC on Transportation and Transit  
2019 March 20

ISC: UNRESTRICTED  
TT2019-0235

## **Southland Station Pedestrian Connectivity**

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

Conducting this review at the appropriate time will support community cohesion by embedding the discussion in a vision for the community, enhance the success of transit-oriented developments in the vicinity, and support efficient use of City resources on engagement.

### **Financial Capacity**

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

The mobility aspects of the local area plan work can be accommodated through existing operating budgets in the Sidewalks and Pathways service.

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

There are no capital budget implications at this time. Future capital budget implications of identified improvements to pedestrian connectivity will be assessed as part of the local area planning process.

### **Risk Assessment**

The risks associated with this request include sustained uncertainty for area residents and landowners, and potential delays in implementation of pedestrian improvements if there are delays with the associated local area planning exercise. These risks are offset by the strategic advantage and project efficiencies of combining the two efforts.

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

The original notice of motion on this subject did not envision the opportunity presented by the upcoming Local Area Plan work, nor the changing economic realities which impacted the timelines for development in the area.

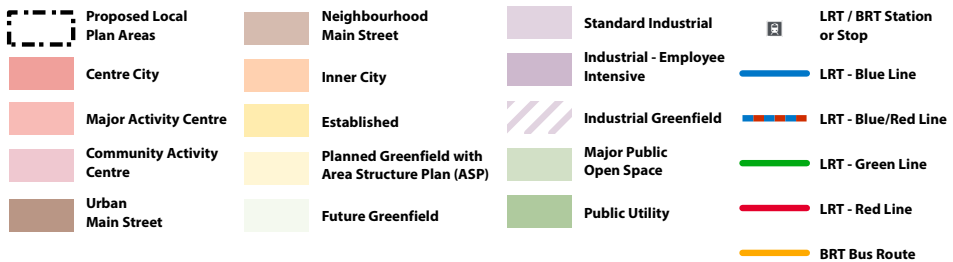
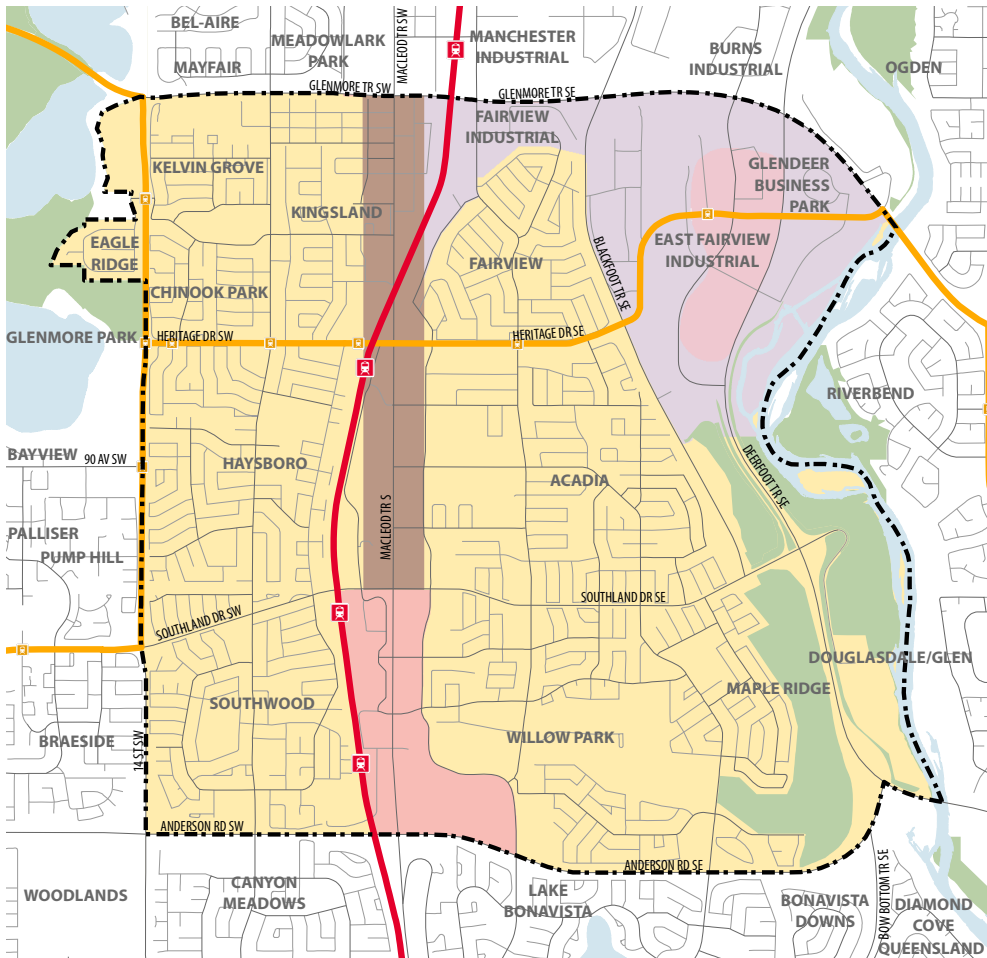
### **ATTACHMENT(S)**

1. Attachment – Map of Kingsland Area Redevelopment Plan boundaries



# Map of Kingsland Area

## TT2019-0235 Redevelopment Plan Boundaries ATTACHMENT





Transportation Report to  
SPC on Transportation and Transit  
2019 March 20

ISC: UNRESTRICTED  
TT2019-0204  
Corrected

## **Interim Alternative Uses of Blue Line and Green Line LRT Rights-of-Way**

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### **EXECUTIVE SUMMARY**

Council directed Administration to review interim uses of a number of parcels of City-owned land, designated for building Light Rail Transit (LRT) projects in the future. This report summarizes Administration's process for evaluating potential interim uses along future Blue Line and Green Line LRT rights-of-way (ROW).

First, Administration considered using these rights-of-way for short term transportation improvements. A number of rapid transit expansion projects were identified as potential projects for consideration. These projects have significant capital and operating budget implications. Administration recommends evaluating the potential rapid transit expansion projects as part of the upcoming RouteAhead Prioritization Report. The high-level analysis of these possible projects revealed they would have limited impact on the future LRT ROW. Also, if rapid transit expansion projects along the future Blue or Green Line alignments were prioritized in RouteAhead, those projects could still be a number of years from implementation. As a result, the LRT ROWs may be available for other uses for some period of time.

Pedestrian and cycling infrastructure were also considered. Pathway uses were not recommended for the LRT ROW due to major barriers throughout the network, as well as existing or planned pathways in the vicinity.

For those places and at those times where there is not expected to be a transportation use for the LRT ROW, non-transportation uses such as parks and community activated spaces were considered. Activating unused spaces can enhance community engagement by creating gathering places, opportunities for positive social interaction, and increasing the perception of safety. They can serve as incubators for future local businesses and can provide testing grounds for potential community assets in advance of significant capital investment. Given the available City resources, and given the success of recent example projects, for this report Administration focused on creating a framework for allowing partner-led activations of these unused spaces.

Administration recommends working with partners to activate one or more parcels of designated land as a pilot to better understand the internal process requirements and level of interest from partner organizations and the public before creating an intake to open the full inventory of City-owned parcels to partner-led project proposals.

### **ADMINISTRATION RECOMMENDATION**

That the SPC on Transportation & Transit recommends that Council:

1. Direct Administration to include appropriate rapid transit expansion projects (per Attachment 1) for analysis in the upcoming RouteAhead Project Prioritization Report in Q3 of 2019.
2. Direct administration to engage partners in potential pilot projects to test interim non-transportation uses of future transit rights-of-way and report back with findings no later than Q2 2021.

Transportation Report to  
SPC on Transportation and Transit  
2019 March 20

ISC: UNRESTRICTED  
TT2019-0204

### **Interim Alternative Uses of Blue Line and Green Line LRT Rights-of-Way**

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#### **RECOMMENDATION OF THE SPC ON TRANSPORTATION AND TRANSIT COMMITTEE, 2019 MARCH 20**

That Council:

1. Direct Administration to include appropriate rapid transit expansion projects (per Attachment 1) for analysis in the upcoming RouteAhead Project Prioritization Report in Q3 of 2019; and
2. Direct Administration to engage partners in potential pilot projects to test interim non-transportation uses of future transit rights-of-way and report back with findings no later than Q2 2021.

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

NM2018-0689 (2018 May 29) directs Administration to “explore potential interim alternative uses for the reserved LRT ROWs for the Blue Line NE, north of Saddletowne Station, that may include, but are not limited to, transit improvements, pedestrian and bicycle infrastructure, and parks that can be converted to LRT infrastructure” and to “provide an assessment of feasibility, capital costs required, return on investment, and timelines for the potential interim uses.”

TT2018-0145 Amendment 3 (2018 March 8) directs Administration to “explore the ways and means that the existing rights-of-way, north of 16<sup>th</sup> Avenue N and south of 126 Avenue S, can be activated for community purposes that may include, but are not limited to, BRT, pedestrian and bicycle infrastructure, that can then convert to LRT infrastructure.”

#### **BACKGROUND**

Alignments have been established for each of the Blue Line and Green Line LRT, with rights-of-way being acquired along the corridors. These rights-of-way include a mix of long linear strips along the routes, larger parcels for future stations and park and ride lots, and small parcels that will be utilized during construction. These spaces are maintained by The City of Calgary and represent an opportunity to address some community needs in the interim.

The City has recently advanced a new transit service offering with the MAX lines. These lines offer enhanced station amenities and provide rapid service through a mix of on street service (supported by queue jumps and other optimization tools) and transitway service (e.g. 17 Ave SE dedicated transit lanes in the median). These projects demonstrate the potential to use LRT ROWs to provide improved transit service in advance of LRT construction. Similarly, projects such as ContainR, EV Junction, ActivateYYC and This Is My Neighbourhood are examples of past activation projects. These projects demonstrate the value of collaboration and showcase the potential for partners with aligned objectives to bring short-term vibrancy and economic activity to adjacent communities until the land is needed for LRT expansion.



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## **Interim Alternative Uses of Blue Line and Green Line LRT Rights-of-Way**

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

Although the exact timing of future LRT extensions is not currently known, the existing RouteAhead phasing plan (which includes Blue Line and Green Line LRT extensions) is anticipated to be delivered within a 30-year time-frame.

#### **Interim Transit Uses**

As a first step, Administration reviewed interim transportation uses. Attachment 1 presents a summary of potential projects that were considered as part of this evaluation. These projects are capital investments. Operational improvements, such as service frequency, are not included in this analysis as that scope of work is within Calgary Transit's ongoing service optimization and would not typically have any impact on the LRT ROWs. The potential projects respond to Council direction to explore options for mode progression on the Green Line North and Southeast corridors, and the Blue Line Northeast corridor. Mode progression is the concept of providing increasing levels of transit service and infrastructure to build ridership and respond to demand as the city develops.

Potential projects included in the attachment range from upgrading existing bus rapid transit routes (BRT) to MAX level of service (enhanced customer amenities, including heated shelters and real-time information), to constructing transitways, to pre-building grade separations for the future LRT service and using them for bus service in advance of full LRT construction.

Each potential project was evaluated in terms of the expected lifespan of the investment, the benefits and risks, if the necessary land was already City-owned, and an order-of-magnitude construction cost. Based on this evaluation, some of the potential projects were recommended to be considered in more detail.

The appropriate mechanism to evaluate and prioritize these interim improvements is The City's Long-term Transit Strategy, RouteAhead. Administration recommends that the projects identified for further consideration in Attachment 1 be considered alongside other rapid transit expansion projects and presented to the SPC on Transportation & Transit in Q3 2019.

Other transportation uses were also considered. The LRT ROWs are not well suited to pathway facilities due to physical barriers and existing or planned parallel routes. When The City builds transit bridges and tunnels in the future, many will include pathways, but these structures are cost-prohibitive in advance of a major transit project.

The largest parcels within the LRT ROWs are spaces reserved for future Park and Ride lots or Transit-Oriented Development sites. If such a site is already served by BRT or MAX level transit service, it could be a good location to pre-build a Park and Ride lot or a first phase of TOD if it does not compromise the future LRT construction. These are significant capital investments and will be prioritized, where appropriate, by the relevant LRT expansion project teams.

#### ***Conclusion***

The list of potential rapid transit outlined in Attachment 1 have limited impact on the LRT ROWs. Upgrade of BRT service to in street MAX service, for example, would rely on road rights-of-way, leaving the adjacent LRT lands unused. Further, if rapid transit expansion projects along the future Blue or Green Line alignments were prioritized in RouteAhead, those projects could still be a number of years from implementation. This means that much of the LRT ROW could be available for other uses for an extended period.

## Interim Alternative Uses of Blue Line and Green Line LRT Rights-of-Way

### Partner-Led Activations

Given the available City resources, and given the success of recent activation projects, Administration focused on creating a framework for allowing partner-led activations of these unused spaces that wouldn't normally be suited for expanded/interim transit use.

There are three key components necessary for a successful activation:

1. A Parcel of land that is empty, in usable condition, has reasonable local access, is of a useful size, and is in proximity to people who would benefit from the activation. Attachment 2 of this report provides a sample of three locations along the Blue and Green Line rights-of-way which would appear to be of significant interest for interim use. As an example, there is a triangle-shaped parcel at the intersection of 60 Street and 128 Avenue N.E. which has been retained to allow for a future LRT tunnel. This parcel is next to an occupied apartment building and other residences in an area lacking community amenities. This location is an opportunity for an interested partner to activate a community space for the next 10 years or more.
2. A Partner Organization that can deliver an interim use on the parcel. The City's Investing in Partnership strategy provides a framework for developing partnerships with community groups, cultural organizations, business innovators, and others that would be invested in delivering projects on these sites. Existing tools including a permit, a memorandum of understanding, an optional amenities agreement, a license of occupation, and a low-cost lease may all be suited to governing and facilitating activation projects, depending on the partner and the scope of the idea. Criteria for assessing the fit of potential partner organizations to deliver activations on City-owned rights-of-way is included below and can also be found in Attachment 3.

Screening Criteria	
Insurance / Liability	Can the partner provide sufficient insurance / liability protection for any risks of the proposed project that they will own?
Able to enter an agreement	Is there an existing legal mechanism that would allow the City and the proposed partner to work together?
Inclusive, non-partisan, and aligned with Corporate values	Is the partner an inclusive organization or group, and do they align with City corporate values around a safe, respectful, and inclusive workplace? Will the partner be perceived to be driving a social or political agenda that excludes some residents from participating?
Scoring Criteria	
Adaptable	Is the partner open-minded and willing to adjust plans to find a workable project?
Community-minded	Is the partner committed to investing in the community?
Collaborative	Is the partner bringing additional partners to the table to support the proposed project?
Capacity / longevity / sustainability	Does the partner have sufficient people and resources to support the project for its full life?
Experienced	Does the partner have a history of delivering on this type of project?

3. A project or idea that will enhance and activate the parcel and meet a need for the adjacent community. To validate our assumption that there are many possibilities for the

### **Interim Alternative Uses of Blue Line and Green Line LRT Rights-of-Way**

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future Blue Line and Green Line LRT rights-of-way, the project team worked with the Civic Innovation Lab to generate the list of possible uses. Attachment 4 provides a framework for evaluating project proposals with the following criteria:

Screening criteria	
Easy to remove	Is there an exit strategy?
Partner led	Can The City take a back seat to launching and operating?
Scoring Criteria	
Family & Diversity Friendly	Is it fun and inclusive?
Return on Investment	Is it low cost or high excitement?
Longevity / Sustainability	Will the materials last?
Feasible	Will implementation go well and stay looking good?
Meets community or ecological need	Does someone want or need this?

Attachment 4 includes three sample projects that demonstrate how these criteria could help encourage and guide potential partners to successfully deliver activations of unused spaces along the LRT ROWs.

While the ideas presented focus on the potential value to communities, removal is also discussed. There are several tools and mechanisms that can be used to ensure an effective exit from a site, including relocating the use to another site in the community, incorporating the use into the future life of the site, or simply ending the project. By considering relocation or incorporation as possible exit strategies, The City and partners can gain additional value from interim use projects by considering them experiments to prototype and refine ideas in advance of more significant investment.

#### *Conclusion*

There are opportunities for The City of Calgary to allow interim use of future LRT rights-of-way by partner organizations. Given that the scope and duration of these projects are expected to be more significant than previous activation programs, Administration recommends a pilot phase with one or more projects to better understand the internal process requirements and level of interest from partner organizations before creating an intake mechanism to open the full inventory of City-owned parcels to partner-led project proposals.

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

This report has been developed internally based on a technical review of transportation options and learnings from recent activation projects including the ActivateYYC microgrant program and other City initiatives such as This Is My Neighbourhood, and the Green Line Event Framework. For non-transportation projects, pilot projects will assist The City in understanding the level of public engagement required to allow partner organizations to activate City land on an interim basis.

## **Interim Alternative Uses of Blue Line and Green Line LRT Rights-of-Way**

### **Strategic Alignment**

This report supports the citizen priority of A City of Inspiring Neighbourhoods by enhancing transportation options for neighbourhoods in advance of major transit infrastructure, and by allowing local partners to work with residents to use otherwise empty parcels of land while addressing community needs.

This report is also in alignment with The City's Investing in Partnership Policy and the Council approved Pedestrian Strategy, particularly Action 17: "Establish a Tactical Urbanism program to facilitate public requests for creative projects to activate streets as places and to support the non-traditional use of the road right-of-way."

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

#### **Social**

Unused spaces can attract social disorder. Activating unused spaces can enhance community engagement by creating gathering places, opportunities for positive social interaction, and increasing the perception of safety.

#### **Environmental**

Interim uses can contribute ecologically. Site activations can provide opportunities for residents to meet their needs locally, potentially reducing vehicular travel and encouraging active living, but can also draw additional traffic if they are meeting regional needs.

#### **Economic**

Unutilized rights-of-way require maintenance without generating revenue or providing value to the community. Interim uses can serve evolving community needs and raise a community's profile. Partnerships and low-cost leasing of land can incubate future local businesses.

### **Financial Capacity**

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

The operating budget impact of future rapid transit expansion projects considered in this report will be addressed in the RouteAhead Project Prioritization Report. Administration proposes delivering non-transportation uses through a partner-driven process. Pilot projects to evaluate the proposed framework will require some staff time and resources to support and evaluate. Project proposals will be assessed for budgetary impacts prior to approval.

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

Capital budget implications of future rapid transit expansion projects will be addressed in the RouteAhead Project Prioritization Report. Pilot projects to evaluate the proposed framework are not anticipated to require capital budget. If a pilot project did require capital investment (e.g. to create a utility connection to a project site) the project would be required to obtain approval prior to advancing.

### **Risk Assessment**

As with any partnership, projects in future Transit ROWs are subject to the capacity of the partner to successfully deliver the project. Sites may need remediation if partners lose the

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### **Interim Alternative Uses of Blue Line and Green Line LRT Rights-of-Way**

capacity to bring their projects to completion. The various partnership mechanisms outlined in Attachment 2 provide tools to mitigate these risks.

A unique risk associated with allowing interim uses on future Transit ROWs is the potential that adjacent residents and communities become emotionally invested in the interim use and as a result resist or challenge the Council-approved intended uses for the site. To mitigate this risk, the project evaluation framework presented in Attachment 4 places a high priority on including an appropriate exit strategy.

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

Interim transit uses on future Blue Line and Green Line LRT lands will be evaluated through the RouteAhead update. This process provides the best opportunity to assess the feasibility, return on investment, timelines, and prioritization while ensuring a consistent methodology.

Introducing non-transportation uses on future LRT lands can be informed by previous experience allowing short term activations. New pilot projects will allow The City to explore the effectiveness of long-term activations and provide an opportunity to refine the framework presented in this report before formalizing a process to manage and promote these activities.

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

1. Attachment 1 – Potential Rapid Transit Expansion Projects for Future LRT Rights-of-Way
2. Attachment 2 – Parcels – A framework for evaluating candidate parcels for alternative use, and sample parcels within the future Blue Line and Green Line rights-of-way
3. Attachment 3 – Partners – A summary of mechanisms from the City's Partnership Strategy that support activation of future transit rights-of-way
4. Attachment 4 – Possibilities – A framework for evaluating project ideas and sample ideas for activating future transit rights-of way





## Interim Alternative Uses of Blue Line and Green Line LRT Rights-of-Way – Rapid Transit Expansion Projects

The City of Calgary has established alignments for each of the Blue Line and Green Line LRT, with rights-of-way being acquired along the corridors. Since LRT construction is anticipated to be several years into the future, Administration has investigated other options to make use of these land holdings to provide enhanced transit service along these alignments.

This presents a summary of potential projects that were considered as part of this evaluation. These projects are capital investments. Operational improvements, such as service frequency, are not included in this analysis as that scope of work is within Calgary Transit's ongoing service optimization, and would not typically have any impact on the LRT rights-of-way. The potential projects respond to Council direction to explore options for mode progression on the Green Line North and Southeast corridors, and the Blue Line Northeast corridor. Mode progression is the concept of providing increasing levels of transit service and infrastructure to build ridership and respond to demand as the city develops.

Potential projects included in the attachment range from upgrading existing bus rapid transit routes (BRT) to MAX level of service (enhanced customer amenities, including heated shelters and real-time information), to constructing transitways, to pre-building grade separations for the future Green Line LRT and using them for bus service in advance of LRT construction.

Each potential project was evaluated in terms of the expected lifespan, the benefits and risks, if the necessary land was already City-owned, and an order of magnitude construction cost. Based on these factors, some of the projects are recommended to be forwarded to the RouteAhead evaluation process where they will be evaluated against other rapid transit expansion projects. Before any potential projects move forward to implementation there are requirements such as completing all required Corporate Project Management Framework (CPMF) requirements, stakeholder engagement, completing designs, undertaking technical investigations, securing funding, purchasing land, and tendering the construction projects.

## Rapid Transit Expansion Projects

**Attachment 1 - Potential Rapid Transit Expansion Projects**

Geographic Limits	Project Scope	Locations	Expected Lifespan	Benefits	Risks	Land Ownership	Order of Magnitude Construction Cost	Recommendation
<b>Green Line North</b>	Upgrade existing Route 301-BRT North to MAX service (in-street on Harvest Hills Blvd)	Use existing roadway north of Beddington Trail N to North Pointe. Includes queue jumps, transit priority, development of park and ride lot at 96 Avenue N.	In use until Green Line is extended, and at that time infrastructure can continue to be used by local routes, or shelters/real-time displays can be relocated.	Provides an enhanced service for existing transit customers. Potential to increase ridership and support mode progression.	Limited to typical project risk management/mitigation.	City, within road right-of-way.	\$5M + \$6M for park and ride construction costs only, does not include vehicles, design, financing, etc)	Forward to RouteAhead evaluation process.
	Upgrade existing Route 301-BRT North to MAX service (median transitway on Harvest Hills Blvd)	Use existing median north of Beddington Trail N to North Pointe. Includes development of park and ride lot at 96 Avenue N station.	In use until Green Line is extended, and at that time infrastructure is converted for LRT. Would incur throwaway costs in conversion.	Provides an enhanced service for transit customers. Likely to increase ridership, service reliability, and support mode progression.	Potential for design changes before LRT is constructed, land acquisition (depending on design), tree removals required in median, conversion costs. Encumbers LRT construction.	City, primarily within road right-of-way.	\$70-90M (construction costs only, does not include vehicles, grade separations, land, financing, design, etc)	Do not forward to RouteAhead evaluation process due to project cost, conversion costs, and construction disruption.
	Construct grade separations required for future Green Line LRT and use for buses in the interim	Underpasses at Beddington Trail/Harvest Hills Blvd interchange grade separation, new bridges at West Nose Creek, underpass at 96 Avenue N, underpass at Country Hills Blvd N.	Long-term: designed and constructed to be used for LRT in the future and buses in the interim.	Provides an enhanced service for transit customers. Likely to increase ridership, service reliability, and support mode progression.	Disruptive during construction, land acquisition (depending on design), potential for LRT design changes before construction.	Land acquisition/construction easements required for construction.	\$125M (construction costs only, does not include land/easements, financing, design, etc)	Do not forward to RouteAhead evaluation process due to project cost and construction disruption.
	Upgrade existing Route 301-BRT North to MAX service (in-street on Centre Street N)	Use existing roadway between downtown and Beddington Trail N. Includes queue jumps, transit priority.	In use until Green Line is extended, and at that time infrastructure can continue to be used by local routes, or shelters/real-time displays can be relocated.	Provides an enhanced service for existing transit customers. Potential to increase ridership and support mode progression.	Limited to typical project risk management/mitigation.	Primarily City-owned, some land acquisition/easements required.	\$15M (construction costs only, does not include land, utilities, design, financing, etc)	Forward to RouteAhead evaluation process.
<b>Green Line Southeast</b>	Construct grade separations required for future Green Line LRT and use for buses in the interim	Underpass at McKnight Blvd N.	Long-term: designed and constructed to be used for LRT in the future and buses in the interim.	Provides an enhanced service for transit customers. Likely to increase ridership, service reliability, and support mode progression.	Disruptive during construction. Land acquisition (depending on design). Potential for design changes before LRT is constructed. Need to understand traffic operations.	Primarily City-owned, some land acquisition/easements required.	\$35M (construction costs only, does not include land/easements, financing, design, etc)	Do not forward to RouteAhead evaluation process due to project cost and construction disruption.
	Upgrade existing Route 302-BRT Southeast to MAX service (in-street on 52 Street SE)	Use existing roadway south of 126 Avenue SE. Includes queue jumps, transit priority, development of surface park and ride lots at Prestwick, Auburn Bay/Mahogany, Bay/Mahogany, Seton stations.	In use until Green Line is extended, and at that time infrastructure can continue to be used by local routes, or shelters/real-time displays can be relocated.	Provides an enhanced service for existing transit customers. Potential to increase ridership and support mode progression.	Limited to typical project risk management/mitigation.	City, within road right-of-way.	\$13M + \$14M for three park and rides (construction costs only, does not include vehicles, design, financing, etc)	Forward to RouteAhead evaluation process.
<b>Blue Line Northeast</b>	Upgrade existing Route 302-BRT SE to MAX service (median transitway)	Use existing median south of 126 Avenue SE. Includes development of surface park and ride lots at Prestwick, Auburn Bay/Mahogany, Seton stations.	In use until Green Line is extended, and at that time infrastructure is converted for LRT. Would incur throwaway costs in conversion.	Provides an enhanced service for transit customers. Likely to increase ridership, service reliability, and support mode progression.	Potential for design changes before LRT is constructed, land acquisition (depending on design). Conversion costs. Encumbers LRT project.	City, primarily within road right-of-way.	\$170-210M + \$14M for three park and rides (construction costs only, does not include grade separation, land, financing, design, etc)	Do not forward to RouteAhead evaluation process due to project cost and construction disruption.
	60 Street NE	Transportation corridor	To be determined based on future recommendation.	To be determined based on future recommendation.	To be determined based on future recommendation.	To be determined based on future recommendation.	To be determined based on future recommendation.	Do not forward to RouteAhead evaluation process. As road network and communities develop Calgary Transit will evaluate opportunities for transit priority measures within the ROW for improved travel time/reliability/customer experience.

NOTES: Construction costs are provided to indicate an order of magnitude, and are subject to change based on design/scope/technical investigations that would be undertaken with any project. Costs are based on 2016 dollars and do not include fees/design/consultation/financing/land purchase/easements/utilities/vehicles/environmental remediation.





## Interim Alternative Uses of Blue Line and Green Line LRT Rights-of-Way - Parcels

The purpose of this document is to describe the process for evaluating parcels of land along the future Blue Line and Green Line LRT rights-of-way that may be of interest for interim partner-led enhancement or activation, and to highlight three sample parcels which demonstrate the range of sites available within the boundaries of these two projects.

In order for large transportation projects to proceed in an orderly fashion, transportation rights-of-way are identified and reserved far in advance of project implementation. In the case of Blue Line and Green Line LRT extensions (for the Green Line, referring to extensions beyond the initial phase currently being designed and constructed) these lands were either known and reserved at the Outline Plan stage for new communities, or have been gradually acquired over time to ensure that the transportation infrastructure is feasible.

More broadly, throughout Calgary there are land parcels that are owned by The City for a variety of reasons including future transportation infrastructure, future utilities, future social service or recreation facilities or other specialized purposes. Every parcel is unique in size, layout, topography, shape, location, utility access, and existing condition. Many of these parcels are maintained by The City as empty grassed lots for extended periods prior to the implementation of their ultimate use.

For The City to open up these parcels for temporary use by partner organizations, it is necessary to create site profiles to provide an understanding of the specific context of each site. This information will allow potential partners to look at different sites and comprehend whether the land and its context match their potential project.

For the Blue Line and Green Line LRT rights-of-way, Administration has assessed various parcels of land along each alignment and identified a number of “high potential” parcels. Each parcel may be of interest to a variety of potential partners. Each comes with its own unique set of opportunities (such as available utility connections or high visibility) and challenges (an unusual shape or poor lighting), and each parcel is uniquely located within the city, whether in a newly developing area at the edge of Calgary (e.g. Redstone) or in an established community with many existing amenities (e.g. Highland Park).

Sample parcel profiles for three sites (in Redstone, Skyview, and Highland Park) are included on the following pages.

As noted elsewhere in this report, the project team recommends advancing one or more pilot projects in an initial phase of work, leading towards a more robust intake process to invite the broader community of partner organizations to consider projects along the full range of rights-of-way. One component of developing that intake process would be to create a full inventory of parcels that The City would be interested and able to make available for interim community supporting uses, along with information on the duration of their availability and the appropriate asset owner to contact for further information.

# Example Site 1: Redstone, 128 AV & Redstone BV NE

## Site Profile

**Location**  
NW corner of 128 Avenue and Redstone Boulevard NE

**Size**  
10560 m², 24m x 440m

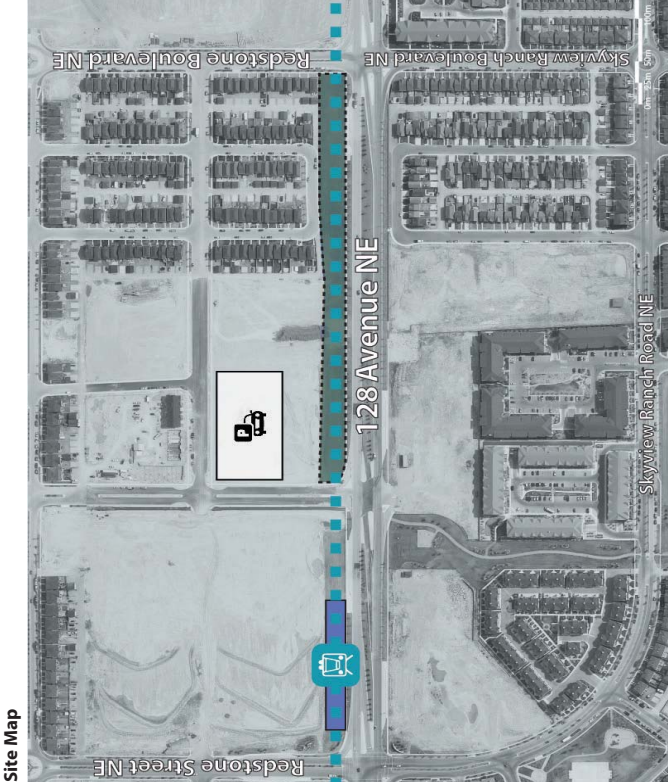
**Land Classification**  
Road right-of-way

**Existing Site Conditions**  
Long and narrow, level field adjacent to single family homes (separated by noise barrier)

**Utilities**  
Water line 128 Avenue NE (200 PVC) that could service the site (southern street).  
Storm/sanitary line along 128 Avenue

**Transportation Options**  
Site Accessible by all modes:  
By Car/Bike/Walk – 128 Avenue NE  
By Transit – Route 145 bus stop just South of Site, 6 minute walk  
Parking – Available on Skyview Ranch Road and Redstone Way

Site Photos



Parcels

# Example Site 1: Redstone, 128 AV & Redstone BV NE

## Surrounding Context

**Community**  
Redstone

**Population within 600m of Site**  
4,688 people (2018)

### Existing Neighbourhood Amenities

Apostle of Jesus School (separate) (750 m)

Commercial area: Small grocery store, restaurants, liquor store, gas station (600 m)

### Open Space Statistics

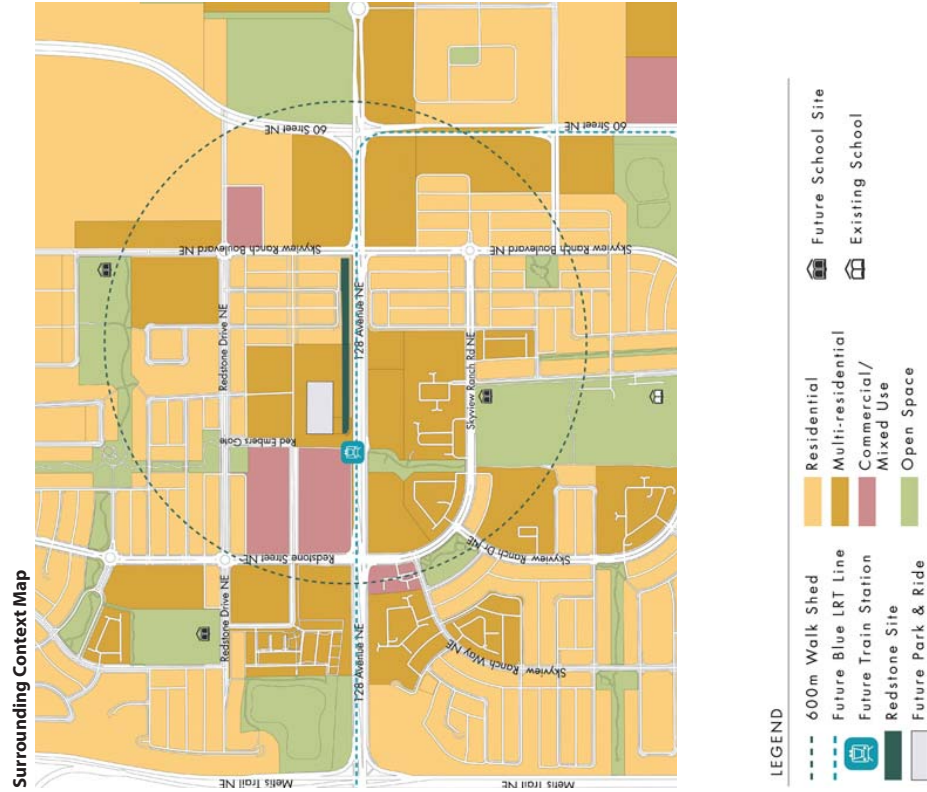
The amount of open space in Redstone is 9.87% (2018), just below the City targets of 10%, however the community is still developing and has not reached full build out of population or jobs.

### Community Considerations

The community of Redstone initially consisted of farmland and acreages. Predominantly used for agricultural farming, the land was purchased for residential community development by Qualico Communities and in early 2012 saw phase 1 of construction begin. Urbanization of Redstone continues with a local commercial site set to open in March 2019 and a second larger commercial/ residential site scheduled to break ground in late 2019. Current amenities in the area are primarily landscape in nature and include: parks and playgrounds, walking paths, plaza areas with benches, rock feature walls, decorative fencing, entry features, and boulevard and median landscape features. Much like its neighbours to the South, Redstone is close to all major transit ways and to Calgary's International Airport. Redstone also enjoys easy access to the Cross Iron Mills outlet mall located in Balzac.

Approximately 4,846 Calgarians currently reside in the community of Redstone (City of Calgary Census, 2018). Redstone residents tend to gather at venues such as The Genesis Centre, Saddle Ridge YMCA, and religious centres in and around the northeast quadrant of the city.

## Parcels



# Example Site 2: Skyview Ranch, 128 AV & 60 ST NE

## Site Profile

**Location**  
SW corner of 128 Avenue and 60 Street NE

**Size**  
6777 m<sup>2</sup>

**Land Classification**  
Road right-of-way

**Existing Site Conditions**  
Triangular corner, large, level field.

**Utilities**  
Water line along 60 Street NE (9005T) and along 128 Avenue SE (300 PVC) that could service the site  
Storm line along 60 Street NE

**Transportation Options**  
Site accessible by all modes:  
By Car/Bike/Walk – 128 Avenue NE or 60 Street NE  
By Transit – Route 145 bus stop SW of Site, 7 minute walk  
Parking – Available on 60 Street NE

Site Photos



Parcels



## Parcels

Skyview Ranch is a robust and growing community located in Northeast Calgary. Once consisting of farm and swamp lands, urbanization and residential development of the area began in the late 2000's. Now home to approximately 11,168 (City of Calgary Census, 2018) Calgarians, Skyview Ranch has nearly tripled its growth since 2013. Many Skyview residents, approximately 52%, identify as new Canadians and the median household income is roughly \$82,168 (National Household Survey, 2011). Much like its neighbours to the north and south, Skyview Ranch provides easy access to Calgary's International Airport, major transportation routes, and amenities like the Cross Iron Mills shopping mall in Balzac. Skyview residents tend to gather at venues such as The Genesis Centre, Saddle Ridge YMCA, and religious centres in and around the northeast quadrant of the city.



# Example Site 3: Highland Park, Centre ST & 40 AV NE

## Site Profile

**Location**  
SE corner of Centre Street and 40 Avenue NE

**Municipal Address**  
4020 Centre Street NE & 4024 Centre Street NE

**Size**  
1250 m<sup>2</sup>, 36 m x 35 m

**Land Classification**  
M-C1 (Multi Residential – low profile contextual)

**Existing Site Conditions**  
Rectangular, level field within a mature residential/commercial area

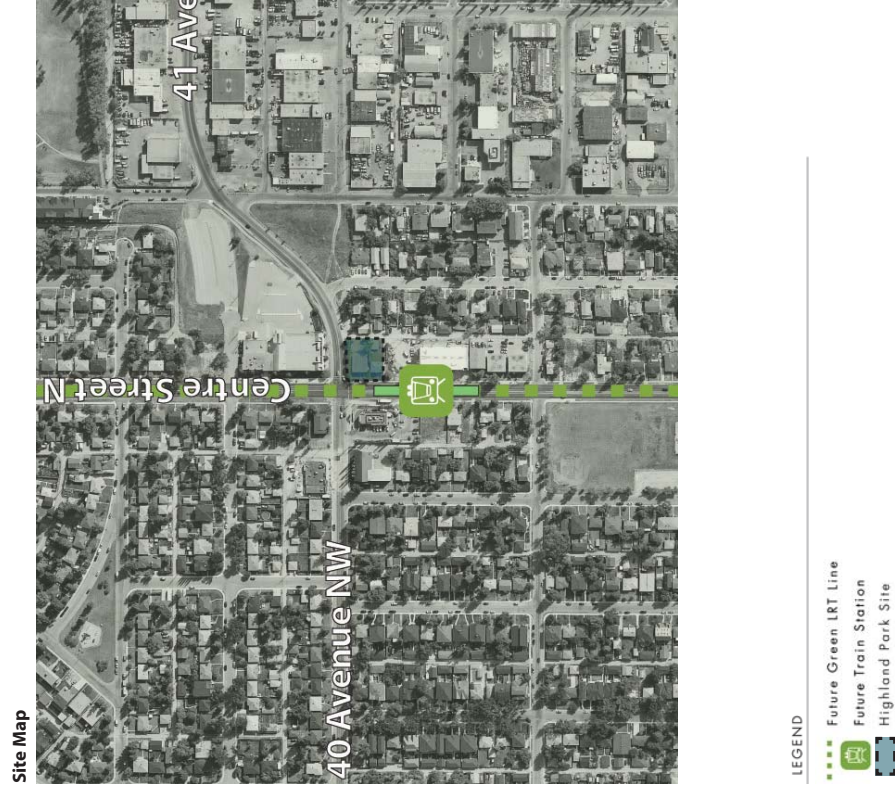
**Utilities**  
Water Line adjacent to site along Centre Street N (250PVC) that could service the site  
Storm/sanitary line along Centre Street N

**Transportation Options**  
Site accessible by all modes:  
By Car/Bike/Walk – Centre Street or 40 Avenue N  
By Transit – Routes 3, 38, 62, 64, 109, 116, 142, 300, 301 within two minute walk  
Parking – Available off of Centre Street or 40 Avenue N

### Site Photos



### Parcels



# Example Site 3: Highland Park, Centre ST & 40 AV NE

## Surrounding Context

**Community**  
Highland Park

**Population within 600m of Site**  
2,927 people (2018)

### Existing Neighbourhood Amenities

Schools: Buchanan Elementary School, Foundations for the Future Charter Academy (public charter) James Fowler High School (public)  
Centre Street Church West Campus (50 m)  
Centre Street Church (400 m)  
Highland Park Community Centre (450 m)  
Commercial area: fast food restaurants (20 - 50 m)

### Open Space Statistics

The amount of open space in Highland Park is 7% (2018) and 1.7 hectares/1000 people (2013). City targets for open space are 10% and 2 hectares/1000 people.

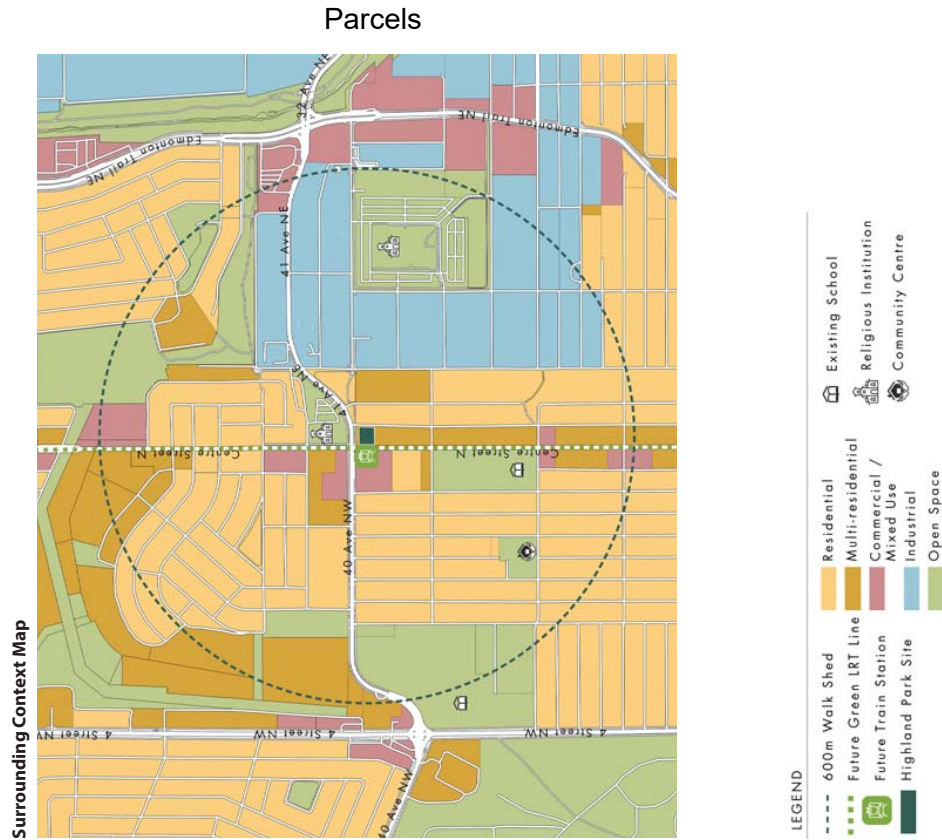
### Community Profiles

[Highland Park Demographics](#)  
[Highland Park Socio-economic Information](#)

### Community Considerations

Located in Calgary's northwest, Highland Park got its name from the area's high elevation. Once prairie cut up by ravines, The City annexed the land in 1910. Urbanization and substantial development of the community did not begin until the mid-1940's. Currently Highland Park is home to approximately 4,191 people (City of Calgary Census, 2018). In addition to the urban boulevards, residential area, and golf course there is a significant commercial and industrial area within the community. Highland Park also enjoys direct access to downtown via Centre Street and Edmonton Trail and has access to regional bike pathways, Confederation Park and Nose Hill Park.

Highland Park has design value for its streetscape and residential road network resulting in a highly walkable neighbourhood. Residents pride themselves on the community's deep history, its heritage value, and its geography. The Highland Park Community Association envisions the community as being one that is diverse and welcoming, where residents feel safe and respected by their neighbours.









## Interim Alternative Uses of Blue Line and Green Line LRT Rights-of-Way - Partners

The purpose of this document is to highlight the available tools and guidelines to facilitate the creation of partnerships between The City and external organizations to allow activation and enhancement projects to occur on future Blue Line and Green Line LRT rights-of-way.

The City partners with hundreds of independent organizations across the community to improve the quality of life for Calgarians. These partnerships and collaborations are developed to deliver outcomes that are shared by The City and the Partner and which are characterized both by mutually agreed on results and by the investment of The City including: operating, capital, lifecycle maintenance or other grant funding; access to, or use of City-owned land, facilities, artifacts or other assets; in-kind contributions, staff support; nominal leases; tax exemptions; or debt financing.

These partnerships are characterized by shared results, interdependence, and mutual accountability. Partnering enables The City to leverage community-based subject matter expertise, passion for community, volunteer and additional funding resources.

For the parcels of land that may be available on an interim basis in advance of future transportation infrastructure (See Attachment 2: Parcels), the opportunities for partnership cross a broad range of social, recreational, and environmental projects. The parcels in question are empty grass areas which form a blank canvas upon which different partners could conceivably achieve objectives that provide value to The City and the local community (See Attachment 4: Projects).

It is possible that Community/Resident Associations, cultural and sport associations, business/entrepreneurship organizations, social service organizations, artists collectives, and local cooperatives will all be able to identify opportunities along these rights-of-way where their missions align with City objectives and the needs/desires of the adjacent communities.

In 2017 February, The City of Calgary adopted the “Investing in Partnerships Policy” to encourage and govern the formation of partnerships between The City and other organizations with aligned missions. The Policy provides guidance for a range of partnerships extending from multi-million-dollar service delivery agreements for major recreation centers to small one-time grants to support local activation projects, under the following guiding principles:

- Partnerships will be based on clear and meaningful intent.
- Partnerships will align with the expected Results agreed upon by The City and the Partner.
- Partnerships will create accessible, available, and affordable services, programs, and facilities.
- Partnerships, when possible, will provide innovative service delivery and practice models to meet the changing needs of Calgarians.
- Partnerships will be designed to deliver mutual benefits for Partners, The City and the citizens of Calgary.
- Accountability for all parties will be clearly defined.

## Partners

- Stewardship of public Assets is a responsibility of The City and the roles and responsibilities for the stewardship of City resources and Assets will be clearly defined.
- The City and Partners will ensure the communication process is open and transparent.

For the purposes of this report, the anticipated categories of partner organizations involved would be considered Community Partners or Short-term Project Partners. Short-term Project Partners are independent organizations that partner with The City to provide programs and services, deliver strategy or build community infrastructure for the duration of a specific project, through one-time investment. For these sorts of partners, the City of Calgary has a range of legal mechanisms that could be appropriate to govern possible projects, depending on the size and scale of the proposal:

1. A **permit** (such as a Street Use Permit, Parks Permit, or Events Permit) may be issued if a project happens to fall within an existing well-defined scope. The waiving of permit fees may be part of The City's contribution to a partner's event that aligns with city objectives. These permits are best suited to short term (one day or one weekend) events, and require multiple submissions for recurring activities. Example – A senior's organization wants to run weekly yoga classes during the summer
2. A **memorandum of understanding** may be used to govern a project that is relatively short in duration and where the costs and risks are well understood. Example – organization seeking to set up agility track for dog training for spring through fall
3. An **optional amenities agreement** may be an appropriate tool if the partnership is with a community association and where the community is able to own the responsibility to maintain the special features added to the space. Example – community association wants to set up a community garden.
4. A **license of occupation** provides a partner organization with a more formal agreement that provides more clarity around the duration of the agreement and could allow small structures or other physical amenities to be developed on the site. Example – a business improvement area wants to set up a container park to support local entrepreneurs.
5. A **low-cost lease** is a tool The City uses to allow a partner organization much more certainty around the time commitment to occupy a space, and allows the partner to benefit financially from the use of the site. Example – An energy cooperative wants to try running a solar farm along a linear right-of-way for eight years.

The Office of Partnerships provides support to City business units when they are establishing these kinds of partnerships with external agencies. Their tools and frameworks assist in the process of creating and sustaining a partnership and managing risks. The maintenance obligations (and recourse if those are not being met) vary by the tool being used to facilitate the partnership and would be designed on a project by project basis.

For the future Blue Line and Green Line LRT rights-of-way, the Transportation Department would be asset owner for the purposes of entering a formal partnership agreement with an external entity. The Investing in Partnerships Policy provides the following guidance for methods by which partnerships may be initiated:

### 6.4.2 Partnerships may be developed:

- (a) By Administration, based on a need identified by The City; or

## Partners

- (b) By submission based on a need or opportunity identified by external organizations that can support The City in achieving Council priorities, strategic plans and guidelines. Administration will establish an intake process including terms for accepting and reviewing submissions. Any submission meeting the requirements of The City's procurement of goods, services, or construction must follow The City's Administrative procurement and purchasing policies.

For the future Blue Line and Green Line rights-of-way, a hybrid approach is expected to be the most effective. In an initial pilot phase, The City will approach candidate organizations or establish connections through existing networks to find partners willing to experiment in this field and provide insights on the process. This will allow The City to learn and develop a formal process to govern these kinds of projects. During this phase, The City and Partner would be expected to share some of the risks around project success.

As part of creating a formal process to expand interim uses beyond the pilot phase, The City would create an intake process that provided a publicly accessible inventory of parcels available for projects (and the length of time those parcels would be available prior to their future transportation uses) and an application process that clearly outlined the criteria and expectations for partners.

For The City, it is important to understand what characteristics of potential partners will result in strong and successful partnerships. For the pilot phase, the project team recommends assessing candidate partners using the following criteria:

Screening Criteria	
Insurance / Liability	Can the partner provide sufficient insurance / liability protection for any risks of the proposed project that they will own?
Able to enter an agreement	Is there an existing legal mechanism that would allow the City and the proposed partner to work together?
Inclusive, non-partisan, and aligned with Corporate values	Is the partner an inclusive organization or group, and do they align with City corporate values around a safe, respectful, and inclusive workplace? Will the partner be perceived to be driving a social or political agenda that excludes some residents from participating?
Scoring Criteria	
Adaptable	Is the partner open-minded and willing to adjust plans to find a workable project?
Community-minded	Is the partner committed to investing in the community?
Collaborative	Is the partner bringing additional partners to the table to support the proposed project?
Capacity / longevity / sustainability	Does the partner have sufficient people and resources to support the project for its full life?
Experienced	Does the partner have a history of delivering on this type of project?





## Interim Alternative Uses of Blue Line and Green Line LRT Rights-of-Way - Possibilities

The purpose of this document is to describe how The City might consider proposals for temporary uses on future LRT lands. Public lands serve several uses around Calgary. Welcoming temporary uses requires special consideration for fit, likelihood of success and ability to deliver the long term goals. Before allowing partner organizations to undertake interim projects, a few core questions need to be addressed:

- Will the interim uses be valued?
- Will the project be sustainable over the time the land is available?
- Will the interim uses hinder the ultimate intended use of the land?

In order to develop criteria to assess potential ideas, a cross-Corporate team generated a series of more than 200 interim use ideas to guarantee variety. Once the list was developed, draft criteria were developed and a mock evaluation was conducted. Based on what was learned from this process, two kinds of criteria emerged: screening criteria that represent must-have elements of any interim use project and scoring criteria that measure the merit of the idea.

<b>Screening criteria</b>	<b><i>Meaning</i></b>
Easy to remove	Is there an exit strategy?
Partner led	Can The City take a back seat to launching and operating?
<b>Scoring Criteria</b>	<b><i>Meaning</i></b>
Family & Diversity Friendly	Is it fun and inclusive?
Return on Investment	Is it low cost or high excitement?
Longevity / Sustainability	Will the materials last?
Feasible	Will implementation go well and stay looking good?
Meets community or ecological need	Does someone want or need this?

Once the list of sample ideas were evaluated and ranked, themes emerged which also inform the framework on what sorts of projects The City might expect from applicants:

1. Education / Community Engagement
2. Environmental / Ecological / Parks
3. Festival / Cultural
4. Leisure / Recreation
5. Public Art / Theatre
6. Structures / Commercial

## Possibilities

Some of the most interesting ideas involved multi-partner proposals that addressed more than one of these categories of community interest. It is expected that partner organizations will also approach The City with ideas that have not been considered, the above criteria will assist organizations in understanding what The City is looking for as they develop project proposals.

To assist stakeholders in understanding how an idea, matched with a suitable parcel and led by an appropriate partner, can result in dynamic enhancements of unused community spaces, three demonstration projects have been summarized on the following pages. These mock projects display the range of possibilities and show how the criteria inform an assessment of project potential. The specific sites explored are:

- Blue Line: 128 Avenue N.E.
- Blue Line: 128 Avenue North at 60 Street East
- Green Line: Centre Street East at 41 Avenue North

For any interim use of a site, understanding the full life of the project, including its end, is an important aspect of assessing its feasibility. The City has had previous experiences with difficulty advancing the intended permanent use of a site (whether that is transportation infrastructure, a school, land development or another project) when nearby residents have become emotionally invested in the interim use of a site (even when that interim use is as an empty green space).

While the ideas presented in the following pages focus on the potential value to communities, their removal is also discussed. As shown, there are a number of tools and mechanisms that can be used to ensure an effective exit from a site, including relocating the use to another site in the community, incorporating the use into the future life of the site, or simply ending the project in an orderly way. By considering relocation or incorporation as possible exit strategies, The City and partners can gain additional value from interim use projects by considering them experiments to prototype and refine ideas in advance of more significant investment.

Another aspect of exit strategies is addressing risks of project failures. There are established mechanisms The City of Calgary may use to remove private enhancements of public lands, two principal approaches being to require a deposit that covers the potential removal costs or to limit the type of enhancements to those that can be easily removed. These tools will be applied on a case by case basis based on a shared understanding between The City and partners around the risks associated with the project. Clear communication with communities and partners along with the correct mechanism will allow frozen assets to be both enjoyed on an interim basis and protected for their ultimate use.



# PLACE-MAKING POSSIBILITIES

A framework for evaluating project ideas and sample ideas for activating future transit rights-of way

## SITE 1

## BLUE LINE NORTH—128 AVE NE



### LOCATION

Land has been protected along the north side of 128 Avenue N between 60 Street and beyond Métis Trail. For this example, a linear strip flanked by 128 Avenue on the south and a noise barrier on the north is adopted by a partnership consortium. For this example, it is supposed that this land will not be used for LRT service for approximately 20 years.

### INTENT

Because this site is located in a community that is still developing, strong proposals for the site will address community assets that have yet to be developed, which in a mature community would typically be provided at a Community Association facility.

### PROPOSED USES FOR SUBJECT SITE

This demonstration concept for the site includes a group of partners, bringing together a variety of skills and interests. This constellation of uses might emerge over time, but given the length of time that the land is expected to be available, there is sufficient time for a robust project to develop.

For this demonstration site, it is imagined that a local developer and a fledgling community association collaborate to provide amenities that bring character to the area including picnic sites, a temporary skating rink / bocce site, and container square/food truck court to allow residents to experiment with micro-retail and draw people to the site on weekends. It is also imagined that a group of motivated residents partner with an energy startup to try out a solar power cooperative adjacent to the site.

### SITE SCORING

	SCORING					TOTAL
	Family & Diversity Friendly (fun and inclusive)	High Return On Investment (low cost or high bang for buck)	Longevity / Sustainability (upfront efforts be rewarded long term)	Feasible (easy to implement / maintain)	Meets community or ecological need (someone will want it)	
Solar Farm	Low	High	Low	Low	High	Med

While the consortium proposal scored high on all accounts, certain elements of the solar farm scored lower. The scoring flagged that the use may mean a high initial investment. Reviewing the proposal reveals that several partners including a startup solar energy company have signed on to steward the land. The construction plan requires no major landscaping and can be undertaken by volunteers.

### SCREENING CRITERIA / PARTNERS

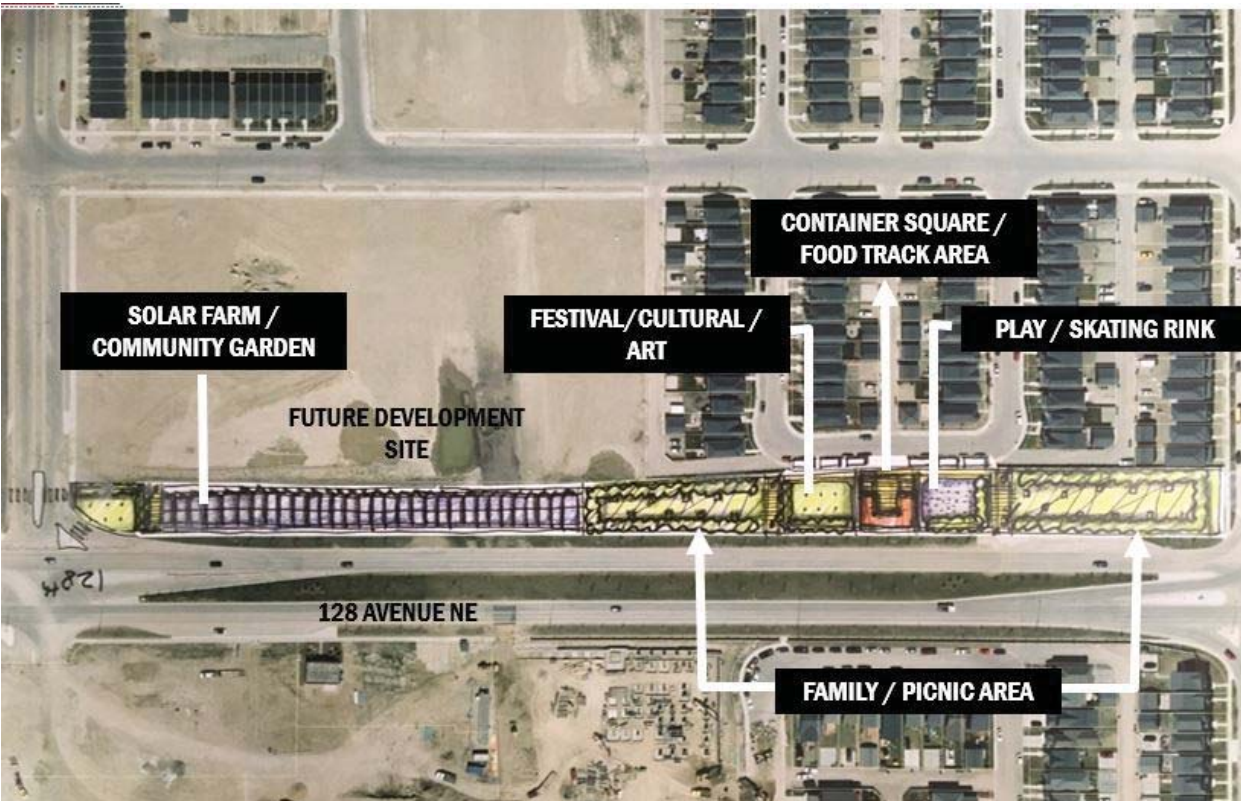
Screening Criteria	
Easy to remove or accommodates LRT (has an exit strategy)	Community group or partner will own / operate / maintain / (hands off approach)
Yes	Yes

For a site like this one, an effective exit strategy would identify the future permanent home for these types of facilities, likely a future Community Association building site. If the container and/or Food Truck component is successful, it could be incorporated into the future LRT Station design as kiosk retail.

### CONCEPT (DETAIL)





**SITE 1****Urban Design Concept****APPLICABLE PRECEDENTS**

Artistic yet functional picnic sites can add colour and fun to a linear grass area. Built in awnings provide shielding from noise of the nearby roadway.

The community solar farm includes information and helps educate on Alberta innovation in green energy. As part of the partnership, it is imagined that the solar farm provides a percentage of the energy generated to support pedestrian-scale lighting for the other uses, extending the usability of the site into the evening hours.







# PLACE-MAKING POSSIBILITIES

A framework for evaluating project ideas and sample ideas for activating future transit rights-of way

## SITE 2

## BLUE LINE NORTH—128 AVE & 60 ST NE



### LOCATION

Blue Line has acquired a large, triangular parcel on the southwest corner of 128 Avenue N and 60 Street E. The site will one day be divided by an LRT tunnel as the line turns from the north-south 60 Street E alignment to east-west travel along 128 Avenue N. For the purpose of this demonstration project, it is assumed this land is expected to be available for a ten year period.

### INTENT

The communities near this site are developing and today do not include all of the amenities and businesses that will one day serve residents. It is hoped that a community partner might identify one of these missing ingredients and propose it on this City-owned site.

### PROPOSED USES FOR SUBJECT SITE

For this site, a hypothetical partner group consulted local residents and developers on what would most contribute to the liveability of this evolving area. The discussions formed the basis of a proposal that would combine natural elements with opportunities for multi-generational physical activity.

Combined, a corn/hedge maze provides screening from the street as well as a whimsical experience for all ages. The maze frames other active spaces including a basketball court, which was a use that best served the current demographics of the community.

### SCREENING CRITERIA

Screening Criteria	
Easy to remove or accommodates LRT (has an exit strategy)	Community group or partner will own / operate / maintain / (hands off approach)
Yes	Yes

In this proposal, the corn/hedge maze scores very well against the screening criteria. The application identified that a variety of vegetation could be considered, especially those that might tolerate salt spray from the road. Further, a number of community members joined their expertise together, which included design and landscaping. In exchange for some time they are able to advertise their services via a thank you sign at the maze which also serves to communicate the temporary nature of the installation.

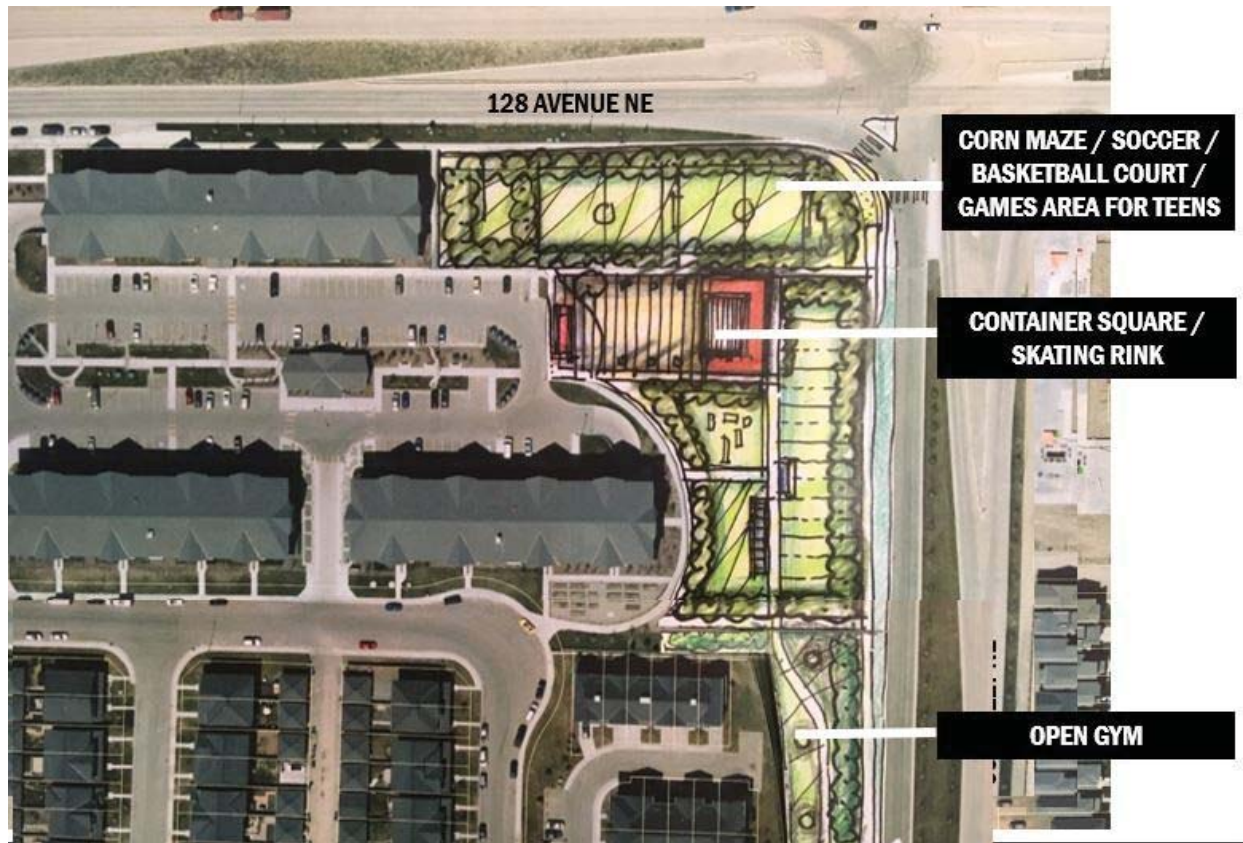
### SCORING CRITERIA

For this demonstration project, the evaluation of the project proposal was done assuming the proposal closely matches the results of an imagined community workshop. Further, the ideas complement rather than compete with other amenities available for community use, including a nearby tot lot. The plan shows a broad set of partners, support by the local developer and simple parts that connect to enhance the site. The largest challenge is the need for ongoing maintenance of the maze which requires the partnership to persist for a number of years.

	SCORING					TOTAL
	Family & Diversity Friendly (fun and inclusive)	High Return On Investment (low cost or high bang for buck)	Longevity / Sustainability (upfront efforts be rewarded long term)	Feasible (easy to implement / maintain)	Meets community or ecological need (someone will want it)	
Corn Maze	High	High	Medium	High	High	High

# SITE 2

## Urban Design Concept



This concept sketch for a mature site project helps give a sense of scale of the site and number of uses that could be made available to residents. This particular critical mass of ideas is intended to appeal to many including multi-generational opportunities that attract a rich community mix.

### APPLICABLE PRECEDENT



These precedent images show how adding angular features, such as those found in a maze, invite residents in and create social spaces for adults/ seniors while children play nearby.

Other precedent focus on active uses that can be applied in smaller or large settings. In the case of this site, focusing on youth and independent exercise was a priority in the design.





# PLACE-MAKING POSSIBILITIES

A framework for evaluating project ideas and sample ideas for activating future transit rights-of way

## SITE 3

## GREEN LINE NORTH—CENTRE STREET / 40TH AVE N



### LOCATION

Green Line has acquired and cleared homes from two parcels at the southeast corner of Centre St and 40 Avenue N. More than 30,000 transit customers pass this site each day as well as community pedestrians, and visitors to other intersection destinations including Calgary's largest church and several businesses. For the purposes of this example, the site is expected to be available for a period of six years.

### INTENT

Given this location falls along a future phase of Green Line construction and no longer generates revenue as a rental property, it is desired that this site be available for community use. Use will reinforce a sense of place at this future station location.

### POTENTIAL USES FOR SUBJECT SITE

A partner proposal for this site is a joint application between local community groups. A local skateboarding enthusiasts group has fundraised and is collaborating with a local sports store to obtain the right infrastructure.

Local businesses have also together sponsored the seating area as a way to extend their business and invite clients to stay and enjoy their foods in the neighbourhood. Their intent is to become a walking destination, and the space can also function as an outdoor classroom.

### SCREENING CRITERIA / PARTNERS

Though the mobile skate park equipment is easily moved, depending on the partner there could be some need for City participation in maintenance. A fulsome conversation with the applicant and businesses should confirm maintenance and upkeep of the skate park area follows best practices.

For example, creating a design that can be closed allows the partners to set hours of operation to minimize social disorder.

### SITE SCORING

The site has been scored for the hypothetical use of skate park. A skate park scores high as a desirable community use for many to enjoy. Implementation can be quick and is low cost given the large anticipated user base.

Screening Criteria	
Easy to remove or accommodates LRT (has an exit strategy)	Community group or partner will own / operate / maintain / (hands off approach)
Yes	To investigate

SCORING						
	Family & Diversity Friendly (fun and inclusive)	High Return On Investment (low cost or high bang for buck)	Longevity / Sustainability (upfront efforts be rewarded long term)	Feasible (easy to implement / maintain)	Meets community or ecological need (someone will want it)	TOTAL
Skate Park	High	High	High	High	High	High



**SITE 3****Urban Design Concept**

This hypothetical partner submission shows several recreational uses that could be complimentary to the nearby businesses and housing. Further, the application makes use of existing features and edges including vegetation on the north border. The concept is developed to a point where it can explain the intent or further conversation with nearby stakeholders.

**APPLICABLE PRECEDENTS**

Informal gathering spaces reinforce this parcel as an outdoor space for nearby businesses.

Vibrant hangouts can entice those taking a break to pause and watch skateboarding.



**Transportation Report to  
SPC on Transportation and Transit  
2019 March 20**

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TT2019-0245**

**Green Line Q1 2019 Update**

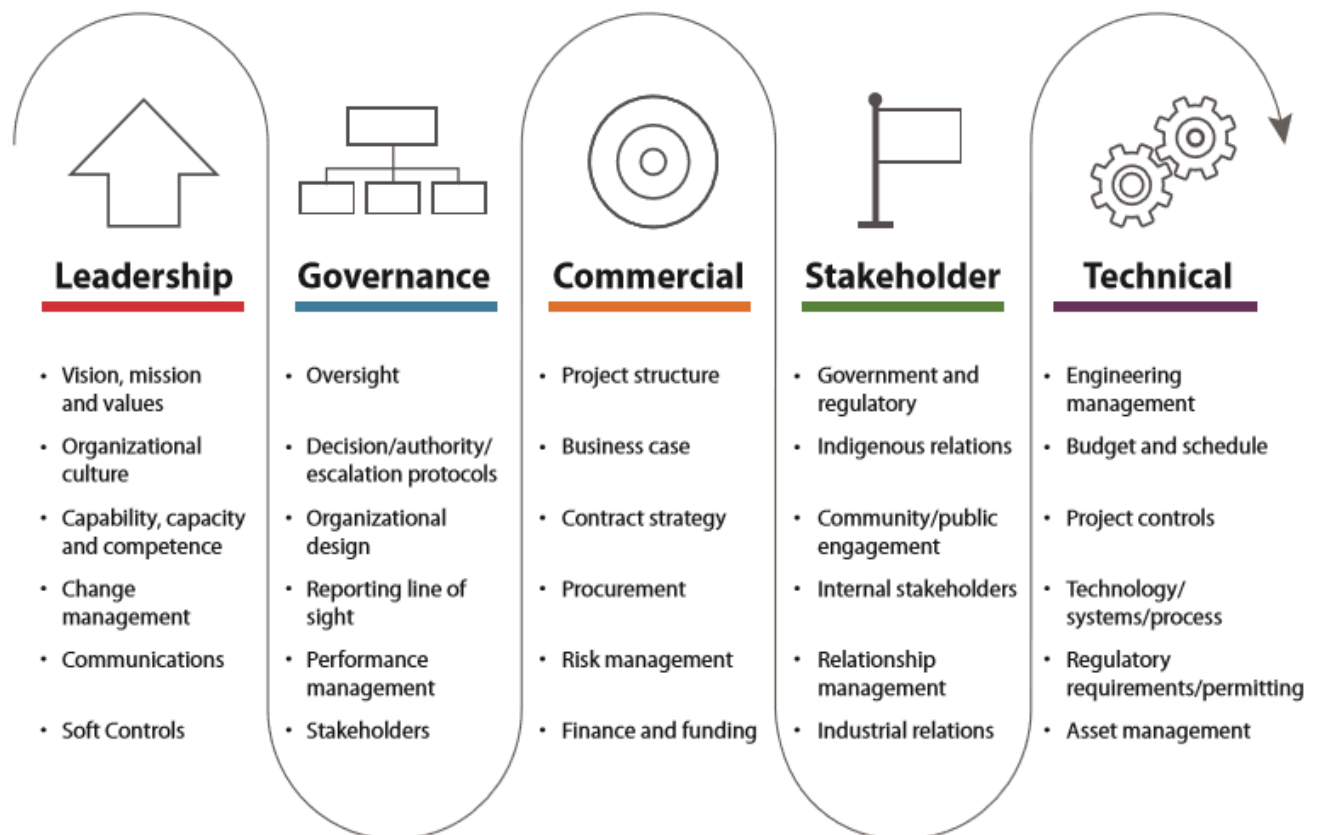
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**EXECUTIVE SUMMARY**

The purpose of this report is to update Council on the status of the Green Line LRT project for the period of 2019 Q1. This report is not meant to be a complete description of the work performed by administration during the quarter. This report provides information on present and upcoming key milestones and deliverables for each reporting period (quarterly).

Working with project advisors, Administration has defined five key project focus areas which need to perform at a high level to successfully deliver the Green Line project. The five key project focus areas are: Leadership, Governance, Commercial, Stakeholder and Technical. To successfully deliver the Green Line Project Administration will need to have a team which is not only performing at a high level in each focus area, but which is also integrating across all focus areas. As the project progresses Administration will be updating Council on the progress of each of these key focus areas, in the form of a progress report card.

**Green Line Project Focus Areas:**



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## **Green Line Q1 2019 Update**

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### **ADMINISTRATION RECOMMENDATION:**

1. That the SPC on Transportation and Transit receive this quarterly report for information.

### **RECOMMENDATION OF THE SPC ON TRANSPORTATION AND TRANSIT COMMITTEE, 2019 MARCH 20**

That Council receive this quarterly report for information.

## **PREVIOUS COUNCIL DIRECTION / POLICY**

At the 2019 January 28 Strategic Council Meeting, Green Line Financing and Funding Update, PFC2019-0040, the following be adopted:

That Council:

1. To optimize the Green Line cash flow commitments over the term of the project, reconsider, in part, its decision as contained in the minutes of the Regular Meeting of 2017 November 27 with respect to Recommendation 1 of Report C2017-1123 as follows:  
by deleting the words “the financing” after “fund” and before “costs” to result in the following motion:  
“Direct that the 2017 tax room (\$23.7 million) be retained in 2018 and future years and used to fund costs for Green Line for 27 years until 2044.”; and
2. Direct that Attachment 1 and the Closed Meeting discussions remain confidential upon review by 2026 December 31 pursuant to Sections 23, 24, 25 and 27 of the *Freedom of Information and Protection of Privacy Act*.

At the 2018 December 17 Regular Meeting of Council, Council approved item 10.1.5 Green Line Station Public Gardens, C2018-1445: ‘That Administration, through Green Line City Shaping, report back to Council through the Standing Policy Committee on Transportation and Transit no later than April 24, 2019.’

At the 2018 December 14 Regular Meeting of Council, Report TT2018-1335 (Green Line Q4 2018 Update) was received for information and adopted.

At the 2018 October 15 Regular Meeting of Council, Report TT2018-1089 (Green Line Update) was approved on Consent Agenda, as one of a series of quarterly updates that will be provided to the Transportation and Transit Committee to update Committee and Council as to the progress of the Green Line project.

## **BACKGROUND**

### **Green Line Project Vision:**

*A transit service that improves mobility choices for Calgarians, connecting people and places and enhancing the quality of life in the city.*

### **Green Line Project Goal Statement:**

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2019 March 20**

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### **Green Line Q1 2019 Update**

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*The project team will deliver Stage 1 of Green Line, from 16 Avenue N to 126 Avenue S.E., within a \$4.9 billion capital budget, by 2026, prioritizing safety, quality and cost.*

Following the approval of the Green Line long-term vision and Council direction to proceed with the Stage 1: 16 Avenue N to 126 Avenue SE (Stage 1) project at the 2017 June 26 Regular Meeting of Council, Administration has transitioned from the planning to project execution.

Green Line quarterly update reports will present status and progress on key activities, deliverables and major milestones as part of the execution phase and based on the five key focus areas.

Recognising that issues may come up at unpredicted times, coupled with the desire to be responsive and provide timely information, the quarterly report will be added to as required to respond to any new, emerging or urgent items.

#### **Quarterly Report Format:**

This report is the first quarterly update for 2019 and will establish a regular format and cadence of quarterly reporting to the Transportation and Transit (T&T) Committee.

Quarterly reports will consistently provide the following updates:

- **Project Progress Report Card** is a summary on the status of the five key project focus areas: leadership, governance, commercial, stakeholder and technical areas of the project (Attachment 1).
- **Project Risk Assessment** is a project risk registry with highlighted risks and associated mitigation plans (Attachment 2).
- **Project Expenditures** is the financial activity for the project
- **Project Timeline** is a timeline chart presenting our current state and upcoming milestones for 2019 (Attachment 3).
- **Key Project Focus Area Update** is an update and activity report on one or more of the five key focus areas: leadership, governance, commercial, stakeholder and technical.

The quarterly reports will likely contain both public and confidential information. The quarterly reports and associated presentations will be structured accordingly. The flow and cadence of the quarterly reports provided to SPC on T&T will be as follows:

	2019 Q1 March 20	2019 Q2 June 26	2019 Q3 September 18	2019 Q4 December 18
Status Update	<ul style="list-style-type: none"><li>• Project Progress Report Card</li><li>• Risk Registry</li><li>• Project Timeline</li></ul>	<ul style="list-style-type: none"><li>• Project Progress Report Card</li><li>• Risk Registry</li><li>• Project Timeline</li></ul>	<ul style="list-style-type: none"><li>• Project Progress Report Card</li><li>• Risk Registry</li><li>• Project Timeline</li></ul>	<ul style="list-style-type: none"><li>• Project Progress Report Card</li><li>• Risk Registry</li><li>• Project Timeline</li></ul>
Key Project Focus Area Update	<ul style="list-style-type: none"><li>• Technical Focus Area Update: Single Bore Design Development Plan</li><li>• Future Stages Analysis</li></ul>	<ul style="list-style-type: none"><li>• Technical Focus Area Update: Preliminary Outcomes from the Single Bore Design Development Plan</li></ul>	<ul style="list-style-type: none"><li>• Technical Focus Area Update: VE/CR Outcomes</li><li>• Stakeholder Focus Area Update: Taking Care of our Communities and Businesses</li></ul>	<ul style="list-style-type: none"><li>• Combined 2019 Q4 and Green Line Annual Report</li></ul>

Transportation Report to  
SPC on Transportation and Transit  
2019 March 20

ISC: UNRESTRICTED  
TT2019-0245

**Green Line Q1 2019 Update**

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		<ul style="list-style-type: none"><li>Commercial Focus Area Update: Finance and Funding Strategy and Risk Management Plan</li></ul>		
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**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The Green Line Project Progress Report Card (Attachment 1) provides an overview of the key deliverables that have been achieved and those upcoming to be presented in the next progress report.

Some of the notable highlights of deliverables achieved to date, and of upcoming deliverables are identified below.

**Notable highlights of key deliverables achieved:**

- ✓ 2019 January 1 The Green Line adopted the Envision sustainability management system. Envision is a framework that provides decision support in the planning, design and delivery of sustainable and resilient infrastructure projects. Envision measures a project's contributions to conditions of sustainability across social, economic, and environmental indicators
- ✓ 2019 January 22 Priorities and Finance Committee of Council endorsed the optimization of the cash flow commitments for Green Line.
- ✓ 2019 January 25 Executive agreements received for the right-of-way required for the LRT between The City of Calgary Green Line and Canadian Pacific (CP) Railway
- ✓ 2019 January 30 Funding Agreement (Ultimate Recipient Agreement) was signed with the Provincial government, finalizing the combined \$3.06 billion in funding from the Provincial and Federal governments for Stage 1
- ✓ 2019 February 1 Request for Qualifications (RFQ) for Light Rail Vehicles (LRV) released to market and closing on 2019 March 28. The Green Line will use low-floor LRV technology that has not been used before in Calgary.

**Look ahead - upcoming key deliverables:**

- ✓ 2019 Q2 The hiring of the Green Line Managing Director to provide leadership and oversight
- ✓ 2019 Q2 Organizing the project team (structure, roles and responsibilities) for execution success



**Transportation Report to  
SPC on Transportation and Transit  
2019 March 20**

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TT2019-0245**

**Green Line Q1 2019 Update**

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- ✓ 2019 Q2 Finalize the Project Execution Plan that will set the targets and performance monitoring for implementation
- ✓ 2019 Q2 Development of performance metrics and project dashboard metrics for real time updates on budget, schedule, safety, and quality
- ✓ 2019 Q2 Finalize the supplemental contracts strategy and inform the market
- ✓ 2019 Q2 Release the main project RFQ to the market

For this 2019 Q1 report, there are three technical updates provided:

- Single bore development
- Future stages development
- Public gardens

**Key Project Focus Area Update: Technical Update on the Single Bore Tunnel Design Development Plan**

Administration is currently working to sufficiently advance the Single Bore Tunnel design and to normalize the scope with the Twin Bore Tunnel Design. This work is necessary to provide a consistent scope between the two options to provide an operable, reliable and maintainable light rail system that meets ridership, runtime and reliability objectives.

The goal of this exercise is to sufficiently advance the Single Bore Tunnel design for Green Line Stage 1 to allow for a reasonable comparison to a Twin Bore solution. This exercise will inform on whether a particular solution provides an advantage in terms of land impacts, schedule impacts and cost impacts.

Administration continues to evaluate the tunnel through constructability, value engineering, optimization of the design, identification and mitigation of risks to ensure optimum value and long-term operations.

**Future Stages Analysis:**

Attachment 4 of this report provides an evaluation of the benefits of various potential stage 2 candidate projects. The projects are presented in groupings, established to represent a potential increasing magnitude of capital funding. The groupings were developed based on the announced dedicated funding of approximately \$200 million per year for transit projects outlined in the Province's approved City Charters Fiscal Framework Act. This report does not provide a recommendation on the next stage for the Green Line LRT. The recommended next step is to advance the planning for the candidate projects to validate the constructability and capital cost of the candidate projects.

**Public Gardens:**

**Transportation Report to  
SPC on Transportation and Transit  
2019 March 20**

**ISC: UNRESTRICTED  
TT2019-0245**

**Green Line Q1 2019 Update**

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The City Shaping team, in collaboration with the Green Line business unit, Calgary Parks business unit and Public Art team are working on the scoping report for the Public Gardens Notice of Motion (C2018-1445).

An informal steering committee was formed with fifteen representatives/subject matter experts who were brought together to meet and discuss the tasks identified within the notice of motion. Two meetings were held with the informal steering committee, one in February and one early in March. The first meeting focused on the potential and possibilities of public gardens, the opportunity to engage with partners and sponsors, and the desire by the private sector to invest. The second meeting was a report back to the team on what we heard, discuss feasibility and risks. Administration is scheduled to report back to Transit and Transportation Committee 019 April 24, with a scoping report and recommended next steps.

**Strategic Alignment**

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

The project aligns with social, environmental and economic priorities of The City and the priorities of the provincial and federal governments. Green Line is planned to improve quality of life by providing people with options on how to move, work, live, and play, and allows more affordable access to essential community services.

As part of its alignment with environmental priorities, the Environmental Management Program (EMP) focuses on realization of greenhouse gas (GHG) reduction benefits. The Green Line Project is tasked with satisfying City of Calgary, and federal and provincial funding partner requirements that include: climate resilience reporting; environmental assessments; First Nations consultation; application of the Envision management system; and the provision of technical environmental requirements and guidelines to satisfy the procurement process.

**Financial Capacity**

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

There is no impact to the operating budget from this report.

Future operating budget impacts includes the following:

On 2017 May 15, and 2017 November 27, a preliminary estimate was provided to Council on the estimated annual incremental operating and maintenance costs for the Stage 1 project. This \$40 million per year estimate, in 2016 dollars, continues to be supported following the completion of the constructability review and further technical reviews.

This estimate is dependent on several factors and will be further refined once the major construction contract has been awarded and the construction schedule is set. The operating and maintenance costs are currently not funded and an ongoing funding source will need to be in place prior to the start of operations. This will be reviewed during the current One Calgary cycle with refinements and updates to be finalized in the next business and budget cycle (2023 to 2026).

Transportation Report to  
SPC on Transportation and Transit  
2019 March 20

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## **Green Line Q1 2019 Update**

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

The Project had previously received funding for its enabling works projects that are related to preparing the right-of-way for the Stage 1 major construction. The enabling works budget is \$360.6 million, and is provided by funding programs from the three orders of government that are separate from the main Stage 1 Project funding (Federal Public Transit Infrastructure Fund (PTIF) 1 = \$111 million, provincial 50% PTIF match = \$55.5 million, provincial GreenTRIP = \$92.4 million, City 50% match of PTIF 1 & GreenTRIP = \$101.7 million). Capital expenditures for the Project are anticipated to align with funding from all three levels of government.

In addition, as part of the Action Plan business plan and budget cycle, \$520 million of capital funding was approved for the Stage 1 project, which represents 10 years of City funding at \$52 million per year from 2015 to 2025.

As a result of the Ultimate Recipient Agreement being signed, Administration will analyze cost estimates in conjunction with approved funding and will return to Council with a capital budget request for the current cycle that aligns to projected spend rate.

### ***Expenditures to date:***

As at 2018 December 31, the estimated expenditures incurred total \$158 million for 2018. The total expenditures since inception are estimated at \$370 million as at December 31, 2018.

### ***Committed costs:***

As at 2018 December 31, total commitments for the project is estimated at 515 million consisting of \$129 million in enabling works commitments and \$155 million in commitments.

## **Risk Assessment**

The Green Line LRT project risks are being tracked and actioned every month. There are a number of major risks which are being tracked as identified in the attached Risk Registry (Attachment 2). The largest risk continues to be associated with the complexity of the construction of the tunnel.

This report also introduces the Project Progress Report Card (Attachment 1) which provides an evaluation of the project with respect to the five key focus areas. As can be seen from the Progress Report Card, work is required in all focus areas prior. Mitigation plans have been developed and are being executed and the 2019 Q2 Project Progress Report Card will be used to communicate the status.

### **REASON FOR RECOMMENDATION:**

This report is the first quarterly report for 2019 provided to the Transportation and Transit Committee to update Committee and Council as to the progress of the Green Line project. This report establishes the format of the future reports and outlines the activities of the project for the first three months of 2019.

## **ATTACHMENTS**

1. Attachment 1 – 2019 Q1 Green Line LRT Quarterly Progress Report Card
2. Attachment 2 – Green Line Risk Registry
3. Attachment 3 – Green Line LRT Project Timeline
4. Attachment 4 – Future Stages Analysis



# REVISED

TT2019-0245  
ATTACHMENT 1

2019 Q1 Green Line LRT  
Quarterly Progress Report Card



## Green Line LRT Quarterly Progress Report Card

Colour Ratings: ■ Controlled ■ Needs attention ■ Requires immediate attention

Five Focus Areas	Q4 2018 (Oct–Dec)	Q1 2019 (Jan–March)	Q2 2019 (April–June)	Q3 2019 (July–Sept)	Q4 2019 (Oct–Dec)
	Key Deliverables	Key Deliverables	Key Deliverables	Key Deliverables	Key Deliverables
<b>Leadership</b> <ul style="list-style-type: none"> <li>Vision, mission and values</li> <li>Organizational culture</li> <li>Capability, capacity and competence</li> <li>Change management</li> <li>Communications</li> <li>Soft Controls</li> </ul>	<ul style="list-style-type: none"> <li>✓ Posted position for GL Managing Director</li> <li>✓ Established the Vision and Mission</li> <li>✓ Established Project Team ground rules</li> <li>✓ Completed first series of Change Management sessions</li> </ul>	<ul style="list-style-type: none"> <li>✓ Interviewed candidates for GL Managing Director position</li> <li>✓ Ongoing Change Management program</li> <li>✓ Developed Project Report Card and overall Project Gap Analysis tool</li> </ul>	<ul style="list-style-type: none"> <li>□ Onboarding of new GL Managing Director</li> <li>□ Ongoing Change Management program</li> <li>□ Finalize Project Execution Plan</li> </ul>		
<b>Governance</b> <ul style="list-style-type: none"> <li>Oversight</li> <li>Decision, Authority &amp; Escalation Protocols</li> <li>Organizational Design</li> <li>Reporting/Line of Sight</li> <li>Performance Management</li> <li>Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>✓ Developed process to evaluate governance and reporting</li> </ul>	<ul style="list-style-type: none"> <li>✓ Completed review of organizational structure and team skills assessment</li> <li>✓ Governance review</li> <li>✓ Developed an escalation and decision-making framework</li> </ul>	<ul style="list-style-type: none"> <li>□ Organize Project Team</li> <li>□ Development of project dashboard and performance metrics</li> </ul>		
<b>Commercial</b> <ul style="list-style-type: none"> <li>Project Structure</li> <li>Business Case</li> <li>Contract Strategy</li> <li>Procurement</li> <li>Risk Management</li> <li>Finance &amp; Funding</li> </ul>	<ul style="list-style-type: none"> <li>✓ Developed the contracting strategy</li> <li>✓ Developed a Risk Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ Finalized agreements between The City and Canadian Pacific</li> <li>✓ Ultimate Recipient Agreement signed</li> <li>✓ RFQ for LRV released</li> <li>✓ Finalized industry notification of Enmax Power Services Corporation</li> </ul>	<ul style="list-style-type: none"> <li>□ Finalize supplemental Contracts Strategy</li> <li>□ Release Main Contract RFQ</li> <li>□ Finalize comprehensive Risk Management Plan</li> <li>□ Finalize Project Controls strategy</li> <li>□ Finalize LRV RFP application</li> </ul>		
<b>Stakeholder</b> <ul style="list-style-type: none"> <li>Governance &amp; Regulatory</li> <li>Indigenous Relations</li> <li>Community/Public Engagement</li> <li>Internal Stakeholders</li> <li>Relationship management</li> <li>Industrial Relations</li> </ul>	<ul style="list-style-type: none"> <li>✓ Held meetings with Indigenous groups/communities</li> <li>✓ Enabling Works engagement</li> <li>✓ Developed a Market Research Project</li> </ul>	<ul style="list-style-type: none"> <li>✓ Community Stakeholder engagement and communication</li> <li>✓ Developed draft internal and external Communications Plan</li> <li>✓ Design Talks partnership for an International Ideas competition</li> <li>□ Presentation to Calgary Construction Association</li> </ul>	<ul style="list-style-type: none"> <li>□ Develop GL Indigenous Plan</li> <li>□ Customer Relationships Management</li> <li>□ Ongoing discussion with impacted property owners</li> <li>□ Finalize Taking Care of Business and Communities Strategy</li> </ul>		
<b>Technical</b> <ul style="list-style-type: none"> <li>Engineering &amp; Construction Management</li> <li>Budget &amp; Schedule</li> <li>Project Controls</li> <li>Technology Systems &amp; Process</li> <li>Regulatory Requirements &amp; Permitting</li> <li>Asset Management</li> </ul>	<ul style="list-style-type: none"> <li>✓ Developed a Project Execution Plan</li> <li>✓ Enabling Works: 78 Avenue, CN/Highfield, utility relocations</li> <li>✓ Approved City Shaping Implementation Strategy</li> <li>✓ TOD Symposium</li> </ul>	<ul style="list-style-type: none"> <li>✓ Single-Bore Tunnel Analysis Underway</li> <li>✓ Adoption of the Envision Sustainability Management System</li> <li>✓ Development of an Integrated Schedule</li> <li>✓ Railway Gardens Notice of Motion Explorative Informal Steering Committee Meetings</li> <li>✓ TOD Implementation Strategy development</li> </ul>	<ul style="list-style-type: none"> <li>□ Finalize the Single-Bore Tunnel Analysis</li> <li>□ MSF application</li> <li>□ Railway Gardens Notice of Motion Scoping Report Back</li> <li>□ Finalize TOD Limited-Term Developments recommendations</li> </ul>		

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# Green Line Risk Registry

TT2019-0245  
ATTACHMENT 2

Low	Willing to accept and monitor these risks since they have low likelihood of occurrence with minor consequences.
Medium	Recognizes these risks will probably occur and will have moderate consequences. Management will monitor and manage risks by implementing contingency plans to reduce the likelihood and impact of their occurrence.
High	Recognizes these risks are top priorities of critical importance to the organization. Management is spending more effort to manage and monitor these risks by implementing risk mitigation strategies to reduce the likelihood and impact of their occurrence.

Risk Category	#	Potential Risk Identified	Risk Rating	Mitigation	Risk Rating
			3/20/2019		11/11/2018
Financial	F1	The City of Calgary is unable to finalize the Ultimate Recipient Agreement with the Province of Alberta with terms that are acceptable to The City of Calgary.	Retired (Jan 30/19)	Negotiate with Province and escalate as required. <b>Risk Retired: URA Signed on Jan 30, 2019</b>	Medium
	F2	Final project will be delivered over budget.	Medium	Establish cost estimation, procurement, and cost control protocol to ensure rigorous review of project agreement through the RFP phase, and to ensure budget is controlled.	Medium
	F3	Other orders of government do not fulfill funding obligations for enabling works currently underway.	Low	Constant communication with other orders of government to discuss current status of projects and continual submission of invoices.	Low
	F4	Ineligible costs incurred may be larger than the available City of Calgary funding envelope as outlined in the Ultimate Recipient Agreement (URA).	Medium	Proactively monitor project forecast costs and trends. Work collaboratively between Finance and Project Controls to ensure early warning signs are raised and managed.	New Risk
Technical	T1	Shallow utility companies lack of resources to meet the demands of relocates in centre city.	Medium	Administration to develop a joint construction plan with utility owners; identify resource needs for earliest completion. Prioritize the required relocates in advance of the main contract.	Medium
	T2	Technical requirements necessitate the change to previously planned station location/ entrances if the single bore option is chosen.	Medium	Station Integration framework to be developed informing of the criteria required to achieve station integration, communication and engagement plan, expectation setting.	Medium
	T3	Geotechnical ground conditions must be investigated using specific methodology based on single or twin boreholes.	High	A safety and technical risk assessment will be conducted with contractor and City BU's including experienced GL management, fire department and EMO.	High
	T5	Tunneling under the Bow River and below/through downtown infrastructure has not been performed to this scale ever before in the City of Calgary.	High	Collaborative safety and technical risk assessment with contractor and City BU's including experienced GL management, fire department and EMO.	High
Construction	C1	Significant disruption to traffic, businesses, and communities during construction.	High (Moved from T4)	Ensure that specifications clearly outline acceptable traffic impacts. Develop Taking Care of Business strategy.	High
Legal	L1	Expiry of agreement(s) for relocation of utilities stopping utility relocation work.	Medium	The City is in the process of negotiating amending agreements with utility provider(s) to extend expiry dates. Negotiations are proceeding well.	High
	L2	Due to the scale and complexity of the Green Line project The City anticipates more conflicts of interest will arise due to scarcity of resources for individual specialists or due to multiple contractors performing work that overlaps in regard to both time and geography.	Medium	A Conflict of Interest Protocol – Green Line LRT Project has been developed. In accordance with the Protocol, a committee has been established to hear and determine conflicts of interest issues. The committee has set and complied with tight deadlines for providing decisions (3 days), unless it requires additional information from the parties affected by the conflict of interest.	Medium
	L3	Clarity concerning corporate risk tolerance, including bid response methodology and bid thresholds.	Medium	Proceed with the following steps: 1) Set risk tolerance and budget, and design to it 2) Bring closure to the design exercise and be clear about the findings (estimate at set risk tolerance, define budget ceiling, with the set risk tolerance, at what estimate are we willing to go to market) 3) Define response thresholds to total bid, either under or over budget ceiling. - Set decision making responsibility at appropriate levels within the organization to account for degree of risk.	New Risk
	L4	Failure to comply with multiple obligations under the Funding Agreement.	Low	The City has compiled a list of all obligations and assigned responsibility for the various categories of obligations to Green Line staff.	New Risk
	L5	Tight deadlines on contract with Canadian Pacific (CP) to complete programs of work	Medium	Assigned manager to oversee timely preparation of contracts and build relationship with CP to manage any issues that may arise.	New Risk
Procurement	P1	Scale of procurement contract minimizes meaningful competition from the construction market.	Medium	Market sounding and industry feedback coupled with procurement analysis to validate scale and risk transfer of specific procurement.	Medium
	P2	Protracted procurement process that frustrates the market and increases cost.	Medium	Maintain consistency with recent procurement timelines and market sensitivities to contract negotiations.	Medium
	P3	Selection of Downtown Tunnel Construction Method (Single Bore vs. Twin Bore) causes delay in RFQ/RFP.	Medium	Finalize review of tunnel bore option to provide clarity to procurement approach.	New Risk

## Green Line Risk Registry

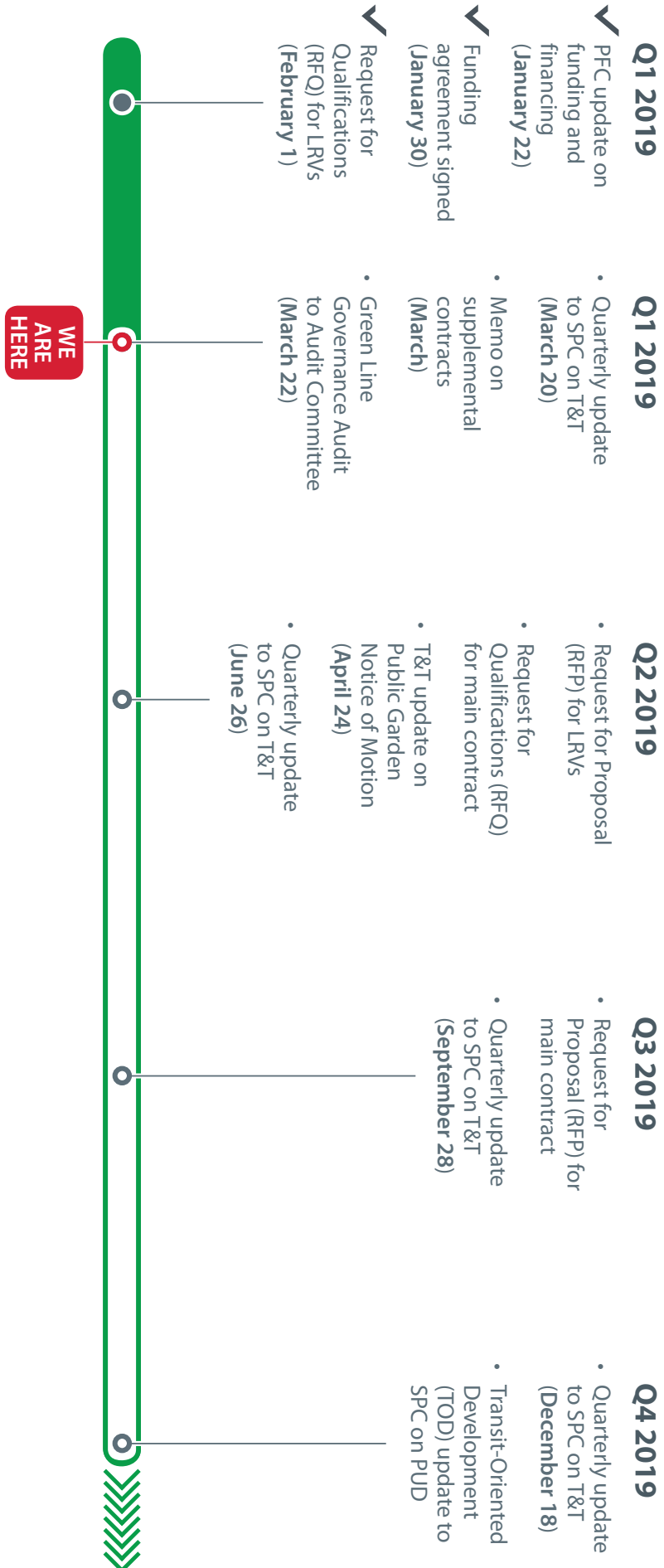
Access/Real Estate	A1	Required land is not available for contractor on financial close.	Merged with A3 and A5 Jan 2019	Acquisition program for all confirmed property requirements underway and Council approved delegated authorities in place to allow for timely approvals and expedient closing dates, wherever possible. Technical team advancing with finalizing design through tunnel section to confirm outstanding property requirements. Documenting all specific property requirements/exceptions to be included in the land schedule for the procurement documents.	Medium
	A2	Opportunities for station integration may be limited due to technical and financial barriers.	Merged with A3 and A5 Jan 2019	Ensuring technical solutions are identified and provided, wherever possible, to enable station integration in the immediate/near and future terms. Targeted communication and engagement plan, exploratory research and expectation setting.	High
	A3	Unable to obtain consensual agreements with all property owners within project timelines resulting in higher number of expropriations.	High	Prioritize resources on highest risk files, work with technical team to develop and implement acquisition strategies to encourage negotiated agreements. Preparing land schedule for inclusion in the procurement documents	New Risk
	A4	Negotiations unable to move forward in light of the constructability review and tunnel method decision in the Centre City.	High	Working with technical team to finalize design through the tunnel section and confirm property requirements. Developing an acquisition strategy to address the tunnel section and allow transactions to advance as early as possible.	New Risk
Environmental/Permitting	E1	Risk that CEA project description for the MSF triggers determination of federal EA required.	Medium	Early engagement with CEA to understand requirements; Maintain up-to-date information on CEA requirements; Proper planning and execution of permit requirements will help to mitigate schedule delays.	New Risk
	E2	Timelines to receive regulatory approvals through DFO, Transport Canada, Public Lands, and Water Act exceed expected timelines (as outlined in PLA matrix).	Medium	Pre discussions with regulatory bodies. Discussions to be documented and put into data room. Listing of known regulatory requirements in TPR. Participate in City of Calgary corporate capital project priority process with Alberta Environment and Parks (coordinated effort to not overburden regulatory bodies with requests).	New Risk
Safety	S1	The magnitude of the project will require a fast pace of construction integrated within several public communities carrying on with their daily routines. This inherently increases public exposure to construction hazards even with safety measures in place.	Medium	GL SMT and supporting resources to collaboratively participate in the development all aspects of safety in each of the respective areas to address stakeholder interaction with planned construction activities; and, participate in construction safety inspections to ensure public is aware of and following safety mitigative measures.	Medium
	S2	Pedestrians accessing stations at locations other than pedestrian crosswalks provided.	High	Public awareness with Community Relations group. Prime Contractors fencing and signing sites, as well as, situation awareness for trespassers.	New Risk
	S3	Delay for emergency response services including EMS, fire, and police due to reduced traffic capacity during construction of the LRT.	Medium	GL SMT to work with Fire Dept management to conduct hazard assessment and mitigative training/response plan which will be coordinated with tunneling, bridge and surface contractors during construction.	New Risk
HR	H1	The majority of City personnel are not experienced in underground tunnel and station construction to this scale which will present a steep learning curve and increased safety risks.	Medium	Ensure Managing Director is experienced in this scale tunnel construction contract management and has supporting resources to effectively manage the prime contractor for the project.	Medium
QA	Q1	Insufficient Quality Control and Assurance Program is in place impacting the design and construction of the project.	Low	Develop Quality Control and Assurance Protocol and require all stages of the project to adhere to the Protocol.	Low
Communications	M1	The City of Calgary is in the midst of exploring and defining it's indigenous strategy in a complex and changing environment.	Medium	First Nations Consultation required (e.g. funding condition) to understand their needs and determine best strategy.	New Risk
	M2	Stakeholders have an expectation of receiving updates on the Green Line project due to the high amount of engagement previously undertaken.	Medium	Ongoing updates to stakeholders is required to instill confidence, maintain trust and excite stakeholders/build advocates for the project.	New Risk

Note: Specific legal and financial risk are not included in the public register as the procurement process is competitive and confidential in nature.



# Green Line LRT: Project timeline

Green Line LRT Project Timeline





## Executive Summary

In 2017 May, Administration presented the recommended stage 1 project (C2017-0467) for the Green Line LRT from Crescent Heights in the north to Shepard in the southeast laying the foundation for Calgary's next LRT line. The stage 1 project will complete the most technically complex and capital-intensive aspects of the long-term vision. The stage 1 Green Line project will connect 60 community services with fast, frequent, and reliable transit service, and will reduce greenhouse gas emissions by 30,000 tonnes each year. Completing the stage 1 Green Line project facilitates future extensions and demonstrates The City's commitment to implementing the long-term vision for the Green Line LRT.

This report evaluates the benefits of various potential stage 2 candidate projects. The projects are presented in groupings, established to represent a potential increasing magnitude of capital funding. The groupings were developed based on the announced dedicated funding of approximately \$200 million per year for transit projects outlined in the Province's approved City Charters Fiscal Framework Act. This report does not provide a recommendation on the next stage for the Green Line LRT. The recommended next step is to advance the planning for all the candidate projects to validate the constructability and capital cost of the projects.

## Background

In 2017 May, Administration presented "Green Line LRT: Building the Core" (C2017-0467), a recommendation on Green Line stage 1, and outlining the history of Calgary's LRT network expansion. Calgary's current LRT network was successfully expanded over the past four decades, balancing capital construction costs, capital lifecycle maintenance costs, construction of supporting infrastructure (maintenance and storage facilities) and ongoing operating costs, combined with efficient delivery of services and ongoing optimization. This balanced approach has led to Calgary operating one of the highest ridership LRT systems in North America. Constructing and expanding the Green Line LRT is proposed to use this same approach to deliver major infrastructure projects, providing benefits to Calgarians while balancing construction and operating costs.

This report presents the benefits for future candidate projects. Stage 1 construction will bring significant changes and benefits to many Calgarians. Future extensions to the Green Line will leverage the Stage 1 investment and improve mobility options for Calgarians. To fully realize the benefits of the long-term vision the Green Line LRT will be built-out between Keystone in the north and Seton in the southeast. Investments in LRT have proven benefits in the communities they serve, such as:

- Increased mobility options and access to destinations for all Calgarians
- Connecting Calgarians with the services they use every day
- Reduction in household transportation costs (time and money) for commuters
- Increases in property values for properties served by rapid transit providing growth in municipal and Provincial tax revenues due to redevelopment and growth in income
- Reduced greenhouse gas (GHG) emissions
- Short-term creation of jobs during construction and long-term creation of jobs during operation of the LRT
- Economic diversification and increased attractiveness to employers that value accessible communities

Green Line future candidate projects will be included in the RouteAhead project prioritization to be evaluated against other rapid transit expansion projects. A similar evaluation framework of benefits, costs, and constraints will be used to assess overall rapid transit priorities across the city in a consistent manner. This evidence-based analysis has been successful in securing funding from our partners for previous RouteAhead projects, including:

- Green Line stage 1
- MAX Orange (North Crosstown)
- MAX Teal (South Crosstown)
- MAX Purple (17 Avenue SE)
- MAX Southwest BRT

### **Analysis/Investigation**

The following candidate projects are presented in this report, based on three possible funding envelopes [**See attached**]:

- Small (\$250-\$400 million)
  - Shepard station to McKenzie Towne station (two station extension)
- Medium (\$400-\$700 million)
  - 16 Ave N station to 40 Ave N station (two station extension)
  - Shepard station to Auburn Bay/Mahogany station (three station extension)
- Large (\$700 million - \$1 billion)
  - 16 Ave N station to 64 Ave N station (four station extension)
  - Shepard station to Seton station (five station extension)
  - 16 Ave N station to 40 Ave N and Shepard station to Auburn Bay/Mahogany station (five station extension)

Candidate projects presented in this report are based on expected future funding levels for LRT investment. The candidate project from 16 Avenue N to 40 Avenue N can be constructed, however there are a few current challenges with an interim terminal station at 40 Avenue N, such as:

- 40 Avenue N Station is not designed for terminal operations in terms of train turnaround or passenger transfers between bus and LRT
- Buses running along Centre Street N are likely to continue to go downtown, duplicating LRT and bus service and increasing transit operating costs
- Centre Street N would transition from four lanes to two lanes at 40 Ave N

Once the Green Line is constructed to 64 Avenue N there will be a reduction in bus operating costs and duplication of service because bus routes will start/end at 64 Avenue N station. However, due to the increase in LRT length and LRT operating costs, there will be an increase in transit operating costs with this extension. In the southeast, an extension to McKenzie Towne will reduce bus operating costs. Construction of longer candidate projects is desirable to realize operating savings, reduce community construction impacts and realize efficiencies of scale.

### **Project Benefits**

The next step in evaluation of the candidate projects are the benefits to Calgarians. The intent of planning the Green Line LRT under the four-layer approach has been to envision a customer focused transit system that integrates into the community, connects Calgarians to a city-wide

network of community services, and serves as a catalyst for transit oriented development. These benefits are further defined as follows:

- **Social** – the number of community services (parks, recreation centres, libraries, health centres, schools, grocery stores etc.) connected by the Green Line LRT, the number of affordable housing units within walking distance of the stations, and people with low income served within walking distance of the stations.
- **Economic** - property value uplift within walking distance of the stations over 30 years, the number of opening day jobs served within walking distance of the transit stations, and the number of future jobs served within walking distance of the transit stations over 30 years.
- **Environmental** – reduction of greenhouse gas emissions, proximity to Municipal Development Plan (MDP) Activity Centres and Corridors, and the number of properties that offer a brownfield remediation opportunity.
- **Transit Oriented Development (TOD)** - development potential surrounding the station area, the opportunity for land use diversity depending on the TOD type that is most suitable for a station area, and market readiness based on the insight into the potential and desirability for development from a market perspective.

### Project Readiness

Candidate projects will all need to be advanced to a state of readiness prior to implementation. To minimize implementation risks, the candidate projects should be sufficiently advanced to ensure they can be delivered successfully. Criteria of a projects readiness include:

- Stakeholder Preparedness: level of stakeholder acceptance and alignment on project goals and objectives. This is intended to ensure that proper efforts have been made to communicate and accommodate community and business disruptions during construction or because of the project.
- Design and Approvals: status of functional and preliminary design is sufficiently resolved to increase cost estimate certainty and to inform land acquisition requirements to acquire the necessary land prior to the award of a construction contract.
- Land Acquisition: number of acquisitions required and progressed, complexity of acquisition, and the impact on overall negotiation effectiveness due to the level of design or timeline. Administration recommends allotting a minimum of three years following completion of preliminary design prior to procurement to allow for a higher number of negotiated acquisitions to be completed and to address any land use amendments that may be required.
- Program Delivery, Resources and Contracting Strategy: ensure the options considered for construction can be delivered given current market conditions, delivery methods are available, and that the contracting strategy and procurement plan is in line with the project objectives.

### Conclusion

This report evaluates the benefits of various potential stage 2 candidate projects. The projects are presented in groupings, established to represent a potential increasing magnitude of capital funding. The groupings were developed based on the announced dedicated funding of approximately \$200 million per year for transit projects outlined in the Province's approved City Charters Fiscal Framework Act. This report does not provide a recommendation on the next stage for the Green Line LRT. The next step is to advance the planning and design for all of the candidate projects to validate the constructability and capital cost of the projects.

# "Future Staging Analysis"

## Green Line LRT Extensions

	Criteria	Metric	Small (\$250-400M)	Medium (\$400-700M)		Large (\$700M-\$1B)			Mega (\$1B-\$2B+)		
			Shepard-McKenzie Towne	16 Ave N-40 Ave N	Shepard-Auburn Bay/Mahogany	16 Ave N-64 Ave N	Shepard-Seton	16-40 Ave N and Shepard-Auburn Bay/Mahogany	16 Ave N - Beddington	16 Ave N - 96 Ave N	16 Ave N - North Pointe
Net Operating Cost		\$/Year	-\$3M	\$7M	-\$3M	\$8M	-\$1M	\$5M	\$6M	\$5M	\$6M
	LRT Ridership	Passenger's per avg. weekday	4,200	7,900	7,300	26,900	12,600	15,200	30,800	36,300	42,300
	Community Services	# of Services in 1,000m radius	10	38	16	65	23	54	92	109	125
Social	Affordable Housing Units	# of Affordable Housing Units in 1,000m radius	2,500	5,000	4,600	7,800	9,400	9,600	9,500	11,100	11,750
	People with Low Income Served	Total # of Low Income Pop in 600m radius	1,300	800	1,700	2,100	1,950	2,500	2,850	3,350	3,950
Economic	Property Value Uplift	\$/Million	550	850	750	1,050	950	1,600	1,250	1,500	2,050
	Jobs Opening Day	# Jobs in 800m radius	5,200	5,900	5,600	9,600	6,200	11,500	11,300	12,900	14,800
	Jobs Future	# Jobs in 800m radius	11,900	9,600	13,200	14,300	21,300	22,800	16,700	21,200	25,900
Environmental	GHG Emissions Reductions	Tonne CO2/Year	1,800	3,300	3,100	6,900	5,300	6,400	12,900	15,200	17,700
	Proximity to MDP Activity Centres and Corridors (and PTN)	Connects to # of activity centres/corridors	0	2	1	3	3	3	5	7	9
Development	Brownfield Remediation	Area (m2) requiring remediation	790,000	40,000	805,000	120,000	825,000	845,000	300,000	306,000	306,000
	Transit Oriented Development	Development potential adjacent to stops/stations and market readiness	80	84	115	146	190	199	177	206	233

**Community Services Report to  
SPC on Community and Protective Services  
2019 March 13**

**ISC: UNRESTRICTED  
CPS2019-0276**

**Social Wellbeing Policy Report**

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**EXECUTIVE SUMMARY**

On 2018 May 28, Council approved the Social Wellbeing Principles which include that The City of Calgary (The City) will:

- Strive to provide equitable services. This includes removing barriers to access and inclusion;
- Advance the active and shared process of Truth and Reconciliation in collaboration with the community;
- Seek opportunities to support and grow culture in Calgary; and
- Aim to stop problems before they start, using a prevention approach.

Council directed Administration to develop a Social Wellbeing Policy by 2019 Q1. The proposed Social Wellbeing Policy (Attachment 1) provides a flexible policy for Administration and Council to address multiple social needs to deliver effective and efficient services to Calgary's diverse community. Ultimately, applying these principles to all City services strengthens The City's contributions to improving quality of life for Calgarians. Pursuant to the adoption of the Social Wellbeing Policy, Administration recommends that the 13-year-old Fair Calgary Policy (CSPS019) (Attachment 2) be rescinded.

**ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services recommend that Council:

1. Approve the Social Wellbeing Policy (Attachment 1); and
2. Rescind the Fair Calgary Policy (CSPS019) (Attachment 2).

**RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES**

That the Administration Recommendations contained in Report CPS2019-0276 be adopted.

Excerpt from the Minutes of the 2019 March 21 Regular Meeting of the Calgary Planning Commission:

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"By General Consent, items received for the Corporate Record will be included as an attachment to report CPS2019-0276."

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2018 November 14, Council approved Administration's recommendation in One Calgary 2019-2022 Service Plans and Budget (C2018-1158) Attachment 7 that *"a report back on the indicator reporting plan will be included as part of the Social Wellbeing Policy report in Q1 2019"*.

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On 2018 May 28, Council adopted the Standing Policy Committee on Community and Protective Services recommendations contained in CPS2018-0362 to “*Approve the Social Wellbeing Principles and direct Administration to develop a social wellbeing policy and return to Council through the SPC on CPS no later than Q1 2019*”.

On 2006 November 13, Council approved CPS2006-63 resulting in the adoption of the Fair Calgary Policy. On 2008 November 24, Council approved CPS2008-93 which included an amendment to Fair Calgary Policy’s definitions and on 2012 January 11, Council approved CPS2012-01 which included an addendum to the Fair Calgary Policy on *the Standards for Design and Implementation of Tax-Supported Age-based Differential Fee Programs and Low-Income Subsidy Programs*.

**BACKGROUND**

The City of Calgary aims to make life better every day for Calgarians by delivering citizen-centric services. Fifteen years ago, The City took a bold step towards sustainability by considering social, economic and environmental impacts in all its services through the introduction of the Triple Bottom Line (TBL) Framework and Policy. To support the social component of the TBL Policy, The City developed the Fair Calgary Policy in 2006. In the intervening 13 years, there have been changes in best practices and understanding of social issues and in 2017, Calgary Neighbourhoods began updating the Fair Calgary Policy. As a first step, Administration developed a set of guiding principles to support a holistic and intersectional approach to social wellbeing that reflects key themes found in City policies, strategies and Council directives. The Social Wellbeing Principles were approved by Council in 2018 May through CPS2018-0362 and Administration was directed to develop the Social Wellbeing Policy (Attachment 1) by 2019 Q1.

Calgary’s demographics are changing along with the public’s awareness of social inequalities as a result of recent social movements and education on social issues. There is also a growing expectation that Administration consider multiple identity factors to ensure that City services are more responsive and effective for a growing and diverse population. This is evidenced by recent notices of motion on Multilingual Communications and Engagement, Gender Equity and Diversity Strategy and Social Procurement, for instance. The proposed Social Wellbeing Policy will support The City to be proactive in developing and delivering services that meet the needs of Calgarians, while contributing to citizen quality of life.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The Social Wellbeing Principles are intended to guide City practices on a long-term basis. The principles were designed to be simple, understandable and universally applicable across City services. They were developed by reviewing common themes in Council directives and strategies or policies with a focus on community needs (for example, Age-Friendly Strategy, Cultural Plan for Calgary and the Gender-Equity and Diversity Strategy which is currently under development).

The Social Wellbeing Policy supports the delivery of services that are both effective and efficient. It addresses equitable access to City services and aims to reduce barriers between



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The City and the above-mentioned segments of Calgary's population. The Social Wellbeing Policy is designed to:

- Streamline how social needs and cultural opportunities are considered in City services and embed these considerations into service providers' existing processes (e.g.: service plans and budget processes).
- Provide coordinated supports and tools to City employees with guidance on how to respond to multiple social needs as identified in various City strategies and in line with the One Calgary approach.
- Allow for common evaluation and reporting of social outcomes.
- Support Administration and Council to create and receive useful analysis of the social impacts of their decisions.

One of the main objectives of the Social Wellbeing Policy is to act as a foundational Council policy to provide high level guidance on City responses to existing or future community needs. This reduces the need for multiple Council policies. Strategies aligning to the Social Wellbeing Principles provide further detail on The City's plans to respond to specific social issues or needs of diverse groups. For example, the proposed Multilingual Communications and Engagement Policy (CPS2018-0945) will be embedded within the Social Wellbeing Policy with further detail provided through Social Wellbeing Policy schedules or other guiding documents or City processes to ensure equity and consistency for marketing, communications and engagement with multicultural communities in Calgary.

Should Council approve this Policy, Administration will review relevant policies and determine if there are opportunities to consolidate under the Social Wellbeing Policy. Working closely with relevant community groups or advisory committees, Administration will make recommendations to Council to advance the purpose and objectives of the identified policies. These may include a range of approaches, such as maintaining or revising existing Council policies, transforming the policy into administrative policies, adding schedules to the Social Wellbeing Policy addressing specific social needs or issues, or developing plans or strategies with detailed actions and measures.

The Social Wellbeing Policy takes a principle-based rather than a rule-based approach. This allows The City time to evolve its practice and integrate the Social Wellbeing Principles into its organizational culture. In contrast, a rule-based approach allows an organization to change its practices quickly to comply with a policy but often results in maintaining a minimum standard of practice that may not evolve with community expectations.

A principle-based approach to policy requires transparency from The City to demonstrate how it is living up to its standards. Progress towards implementing the Social Wellbeing Policy will be presented to Council through the Social Wellbeing Advisory Committee's annual update. Administration, in consultation with relevant advisory committees and stakeholder groups, will also develop and publicly report on measures that demonstrate progress towards advancing the Social Wellbeing Principles. Administration, in consultation with relevant advisory committees and stakeholder groups, will develop and publicly report on measures that demonstrate progress towards advancing the Social Wellbeing Principles over the next year. The Social Wellbeing Policy also presents a new opportunity to align the reporting of various social strategies under a common reporting structure which will be developed in the current business cycle.

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Should the Social Wellbeing Policy be approved, Administration will determine how best to incorporate the Social Wellbeing Principles within existing processes identified in the policy statements (section 1.6). This approach helps to ensure effective uptake of consideration of the Social Wellbeing Principles in all the work done at The City. This may result in additional schedules added to the Policy to provide Council and the public with information on how we are advancing the policy statements.

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

The Social Wellbeing Advisory Committee has provided feedback throughout the development of the Policy. Calgary Neighbourhoods has consulted with the following business units to seek input or collaboration on the draft Policy:

- Calgary Community Standards;
- Calgary Growth Strategies;
- Calgary Housing;
- Calgary Parks;
- Calgary Recreation;
- Customer Service & Communications;
- Community Planning;
- Corporate Analytics & Innovation;
- Corporate Initiatives;
- City Manager's Office;
- Human Resources;
- Intergovernmental & Corporate Strategy;
- Law;
- Resilience & Infrastructure Calgary;
- Supply Management; and
- Transportations Planning.

Research for the Policy consisted of reviewing similar practices and policies from other municipalities and orders of government in Canada. Administration reviewed how other municipalities embed social considerations into organizational practice and tools used to support employees to advance social goals. However, the Social Wellbeing Policy is a made-in-Calgary solution that aligns existing initiatives under a foundation of common principles, processes, and reporting.

A communication plan and change management approach for the implementation of the Social Wellbeing Policy is currently in development.

### **Strategic Alignment**

The Social Wellbeing Policy aligns with and support the actions of the follow Council policies, strategies, plans and initiatives (not an inclusive list):

#### *Policies*

- Calgary's Corporate Accessibility Policy

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- Indigenous Policy
- Triple Bottom Line Policy
- Welcoming Communities Policy

*Strategies, Plans & Initiatives*

- Advisory Committee on Accessibility (ACA) Strategic Plan 2017-2026
- Age-Friendly Strategy
- Calgary Aboriginal Urban Advisory Committee Strategic Plan
- Calgary's Local Immigration Partnership's Local Settlement Strategy 2018-2020 (partnership with Immigration, Refugees and Citizenship Canada)
- City of Calgary Food Action Plan- Calgary Eats
- City Shaping Framework
- Community Action on Mental Health and Addictions Strategy (in development)
- Crime Prevention Investment Plan (including Siim ohksin: Wahkotiwin)
- Cultural Plan for Calgary
- Inclusion in the Workplace Framework
- Enough for All – Calgary's Poverty Reduction Strategy (delivered through Vibrant Communities Calgary)
- Foundations for Home Calgary's Corporate Affordable Housing Strategy
- Gender-Equity and Diversity Strategy (in development)
- imagineCalgary
- Multicultural Marketing, Communications and Engagement Strategy
- Prevention Investment Framework with Mental Health and Addictions Lens
- Social Sustainability Framework 2.0 and FCSS Funding Priorities (name may change)
- White Goose Flying

The Social Wellbeing Policy advances the following Council Priorities: a prosperous city; a city of inspiring neighbourhoods; a healthy and green city; and a well-run city.

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

- Social: The Social Wellbeing Policy will support The City to better assess, understand and respond to the diverse needs of Calgarians and contribute to positive social conditions for Calgarians through effective delivery of City services.
- Environmental: The physical environment and extreme weather events have differential impacts on diverse Calgarians. Social Wellbeing Policy will support The City to consider

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social impacts as The City takes on its new role to foster the wellbeing of the environment, as described in the Municipal Government Act.

- Economic: The impacts of the Social Wellbeing Policy on service delivery will ultimately lead to a better quality of life for citizens which results in direct or indirect improvements to the economic wellbeing of Calgarians.

### **Financial Capacity**

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

The development of this Policy and tools to advance the Principles are funded with existing budgets approved in One Calgary.

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

There are no capital budget considerations associated with this report.

### **Risk Assessment**

By advancing the Social Wellbeing Policy, The City may face the following risks:

- As with other change initiatives, without proper awareness and support, the fundamental shift required to embed the principles into our ongoing work will not be achieved.
  - To mitigate this risk, the roll-out of the Social Wellbeing Policy will include awareness and learning opportunities that support City employees to understand how consideration of the Social Wellbeing principles applies to their work and improves the quality of their service to Calgarians.
- The Corporation recognizes new inequalities or gaps in services for Calgarians that will be costly to remedy.
  - Ensure service owners understand they can prioritize the biggest needs or shift priorities in future budget cycles.
- Perceptions that one encompassing social policy might obscure the needs of specific populations.
  - Administration will seek the advice of advisory committees and relevant community stakeholder groups as The City develops its plans to advance the Social Wellbeing Policy. Administration will develop a clear approach to meeting the needs of diverse groups prior to proposing any changes to existing Council policies.

By not advancing the Social Wellbeing Policy, The City may face the following risks:

- Service concerns or failure to meet changing customer expectations.
  - Approval of the recommendations supports The City to advance its understanding of diverse needs, its ability to address related barriers and ultimately deliver effective services that contribute to equitable outcomes for all Calgarians. Mitigating actions also include continued implementation of existing community strategies and services.
- Diminishing public confidence and trust.
  - Approval of the recommendations solidifies The City's reputation as a leader in the community that is representative of and inclusive of the population it serves.
- Costs associated with retrofits.

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Approval of the recommendations supports The City to understand the social needs of Calgarians and barriers they may face in accessing services or infrastructure. In some cases, this Policy may prevent costs associated to retrofit infrastructure or change service design.

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

Approval of the Social Wellbeing Policy supports The City to deliver effective services that meets the social needs of all Calgarians. This policy will replace the Fair Calgary Policy (CSPS019) which is dated and no longer meeting the needs of The City and Calgarians.

**ATTACHMENT(S)**

1. Attachment 1 – Proposed Social Wellbeing Policy
2. Attachment 2 – Fair Calgary Policy (CSPS019)
3. **Attachment 3 – Submissions at Committee**



**Council Policy**

**Policy Title:** The Social Wellbeing Policy  
**Policy Number:** TBD  
**Report Number:** TBD  
**Adopted by/Date:** TBD  
**Effective Date:** The date adopted, or a later date if directed by Council  
**Last Amended:** Date of last amendment  
**Policy Owner:** Calgary Neighbourhoods

**1. POLICY STATEMENT**

- 1.1 The City of Calgary (The City) will follow the Social Wellbeing Principles when making decisions; developing plans, policies and strategies; and delivering *City services*. These principles are:
- A. The City will strive to provide *equitable services*. This includes removing barriers to *access* and *inclusion*.
  - B. The City will advance the active and shared process of *Truth and Reconciliation* in collaboration with the community.
  - C. The City will seek opportunities to support and grow *culture* in Calgary.
  - D. The City will aim to stop problems before they start, using a *prevention* approach.
- 1.2 The City will advance processes and mechanisms to identify emerging social needs of Calgarians and develop response plans that may be put in place with appropriate partners and services.
- 1.3 The City will consider all aspects of *accessibility* in *City service* delivery and maintain a multi-year plan for how The City will meet *accessibility* requirements.
- 1.4 The City will develop measures, evaluate, and publicly report on, the progress made in the advancement of the Social Wellbeing Principles.
- 1.5 To support The City to advance the Social Wellbeing Principles of *equity*, *Truth and Reconciliation*, *culture* and *prevention*, The City will:
- 1.5.1 Seek the advice of the Social Wellbeing Advisory Committee or other relevant Boards, Commissions and Committees as requested by City Council, Administration, or as indicated in the Social Wellbeing Advisory Committee work plan;
  - 1.5.2 Provide representatives of The City including members of Council, employees, and Boards, Commissions and Committee with relevant learning opportunities including training;
  - 1.5.3 Use data to understand the needs of Calgarians to inform service delivery; and

- 1.5.4 Develop tools and provide support to integrate consideration of the Social Wellbeing Principles into City processes as described in 1.6.
- 1.6 The City will embed consideration of the Social Wellbeing Principles of *equity, Truth and Reconciliation, culture and prevention*, in:
  - 1.6.1 the design, delivery and evaluation of City *services*;
  - 1.6.2 The City's strategic vision (the Municipal Development Plan / Calgary Transportation Plan);
  - 1.6.3 the development of service plans and budgets;
  - 1.6.4 the processes that support project management;
  - 1.6.5 the delivery of communication, marketing and information provided to the public;
  - 1.6.6 the process of public *engagement*;
  - 1.6.7 the completion of Corporate reports;
  - 1.6.8 advocacy to and collaboration with other orders of government to address relevant social issues; and
  - 1.6.9 the development of new or revised Council and Administration Policies.

## 2. **PURPOSE**

- 2.1 The purpose of this policy is to outline policy statements and procedures for how City *services* can contribute to achieving quality of life and increased *civic participation* for all Calgarians.
- 2.2 This Council policy addresses the need to:
  - 2.2.1 Provide guidance on how The City can reduce barriers and continually improve delivery of services to all Calgarians, considering aspects of diversity including but not exclusive to: age, disability, family status, gender, gender identity/expression, marital status, Indigenous heritage/identity, level of income, place of origin, place of residence, race, religious beliefs, and sexual orientation; and
  - 2.2.2 Develop an efficient and effective approach to the coordination of relevant existing or future strategies that advance the Social Wellbeing Principles.

## 3. **DEFINITIONS**

- 3.1 In this Council policy:
  - 3.1.1 "Access" means services align with the ability for individuals to participate. This often is achieved through the removal of barriers



impeding access, which may include: social, financial, language, cultural, geographic and physical barriers. The result is everyone is given the opportunity to participate in all aspects of society;

- 3.1.2 “Accessibility” means removing barriers to *access* specifically for people with disabilities (which may include but is not exclusive to physical, sensory and cognitive disabilities) to participate in City services;
- 3.1.3 “City Service” or “Service” means the delivery of outputs that meet the needs of residents and contribute to overall outcomes delivered by The City of Calgary. This includes enabling *services* (services that set the framework, policies and conditions by which internal City services operate; or provide the foundational support for the delivery of public services).
- 3.1.4 “Civic Participation” means Calgarians are involved in dialogue and/or actions to address important public issues;
- 3.1.5 “Culture” means the opportunities to express the unique identity of a community or social group. Examples include art, food, performance and other creative expressions that deepen social connections, increase cultural understanding and dialogue, reduce isolation and enliven communities. In the context of this policy, *culture* refers to the strategic priorities in the Cultural Plan for Calgary;
- 3.1.6 “Engagement” means the purposeful dialogue between The City and citizens and stakeholders to gather information to influence decision making;
- 3.1.7 “Equitable” or “Equity” means conditions are adjusted to meet people's diverse needs, strengths and social realities. It requires recognition that different barriers (often systemic) exist for diverse individuals or groups. The result of *equity* is all people have the opportunity to benefit equally from City *services*;
- 3.1.8 “Inclusion” means environments in which any individual or group is respected, valued, and supported to fully participate in society. In these environments people feel included;
- 3.1.9 “Prevention” means the conditions or personal attributes that strengthen the healthy development, wellbeing, and safety of individuals across the lifespan, and/or communities, and prevent the onset or further development of problems;
- 3.1.10 “Social Wellbeing” means the social conditions that impact an individual's quality of life, access to opportunities, and inclusion in society;
- 3.1.11 “Truth and Reconciliation” means a shared and active process between Indigenous and non-Indigenous peoples to establish and maintain mutually respectful relationships. It is about acknowledging what has

happened in the past, addressing the impact of colonial policies and then following through with action;

4. **APPLICABILITY**

4.1 This Council policy applies to members of City Council and Administration.

5. **LEGISLATIVE AUTHORITY**

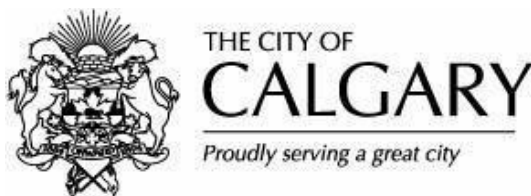
5.1 Pursuant to s 3 of the *Municipal Government Act* (Alberta) “the purposes of a municipality are (a) to provide good government, (a.1) to foster the well-being of the environment (b) to provide services, facilities or other things that, in the opinion of Council, are necessary or desirable for all or a part of the municipality, (c) to develop and maintain safe and viable communities and (d) to work collaboratively with neighbouring municipalities to plan, deliver, and fund intermunicipal services”.

6. **AMENDMENT(S)** (Mandatory)

Date of Council Decision	Report/By-Law	Description

7. **REVIEWS(S)** (Mandatory)

Date of Policy Owner's Review	Description



## COUNCIL POLICY

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**Policy Title: Fair Calgary Policy**

**Policy Number: CSPA019**

**Report Number: CPS2006-63, CPS2008-93, CPS2012-01**

**Approved by: Council**

**Effective Date: 2006 November 13<sup>th</sup> and amended 2008 November 24 and 2012 January 23**

**Business Unit: Calgary Neighbourhoods**

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### **PREAMBLE**

**International:** Members of the United Nations commit themselves “to achieve international cooperation in solving international problems of an economic, social, cultural, or humanitarian character . . . ” (Article 3.1).

*Whereas*, Canada is committed to the Universal Declaration of Human Rights and in particular the “. . . recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace of the world “. . . and in recognizing that children require special consideration such that they “. . . are entitled to special care and assistance.” [UN Doc. A/810 (1948)].

*Whereas*, “. . . in accordance with the principles proclaimed in the Charter of the United Nations, recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world,” International Covenant on Economic, Social and Cultural Rights, UN Doc . 1979,

*Whereas*, Canada is committed to the UN Convention on the Rights of the Child and in particular recognized that “In all actions concerning children, whether undertaken by public or private social welfare institutions, courts of law, administrative authorities or legislative bodies, the best interests of the child shall be a primary consideration.” (UN Doc. A/RES/44/25, 1990).

### **National:**

*Whereas*, the Canadian Charter of Rights and Freedoms states that, “Every individual is equal before and under the law and has the right to the equal protection and equal benefit of the law without discrimination and, in particular, without discrimination based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability,” and further that this “. . . does not preclude any law, program or activity that has as its object the amelioration of conditions of disadvantaged individuals or groups including those that are disadvantaged because of race, national or ethnic origin, colour, religion, sex, age or mental or physical disability” [Canadian Charter of Rights and Freedoms, Schedule B., Constitution Act, 1982, s. 15(1, 2)];

*Whereas*, the Canadian Human Rights Act, provides that discriminatory practices include the denial of goods, services, facilities, accommodation and employment where such denial is based on eleven prohibited grounds of discrimination, being race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability and conviction for which a pardon has been granted [Canadian Human Rights Act, R.S.C. 1985, c H-6, ss. 3(1), 5 and 7];

### **Provincial:**

*“Whereas*, it is recognized in Alberta as a fundamental principle and as a matter of public policy that all persons are equal in: dignity, rights and responsibilities without regard to race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income or family status;

*Whereas*, multiculturalism describes the diverse racial and cultural composition of Alberta society and its importance is recognized in Alberta as a fundamental principle and a matter of public policy;

*Whereas*, it is recognized in Alberta as a fundamental principle and as a matter of public policy that all Albertans should share in an awareness and appreciation of the diverse racial and cultural composition of society and that the richness of life in Alberta is enhanced by sharing that diversity; and

*Whereas*, No person shall (a) deny to any person or class of persons any goods, services, accommodation or facilities that are customarily available to the public, or (b) discriminate against any person or class of persons with respect to any goods, services, accommodation or facilities that are customarily available to the public, because of the race, religious beliefs, colour, gender, physical disability, mental disability, ancestry, place of origin, marital status, source of income or family status of that person or class of persons or of any other person or class of persons;” [Alberta Human Rights, Citizenship and Multiculturalism Act, R.S.A., 2000, c. H-14, Preamble, s. 1(1), 4

*Whereas*, the Municipal Government Act authorizes a municipality “. . . to provide services, facilities or other things. . . “and provides for the general jurisdiction to pass by-laws respecting “. . . the safety, health and welfare of people and the protection of people and property. . .”; Alberta Municipal Government Act, R.S.A., 2000, c M-26, s.3(b), 7(a).

*Therefore*, City Council is committed to enhancing the social well-being of Calgarians and our communities in a desire to make this city a great place to live for all. It does this by recognizing and affirming the value and diversity of its people, places and spaces. Through development of policies, programs, services and facilities The City supports and strengthens the things that connect us to each other and across generations, to our communities, our province, our country and around the world.

### **DEFINITIONS**

The following terms are defined in the context of this policy only and application is focused on The City of Calgary.

**Fairness** means decisions are made in a manner that achieves equality by enabling or providing what people ought to have or by providing a greater benefit to the most disadvantaged or through maximizing everyone's well-being.

**Livability** refers to an urban system and contributes to the physical, social and mental well being and personal development of all its inhabitants. It is about delightful and desirable urban spaces offering social, cultural and sacred enrichment.<sup>i</sup>

**Social Capital** refers to the formal and informal features of a community that are shared by its members based on trust, reciprocity, networks and collective action. It is the raw material of civil society that is created by everyday interactions of people. Social capital contributes to civil society, economic vitality and the health and well-being of people in communities.

**Social Inclusion** includes:

- **Valued recognition** – Conferring recognition, dignity and respect on individuals, families and groups.
- **Human Development** – Nurturing the talents, skills, capacities and choices of children and adults to live a life they value and to make a contribution both they and others find worthwhile.
- **Involvement and Engagement** – Having the right and necessary support to make/be involved in decisions affecting oneself, family and community, and to be engaged in community life.
- **Proximity** – Sharing physical and social spaces to provide opportunities for interactions, if desired, and to reduce social distances between people.
- **Material well being** – Having the material resources to allow children and their parents to participate fully in community life<sup>ii</sup>

**Social Infrastructure** involves networks of legislative, policy and funding mechanisms that support programs, services and facilities and spaces that enable people to connect, participate and interact in many ways for a variety of social and community purposes. It also includes the networks that contribute to access to employment, recreation, and social programs, and includes the networks created through federal, provincial, municipal, business, voluntary and community auspices to enable people to meet their needs and enhance their well-being.

**Adequate Income** is defined as the amounts of the Low Income Cutoffs as established annually by Statistics Canada for cities with populations greater than 500,000.

**User fee** is “a payment charged in exchange for a good or service provided by the government.” (The City of Calgary User Fees and Subsidies Policy CFO010)

**Differential pricing/Market segmentation pricing** is “the practice of setting different prices for different consumers of a good, depending on the characteristics of the consumers.” (The City of Calgary User Fees and Subsidies Policy CFO010)

**Subsidy** is “the portion of production costs that is recovered through taxes or other revenue sources rather than by the sale of the good or service in order to keep the price of the good or service at a desired level.” (The City of Calgary User Fees and Subsidies Policy CFO010)

**Individually targeted subsidy/ Individual tax support** is “A subsidy that reduces the price of a good or service for individuals that meet specific criteria. (The City of Calgary

User Fees and Subsidies Policy CFO010) Principle 6 of the city of Calgary's User Fees and Subsidies Policy (CFO010) states: "in cases where individuals may have resources below an acceptable level and are not able to make the choice to consume and pay for City goods and services, The City could provide a subsidy to the individual in order that they are allowed the choice to consume."

**Social Sustainability:**

- reduces the economic, social and political inequities within the population;
- centres a collective commitment both to sharing common values and principles of social citizenship and to respecting and accommodating diversity within the population;
- recognizes, values and supports the contributions of all community members to the economic, social and cultural life of society; and
- reflects, in both the substance and the process, positive change in policies, programs, systems, institutions and organizations.<sup>iii</sup>

**Well-being** is the human experience related to the quality of life and refers to the urban community and system that contributes to the physical, social and mental well-being and the personal development of all Calgarians. In this context, well-being, livability and sustainability are complimentary and represent the intersection of the social, environmental and economic themes of the Triple Bottom Line.

**BACKGROUND**

In 1998 October, City Council approved Municipal Social Policy Statement (CSPS031). This statement was based on existing Council decisions, summarized in fourteen separate statements and divided into three distinct groups: the personal roles of individual Calgarians, their relationships to various social systems and the role of The City.

Over the last decade, Calgary's growth has transformed the city into a cosmopolitan community with increasing diversity. This unprecedented growth in population, area and wealth has created numerous opportunities and challenges. In response, and to ensure that Calgary is a socially inclusive, livable and sustainable city, City Council adopted the Melbourne Principles on 2005 September 15, to guide future development. Through the imagineCALGARY initiative, The City consulted broadly with Calgarians and their communities, organizations, institutions and places of work to develop a vision and plan in the move toward a more sustainable city over the next one hundred years.

On 2005 September 05 City Council formally adopted the Triple Bottom Line (TBL) Policy "*. . . to ensure a more comprehensive, systematic and integrated approach to decision making. . .*" and that this approach "*. . . underlies all strategies and actions.*" The TBL framework and policy represent "*. . . a decision-making, planning, and reporting framework that has emerged as an important tool for achieving sustainable development and has been identified by Council as a key means for moving toward their vision.*" (TBL Policy, 2005 September 12)

On 2006, February 13, City Council approved the Fair Calgary Policy Framework as the City Council's Priorities (CP3.9) requested the Administration to address "barriers to services in selected service areas and/or specific demographic groups where necessary," and also "undertake a policy development process on social inclusion and accessibility to services."

Fair Calgary will be the overarching policy and framework for the “social” of the Triple Bottom Line Policy (LUP003, EM003, CS003) and from that perspective will:

1. “Incorporate sustainable development principles by considering and addressing the social, economic, environmental and smart growth impacts of all its decisions and actions, with regard to planning, policy, strategies, services, operations, approvals, and all other City business.” (TBL Policy, 2005 September 12)
2. “Protect and enhance the economic, *social* and environmental well-being of present and future generations of Calgarians.” (TBL Policy, 2005 September 12)

## **PURPOSE**

The purpose of this policy is to support and strengthen The City’s contribution to the social infrastructure of Calgary by an overarching policy and framework for the “social” of the Triple Bottom Line so that all Calgarians are:

- (1) capable of using the programs, services, facilities and public spaces provided directly by The City of Calgary; and
- (2) capable of participating in and contributing to The City’s decision-making and public policy development process.

The following Principles establish the basis for the relationship between The City of Calgary, its residents and its employees in the development and implementation of its policies, programs, services, facilities and public spaces. The Principles and Fairness Filter are designed to achieve and contribute to the Social Policy Outcomes.

## **SOCIAL POLICY**

The City of Calgary is committed to ensuring fairness in its actions, decisions and services to Calgarians based on the following Principles, Framework and Outcomes.

### **Principles of Fairness**

- **Equality:** In keeping with Canada’s international obligations, the Canadian Charter of Rights and Freedoms and provincial Human Rights legislation, The City of Calgary’s policies, programs, services, facilities and public spaces will recognize the intrinsic and equal value of every person who will be regarded and treated respectfully, without unfair discrimination on the basis of gender, ability, association, family status, age, length of residence, colour, social class, race, ethnicity, national origin, faith, language, income, political beliefs, gender identity, or sexual orientation.
- **Equity:** Individuals and families will be treated equally if they are in similar or like circumstances; social inequalities will be considered fair only to the extent that they result in policies and measures that rebalance the benefits to the least advantaged individuals and families and are provided in a manner that respects their dignity.
- **Dignity and Respect:** Everyone will be regarded with dignity and respect and with the right to self-fulfillment to the extent that mutual respect and the exercise of this right do not prevent the same right of others. The City’s programs,

services, facilities, public spaces and policy measures will reflect the inherent and equal dignity of every person and will be used to promote the capability of everyone to realize their personal goals for self-fulfillment and for their contribution to their community and social cohesion.

- **Participation:** The right and obligation for participation in the processes of governance and decision-making belongs to every Calgarian. Participation in the process of democracy will be based on mutual valued contributions to each other as well as influencing decision-makers in leading to action.
- **Comprehensiveness:** Individuals and families will be entitled to The City's services, programs, facilities and public spaces on similar terms and conditions that will ensure them the opportunity to determine their participation.
- **Subsidiarity:** The City's programs, services, facilities and public spaces for Calgarians will be delivered at a community or regional level wherever possible unless they can be provided more effectively at a more centralized level.
- **Aboriginal Peoples:** In the implementation of these principles and in the development of public policy, The City of Calgary will acknowledge the unique historical place and contemporary experiences of Aboriginal people in the history of this community.
- **Children:** In the provision of services and in the development of public policy, the special place of children and their importance to the future of society and Calgary, will be acknowledged and affirmed by provisions that are consistent with their age and development.

### **Fairness Filter Framework**

The Fairness Filter is a framework to optimize the capability of Calgarians' participation in and use of The City's programs, services, facilities and public spaces within the resources allocated by Council. The various factors that influence the elements of the Filter are not intended to be exhaustive, and may vary for specific Business Units.

- **Accessibility:** The factors that optimize Calgarians' use of public services, including the adaptations necessary for children and persons with special needs will be examined to ensure that the relationship between the location of the supply of service(s), the locations of users and the ease of use by Calgarians have been addressed. The factors to be considered include, available resources, travel time, design and distance together with the terms and conditions contained in the Calgary Corporate Accessibility Policy (CSPS003) that became effective on 2005 December 12. Outreach and information on City programs, guidelines and procedures will be clear and regularly updated.
- **Availability:** Factors that determine or influence the ease of use such as scheduling, a known point of entry, hours of service, the volume of programs, services, facilities and public spaces will be such that Calgarians who value them are capable of using them.
- **Affordability:** The setting of fees charged to Calgarians for personal or family use of The City's programs, services, facilities and public spaces will reflect the relationship of cost to Calgarians' financial capabilities and the value attached to



the use of the services and may require setting of differential fees to be based on income, service location, community, duration of service and the type of service, including special measures to persons without adequate income, to ensure affordability for all Calgarians.

In order to make The City's programs and services more affordable for low-income Calgarians, all low-income subsidy programs will be based on a consistent primary eligibility residency criterion. Effective 2009 January 1, all recipients shall be residents of Calgary at the time of application and annual renewal. This primary eligibility criterion shall be met prior to consideration of any secondary, program-specific eligibility criteria.

Due to the diverse nature of The City's low-income subsidies, the responsibility for the development and management of all secondary eligibility criteria is the responsibility of the individual business unit that provides the subsidy.

- **Accommodation:** The organizational accommodations to issues of diversity and ability, will be implemented through the policy on Calgary Corporate Accessibility Policy (CSPS003), and eliminate where necessary barriers and systemic and discriminatory policies and practices and the adoption of special measures to support the participation and delivery of programs, services, facilities and public spaces to persons with disabilities and others with special needs.
- **Adequacy:** The amount and volume of programs, services, facilities and public spaces required to meet the needs of Calgarians will be determined on the basis of distribution of the supply of the services and available resources in relation to the needs and capabilities of Calgarians.
- **Acceptability:** The City's decisions, policies, programs, services, facilities and public spaces will demonstrate mutual respect, recognition and sensitivity in relation to ethno-cultural and racial diversity including age, gender, gender preferences as well as all other forms of diversity. The emphasis will be on ensuring that The City's opportunities for participation, decisions, actions, policies, programs, services and public spaces are non-discriminatory.
- **Achievement:** The outcomes and the levels of satisfaction experienced by Calgarians, that are associated with the impact and effectiveness of The City's actions and policies, will be measured as progress and incorporated in the Performance Measures of The City's Business Units

## Outcomes

The outcomes of the Fair Calgary Social Policy focus on the programs, services, facilities and public spaces provided by The City of Calgary and contribute to social sustainability. Wherever possible, the Outcomes are aligned with imagineCALGARY.

- **Equity:** All Calgarians are treated equally in similar or like circumstances and the greatest benefits are allocated to the most disadvantaged. All Calgarians have fair access to programs, services, facilities and public spaces and are capable of participating and interacting in the processes of governance and decision-making.

- **Social Cohesion** is enhanced by strengthening connections, interactions and accessibility to the opportunities for participation in the community. Formal and informal supports are established and individuals' networks of support are optimized.
- **Healthy Living:** The urban system contributes to the physical, social, economic, emotional and psychological well-being and provides Calgarians with aesthetic enjoyment, recreational and personal development.
- **Social Integration** is fostered and supported by The City's contribution to the development of a harmonious and diverse community where mutual respect is the basis for everyone enjoying the same rights and responsibilities and where everyone is capable of participating and playing an active role in their community and neighbourhood. Social integration contributes to community social capital.
- **Security:** The city, its communities and neighbourhoods are safe, supportive and foster healthy social, economic, psychological and physical environments.

## **APPLICABILITY**

The application of this social policy is in keeping with that of the TBL Policy, (LUP003, EM003 and CS003) as follows. *"The TBL Policy applies to the internal and operational actions, services and decisions of The Corporation of The City of Calgary. It also applies to the decisions The City makes that affect the public and public policy, including land use planning and approvals and budgeting/fiscal policy"* (TBL Policy, 2005 September 12).

## **ACTION PLAN**

1. **Community Index of Well-being** – Develop an index of community well-being using the Fairness Filter framework, the corporate performance measures and, where possible, various qualitative and quantitative methods to assess The City's influence on Calgarians' overall wellbeing.
2. **Affordability** – Coordinate and align with the User Fee Review on an Access Program for Calgarians Living with Low-Income to examine the feasibility of consolidating the administration and eligibility guidelines of current subsidy services to assist Calgarians living with a low-income access The City's services and establish income as the basis for subsidy.
3. **Acceptability** – Support the development an Action Plan as outlined in the Agreement approved by City Council on 2006 July 24, (CPS2006-42), The Canadian Coalition of Municipalities Against Racism.
4. **Accessibility and Accommodation** – Council Policy (CSPS003) Calgary Corporate Accessibility Policy – Support implementation of this Policy through the development of the community index of wellbeing and performance measures.
5. **Sustainable City Plan** – As the integrated Land Use & Mobility Plan Team identifies social, environmental and economic principles and objectives, staff will work with the Fair Calgary Policy to ensure its implementation as part of the social sustainability in the context of the Municipal Development Plan and the Transportation Plan.

6. **Business Planning Process** – Work with Finance & Supply to integrate the Fair Calgary policy as part of the TBL Framework into the 2009-2011 Multi-year Budget and Business Planning Process and begin development of related performance measures.

## **EXCEPTIONS**

There are no exceptions in the application of this policy unless authorized by Council.

## **EXPIRY**

To ensure that this Policy is reviewed for relevancy in its present or amended form, this Policy expires on December 31, 2012.

## **AMENDMENTS**

2008 November 24, CPS2008-93  
2012 January 23 CPS2012-01

Effective 2016 February 01, Community & Neighbourhood Services became Calgary Neighbourhoods.

## **ENDNOTES**

<sup>1</sup> The World Urban Forum 2006 Vancouver working Group Discussion Paper. International Centre for Sustainable Cities, Canada, 2006. p.2.

<sup>1</sup> The Laidlaw Foundation's Perspective on Social Inclusion. The Laidlaw Foundation, Canada, 2002. p.7.

<sup>1</sup> Background Paper and Project Overview, Phase 1. Inclusive Cities Canada, 2005. p.5.

## **ADDENDUM –adopted by Council 2012, January 23**

### **Standards for the Design and Implementation of Tax Supported Age-based Differential Fee Programs and Low-income Subsidy Programs**

#### **Why are these standards needed?**

Historically The City of Calgary has offered tax supported age-based differential fees and low-income subsidies to qualifying Calgarians who have chosen to provide necessary documentation to confirm their eligibility. These programs have been designed and implemented by the individual Business Units. Over the years this has resulted in a number of programs that have inconsistent eligibility criteria between them. This has created unsatisfactory situations for prospective beneficiaries of these programs. For example: there is inconsistent income eligibility amongst low-income subsidy programs. Based solely on income, an individual may qualify for benefits in one program but not another. There are also discrepancies in percentage discounts offered through tax supported age-based differential fees such as seniors' discounts ranging from 50-96% of the regular adult fees/fares.

To correct these inconsistencies and to align with the Fair Calgary Policy, approved by Council in 2006, it is necessary to have common Corporate standards for the design and

implementation of tax supported age-based differential fee programs and low-income subsidy programs.

### **Application**

These standards apply to both existing and future tax-supported age-based differential fee programs and low-income subsidy programs. Compliance to these standards for existing programs will be detailed in individual transition plans from each Business Unit that currently offers these programs. Business Units introducing new tax supported age-based differential fee programs or low-income subsidy programs will also be required to comply with the standards described in the Fair Calgary Policy.

### **Definitions and Rationale**

Tax supported age-based differential fees are recognized in the User Fees and Subsidies Policy (FCS2008-13, CFO010) definition of Differential pricing/Market segmentation pricing which states: "The practice of setting different prices for different consumers of a good, depending on the characteristics of the consumers."

Low-income subsidy programs are also recognized in the User Fees and Subsidies Policy. Section 10, page 07, states:

"User fees should be accompanied by a documented strategy for subsidies to qualified individuals. This strategy should include:

- a) identification of any individual subsidies which may apply to the goods or service, and whether the subsidy is the result of a City-wide subsidy program or specific to the good or service. Individual subsidies should be consistent with The City's Fair Calgary Social Policy CSPA034;
- b) the criteria for receiving an individual subsidy and identification of the application process for receiving an individual subsidy. The criteria and application process should be consistent with The City's Fair Calgary Social Policy."

The Fair Calgary Policy addresses the issue of consistency in the Equity Principle of Fairness which states in part: "Individuals and families will be treated equally if they are in similar or like circumstances..." Further the Comprehensiveness Principle of Fairness states: "Individuals and families will be entitled to The City's services, programs, facilities and public spaces on similar terms and conditions that will ensure them the opportunity to determine their participation."

### **Residence eligibility**

All applicants at the time of initial application and subsequent renewals must be a resident of Calgary or resident of a municipality with which The City of Calgary has a specific agreement(s) regarding low income subsidies and/or tax supported age based differential fees. This criteria was approved by Council and became effective 2009 January 01.

### **Acceptable proofs of residence documents**

Note: Unacceptable addresses include:

- ✓ P.O. Box #
- ✓ Street address without a postal code and name of municipality

Applicants may be required to produce additional picture identification. This identification could include:

- Current Alberta driver's license with photo (not expired)
- Current Alberta government identification card for non drivers (similar to driver's license).
- Current passport (not expired).

All applicants at the time of initial application and subsequent renewals will be required to produce one of the following documents:

- Current Alberta drivers license
- Current Alberta government identification card for non drivers (similar format to drivers license)
- Current utility bill or bank statement, dated within the previous 30 days, showing name and street address including postal code.
- Letter, dated within the previous 30 days, from a Registered Social Worker in Alberta, with registration number, that confirms that the applicant currently resides in Calgary. This letter will include a description of the residence (i.e. address or location).
- Letter, on letterhead and dated within the previous 30 days, from a Registered Social Worker in Alberta, with registration number, verifying that the applicant resides at a particular facility, shelter or institution. This letter will include the name, street address, name of municipality and postal code of the referenced facility.

#### **Acceptable definitions of income**

The following definitions, based on definitions from Statistics Canada, will be used to determine when to request proof of household income or individual income.

- **Economic Family:** a group of individuals related by blood, marriage (including same sex), adoption or common-law (including same sex), who share a common dwelling.
- **Unattached individual:** a person living alone or in a household where he/she is not related to other household members.

There could be situations where discretionary decisions are required. For example: if an individual is related to others living in a common dwelling but pays rent or room and board to a relative in the household, we could accept an application as an unattached individual from this person. Proof of such payments would have to be shown.

#### **Acceptable proofs of income documents**

Applicants may be required to produce additional picture identification.

Note: sponsored immigrants need to confirm eligibility with federal requirements.

An applicant will be required to produce one of the following current documents at the time of initial application and subsequent renewals:

- AISH
- Income tax notice of assessment for the immediate past tax year.
- Alberta Works – Alberta Child Health Benefit
- Alberta Works – Income Support
- Alberta Works – Learners
- Employment Insurance

- ✓ Letter from Registered Social Worker in Alberta, with registration number, dated within the previous 30 days of application/renewal, stating the accurate and appropriate household or individual income of the applicant.
- ✓ Letter from an authorized signatory of an incorporated non-profit agency in Alberta, on agency letterhead, authorizing an individual(s) to state income of an applicant who is also a client of the same agency. This would be followed by individual letters, on agency letterhead, dated within the previous 30 days of application/renewal, from one or more of the above authorized individuals stating the accurate and appropriate household or individual income of the applicant. The agency would assume all legal responsibilities for these authorized individuals.
- ✓ Seniors' Guaranteed Income Supplement (GIS).
- ✓ Resettlement program documentation

### **Acceptable proofs of age**

- ✓ Current Alberta Drivers License
- ✓ Current Alberta government identification card for non drivers (similar format to Drivers License)
- ✓ Student Card\*
- ✓ Government of Canada old age security card\*
- ✓ Photo ID from CUPS
- ✓ Photo ID from Potential Place Club House
- ✓ Photo ID from Legal Guidance
- ✓ Photo ID from the Alex Community Health Centre
- ✓ Birth certificate\*
- ✓ Current passport
- ✓ Blue Cross card stating "Coverage for Seniors" \*
- ✓ Permanent resident card

\*Indicates that photo identification is also required.

### **Length of approval**

- ✓ Permanent for recipients of AISH.
- ✓ One year or less from date of approval, depending upon proof of income provided, with option of annual renewal.
- ✓ For age-based differential fees, annual renewal or per individual activity for recipients within age range.

### **Ability**

For low income subsidies

Calgarians who are certified to be blind by the Canadian National Institute for the Blind (CNIB) receive free transit services for life. At the present time this benefit is not available with Access Calgary.

On 1999 October 18 Council approved the recommendation from Parks and Recreation and the SPC on Community and Protective Services which stated:

"The S.P.C. on Community and Protective Services recommends that Council direct that the "Disabled Rate" be incorporated into the Fee Assistance Program sponsored by Calgary Parks & Recreation, to ensure people with disabilities receive equitable access to Parks & Recreation Facilities and are not barred from use due to a financial, or any other barrier."

This decision meant that Recreation no longer has a financial subsidy program exclusively for disabled but that allocation of financial subsidy is based solely on the ability to pay.

#### For age-based differential fees

Historically, age based differential fees were created as proxies for low income amongst specified age groups, namely children, youth and seniors. Currently there is no relationship between age based differential fees and income or ability.

#### **Transition**

To achieve the standards that will align low-income subsidies and tax supported age-based differential fees with the Fair Calgary Policy it will be necessary for each applicable Business Unit to develop a plan of transition. These plans of transition will be unique to each Business Unit and could address the following:

- ✓ Schedule of implementation – this schedule could be a one-time change or phased in over a specified period of time (months/years). The start date of implementation could be immediate or sometime in the future.
  - ✓ Fee/fare adjustments (if applicable).
  - ✓ Grand-parenting (if applicable). In order to achieve alignment of all low-income subsidy and tax supported age-based differential fee programs with the Principles of the fair Calgary Policy, some changes in fares/fees could occur. In instances where fares/fees increase, it is recommended that grand-parenting be implemented for existing recipients. Existing recipients would continue to pay the fare/fee that was in effect prior to the change as long as they continued to qualify by income or age and residency and there was no interruption in their renewals.
  - ✓ Financial (budget) implications.
  - ✓ Staffing and training requirements.
  - ✓ Equipment, facility and other requirements.
  - ✓ Details of public information/awareness.
  - ✓ Protection of information.
-





Your Worship Mayor Nenshi, the Social Advisory Committee and Members of City Council, I am sorry that I was unable to present this in person. Unfortunately I have become a victim to the recent illness that is going through this city.

Please accept my poem as an alternative. If you need further information I am willing .

Thank you, Anne Cartledge

Oh Calgary you are glorious  
If you are hale, hearty and fit  
But what if you be disabled  
As I am, one of so many.

Barriers, gaps, social isolation  
Invisible homelessness, some ways  
That have made my life difficult for me  
To be a part of this friendly city.

Housing was indeed a challenge  
Been fortunate to have it...  
But the inequality is in my  
At times being so afraid...



Can I keep it, how do I do it...rent, meds or food

The Food Bank and such, oh I know you

The shame of it all...the must of it all

The fact a Senior has to beg to eat.

When you use a walker..as I do

Getting around is not fun..it is a must

Meant to be.. when things are clear

But multiple barriers can get in the way

Some are natural- -the weather

Some manmade, curbs, wind rows, not cleared walks

Some are people, taxi , bus drivers and others

Who see us as an imposition, a nuisance

Many ways abound for the fit ,to shop, we also must eat

But as many agencies find , the helpers are few.

For without a volunteer, simply isolation is the price

Doing it alone.. pain the order of days ahead,

Handi bus...oh so many drawbacks and demands

That give no freedom to chose , so the taxi price is paid

For volunteers to help are so few, many agencies are seeking

A possible solution ,the Special needs cab a fit

But I have found and so been told "Not disabled enough"

The applying is so hard, and to prove the need ,

Differing opinions leave many, like me, in the cold

Drawing the line is inequality...another judges me..

I support SWAC, as a low-income senior that I be

I have experienced inequality..in many ways

Some that could and should be avoided....

Let us work together to make it so.

**Rowe, Timothy S.**

---

**From:** Elsbeth Mehrer <emehrer@bgcc.ab.ca>  
**Sent:** Wednesday, March 13, 2019 11:53 AM  
**To:** Rowe, Timothy S.  
**Subject:** [EXT] Speaking notes on Social Wellbeing

### **Social Well Being Policy - SPC on CPS - Wednesday, March 13**

- Members of Council, thank you for this opportunity. My name is Elsbeth Mehrer and I'm a volunteer member of the new Social Wellbeing Advisory Committee. Our committee has met three times since we were appointed late last year and has been working with City staff to review drafts of the policy before you this morning.
- Our committee includes members of various other Boards, Committees and Commissions as well as citizens at large. We each bring the best of ourselves to the table and seek to question and learn from the perspectives of others. At the core, our mandate is to illuminate blind spots.
- This past Sunday, my son and I had opportunity to spend part of the afternoon in the spectacular New Central Library. It was packed with a cross section of people: some were practicing dance with their club in the atrium, some were working on resumes at computer terminals, others were chasing toddlers through the kids zone.
- The library on this afternoon -- indeed each time I've had opportunity to visit -- was bustling with people of all walks of life enjoying beautiful, dignified space. None of us were asked to demonstrate our income, or our ancestry, or our age or our ability on the way in the door. This motley assembly of people did not and does not happen by accident.
- In the performance hall, Mayor Nenshi was speaking Sunday afternoon to a group of young people who came together to ask him about transportation, civic participation and issues of mental health and addiction. Youth developed and asked the questions and, in the time I was there, most focused at their core on questions of fairness and access.
- In his remarks Mayor Nenshi referenced snow clearing as an example of a way in which the details make a difference. He described watching four older women leaving a theatrical performance: three stomping on a snow bank in an effort to pack it down and make it passable for their friend who used a mobility aid.
- This Social Well Being Policy is about the details. It's about applying a systematic approach to ensuring civic volunteers, employees and elected officials actively ask the question "who is missing" from their planning and deliberation.
- This policy may cause discomfort and push well intentioned folks to think differently about everything from the time of their meeting to the angle of the ramp on their bus. Or, as we heard this morning, the accessibility of a artists application or the availability of benches along the pathways. - It will require more thoughtful approaches to data collection and analysis such that we can effectively measure how differences in gender, age, ability and income have an impact
- Taken together with the commitment of people to building an ever more workable city for all Calgarians, this policy will lay the foundation for more intentional work to improve equitable access to City services, address our shared commitment to settler-indigenous Reconciliation, support and grow culture and address social issues before they begin.
- Members of Committee, the Social Wellbeing Committee supports this policy. We encourage you to vote in favour of it today and we look forward to partnering with you to ensure its implementation and activation across the corporation.
- Thank you

Elsbeth Mehrer  
Boys & Girls Clubs of Calgary  
c 403-809-4168

Sent from my iPhone - please excuse errors



My name is Karla Danan and I am here today as a citizen at large member of the Social Well-being Advisory Committee.

Although I was born at Rockyview Hospital and raised in the Beltline/Mission community, I have been conscious of my positionality as "other" for my entire life. Calgary has always been home, but as a brown young woman, a daughter of a single immigrant mother, an exclusive transit user, a lifelong inner-city resident, as a member of the working class, I find myself to be a minority in most spaces I enter, including this one.

But I am still here in front of you today despite of living in a society where systems and space have historically been built without my community's voices and often without anyone who looks like me on those decision-making bodies.

I am serving on this committee and excited about this new committee and the proposed policy before you because it is a meaningful opportunity to seek ways that the City of Calgary can better alleviate that sense of "othering" that I experienced growing up. I think about how alleviating that "othering" means rendering visible the diversity of our communities. When people are able to see themselves represented, they are better able to understand and grasp their identities, and this creates an important shift in the social consciousness to feel that sense of belonging for people from a range of different backgrounds.

This principles-based policy creates room for an intersectional feminist approach with a critical race lens, intentionally looking at how gender identity, race and ethnicity come into play in community programming, essential city services, and the very make-up of this room today. These are just two examples of the diversity lenses that this policy will employ. Prioritizing the voices of people with lived experience and employing an approach rooted in cultural humility, I am hopeful that adopting this policy will create space to amplify the voices of the multiple equity seeking communities in Calgary and foster a more confident sense of belonging and inclusion for diverse Calgarians.





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MAR 13 2019

ITEM: 7.2 CPS2019-0276  
*Corporate Record*  
CITY CLERK'S DEPARTMENT

# Social Wellbeing Advisory Committee (SWAC)

March 13, 2019

Dr. Victoria Burns, PhD, RSW

Assistant Professor, Faculty of Social Work, University of Calgary

Volunteer member, Age-Friendly Cities and SWAC

Victoria.burns@ucalgary.ca

# Introduction

- Madame Chair and members of City Council. Thank you for this opportunity. My name is Victoria Burns. I am a social worker, assistant professor at the University of Calgary, and volunteer member of Age-Friendly Calgary and SWAC. As a community member with over 15 years experiencing working with older, marginalized people, including individuals experiencing homelessness, I can attest to the urgency of the adoption of the SWAC principles (i.e., equity, prevention, culture and Truth and Reconciliation). If you have any questions please do not hesitate to contact me: [Victoria.burns@ucalgary.ca](mailto:Victoria.burns@ucalgary.ca)



Why do the SWAC principles matter? Inequity and lack of prevention leads to homelessness and costs the city \$\$\$

↑ homelessness aged 50+y  
Canadian urban centers

50% shelter users aged 50+



# Older homelessness - unique vulnerabilities Gaps in policies and practices

↑ Health issues/premature death compared to non-homeless older adults (McDonald et al., 2007)

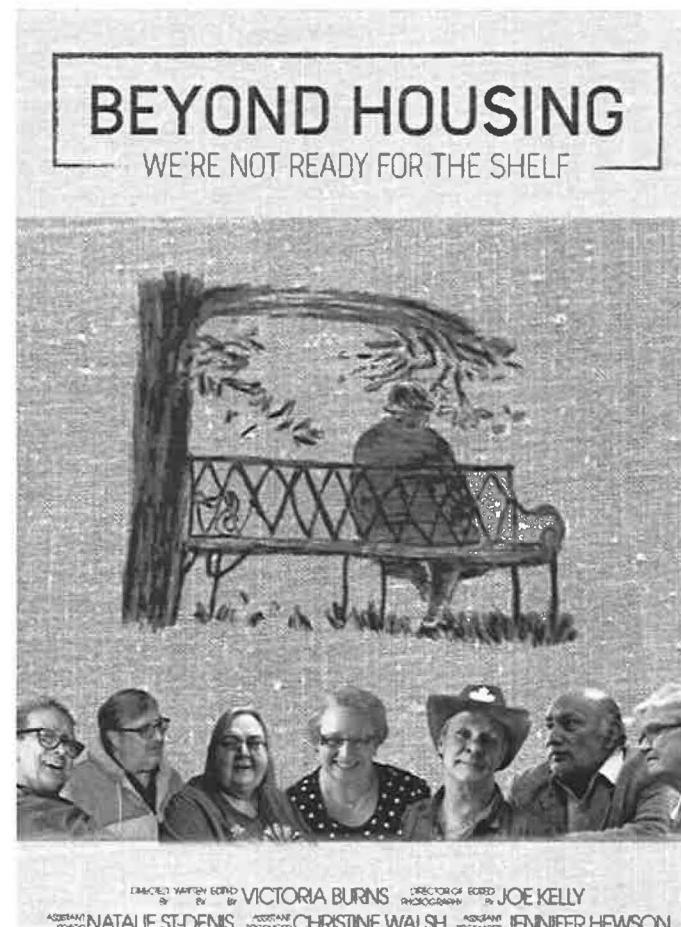
↑ Social isolation and loneliness than younger homeless (Crane & Warne, 2007)

Housing First PSH (mostly scattered site) (Padgett et al., 2015)

Aging in place: assumes stable housing

Few supportive housing models meet complex health & social needs including addiction

Inequality, a poem by Anne Cartledge, age 68  
lived experience of homelessness, founder AISH to Pension



**Gibb, Linda A.**

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**From:** Rowe, Timothy S.  
**Sent:** Wednesday, March 13, 2019 3:45 PM  
**To:** Gibb, Linda A.  
**Subject:** FW: SWAC Committee - 10 min video Older Homelessness in Calgary

**From:** Victoria Burns [mailto:victoria.burns@ucalgary.ca]  
**Sent:** Wednesday, March 13, 2019 12:05 PM  
**To:** Rowe, Timothy S. <Timothy.Rowe@calgary.ca>  
**Subject:** [EXT] SWAC Committee - 10 min video Older Homelessness in Calgary

Hi Tim,  
Here you go:

<https://www.storyhive.com/project/show/id/3601>

Get [Outlook for Android](#)



**Community Services Report to  
SPC on Community and Protective Services  
2019 March 13**

**ISC: UNRESTRICTED  
CPS2019-0277**

**Calgary Aboriginal Urban Affairs Committee Governance Review – Deferral**

**EXECUTIVE SUMMARY**

Administration is recommending deferring the report on modernizing the Calgary Aboriginal Urban Affairs Committee's (CAUAC) Terms of Reference to 2019 Q3. On 2018 October 22 Council directed Administration to hire an external consultant to do a comprehensive review of CAUAC's governance in conjunction with the future Indigenous Relations Office (IRO) and report back 2019 Q1. The search and retention of an external consultant to conduct this work was prolonged due to several factors such as the need for the specific skill set required including Indigenous Governance expertise and the desire to engage CAUAC in the selection process.

**ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services recommend that Council defer the report on the modernization of CAUAC's Terms of Reference that was scheduled for 2019 Q1 to no later than 2019 Q3.

**RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES**

That the Administration Recommendations contained in Report CPS2019-0277 be adopted.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2018 November 19, Council directed, through report CPS2018-1216 during the One Calgary 2019-2022 Service Plans and Budget discussion, to receive a scoping report on the Indigenous Relations Office through the SPC on Community and Protective Services committee by 2019 Q3.

On 2018 November 07, through report CPS 2018-1216, Council was presented a preview of the proposed Calgary Indigenous Relations Office (IRO) and referred the recommendations to the One Calgary budget approval process.

On 2018 October 22, Council adopted the following Motion Arising with respect to Report N2018-1036:

"That Council direct Administration to:

1. Hire an external consultant with expertise in Indigenous Governance, who, after being authorized by Administration, is to undertake a comprehensive review of Calgary Aboriginal Urban Affairs Committee (CAUAC) in conjunction with the work on developing an Indigenous Relations Office, and report back to Council in Q1 of 2019 with recommendations on modernizing the Terms of Reference.
2. Ensure that the work of the CAUAC reviewed by the external consultant evolves into current best practice Indigenous Governance in contrast to previous traditional colonial practices that have been a constraint in the past.

**Community Services Report to  
SPC on Community and Protective Services  
2019 March 13**

**ISC: UNRESTRICTED  
CPS2019-0277**

**Calgary Aboriginal Urban Affairs Committee Governance Review - Deferral**

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3. Ensure that the review provides a mechanism to meet the needs of Indigenous interests in Calgary.”

On 2017 July 24 Council adopted Notice of Motion NM2017-20 which directed Administration to scope the feasibility of a distinct Indigenous Relations Office.

On 2014 January 28, Administration presented a report (PFC2014-0083) updating the CAUAC terms of reference, presenting a 10-year strategic plan and implementation of the annual CAUAC progress report.

**BACKGROUND**

CAUAC was formed in 1979 at the request of the Treaty 7 Chiefs in response to the many Indigenous people who were leaving reserve to live in an urban setting. CAUAC has evolved over the decades and its focus has changed to provide more of a strategic lens to advancing Indigenous policy. In 2014, Council approved the committee's current Terms of Reference along with the CAUAC *10 Year Strategic Plan*. As a result of the *10 Year Strategic Plan* CAUAC shifted its focus from programming and needs-based to policy-based. CAUAC continues to work collaboratively with Administration and community partners to achieve the goals as set out in the *Strategic Plan*.

Administration has been working with CAUAC to strengthen the committee's governance. In 2018 a skills matrix was introduced as part of the regular recruitment of new CAUAC members. Candidates were interviewed in the selection process with these skill sets and qualifications in mind. Policy development, cross cultural awareness, communication and leadership are skills that are represented among current members.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Administration engaged in a collaborative process with CAUAC to select a consultant with expertise on Indigenous Governance. A consultant has been selected, however, the initially allocated timeframe for the project has been determined to be too short. A thorough and comprehensive review is planned and underway.

The consultant, Administration and the Chair and Vice-Chair of CAUAC met to launch the project on 2019 February 08. The consultant attended the 2019 February 12 CAUAC meeting to initiate the project with the committee and gain input into a ceremony that will honour the Indigenous approach to this work. The project completion date is planned for 2019 June. The key project deliverables include:

1. Ceremony, project kick off and background review
2. Research and future state exploration
3. Co-creation of CAUAC governance model
4. Reports and training, including a revised Terms of Reference, committee roles and functions, strategic plan and communications plan

**Stakeholder Engagement, Research and Communication**

CAUAC and Administration have been working collaboratively throughout the process. Co-creation is fundamental to the governance review. CAUAC been engaged in meetings regarding the governance review.

Community Services Report to  
SPC on Community and Protective Services  
2019 March 13

ISC: UNRESTRICTED  
CPS2019-0277

## Calgary Aboriginal Urban Affairs Committee Governance Review - Deferral

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### Strategic Alignment

- **2019-2022 Council Directives:** In support of A Well-Run City (W5), Administration will create sustainable and meaningful relationships with the Treaty 7, Métis Nation Region 3 and urban Indigenous citizens of Calgary.
- The **Indigenous Policy:** “The City will strive to learn from and work with Indigenous communities, grounded in the spirit and intent of reconciliation. The City is devoted to a shared pathway forward, and a firm commitment to building an equitable and inclusive city.”
- Council-approved **Social Wellbeing Principles:** “Advance the active and shared process of truth and reconciliation in collaboration with the community.”
- **ImagineCalgary:** “By 2020, all public institutions and systems create and implement an Aboriginal policy.”

### Social, Environmental, Economic (External)

Ensuring that CAUAC continues to evolve in step with the rapidly changing and dynamic landscape of Indigenous culture in Calgary is critical. The City has identified the need for a significant commitment towards truth and reconciliation. That commitment will positively impact all Calgarians and address the damage inflicted on Indigenous people through the residential school experience.

### Financial Capacity

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

There are no new operating budget considerations associated with this report. The project will be funded within the current operating budget.

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

There are no capital budget considerations associated with this report.

### Risk Assessment

Modernizing the CAUAC Terms of Reference must be linked to the scoping report for the Indigenous Relations Office (IRO). The failure to link the two creates uncertainty by creating a potential misalignment between the IRO and CAUAC.

To date, The City’s approach to Indigenous relations have been aligned with western culture that have not effectively created space for Indigenous world views to emerge. To mitigate this challenge and to reduce the risk of past approaches from recurring, Administration and CAUAC will collaborate throughout the project to ensure that CAUAC has the space needed to be fully engaged with the process and therefore allow the Indigenous worldview to emerge through its governance.

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

Administration requires additional time to ensure that the consultant’s governance review is collaborative and thorough. This additional time will prevent possible misalignment with the establishment of Indigenous Relations Office’s responsibilities.

Community Services Report to  
SPC on Community and Protective Services  
2019 March 13

ISC: UNRESTRICTED  
CPS2019-0277

### **Calgary Aboriginal Urban Affairs Committee Governance Review - Deferral**

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Ensuring adequate timelines to the CAUAC governance review creates the opportunity to achieve a high-quality governance structure. The product of good governance directly contributes to the advancement of reconciliation.

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

None



Transportation Report to  
SPC on Community and Protective Services  
2019 March 13

ISC: UNRESTRICTED  
CPS2019-0142

## **Calgary Transit Access Expanded Programs Evaluation**

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### **EXECUTIVE SUMMARY**

At the 2018 October 15 regular meeting of Council, Council approved a motion arising requesting Administration to evaluate opportunities for expanded customer offerings through the Access Calgary Extra (ACE) and Calgary Transit Access (CTA) programs.

During our review of ACE, Administration found that the current RFP process was limiting for service providers. As a result, Administration is recommending that a Request for Service Qualification (RFSQ) replace the traditional RFP process, allowing for all brokerages to apply at any time instead of waiting for each RFP to expire. To accommodate the transition time required for this change and prevent any service disruption to customers, the current RFP was extended until 2019 June 28.

During the review of CTA, Administration determined that CTA shared-ride services require a significant amount of investment by providers to offer this specialized form of service. This investment includes integration of CTA software and IT infrastructure including Mobile Data Terminals, Automated Vehicle Location (AVL) of each vehicle, two-way radio systems, administrative staff, and on-road supervision and specialized driver training for transporting people with disabilities. It is possible that because of these significant investments required on the part of providers, they may be discouraged from bidding on such a contract. However, Calgary Transit will continue to work with Law and Livery Transport Services to monitor the accessible taxi system to see if there are opportunities to enable increased participation opportunities for shared-ride service providers upon the introduction of a centralized dispatch system.

In addition, as the contracts get closer to expiry, Calgary Transit will review the possibility of strategically allocating trips to enable more contractors to participate in the shared-ride service.

### **ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services recommends that Council:

1. Direct Administration to begin the RFSQ for the ACE program; and
2. Direct Administration to engage with the taxi industry prior to developing the next procurement strategy for CTA ride-share program.

### **RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES**

That the Administration Recommendations contained in Report CPS2019-0142 be adopted.

Transportation Report to  
SPC on Community and Protective Services  
2019 March 13

ISC: UNRESTRICTED  
CPS2019-0142

## **Calgary Transit Access Expanded Programs Evaluation**

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

At its 2018 October 15 regular meeting, Council endorsed Administration's recommendation in Report CPS2018-1033 to pilot a third party accessible taxi centralized dispatch system, referring the decision for a one-time funding request to support the pilot to the One Calgary budget deliberations in 2018 November.

At the 2018 October 15 regular Council meeting, that with respect to Report CPS2018-1033, the following Motion Arising was also adopted:

"That given Council's direction to implement an accessible taxi centralized dispatch system, Council direct Calgary Transit and Law to evaluate opportunities for expanded customer offerings through the Access Calgary Extra (ACE) Card and Calgary Transit Access programs, and that Administration reports back to Council on this matter through the SPC on CPS by the end of Q1 2019."

### **BACKGROUND**

Every year, Calgary Transit Access provides over one-million trips to more than 15,000 Calgarians that cannot use Calgary Transit services due to a disability. Calgary Transit Access ensures customers with limited mobility get safe, responsive and courteous public transportation services through their regular CTA shared-ride service programs and their Access Calgary Extra (ACE) program.

CTA's regular shared-ride service programs are comprised of partnerships with various service providers, including taxi service providers, hourly contractors and City employed CTA bus operators. CTA contracts taxi drivers to provide this service who hold a taxi driver's licence and have received supplementary training in addition to that provided by Livery Transport Services. CTA's ACE program is made up of three contracted taxi companies—Checker Cabs, Associated Cabs, and Mayfair Taxi—who provide regular taxi service to CTA customers at a discounted taxi rate subsidized by CTA. By providing service through contracts, it enables CTA to offer a cost-effective way to provide quality service to customers with different levels of mobility.

As a result of the October 2018 Council direction mentioned above, Administration investigated alternatives to providing Calgary Transit Access programs.

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

#### *The ACE Program*

The Access Calgary Extra (ACE) card is a supplemental taxi service provided to customers who have Unconditional CTA shared-ride service (CTA customers that have no other public transportation options for their transportation needs) for a period of more than one year. The ACE program is currently a \$56-per-month subsidy that can be used on-demand with contracted taxi providers, including accessible taxis. The ACE card provides customers with an option for spontaneous or last-minute travel.

**Transportation Report to  
SPC on Community and Protective Services  
2019 March 13**

**ISC: UNRESTRICTED  
CPS2019-0142**

### **Calgary Transit Access Expanded Programs Evaluation**

The current ACE program has had several RFP's where the same contactors were awarded the contract. Those were Checker Cabs, Associated Cabs and Mayfair Taxi.

Rather than renewing the ACE program RFP, Administration reviewed the various options to broaden the opportunity for other suppliers to bid. The current ACE RFP expired 2019 January 31. At the time of Council's motion to evaluate opportunities for expanded customer offerings, the ACE RFP was ready to be posted. With the direction to be more flexible, the RFSQ option was determined to be more in-line with the above motion.

The RFSQ process allows any interested parties to put forward a bid for providing this service. This would allow brokerages to have the ability to apply at any time, and they would not have to wait for a new RFP to be issued.

Due to the review of the current process, the present RFP for service providers has expired and in order to offer continuous service without interruption, we extended the contract to 2019 June 28, to give time for the new model to be put in place.

#### *Calgary Transit Access (CTA) Shared-Ride Service*

The other program that Calgary Transit Access provides is a shared-ride program. This is a door-to-door shared-ride service that is booked in advance. Calgary Transit Access takes the booking requests, schedules the trips and provides each contractor with a manifest that they assign a driver to perform. This requires more investment from prospective contractors than that of those who perform services under the ACE contract. These investments include but are not limited to: integration of CTA software and IT infrastructure including Mobile Data Terminals, Automated Vehicle Location (AVL) of each vehicle, two-way radio systems, administrative staff, on-road supervision, and specialized driver training for transporting people with disabilities.

Based on three priorities—customer service, cost, and fair market support—CTA uses the Request for Proposal (RFP) process to allow interested businesses to bid on providing CTA shared-ride service. The RFP was used for various vehicle types i.e. mini-bus, accessible mini-vans and sedans. Currently, Southland Transportation, Care Calgary and Checker Cabs provide this service. The following are the contract terms for each of the above:

- **Checker taxi contract:** Expires May 2020 with possible extensions until 2026;
- **Southland bus contract:** Expires October 2020; and
- **Care Calgary accessible minivan contract:** Expires March 2020, with possible extension until 2023.

In addition, Calgary Transit will engage with the taxi industry prior to developing the next procurement strategy for CTA ride-share program to see if there are opportunities to enable increased participation for shared-ride service providers.

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

This report is in alignment with earlier research and engagement undertaken as part of Accessible Taxi Review Report CPS2018-0127, presented to Council 2018 March 19 (see Attachment 1).

Transportation Report to  
SPC on Community and Protective Services  
2019 March 13

ISC: UNRESTRICTED  
CPS2019-0142

## **Calgary Transit Access Expanded Programs Evaluation**

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### **Strategic Alignment**

This report aligns with Council direction for One Calgary 2019-2022 to ensure that Calgary's transportation network offers a variety of convenient, affordable accessible and efficient transportation choices.

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

CTA is committed to providing a safe, sustainable and customer focused transit system. Accessible transit service enhances mobility and reduces social isolation from those with disabilities in Calgary communities. Further, the taxi, limousine and vehicle-for-hire industries serve to facilitate the city's economic development while furthering the use of environmentally friendly modes of transportation by enabling personal travel through an integrated network that does not require purchasing a vehicle. Providing transportation options, particularly affordable accessible transportation, aligns with The City's goal of providing a great place to make a living, a great place to make a life.

### **Financial Capacity**

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

There are no budget implications for this Report.

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

There are no budget implications for this Report.

### **Risk Assessment**

Engagement with the industry for the CTA shared-ride program, may not result in consensus within the taxi industry. The RFSQ process may result in constant communication to our customers as to which taxi broker are participants of the ACE program, which may cause confusion; however, Administration perceives these risks to be low.

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

Transitioning from a traditional RFP to an RSFQ for the ACE Program enables CTA to have greater participation from the taxi industry and supports their three priorities—customer service, cost and fair market support.

### **ATTACHMENT(S)**

1. Attachment 1 –CPS2019-0142- Summary of Engagement and Communication with Stakeholders

## Summary of Engagement and Communication with Stakeholders

CPS2019-0142  
ATTACHMENT 1

### Advisory Committee on Accessibility (ACA)

Administration engaged the ACA to solicit feedback on earlier work on 2017 September 14 and on a draft of the proposed framework on 2018 February 15. In addition, ongoing discussions between the ACA Chair and Administration have occurred over the duration of the Accessible Taxi Review. Key input included:

- General disappointment expressed that the concerns of persons with disabilities are not being heard
- Significant frustration expressed over the delay in The City's decision-making related to its regulatory responsibilities around supporting improvements to accessible taxi service delivery
- General support for implementing an accessible incentive program, with suggestions that late hour service also be incented and rewards for exemplary service be considered
- Discussion about the 22 ATPLs that have been permanently surrendered, where concern was expressed that Council's mandate for 11 per cent of the total taxi fleet being accessible is currently not being met
- Concern that the proposed Accessible Taxi Central Dispatch would not be considered before 2020 Q2.

### Taxi Brokers

Taxi Brokers were engaged for feedback on 2017 December 13, and again through one-one in-person meetings between 2018 January 9 and 22. Key input included:

#### Criteria-Based Accessible Incentive Program

- For the most part, brokers support implementing an incentive program in which accessible plate holders and drivers would be eligible to receive annual incentives, provided they meet clearly defined criteria.
- One broker suggested that, rather than an annual incentive, drivers receive an immediate bonus for every accessible trip they complete, accounting for costs associated with deadheading.

#### Data for Evaluating Criteria for Incentive

- Brokers were advised that The City would require additional data from their companies to determine whether drivers achieved the criteria to qualify for an annual incentive program (i.e. refusing dispatched accessible trips).
- Most brokers indicated they could provide the required data through their existing systems, but some acknowledged their administrative costs would increase to support the implementation of the program.

#### Funding an Incentive

- Administration explored with brokers the option of adding an accessible per trip fee to each taxi/TNC trip, collected along with weekly stand rents, that customers would pay to fund an accessible incentive program. Brokers have varying degrees of concerns. One broker suggested that such a program should be paid for by adding a surcharge to annual licence fees. Others believe that the program should be supported by mill rate and that the cost should not be solely paid for by customers. It was also suggested that TNCs pay for the cost of funding the program as a way of contributing to the delivery of accessible on-demand service. One broker viewed a per trip fee as a tax.
- Most brokers did indicate, however, that their processes could support collecting the accessible per trip fee through weekly stand rent. The fees collected would subsequently be remitted back to The City, who would evaluate and manage the distribution of the incentive to eligible accessible taxi plate holders and drivers.

#### Central Dispatch

## Summary of Engagement and Communication with Stakeholders

CPS2019-0142  
ATTACHMENT 1

- Most brokers supported the idea of an accessible central dispatch operated through CTA if the accessible incentive program does not sufficiently improve customer service, and many supported the idea of integrating an accessible dispatch with their dispatch systems. However, one broker who currently has a contract with CTA, did note the administrative costs and the technical challenges associated with integrating his system with CTA, suggesting that other brokers and accessible taxi plate holders should be made aware of these challenges.
- Some brokers also suggested that centralized dispatch should be extended to the entire taxi system to utilize the fleet more efficiently.
- One broker was opposed, suggesting that the centralized system would be in competition with its dispatch, and that the brokerage has a sufficient system in place to dispatch accessible trips.

### Broker Accountability Model

- One broker expressed disappointment that Council did not approve this model on 2016 December 19, suggesting that concerns related to accessible taxi service delivery would have been resolved had it been implemented.
- Another broker, while in support of this model at the time it was proposed, acknowledged that he would not support it now given the impacts related to the introduction of TNCs into the livery industry.

### Taxi Drivers – Regular Plates

Two Engagement Sessions for taxi drivers were held on 2018 Feb 7, and 16. Methods for advertising the sessions included emailing drivers directly, communicating to drivers at the Livery Transport Services front counter, posting bulletins at brokerages and Livery Officers speaking directly to several hundred drivers while on patrol, which included providing them with bulletins containing information about the sessions. A total of 19 drivers participated in the two sessions. Key input included:

- General support for the incentive as a good start to offsetting the extra costs of operating wheelchair accessible vehicles
- Regarding using a per trip fee added to the drop rate to fund the incentives, most participants were not opposed, but some indicated that adding an extra fee to the customer could indirectly impact the driver through lower tips

### Taxi Drivers – Accessible Plates

Administration engaged with representatives from the Access Calgary Association, an organization of wheelchair accessible vehicle drivers with about 100 members, on 2017 October 26 and 2018 January 18. In addition, an engagement session with wheelchair accessible drivers was held 2018 February 8, in which 9 drivers participated. Key input included:

### Annual Accessible Incentive Program

- The City was asked to take into account that the initial estimated cost of a wheelchair accessible vehicle is \$50,000 (which includes the \$15,000 capital cost of installing a ramp).
- Some participants expressed concern that the proposed incentive of up to \$5000 per year may not be enough to incent ATPL holders to continue operating their vehicles. Some suggestions included:
  - The City provide an up front grant of \$15,000 for new vehicles, plus annual subsidies of \$5000 for the higher maintenance costs of operating wheelchair accessible vehicles
  - Provide help to ATPL holders right away through a grant of \$3000

<ul style="list-style-type: none"> <li>○ Allowing the original ATPL holders (who received their plates in 2006) the option of switching to a regular Taxi Plate Licence</li> </ul>
<p><u>Criteria for Evaluating Eligibility for Incentive</u></p> <ul style="list-style-type: none"> <li>• Participants believe the focus on determining eligibility for an incentive should be based on not refusing trips rather than on completing a certain number accessible trips, because the driver cannot control whether they receive trips through dispatch, and does not take into account that wheelchair accessible customers may call drivers directly to arrange a trip (code 8).</li> </ul> <p><u>Funding an Incentive:</u></p> <ul style="list-style-type: none"> <li>• Participants cautioned about how an accessible per trip fee paid by customers of all taxi/TNC trips may be perceived by regular taxi drivers as transferring additional costs to them.</li> <li>• Participants identified administration costs associated with managing the collection of fees from drivers.</li> </ul> <p><u>Additional Feedback:</u></p> <ul style="list-style-type: none"> <li>• Many participants would like to receive the same specialized training provided to drivers who work for the brokerages that have contracts with CTA, but one participant affiliated with one of these brokerages has refused taking this training because the brokerage does not use the wheelchair accessible vehicles to deliver CTA contracted trips</li> <li>• Some participants asked to amend the bylaw to extend the allowable taxi vehicle age beyond eight years, provided it passes mechanical and safety inspections.</li> <li>• Consider providing a deadhead incentive</li> <li>• Allow customers who pay with ACE cards, issued to eligible CTA clients, to book wheelchair accessible taxis from any brokerage, not just through the companies under an existing contract with CTA.</li> </ul>
<p><b>Transportation Network Companies (TNCs)</b></p> <p>TNCs were engaged for their feedback between 2017 December 12 and 2018 January 22. Key input included:</p> <ul style="list-style-type: none"> <li>• City and provincial rules be updated to enable ridesharing companies to partner with city licensed taxis and limousines to engage in discussions about expanding service offerings and leverage technology.</li> <li>• CTA engage in partnerships with ridesharing or taxi companies to divert non-wheelchair passengers into more cost-effective point to point services and increase the reliability and service for wheelchair accessible passengers.</li> <li>• Reduce costs for accessible vehicle owners and drivers by removing limits on vehicle age that pass safety inspections</li> <li>• Maintain the \$0 ATPL annual licence fee.</li> </ul> <p>One company indicated that some cities across Canada (Ottawa, Waterloo Region, Winnipeg) have implemented a per-trip fee on regulated trips to fund accessible transportation initiatives. This company identified challenges with a municipal performance incentive program, which include associated administration costs and potential fraud around the reporting of accessible trips completed. It was suggested the fund may be better used to provide free accessibility training for drivers and dispatchers, aimed at providing a more consistent user experience, or provide incremental funds for CTA to develop programs that divert non-wheelchair passengers into more cost efficient vehicles, thereby freeing up wheelchair accessible vehicles to provide more reliable service for these customers.</p>
<p><b>Livery Stakeholders</b></p> <p>Stakeholders, including former LTAC Members who contributed to earlier phases of the Accessible Taxi Review, were engaged for their feedback on 2018 January 18. Some</p>

participants expressed frustration that the challenges associated with delivering 24/7 on-demand wheelchair accessible taxi service are the same today as they were in 2006, following the initial release of Accessible Taxi Plate Licences. One participant noted that in cities where wheelchair accessible taxi service is working, it has been due to strong commitment from the top. Additional input included:

Criteria-Based Accessible Incentive Program

- Overall, participants support implementing an incentive program in which accessible plate holders and drivers would be eligible to receive annual incentives, provided they meet clearly defined criteria, to offset the costs incurred for operating a wheelchair accessible vehicle.
- One participant also suggested providing an immediate incentive on each trip delivered to account for deadheading, acknowledging that this might best be delivered through a central dispatch system.

Funding an Incentive

- Participants discussed that Calgary Transit Access receives a significant amount of mill rate funding to provide accessible transit service. It was suggested that The City should look at using some of these existing allocated funds to support improvements to delivering 24/7 on-demand wheelchair accessible taxi service.
- Administration explored with stakeholders the option of adding an accessible per trip fee to each taxi/TNC trip, collected along with weekly stand rents, that customers would pay to fund an accessible incentive program. Participants suggested that The City consider a funding model that includes using a combination of existing mill rate funds and a per trip fee.

Central Dispatch

- Participants support exploring the potential for an accessible central dispatch operated through CTA, to leverage existing infrastructure, if the accessible incentive program does not sufficiently improve customer service.

Additional Feedback

- Participants encouraged The City to consider the customers for this service, some of whom may be unable to communicate the importance of a 24/7 on-demand taxi service to their quality of life.
- Consistent driver training focused on servicing wheelchair accessible customers was suggested as a key component to an accessible incentive program.
- Other participants noted that, as our population ages and citizens are faced with more challenging mobility issues, we will see increased demand for wheelchair accessible taxis.
- One participant suggested The City develop a media campaign, promoting wheelchair accessible taxis as “dual-purpose” vehicles, acknowledging the challenges drivers face in attracting regular taxi trips that are needed to be viable.
- Participants suggested The City consider additional incentives for wheelchairs accessible taxi drivers, such as issuing fast lane vouchers at the airport after an accessible trip has been completed.



Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0143

## Land Use Amendment in Capitol Hill (Ward 7) at 2115 – 12 Street NW, LOC2018-0268

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### EXECUTIVE SUMMARY

This application was submitted by Inertia on 2018 December 19 on behalf of the landowners, Yi Ji, Yang Shi, Wei Tang and Hongliang Wang. The application proposes to change the designation of this property from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District to allow for:

- rowhouses in addition to building types already allowed (e.g. single detached homes, semi-detached, and duplex homes and secondary suites);
- a maximum building height of 11 metres (an increase from the current maximum of 10 metres);
- a maximum of four dwelling units (an increase from the current maximum of two dwelling units); and
- the uses listed in the proposed R-CG designation.

The proposal conforms to the relevant policies of the *Municipal Development Plan* and the *North Hill Area Redevelopment Plan*.

A development permit application has been submitted by Inertia on 2019 January 08 and is currently on hold, pending submission of updated plans by the applicant.

#### ADMINISTRATION RECOMMENDATION:

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 0.06 hectares  $\pm$  (0.14 acres  $\pm$ ) located at 2115 – 12 Street NW (Plan 3150P, Block 24, Lots 39 and 40) from Residential – Contextual One / Two Dwelling (R-C2) District **to** Residential – Grade-Oriented Infill (R-CG) District; and
2. Give three readings to the proposed bylaw.

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#### RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2019 FEBRUARY 21:

That Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 0.06 hectares  $\pm$  (0.14 acres  $\pm$ ) located at 2115 – 12 Street NW (Plan 3150P, Block 24, Lots 39 and 40) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District; and
2. Give three readings to **Proposed Bylaw 77D2019**.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0143

## Land Use Amendment in Capitol Hill (Ward 7) at 2115 - 12 Street NW, LOC2018-0268

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### PREVIOUS COMMITTEE DIRECTION / POLICY

None.

### BACKGROUND

This redesignation application was submitted to The City of Calgary by Inertia on 2018 December 19 on behalf of the landowners Yi Ji, Yang Shi, Wei Tang and Hongliang Wang (Attachment 1). A development permit application has been submitted by Inertia on 2019 January 08 and is currently on hold, pending submission of updated plans by the applicant.

The subject site, located in the community of Capitol Hill, is subject to the policies of the *North Hill Area Redevelopment Plan* (ARP) which provides guidance for future redevelopment of Mount Pleasant, Tuxedo and Capitol Hill. On 2016 March 06, Council approved major amendments to the Capitol Hill portion of the ARP. Through these amendments the majority of corner lots within the community's low density areas were identified as appropriate for Low Density Rowhouse, or Residential – Grade-Oriented Infill (R-CG) District in Land Use Bylaw terms.

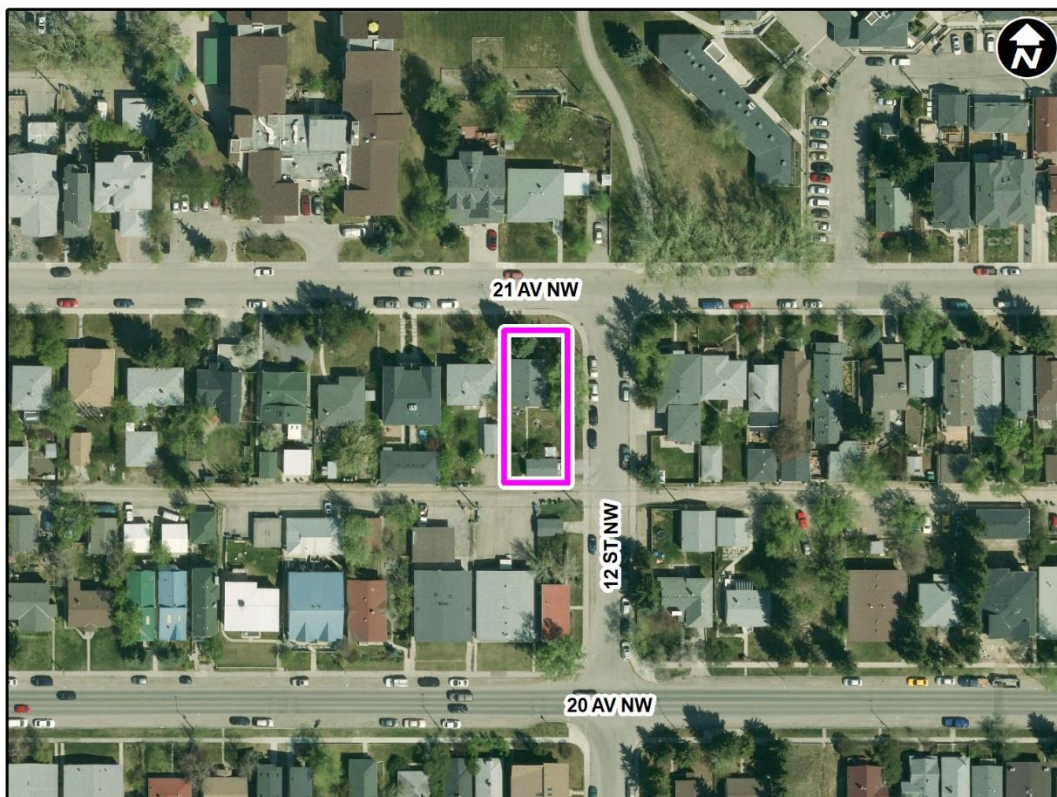
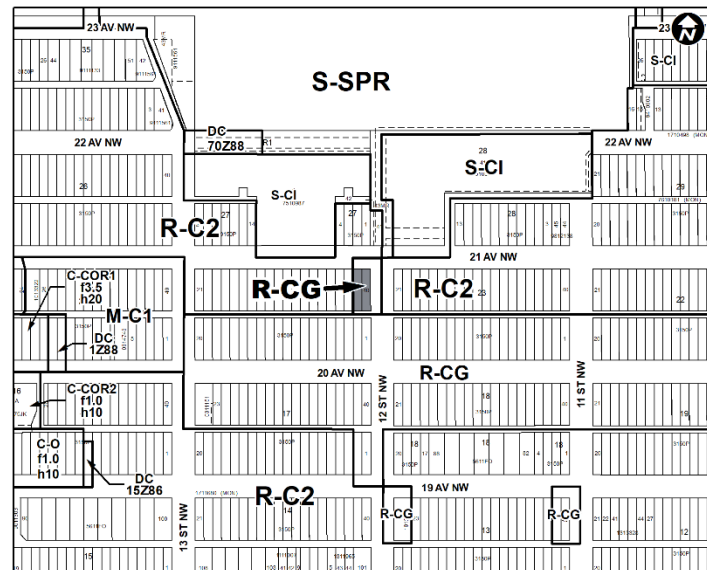
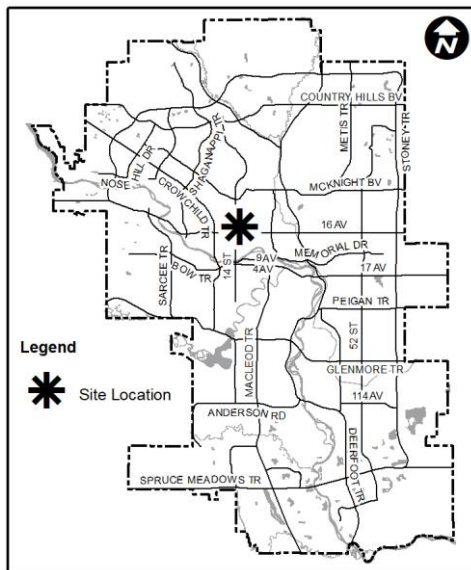
On 2017 July 31 Council implemented the Low Density Rowhouse typology through City-initiated land use redesignations of approximately 300 R-C2 parcels located along 24 Avenue NW, 20 Avenue NW and the north side of 17 Avenue NW. The remaining corner parcels (identified as Low Density Rowhouse) located outside of these three corridors, including the subject parcel, were intentionally left out by City Council from the City-led redesignations with the expectation for individual landowners to apply for redesignations of their properties in the future.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0143

Land Use Amendment in Capitol Hill (Ward 7) at 2115 - 12 Street NW, LOC2018-0268

Location Maps



## Land Use Amendment in Capitol Hill (Ward 7) at 2115 - 12 Street NW, LOC2018-0268

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### Site Context

The subject site is located in the community of Capitol Hill at the southwest corner of 21 Avenue NW and 12 Street NW. The site is approximately 0.06 hectares in size with approximate dimensions of 15 metres by 37 metres. A rear lane exists along the south end of the site. The property is currently developed with a one-storey single detached dwelling and a detached single-car garage accessed from 12 Street NW.

Surrounding development is characterized by a mix of single and semi-detached homes, with senior's housing and Confederation Park to the north. The predominant land uses in this area are Residential – Contextual One / Two Dwelling (R-C2) District, Residential – Grade-Oriented Infill (R-CG) District, and Special Purpose – Community Institution (S-CI) District.

As identified in *Figure 1*, the community of Capitol Hill reached peak population in 2018.

*Figure 1: Community Peak Population*

Capitol Hill	
Peak Population Year	2018
Peak Population	4,688
2018 Current Population	4,688
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 [Capitol Hill](#) community profile.

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

The proposal allows for a range of building types that have the ability to be compatible with the established building form of the existing neighbourhood. This specific site has been identified for intensification of this nature by the *North Hill Area Redevelopment Plan* 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

The existing Residential – Contextual One / Two Dwelling (R-C2) District is a residential designation in developed areas that is primarily for single detached, semi-detached and duplex homes. Single detached homes may include a secondary suite. The R-C2 District allows for a

## **Land Use Amendment in Capitol Hill (Ward 7) at 2115 - 12 Street NW, LOC2018-0268**

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maximum building height of 10 metres and a maximum of two dwelling units.

The proposed Residential – Grade-Oriented Infill (R-CG) District allows for two to three-storey (11 metres maximum height) rowhouse developments where one façade of each dwelling unit must directly face a public street. The district provides for a maximum density of 75 units per hectare which would enable up to four dwelling units on the subject site. The R-CG District also allows for a range of other low-density housing forms such as single detached, semi-detached, duplex dwellings and secondary suites.

### ***Development and Site Design***

The rules of the proposed R-CG District will provide basic guidance for the future site development including appropriate uses, height and building massing, landscaping and parking. Given the specific context of this corner site, additional items that will be considered through the development permit process include, but are not limited to:

- ensuring an engaging built interface along both the 12 Street NW and 21 Avenue NW frontages;
- emphasizing individual at-grade entrances;
- the delineation of an appropriate front yard setback; and
- definition of front yard amenity space for individual units.

### ***Environmental***

There are no environmental concerns associated with the site or this proposal.

### ***Transportation***

Pedestrian and vehicular access to the site is available from 21 Avenue NW, 12 Street NW and the rear lane. The area is served by Calgary Transit bus service with stops located approximately 50 metres walking distance on 21 Avenue NW providing service to North Hill Mall and 400 metre walking distance on 14 Street NW providing service to Market Mall and downtown. The SAIT/ACAD/Jubilee LRT station is within 1,000 metres walking distance of the site. On-street parking adjacent to the site along 21 Avenue NW is two hour parking from 07:00 – 17:00, Monday to Friday, and along 12 Street NW is two hour parking from 06:00 – 18:00. A Transportation Impact Assessment was not required as part of this application.

### ***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. Individual servicing connections as well as appropriate stormwater management will be considered and reviewed at development permit stage.

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ISC: UNRESTRICTED  
CPC2019-0143

## **Land Use Amendment in Capitol Hill (Ward 7) at 2115 - 12 Street NW, LOC2018-0268**

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### **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 landowners and the application was advertised online.

Administration received no letters in relation to the application, and a "no comments" response from the Capitol Hill Community Association.

Following Calgary Planning Commission, notifications 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.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (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.

#### ***Interim Growth Plan (2018)***

The recommendation aligns with the policy direction of the *Interim Growth Plan*. The proposed land use amendment builds on the principles of the *Interim Growth Plan* by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

#### ***Municipal Development Plan (Statutory – 2009)***

The subject parcel is located within the Residential - 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 that is similar in scale and built form to existing development, including a mix of housing such as townhouses and rowhousing. 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 a development form that may be sensitive to existing residential development in terms of height, built form and density.

#### ***North Hill Area Redevelopment Plan (Statutory – 2000)***

The subject parcel is located within the Low Density Rowhouse area as identified on Map 4: Future Land Use Policy – Capitol Hill in the *North Hill Area Redevelopment Plan* (ARP). The Low Density Rowhouse area is intended to accommodate a modest increase in density through a variety of low density grade-oriented residential development such as rowhousing, cottage

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## Land Use Amendment in Capitol Hill (Ward 7) at 2115 - 12 Street NW, LOC2018-0268

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housing clusters, single and semi-detached dwellings and duplex dwellings.

### **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.

### **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 the *North Hill Area Redevelopment 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 an inner-city parcel of land and allows for development that has the ability to be compatible with the character of the existing neighbourhood.

### **ATTACHMENT(S)**

1. Applicant's Submission
2. **Proposed Bylaw 77D2019**
3. **Public Submissions**





## **Applicant's Submission**

Address: 2115 12 ST SW  
Community: Capitol Hill  
Current Designation: R-C2  
Proposed Designation: R-CG

### **Applicant's LOC Submission Planning Analysis**

The purpose of this analysis is to provide the reasons for making this application, and reasons for approval.

The subject parcel is located in the community of Capitol Hill and consists of 0.055884 ha. We are proposing a development of a four-unit Rowhouse Building. Front doors are facing 21 Ave NW and 12 Street NW with a vehicular access from the adjacent lane. Parking would be provided at grade in an enclosed garage.

Like R-C2, the R-CG District is a Low Density Residential District intended for grade oriented development and does not support multi-residential uses. The Land Use Bylaw explains that the R-CG District:

accommodates grade-oriented development in the form of Row house Buildings, Duplex Dwellings, Semi-detached Dwellings and Cottage Housing Clusters, accommodates Secondary Suites and Backyard Suites with new and existing residential development, provides flexible parcel dimensions and building setbacks that facilitate integration of a diversity of grade-oriented housing over time, and accommodates site and building design that is adaptable to the functional requirements of evolving household needs.

In addition, the site has specific attributes which make it ideal for row house development:

- The site is only one minute' walk from Confederation Park.
- The site is only five minutes' walk from King George School.
- The site is only five minutes' walk from transit routes on 14 street NW.
- The site is less than 10 minutes' walk from 16 avenue NW which is a main street.
- The site is less than 10 minutes' walk from Capital Hill Park.
- The site is less than five minutes' drive from North Hill Shopping Centre and other commercial uses on 16th Avenue NW.

### **Policies (and Variations)**

#### **Municipal Development Plan (MDP)**

The proposed project fundamentally meets the goals of the Municipal Development Plan.

This City policy encourages more housing options in established communities, more efficient use of infrastructure, and more compact built forms in locations with direct easy access to transit, shopping, schools and other community services.

## **Applicant's Submission**

The MDP encourages modest redevelopment of the Established Area. (3.5.3 (a.)) The proposed development modestly intensifies the use of the land to a density more appropriate for a central Calgary community.

The MDP requires that “ground and lower levels of developments should demonstrate a strong relationship to the human scale and contribute positively to the public realm and street.” (2.4.2 (b.)). By having all vehicular access from the adjacent lane, and unit entries facing 21 Avenue NW and 12 Street NW, the pedestrian realm along these streets is protected.

### **North Hill Area Redevelopment Plan (ARP)**

The ARP recommends that this site be of a Low Density Rowhouse use. The ARP states:

The Low Density Rowhouse area is intended to allow for a modest increase in density with a greater variety of housing types while still being in scale with the existing context. New development should be low density grade-oriented residential development such as rowhouse buildings, duplex dwellings, semi-detached dwellings, single-detached dwellings and cottage housing clusters.

This proposed development is consistent with the local area plan in place for Capitol Hill which encourages the development of a diverse range of residential unit types and sizes to accommodate a broad demographic group, ranging from old to young and singles to families. Our building is grade oriented which attracts not only families with children but also provides opportunity for senior citizens to age in place.

### **Bylaw (and Relaxations)**

The proposed development is at a preliminary stage of design. At this point, relaxations are not anticipated. Should any be proposed in the future, these will be within the intent of City policy.

### **Engagement**

Given the small increment in density proposed, no pre-application meeting was scheduled prior to this land use redesignation application. The immediate neighbours and the Capitol Hill Association will be consulted as this application and the Development Permit application progress.

To conclude, the proposed land use amendment will allow development in the form of a Rowhouse Building which is consistent with City policies, sustainability principles, and the best use of this parcel. For these reasons, we respectfully request the support of Calgary Planning Commission and Council for our application.

# PROPOSED

CPC2019-0143  
ATTACHMENT 2

## BYLAW NUMBER 77D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0268/CPC2019-0143)**  
\*\*\*\*\*

**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 \_\_\_\_\_

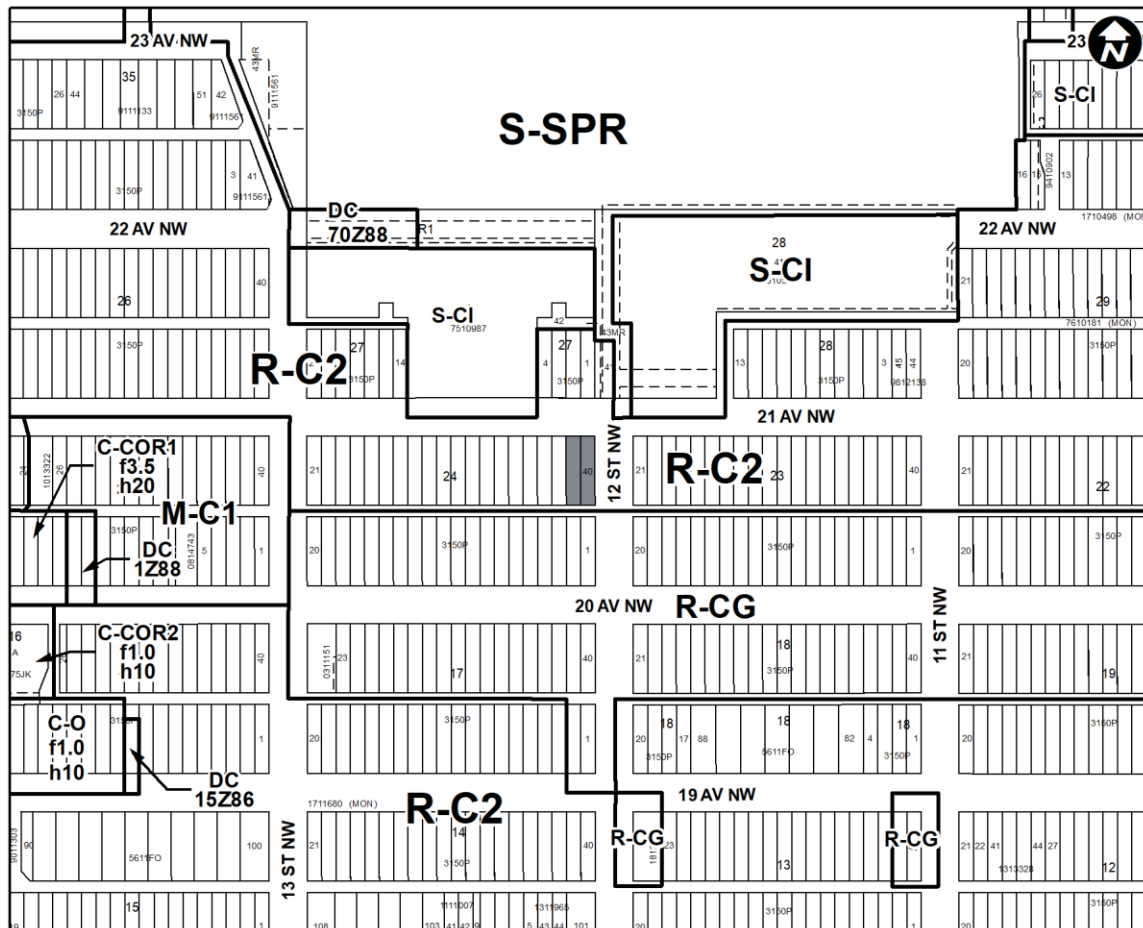
\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0268/CPC2019-0143  
BYLAW NUMBER 77D2019

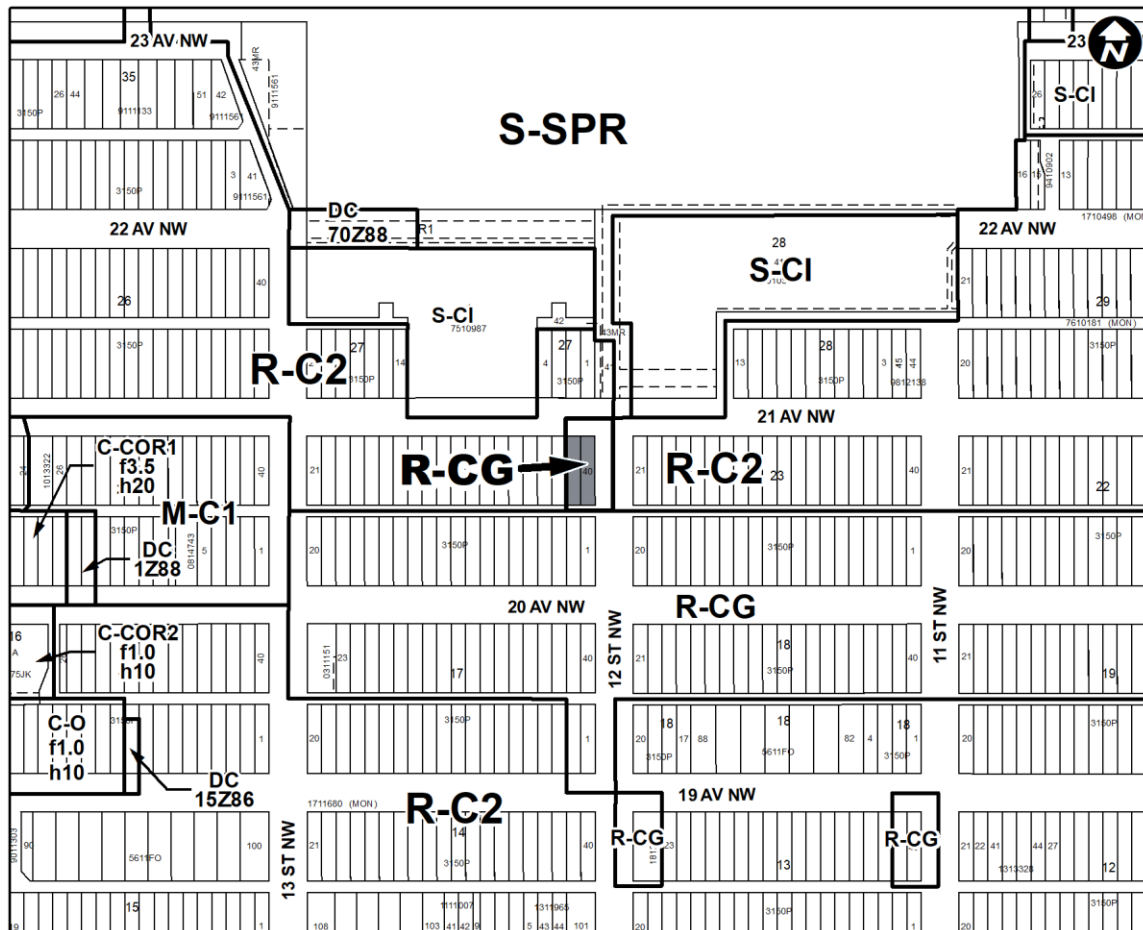
## SCHEDULE A



# PROPOSED

AMENDMENT LOC2018-0268/CPC2019-0143  
BYLAW NUMBER 77D2019

## SCHEDULE B





Gordon MacLean

1239 21<sup>st</sup> Ave NW

Calgary AB

T2M-1L3

[gordmaclean@gmail.com](mailto:gordmaclean@gmail.com)

**RE: Re-zoning of property 2115 – 12<sup>th</sup> Street NW.**

To Whom it May Concern,

I am a long time home owner at 1239 21<sup>st</sup> Ave NW. After review of the land use redesignation application, I thought I would write this letter.

I do NOT want to see the property get rezoned to R-CG. The current zoning of R-C2 is perfect and should be left the way it is.

The developers that bought this property are just trying to make more profit by trying for the re-zoning.

These lots are right across the street from confederation park and two old folks homes. It is a lovely community. Adding higher density housing will greatly impact things. Parking is already an issue and will get much worse. More traffic and people coming and going will affect the calmness of the current area.

I live right across the street and the last thing we want is a huge complex out my front door. A new duplex would be fine.. but not a large multi townhouse complex.

Please leave the zoning as it is.. no reason to change..

Thanks,

Gord





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CPC2019-0195

## Land Use Amendment in Sunnyside (Ward 7) at 810 – 9A Street NW, LOC2018-0215

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### EXECUTIVE SUMMARY

This application was submitted by Studio North on 2018 September 25 on behalf of the landowner, Part + Parcel Developments Ltd. The application proposes to change the designation of the property from Multi-Residential – Contextual Grade-Oriented (M-CGd72) District to a DC Direct Control District to allow for:

- multi-residential buildings (e.g. townhouses, apartment buildings);
- a maximum building height of 16 metres (an increase from the current maximum of 12 metres);
- a maximum building floor area of approximately 1,050 square metres based on a building floor to parcel area ratio (FAR) of 2.5;
- the implementation of the density bonus provisions in the *Hillhurst/Sunnyside Area Redevelopment Plan*; and
- the uses listed in the M-C2 District designation.

The proposal allows for a land use with a density and height that are compatible with surrounding development and in alignment with the applicable policies of the *Municipal Development Plan* and the *Hillhurst/Sunnyside Area Redevelopment 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 redesignation of 0.04 hectares  $\pm$  (0.10 acres  $\pm$ ) located at 810 – 9A Street NW (Plan 2448O, Block 6, Lots 2 and 3) from Multi-Residential – Contextual Grade-Oriented (M-CGd72) District **to** DC Direct Control District to accommodate multi-residential development with density bonus, with guidelines (Attachment 2); and
2. Give three readings to the proposed bylaw.

## Land Use Amendment in Sunnyside (Ward 7) at 810 - 9A Street NW, LOC2018-0215

### RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2019 FEBRUARY 21:

That Council hold a Public Hearing; and

1. ADOPT, by bylaw, the proposed redesignation of 0.04 hectares  $\pm$  (0.10 acres  $\pm$ ) located at 810 - 9A Street NW (Plan 2448O, Block 6, Lots 2 and 3) from Multi-Residential – Contextual Grade-Oriented (M-CGd72) District to DC Direct Control District to accommodate multi-residential development with density bonus, with guidelines (Attachment 2); and
2. Give three readings to **Proposed Bylaw 83D2019**.

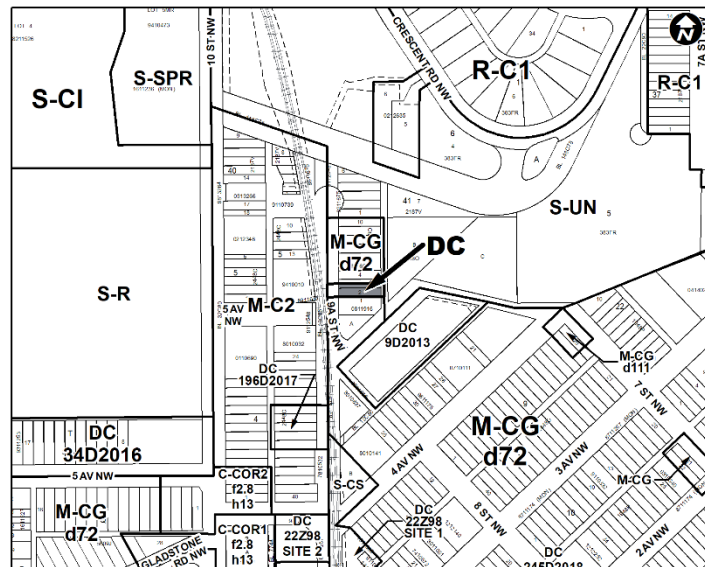
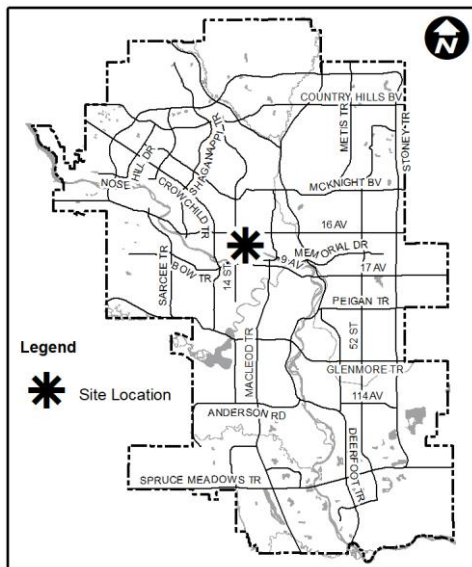
### PREVIOUS COUNCIL DIRECTION / POLICY

None.

### BACKGROUND

This application was submitted by Studio North on behalf of the landowner Part + Parcel Developments Ltd. on 2018 September 25. No development permit application has been submitted at this time, however, as noted in the applicant's submission (Attachment 1), the applicant intends to develop a multi-residential development on the subject site.

### Location Maps



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## Land Use Amendment in Sunnyside (Ward 7) at 810 - 9A Street NW, LOC2018-0215

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### Site Context

The subject parcel is located along 9A Street NW, north of 5 Avenue NW in the community of Sunnyside. The site is approximately 240 metres from the LRT platform and within walking distance of downtown. The subject site is currently occupied by a single detached dwelling with parking accessed from the lane. Surrounding the subject site are a mix of single and semi-detached dwellings as well as multi-residential developments to the north and south. To the east is a playground and the escarpment and directly across from the site, to the west, is the LRT tracks.

As identified in *Figure 1*, the community of Sunnyside reached its population peak in 2017.

## Land Use Amendment in Sunnyside (Ward 7) at 810 - 9A Street NW, LOC2018-0215

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Figure 1: Community Peak Population

<b>Sunnyside</b>	
Peak Population Year	2017
Peak Population	4,206
2017 Current Population	4,206
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 on [Sunnyside](#) community profile.

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

The proposal allows for a range of building types that have the ability to be compatible with the established building form of the existing neighbourhood. The proposal meets the objectives of applicable policies as discussed in the Strategic Alignment of this report.

### Planning Considerations

The following sections highlight the scope of technical planning analysis conducted by Administration.

#### **Land Use**

The current land use district for the site is Multi-Residential – Contextual Grade-Oriented (M-CGd72) District. This would allow for a multi-residential building on the site with a building height of 12 metres or approximately three storeys. The current maximum density of 72 units per hectare within the district would allow for approximately 3 units on the site.

The proposed land use district is a DC Direct Control District based on the Multi-Residential – Contextual Medium Profile (M-C2) District of Land Use Bylaw 1P2007 (Attachment 2). Section 20 of the Land Use Bylaw indicates that DC Direct Control Districts must only be used for developments that, due to their unique characteristics, innovative ideas or unusual site constraints, require specific regulation unavailable in other land use districts. A DC Direct Control District has been used for this application to allow for specific density bonus provisions in the *Hillhurst/Sunnyside Area Redevelopment Plan*. In addition to allowing for medium density multi-residential development, the DC Direct Control District would allow for:

- a maximum building height of 16.0 metres and a maximum density of 2.5 FAR; and
- the implementation of the density bonus provisions in the *Hillhurst/Sunnyside Area Redevelopment Plan*. The Area Redevelopment Plan allows for an increase in density to a maximum floor area ratio of 2.5 through the density bonus provision.

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## **Land Use Amendment in Sunnyside (Ward 7) at 810 - 9A Street NW, LOC2018-0215**

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### ***Development and Site Design***

The rules of the proposed DC Direct Control District, along with the rules of the base M-C2 District, will provide guidance for the development of the site including the height and building massing, landscaping and parking. The applicant provided a development concept for that site that proposes an eight unit, multi-residential development intended to accommodate students, seniors as well as two family oriented units in townhouse form. This proposal will need to be confirmed through a future development permit application process. Given the context of the subject lands, other issues that will be carefully considered through the development permit process include, but are not limited to:

- ensuring an engaging built interface along the street frontage and the lane;
- ensuring a sensitive building form with respect to the adjacent street and existing development; and
- emphasizing individual at-grade entrances along the street frontage.

### ***Environmental***

There are no environmental concerns associated with the site or this proposal.

### ***Transportation***

The subject site is located 270 metres from a transit stop on 9A Street NW as well as 240 metres from the Sunnyside LRT Station. Vehicular access is available from the existing rear lane. A Traffic Impact Assessment was not required as part of this application.

### ***Utilities and Servicing***

Water and sanitary mains are available and can accommodate the potential redevelopment of the subject site without the need for off-site improvements at this time. At the development permit stage, the subject site will require a storm sewer main extension.

### **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 and the application was advertised on-line.

The Hillhurst Sunnyside Planning Committee (HSPC) was circulated as part of this application. A letter was submitted by the HSPC, which indicated general support for the land use amendment (Attachment 3). However, they did raise a couple of points regarding the potential new development, including heritage and parking, which will be addressed through a future development permit for the site.

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## **Land Use Amendment in Sunnyside (Ward 7) at 810 - 9A Street NW, LOC2018-0215**

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Although no public meetings were held by the applicant or Administration, the applicant presented the proposal at a Community Association meeting that was attended by members of the public. The applicant is also intending to hold an open house prior to the application proceeding to a Public Hearing.

There were eight letters received from the surrounding residents. One of these was in support of the proposal and seven were in opposition to the proposed land use. Those opposed were concerned with the loss of neighbourhood character, potential loss of privacy and shadowing impacts from a potential development as well as traffic and parking issues.

Administration considered the relevant planning issues specific to the proposed redesignation and has determined the proposal to be appropriate. Compliance with relevant policies and bylaws, as well as design compatibility of discretionary uses with respect to the surrounding neighbourhood context, traffic and access will be reviewed at the development permit stage.

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 the date of the Public Hearing will be advertised.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (2014)***

The recommendation by Administration in this report has considered and is aligned with the policy direction of the *South Saskatchewan Regional Plan* (SSRP). While the SSRP makes no specific reference to the site, the proposal is consistent with policies on Land Use Patterns.

#### ***Interim Growth Plan (2018)***

The recommendation aligns with the policy direction of the *Interim Growth Plan*. The proposed land use amendment builds on the principles of the *Interim Growth Plan* by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

#### ***Municipal Development Plan (Statutory - 2009)***

The subject site is located within the Developed Residential –Inner City Area as identified on Map 1 of the *Municipal Development Plan*. Both City-Wide policies and Inner City Area policies apply. In general, these policies encourage redevelopment in inner city communities that is similar in scale and built-form to existing development, including a mix of housing. In addition, *Municipal Development Plan* policies encourage higher residential densities in areas that are more extensively served by existing infrastructure, public facilities, and transit.

#### ***Hillhurst/Sunnyside Area Redevelopment Plan (Statutory - 1988)***

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## Land Use Amendment in Sunnyside (Ward 7) at 810 - 9A Street NW, LOC2018-0215

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The subject site falls within the Transit Oriented Development Area of the Area Redevelopment Plan, approved by Council in 2009 February. The subject site is situated in the area identified as Medium-Density on the Land Use Policy Area Map of the Area Redevelopment Plan. This area has the ability to accommodate small-scale urban infill development and provide new housing choices that fit within the existing community character and strengthen the pedestrian-friendly nature of the neighbourhood. The proposed land use amendment would include a maximum density of 2.5 FAR through the bonusing provisions and a building height of 16 metres in alignment with the Area Redevelopment Plan.

In 2012 November, Council approved an amendment to the *Hillhurst/Sunnyside Area Redevelopment Plan* to include density bonus provisions, which allow for a density increase up to the maximum floor area ratio specified in the Area Redevelopment Plan. The density increase is subject to a contribution to the community amenity fund. This fund has been established as a means of gaining public amenities in exchange for a level of density that surpasses the allowable base density under the provisions of the land use district.

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

The recommended land use allows for wider range of housing types than the existing land use district and 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.

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

The proposal is in keeping with applicable policies of the *Municipal Development Plan* and the *Hillhurst/Sunnyside Area Redevelopment Plan*. The proposal represents a modest increase in density for this inner city parcel of land and allows for a development that can be compatible with the character of the existing neighbourhood. In addition, the subject parcel is located within walking distance of several transit stops and has direct lane access.

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**Land Use Amendment in Sunnyside (Ward 7) at 810 - 9A Street NW, LOC2018-0215**

---

**ATTACHMENT(S)**

1. Applicants Submission
2. **Proposed Bylaw 83D2019**
3. Letter from the Hillhurst/Sunnyside Community Association
4. **Public Submissions**



## **Applicants Submission**

The proposed development intends to balance the old with the new in an intentionally intergenerational community. In the heart of Sunnyside, with nearby parks, post secondary education institutions, and local businesses, the proposed development is ideally positioned to offer a high standard of living for its future residents while integrating into the existing fabric of the eclectic community. Catering to students, families, and seniors, the proposed development at 810 9A Street NW aims to address the current mismatch between Calgary's existing housing stock and its shifting demographics and the growing demand for walkable urban living.

The current land use designation is M-CGd72. This land use is inadequate for the development that we wish to pursue. It was recommended that we pursue a designation similar to that of M-C2. This land use, however would still require us to seek relaxations on several key points in both uses.

The development we intend to propose, pending approval of our LOC, is an 8 unit, multigenerational dwelling scenario. We intend the unit break to be:

Three student oriented dwellings, directly opposite the CTrain's red line, cater to the lifestyles of students. Close to both ACAD and SAIT campuses, the proposed development provides a walkable alternative to living in residence for students of either institution. Accessible from stairs from the shared courtyard, the dwellings are compact and efficient, yet spacious.

Two family oriented dwellings are situated directly across from a playground and the bluff beyond. With three bedrooms, two and a half bedrooms, and an open kitchen/dining/living arrangement, the family oriented dwellings offer families the room to grow.

Three senior oriented dwellings are all accessible from grade with all of the living space on the ground floor. By taking the notion of accessibility as the most fundamental design cue.

We feel that this development is sensitive to the existing area, while aligning with the ARP. There are a few areas of focus that we feel are reason to pursue a Direct Control designation, based off of M-C2.

First is density:

At this point in our design, we are significantly more dense than the M-CG designation will allow, or an M-C2 designation will allow, strictly because of the size of the lot. In section 3.1.5 of the Hillhurst Sunnyside ARP, this development will not exceed the the maximum density, with an approximate FAR of 1.5. It is however more dense than existing designations will allow for, thus we are seeking a DC designation, based off of M-C2.

The other, less pertinent items are:

Parking:

We have allocated 2 on site spots in garages. We feel this is adequate for the site due to its proximity to the train and amenities. Further to that, the units that do not have allocated parking, are all under 550 square feet. As we understand it, the MC-G zoning allows for units of this size to not have off street parking. We would like to provide secure bike parking as well, as an additional alternative to vehicles.

## **Applicants Submission**

### **Setbacks:**

We are hoping for a relaxation of our front setback by approximately a metre or two, to approximately 3.0 metres. This will allow us to maximize the space between the two buildings, and providing a better quality common space. We would also like to push the one side setback to 0.6 metres and have a 1.5 metre setback on the other to create a comfortable thoroughfare from the front to the back and courtyard.

### **Private Amenity Space**

We would like to reduce the size of private amenity spaces and allow for more common spaces. These include the shared courtyard accessible by all units, as well as the upper patio that is accessible by the upper units. We would like to avoid mandatory privacy screens altogether.

### **Landscaping**

We would like the landscaping to be composed of low-slip hardscaping, low maintenance planters/gardens, and highly durable surfaces. As we have incorporated accommodation for seniors, we would like for there to be as few obstacles and surface elevation changes as possible.

### **In Summary:**

We hope to have created dwellings for people of different walks of life. There are units for families, units for the elderly, and units for young professionals or students. This development is an excellent summation of the surrounding population of Sunnyside. While remaining in line with the ARP in terms of density, we believe this development could benefit the community by accommodating the 'missing middle'. We want to provide housing solutions to families that might not be able to afford to live inner city, and the elderly to age in place in the neighborhood they may have spent a majority of their lives in. This project will create a micro-community within a community that has extraordinary amenities, excellent mobility, a walk score of 97, a transit score of 82, and an extensive bike path network that is just minutes away.

# PROPOSED

CPC2019-0195  
ATTACHMENT 2

## BYLAW NUMBER 83D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0215/CPC2019-0195)**  
\*\*\*\*\*

**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 \_\_\_\_\_

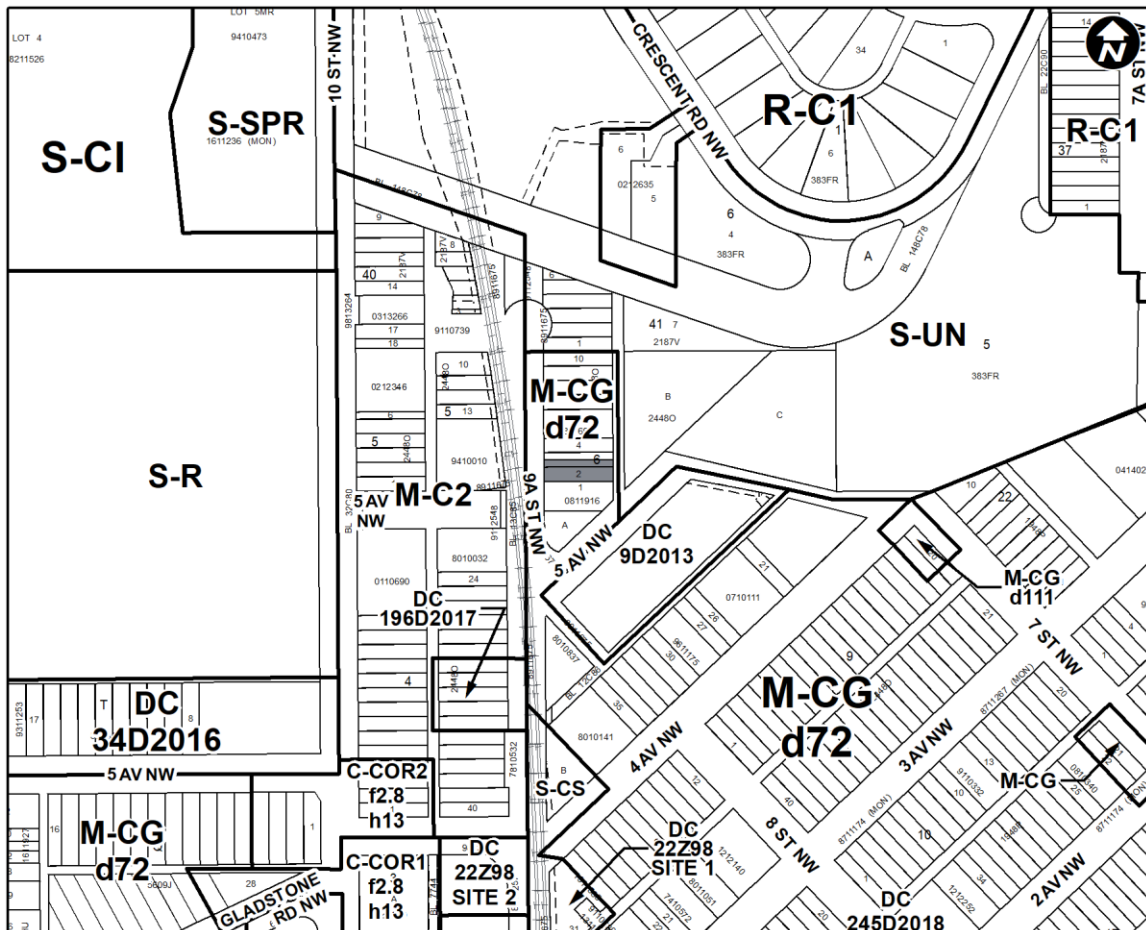
\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0215/CPC2019-0195  
BYLAW NUMBER 83D2019

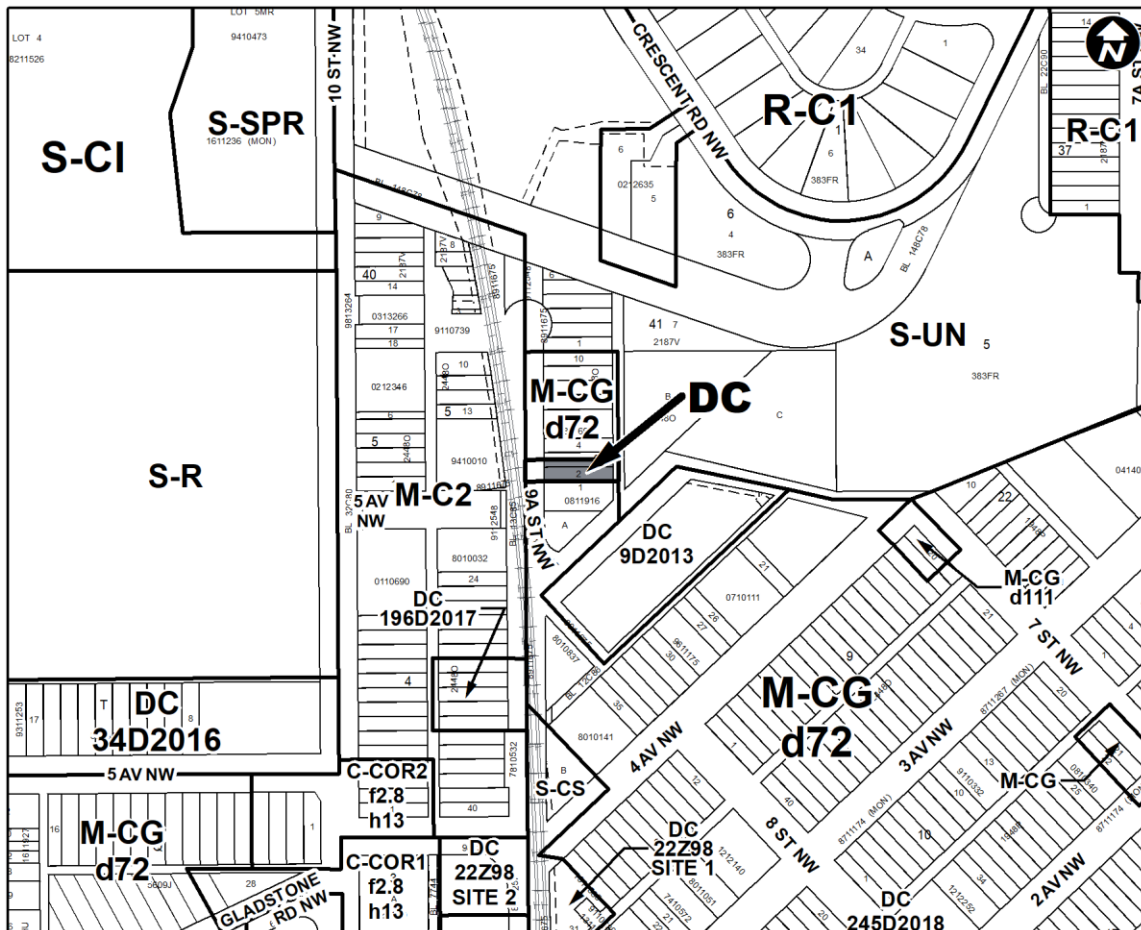
## SCHEDULE A



# PROPOSED

AMENDMENT LOC2018-0215/CPC2019-0195  
BYLAW NUMBER 83D2019

## SCHEDULE B



## DIRECT CONTROL DISTRICT

### Purpose

1 This Direct Control District is intended to:

- (a) provide for medium **density** mid-rise **Multi-Residential Development** in compliance with the policies of the applicable local area redevelopment plan; and
- (b) implement the **density** bonus provisions of the Hillhurst/Sunnyside Area Redevelopment Plan.

### 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.

# PROPOSED

## AMENDMENT LOC2018-0215/CPC2019-0195 BYLAW NUMBER 83D2019

### 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.

### Permitted Uses

- 4 The **permitted uses** of the Multi-Residential – Contextual Medium Profile (M-C2) District of Bylaw 1P2007 are the **permitted uses** in this Direct Control District.

### Discretionary Uses

- 5 The **discretionary uses** of the Multi-Residential – Contextual Medium Profile (M-C2) District of Bylaw 1P2007 are the **discretionary uses** in this Direct Control District.

### Bylaw 1P2007 District Rules

- 6 Unless otherwise specified, the rules of the Multi-Residential – Contextual Medium Profile (M-C2) District of Bylaw 1P2007 apply in this Direct Control District.

### Floor Area Ratio

- 7 (1) Unless otherwise referenced in subsection (2), the maximum **floor area ratio** is 0.72.
- (2) The **floor area ratio** may be increased to a maximum 2.5 in accordance with the **density** bonus provisions contained in section 8 of this Direct Control District.

### Density Bonus

- 8 (1) For the purposes of this section: “Cash Contribution Rate” means: \$18.14 per square metre for the year 2019. The Cash Contribution Rate will be adjusted annually on January 1 by the **Development Authority**, based on the Statistics Canada Consumer Price Index for Calgary.

- (2) A **density** bonus may be earned by a contribution to the Hillhurst/Sunnyside Community Amenity Fund, such that:

Cash Contribution Amount = Cash Contribution Rate x Total floor area in square metres above the **floor area ratio** of 0.72.

- (3) A **density** bonus may be earned by the provision of an urban design improvement in accordance with Part II, Section 3.1.5.4 of the Hillhurst/Sunnyside Area Redevelopment Plan, where the allowable bonus floor area in square metres is equal to the cost of construction of the improvement divided by the Cash Contribution Rate, such that:

Allowable bonus floor area = Total construction cost of the improvement / Cash Contribution Rate.

Total construction cost will not include any construction costs necessary to fulfill the infrastructure requirements of a **development permit** for a **development** equal to or less than a **floor area ratio** of 0.72. Details of the construction cost will be determined through the **development permit** process.

# PROPOSED

AMENDMENT LOC2018-0215/CPC2019-0195  
BYLAW NUMBER 83D2019

## Setback Area

- 9 The depth of all **setback areas** must be equal to the minimum **building setback** required in section 10 of this Direct Control District.

## Building Setbacks

- 10 (1) The minimum **building setback** from a **property line** shared with a **street** is 1.5 metres.
- (2) The minimum **building setback** from a **property line** shared with a **lane** is 0.5 metres.
- (3) Unless otherwise referenced in subsection (4), the minimum **building setback** from a **property line** shared with another **parcel** is 1.2 metres.
- (4) The minimum **building setback** from a **property line** shared with another **parcel** for a **street-oriented multi-residential building** is zero metres when the adjoining **parcel** is designated M-CG, M-C1, M-C2, M-H1, M-H2, M-H3, M-X1, M-X2 District.

## Specific Rules for Landscaped Areas

- 11 (1) Any part of the **parcel** used for motor vehicle access, **motor vehicle parking stalls**, **loading stalls** and garbage or recycling facilities must not be included in the calculation of a **landscaped area**.
- (2) A minimum of 30.0 per cent of the area of a **parcel** must be a **landscaped area**.
- (3) There is no maximum **hard surfaced landscaped area**.

## Relaxations

- 12 The **Development Authority** may relax the rules set out in Section 11 of this Direct Control District in accordance with Section 36 of Bylaw 1P2007.





## **Hillhurst Sunnyside Community Association Letter**

December 24, 2018

Circulation Control  
Planning and Development  
P.O. Box 2100 Station M  
The City of Calgary  
IMC 8201

Emailed to: Jen MacLaren, File Manager

**RE: LOC2018-0215 | 810 9A Street NW | Land Use Amendment from Multi-Residential Contextual Grade Oriented (M-CGd72) to Direct Control/Multi-Residential – Contextual Medium Profile (DC/M-C2)**

Dear Ms. Jen MacLaren,

The Hillhurst Sunnyside Planning Committee (HSPC) would like to thank you for the opportunity to provide comments on the above application.

### **Hillhurst Sunnyside Area Redevelopment Plan**

Our role is to provide comments as they relate to the Hillhurst Sunnyside Area Redevelopment Plan (ARP). This parcel is a part of the Medium-density area, which allows for modest increases to density, including small-scale infill residential development and multi-residential buildings up to the 16 metre and 2.5 FAR maximum. While we are in support of the land use in principle, we have other comments.

The ARP encourages diverse housing forms with an emphasis on family-oriented housing to support existing schools and infrastructure. The applicants have proposed an interesting proposal for age-inclusive housing with the family-intended units facing the park space.

### **Heritage**

Heritage is an important component of the ARP and is highly valued in the community. While community members were disappointed to see the eventual demolition of an original building, the applicants showed concepts of the new buildings that take inspiration from the residential rooflines and designs of the neighbourhood.

We would like to see the adaptive reuse and that the applicants consider “repurposing architectural elements” when possible. We request that the applicants ensure that the maximum salvageable fixtures and heritage architectural elements be given back to community residents and/or reused.

### **Bow to Bluff**

The objectives of the 2012 Bow to Bluff Urban Design Framework describe the need for individual developments in the area to form a cohesive part of the 9A Street/LRT corridor. Bow to Bluff promotes developments that strengthen pedestrian connections and includes quality public realm recommendations (windows, street furniture, and well-defined main entrances).

## **Hillhurst Sunnyside Community Association Letter**

As this application will be presented before City Council, we would like to draw Council's attention to the Bow to Bluff public parks improvement project spanning the length of 9A Street NW including the triangular shaped parks created when the Northwest LRT was built. As B2B is no longer funded by the Enmax Legacy Parks program, we request that Council uphold its promise to the community to provide funding for Bow to Bluff.

### **Parking**

Parking appears to be the largest concern, given that only two onsite stalls are proposed. The ARP states that: "*Dwellings in new multifamily developments are not to receive parking passes regardless of their off-street parking provisions*" (ARP Section 3.4.3 #7). We request that the Calgary Parking Authority remove eligibility for on-street parking passes for this parcel, given the location with Sunnyside as a "complete community", access to transit, car-sharing and walkable amenities.

### **Engagement**

The applicants reached out to the HSPC to speak at a recent November meeting before the application was circulated. We advertised our meeting agenda on our website with an open invitation to interested residents. There was hearty discussion on the Sunnyside residents' social media, where there was a mix of comments.

We highly encourage and stress that the applicants to work with the neighbours on the eventual Development Permit to ensure the integration of this project with the affected neighbours and to ensure that any concerns can be addressed before the Development Permit application is submitted. We understand an applicant-hosted open house is scheduled in the New Year.

Should you have any questions, please contact the undersigned.

Sincerely,

Hillhurst Sunnyside Planning Committee  
Hillhurst Sunnyside Community Association

Jonathan Klein  
302-1059 5th Ave NW  
Calgary Alberta T2N 4S8

March 31, 2019

Office of the City Clerk  
The City of Calgary  
700 Macleod Trail SE  
P.O. Box 2100 Postal Station 'M'  
Calgary Alberta T2P 2M5

Emailed to: [PublicSubmissions@calgary.ca](mailto:PublicSubmissions@calgary.ca)

**RE: LOC2018-0215 | 810 9A Street NW | Application for Land Use Amendment from Multi-Residential Contextual Grade Oriented (M-CGd72) to Direct Control/Multi-Residential – Contextual Medium Profile (DC/M-C2)**

Dear Councillors,

Regarding the subject application I have the following comments for your consideration.

- 1) I am opposed to this application because it will involve the destruction of a beautiful old house:



This house adds a touch of beauty to the community that is enjoyed not only by residents of Sunnyside but also by thousands of commuters passing by on the C-train every day.

- 2) If this application is approved, then I would suggest that any funds to be contributed to the Hillhurst/Sunnyside Community Amenity Fund in exchange for a density increase, be instead contributed to the “Bow to Bluff Urban Design Framework”, as mentioned in the Hillhurst Sunnyside Community Association Letter (Attachment 3 of the Calgary Planning Commission Report).

Since this house is located within the boundary of the “Bow to Bluff Urban Design Framework”, which apparently lacks funding, it would seem appropriate to me that any contributed funds be spent on this project, rather than elsewhere in Hillhurst/Sunnyside.

- 3) I have a few comments related to the design of the new buildings.
- a) From the applicant’s submission it appears that in one building they intend to have three “senior oriented” units at ground level, and above these three “student oriented” units. This doesn’t seem right - I envision an elderly granny stuffing cotton in her ears in a desperate attempt to get some sleep while a SAIT student parties all night in the unit above her.

If the applicant is serious about having students and seniors living one above the other, I would suggest that the upper units should have floor construction that provides a high degree of sound insulation so that elderly residents in the lower units are not disturbed by noise from above. For example solid concrete slab floors generally provide better sound insulation than wood joist floors.

- b) Also related to sound insulation, the C-Train creates a fair bit of noise which may be an annoyance to residents of the new buildings. So, I suggest that the exterior walls and windows should also be designed for a high degree of sound insulation.
- c) Security is also a concern in the neighbourhood being that the C-Train station is so close. It appears that the applicant is proposing all units to have exterior entrance doors, which are a security concern, and an enclosed courtyard, which could provide cover for a thief trying to break in. So, I suggest that extra security features be incorporated into the design of the buildings.

I make these comments because, for one, thoughtless design by developers in order to save a few bucks irritates me to no end, and also because a building of low quality construction affects the entire community even if only a little bit.

If council has the authority to impose design requirements on new developments I would like to suggest that my comments be reviewed by a City department with expertise in building construction, which could then recommend specific requirements to be incorporated into the design of the buildings.

Sincerely,

Jonathan Klein

**From:** [Jones, Steve P. \(LUPP\)](#)  
**To:** [Public Submissions](#)  
**Subject:** FW: [EXT] Land Use Amendment LOC 2018 0215  
**Date:** Monday, April 01, 2019 12:53:53 PM

---

Hi...this was just sent to me today. I'm not sure if they have met the deadline or not.

Regards,

Steve

**Steve Jones**, M.Pl., MCIP, RPP

Senior Planner | Community Planning | North Team

The City of Calgary | Mail Code: # 8076

**T** 403.268.2523 | **F** 403.268.3636

P.O. Box 2100, Stn M, Calgary, AB T2P 2M5

**From:** David McLean [mailto:dmackmclean@gmail.com]

**Sent:** Monday, April 01, 2019 12:03 PM

**To:** Jones, Steve P. (LUPP) <Steve.Jones2@calgary.ca>

**Subject:** [EXT] Land Use Amendment LOC 2018 0215

Hi Steve,

Please provide these comments to the city clerk for the public hearing.

RE.

Land Use Amendment: LOC2018-0215

Location: 810 9A St. NW

We are the family who lives at 814 9A St. NW: David, Sophia and our two year old daughter, Matilda. We oppose the proposed land use change.

Current zoning allows for a smaller multi-family unit that makes sense for the property size and capacity of the neighbourhood. We can all agree that density in the inner-city is positive; however, when that growth is unsustainable, it will create problems in the community. We feel the current zoning is adequate, allows for sustainable growth and, therefore, oppose this land use amendment for the following reasons:

### **Reduction of future density potential**

810 9a st NW, the lot with the land use proposal and our lot 814 9a st NW are locked between two larger condos. Developing one of the lots reduces future development and density potential. We have made several overtures to the developer; and are open to moving and developing our lot. For capacity or financial reasons the developer is unable/unwilling to accept any options. Developing only of these lots reduces future density opportunities. Why only development one lot with 8 units when you could develop both and build exponentially more units. This isn't a good deal for future density nor is it positive from a land use perspective.

### **Parking:**

The 8 unit development seeks approval to only have two parking spots in lieu of eight minus the 10% reduction for the development's proximity to the LRT. 9A Street is currently heavily congested from the development of the one hundred and ten unit Ven condo. Guests visiting the Ven condo spill over creating heavy congestion on our street. We are frequently unable to park in front of our own house because of this traffic. Calgary is ultimately a commuter city. Residents and guests of the large Ven condo, despite their underground parking facility, have overflowed onto 9A Street creating ongoing parking problems. The street has zero capacity to park additional vehicles.

Ven condos previously argued that the proximity to the train and that their smaller units would attract students who would simply walk. In actuality, and even with underground parking on site, we have witnessed incredible parking problems on our street. Allowing for eight units and potentially over twenty people and cars in this proposed development is unworkable without parking on-site.

**Front and Rear setbacks would be awkward and unsafe along 9a st:**

The contextual front setback is far too close to the sidewalk and doesn't match the current street layout. All of the multi-family dwellings on the street as well as the houses share the same set-back from the sidewalk. The proximity of the proposal building is significantly closer to the property line. This would create a disjointed and incongruent street layout. Moreover, the setback would further block sunlight and our view of the neighbourhood. There is a tight sense of community along the single family homes on 9A St. NW. The children from the houses, while supervised, play together along the street. The new setback would block our line of sight between the houses creating a safety concern for our children walking between the houses. The setback is so close to the property line that we worry that our toddler would not be able to see oncoming traffic.

Further, there are zero buildings facing the park behind 9A St. NW. Allowing a development to build a unit that faces the park would feel incongruent and not match the street.

**Setback Relaxations:**

Placing eight units on a single family lot feels excessive and arguing the need for setbacks to achieve those development goals will create additional problems. If the setbacks are allowed, the project will be challenged to fit construction equipment on their property, create shadowing issues and impact our privacy and risk flooding our property. Setbacks exist because of a strong planning rationale. Ignoring setbacks to simply build more will create problems and challenge the project.

**Drainage and Landscaping:**

Hardscaping nearly the entirety of the property will create serious drainage issues. We live in a century home and we are unable to install perimeter weeping tile due to risk of damage to our foundation. Enabling an entirely hardscaped development next door would create serious water runoff issues that would flood our basement. The apartment next door accidentally had a leaking gutter last winter adjacent to our building. The water flooded a room in our basement. An entirely hardscaped lot is a flooding risk to neighbouring homes.

**Shadowing:**

The current house on the lot already casts a shadow over our property creating issues with

ice damming. Allowing for an even larger building will exacerbate this problem and we will be burdened with mitigation cost.

The development would be situated south of our property. The setback relaxations alongside the oversized development would heavily shade our property including our front and backyard. This would drastically reduce our quality of life and would create further issues with snow buildup around our property. Snow buildup alongside our century foundation increases flooding risk in our basement.

**Privacy:**

We would lose all sense of privacy in our back and front yard. We would have a condo building with raised windows with an unobstructed view of our child playing in our back and front yard. In addition, the current building plans include a courtyard between the two proposed buildings. This courtyard would align with our backyard. With a potential of twenty or more residents using this common space, we feel we would lose our privacy and deal with noise issues. Moreover, the developer seeks relaxation on setbacks and privacy screens further exacerbating this problem.

**Density:**

Current zoning is appropriate and permits a smaller multi-family development which is more suited to this site and community. The proposed land use change would create excessive density and create problems such as those listed above. A smaller multi-family unit makes more sense and is logical for the community. We feel a land use amendment is unnecessary as the current zoning is appropriate for the community.

For these reasons we oppose the proposed land use amendment.

David McLean, Sophia Aristou and Matilda McLean.

**From:** [Jones, Steve P. \(LUPP\)](#)  
**To:** [Public Submissions](#)  
**Subject:** FW: [EXT] Comment on the Proposed Land Use Change for LOC2018-0215  
**Date:** Monday, April 01, 2019 1:11:27 PM

---

I received this for an item on April 8 public hearing.

Regards,

Steve

**Steve Jones**, M.Pl., MCIP, RPP

Senior Planner | Community Planning | North Team

The City of Calgary | Mail Code: # 8076

**T** 403.268.2523 | **F** 403.268.3636

P.O. Box 2100, Stn M, Calgary, AB T2P 2M5

**From:** Carole Wagner [mailto:carole.beatty@gmail.com]

**Sent:** Sunday, March 31, 2019 9:50 PM

**To:** Jones, Steve P. (LUPP) <Steve.Jones2@calgary.ca>

**Subject:** [EXT] Comment on the Proposed Land Use Change for LOC2018-0215

Mr. Jones,

We are writing to provide a comment on the proposed land use change for Project LOC2018-0215 (810 9A St NW). The notice also asks that we reference Bylaw 83D2019.

Our comment is simply that a 4-5 story building is not appropriate for a single lot. We take no issue with a duplex or fourplex, but a 5 story apartment building is much too large for the land on which it is proposed to be built. We would accordingly ask that the land use be limited to a 2 or 3 story building. This would also be more consistent with the other buildings on the street.

Thank you for your consideration.

Carole and Tom Wagner--

**Carole Beatty**

T | +1 403 3897451



Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0093

## Policy Amendment and Land Use Amendment in Richmond (Ward 8) at 2137 – 31 Avenue SW, LOC2018-0266

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### EXECUTIVE SUMMARY

This application was submitted by Civicworks Planning + Design on 2018 December 18 on behalf of the owner(s), Naglis Investments Ltd. The application proposes to change the designation of this property from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District to allow for:

- rowhouses in addition to the uses listed in the proposed R-CG designation (e.g. single detached homes, semi-detached, and duplex homes and suites);
- a maximum building height of 11 metres (an increase from the current maximum of 10 metres); and
- a maximum of 8 dwelling units (an increase from the current maximum of 4 dwelling units).

This application is intended to accommodate a comprehensive redevelopment of the subject parcel. An amendment to the *Richmond 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 amendment to the Richmond Area Redevelopment Plan (Attachment 2); and
2. Give three readings to the proposed bylaw.
3. **ADOPT**, by bylaw, the proposed redesignation of 0.12 hectares ± (0.29 acres ±) located at 2137 – 31 Avenue SW (Plan 4479P, Block 52, Lots 21 to 24) 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.

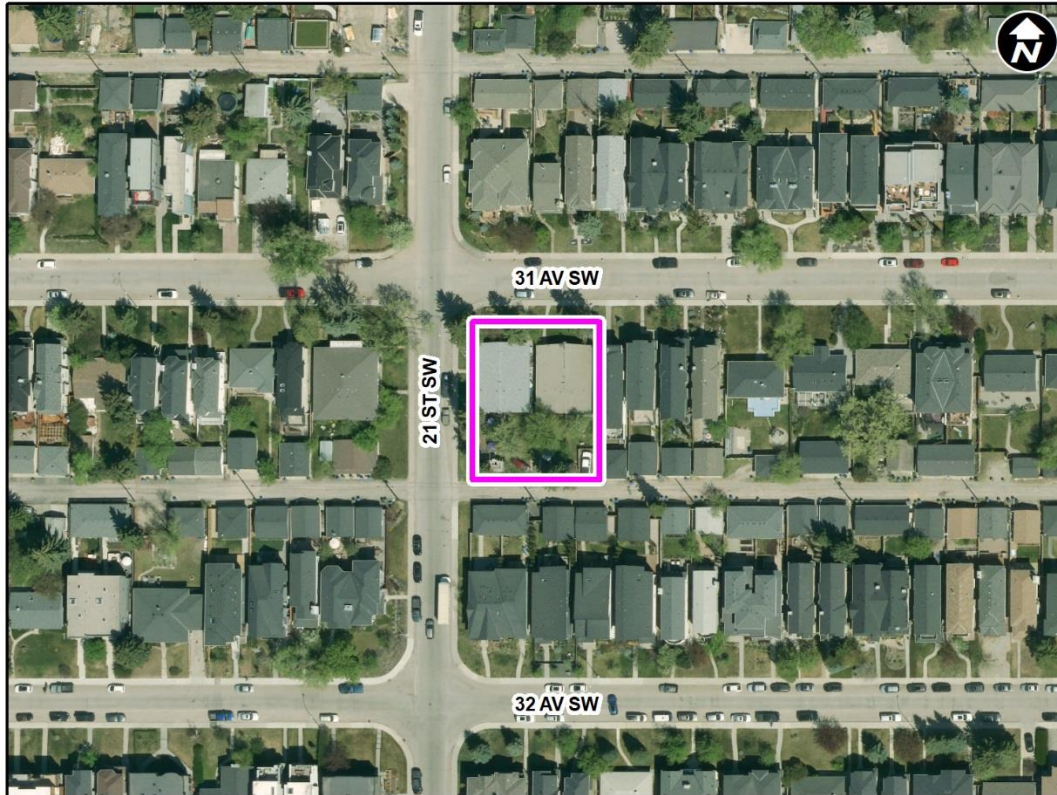


Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0093

**Policy Amendment and Land Use Amendment in Richmond (Ward 8) at 2137 - 31  
Avenue SW, LOC2018-0266**

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## SITE CONTEXT

The subject site is located in the community of Richmond on the southeast corner of 31 Avenue SW and 21 Street SW. Surrounding development is characterized by a mix of single and semi-detached homes. The predominant land use in this area is Residential – Contextual One / Two Dwelling (R-C2) District.

The site is approximately 0.12 hectares in size with approximate dimensions of 30 metres wide by 38 metres in depth. A rear lane exists on the south side of the site. The property is currently developed with two one-storey semi-detached dwellings and parking areas accessed from the lane.

As identified in *Figure 1*, the community of Richmond has seen a population decline since its population peak in 1968.

**Policy Amendment and Land Use Amendment in Richmond (Ward 8) at 2137 - 31 Avenue SW, LOC2018-0266**

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*Figure 1: Community Peak Population*

<b>Richmond</b>	
Peak Population Year	1968
Peak Population	5,080
2017 Current Population	4,781
Difference in Population (Number)	-299
Difference in Population (Percent)	-5.9%

Source: The City of Calgary 2017 Civic Census

Additional demographic and socio-economic information may be obtained online through the [Richmond](#) community profile.

## **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The proposal allows for a range of building types that have the ability to be compatible with the established building form of the existing neighbourhood. Though 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 Considerations**

#### ***Land Use***

The existing Residential – Contextual One / Two Dwelling (R-C2) District is a residential designation in developed areas that is primarily for single detached, semi-detached and duplex homes. Single detached homes may include a secondary suite. The R-C2 District allows for a maximum building height of 10 metres and a maximum of four dwelling units.

The proposed Residential – Grade-Oriented Infill (R-CG) District allows for two to three storey (11 metres maximum height) rowhouse developments where one façade of each dwelling unit must directly face a public street. The district provides for a maximum density of 75 units per hectare which would enable up to eight dwelling units on the subject site. The R-CG District also allows for a range of other low-density housing forms such as single detached, semi-detached, duplex dwellings and secondary suites.

#### ***Development and Site Design***

The rules of the proposed R-CG District provide basic guidance for the future site development including appropriate uses, height and building massing, landscaping and parking.

#### ***Environmental***

There are no environmental concerns associated with the site or this proposal.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0093

## **Policy Amendment and Land Use Amendment in Richmond (Ward 8) at 2137 - 31 Avenue SW, LOC2018-0266**

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### ***Transportation***

Pedestrian and vehicular access to the site is available from 31 Avenue SW, 21 Street SW and the rear lane. The area is well served by Calgary Transit bus service. North and southbound local service via Route 7 is available within 400 metres walking distance. There are no on-street parking restrictions adjacent to the site. A Transportation Impact Assessment was not required as part of this application.

### ***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. Individual servicing connections as well as appropriate stormwater management will be considered and reviewed at 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 sent to adjacent landowners and the application was advertised online.

The Richmond Knob Hill Community Association was circulated and a follow up email was sent. However, no comments were received prior to the finalization of this report.

Administration received two letters in support and five letters in opposition to the application.

Reasons stated for support are summarized below:

- Greater diversity of housing stock;
- Housing affordability; and
- Compatibility of row housing with existing low density development in the area.

Reasons stated for opposition are summarized below:

- Parcel is too small to accommodate eight dwelling units and vehicles;
- Increase in height, density, and lot coverage;
- Potential loss of mature vegetation;
- Increase in traffic, noise and parking issues; and
- Decrease in property values.

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 surrounding neighbourhood and parking requirements will be reviewed at the development permit stage.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0093

## **Policy Amendment and Land Use Amendment in Richmond (Ward 8) at 2137 - 31 Avenue SW, LOC2018-0266**

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Following Calgary Planning Commission, notifications 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.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (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.

#### ***Interim Growth Plan (2018)***

The recommendation aligns with the policy direction of the *Interim Growth Plan*. The proposed land use amendment and policy amendment builds on the principles of the *Interim Growth Plan* by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

#### ***Municipal Development Plan (Statutory – 2009)***

The subject parcel is located within the Residential - 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 that is similar in scale and built form to existing development, including a mix of housing such as townhouses and rowhousing. 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 a development form that may be sensitive to existing residential development in terms of height, built form and density.

#### ***Richmond Area Redevelopment Plan (Statutory – 1985)***

The subject parcel is located within the Conservation Infill area as identified on Map 2: Land Use Policy in the *Richmond Area Redevelopment Plan*. The Conservation Infill area is intended for low-density developments in the form of single detached, semi-detached, and duplex dwellings. To accommodate the proposed R-CG District, a minor amendment to Map 2 is required to change the land use category of the subject site to Low Density Residential (Attachment 2).

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0093

**Policy Amendment and Land Use Amendment in Richmond (Ward 8) at 2137 - 31 Avenue SW, LOC2018-0266**

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**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.

**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 an inner-city parcel of land and allows for development that has the ability to be compatible with the character of the existing neighbourhood.

**ATTACHMENT(S)**

1. Applicant's Submission
2. **Proposed Bylaw 23P2019**
3. **Proposed Bylaw 78D2019**





## Applicant's Submission



460 - 5119 Elbow Drive SW P 403 201 5305  
Calgary, Alberta T2V 1H2 F 403 201 5344

2018.12.12

Planning & Development  
The City of Calgary  
PO Box 2100, Station M  
800 Macleod Trail SE  
Calgary, Alberta T2P 2M5

### RE:

Land Use Redesignation  
From R-C2 to R-CG: 2135, 2137 & 2139 31 AV SW | Lots 21 - 24, Block 52, Plan 4479P

### APPLICANT STATEMENT

The subject parcel is located in the community of Richmond and consists of  $\pm 0.116$  ha of privately owned land. RNDSQL has retained CivicWorks Planning + Design Inc. to undertake a land use redesignation process to facilitate the construction of an eight-unit Rowhouse development with front doors facing 21 ST SW and 31 AV SW, including an eight-bay garage structure. The proposed use is well-suited to the site, given its surrounding context, lot characteristics and location.

The site's current R-C2 (Residential - Contextual One / Two Dwelling) District allows for residential development in the form of Single Detached Dwellings, Semi-detached Dwellings and Duplex Dwellings. In support of the proposed development, this application seeks to amend the existing R-C2 District to an R-CG (Residential - Grade-Oriented Infill) District. A supporting Minor Area Redevelopment Plan (ARP) Amendment to the Richmond ARP will also be required.

Like R-C2, the R-CG District is a Low Density Residential District intended to facilitate grade-oriented development. The proposed R-CG District was designed to be implemented in proximity to or directly adjacent to low-density residential development. The proposed development represents a modest density increase of an inner-city parcel of land and allows for development that has the ability to be compatible with the character of the existing neighbourhood.

### PLANNING RATIONALE

The subject site features numerous characteristics that make it especially appropriate for the proposed R-CG land use change, which will directly facilitate the development of new and innovative inner-city housing options for Calgarians:

**Corner Lot:** The subject site occupies a corner lot, allowing the proposed development to contribute to the neighbourhood streetscape by addressing both 21 ST SW and 31 AV SW with grade-oriented unit entrances.

**Direct Lane Access:** The subject site has direct lane access, facilitating a development that orients vehicle access to the rear lane, creating an uninterrupted, pedestrian-friendly streetscape interface along 21 ST SW and 31 AV SW.

**Proximity To Commercial:** The subject site is located within 200m of the Neighbourhood Main Street - 33 AV SW.

**Proximity To Transit:** The subject site is located <200m from the Primary Transit Network along 33 AV SW.

## Applicant's Submission



**Proximity To An Existing Open Space, Park or Community Amenity:** The subject site allows residents direct and easy access to a variety of community resources. The property is located less than 200m from a community park on 22 ST SW and 30 AV SW.

### CITY-WIDE POLICY ALIGNMENT

This proposed land use redesignation and associated development vision is consistent with the city-wide goals and policies of the Municipal Development Plan, which encourage: the development of more innovative and affordable housing options in established communities; more efficient use of infrastructure; and more compact built forms in locations with direct and easy access to transit, shopping, schools and other community services.

### COMMUNITY ENGAGEMENT

RNDSQR and the project team have designed and undertaken a comprehensive community engagement process in support of this application and others like it in order to ensure a clear and transparent application process for all stakeholders. The project team is committed to working with our neighbours throughout the application process. Key elements of our engagement strategy include:

#### On-site Signage | To be installed on-site at time of submission

To supplement the City of Calgary notice signage that is associated with Land Use Redesignation and Development Permit applications, RNDSQR and the project team deploy on-site signage that notifies neighbours and surrounding community members of a proposed land use change.

The signage outlines the land use change and development vision for the subject site and directs interested parties to get in touch with the project team.



Example of signage installed on-site during application process

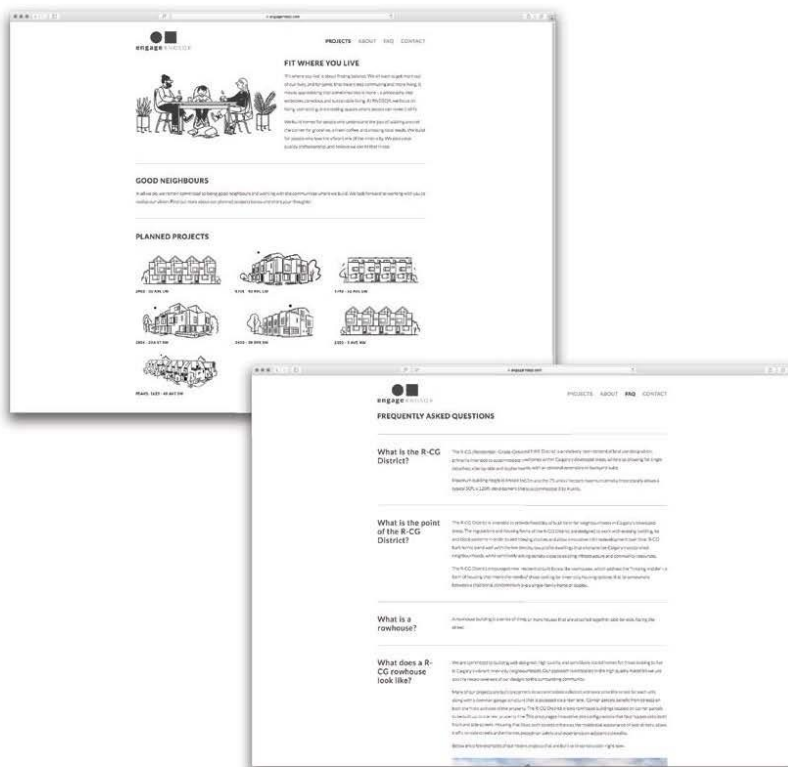
## Applicant's Submission



**Project Website | [www.engageRndsqr.com](http://www.engageRndsqr.com)**

To ensure that all stakeholders have consistent and easy access to information about future RNDSQL projects, the project team has developed and launched a website portal for projects that are in the planning and approvals process. The engageRNDSQL website portal includes:

- Information about RNDSQL and their vision;
- Project-specific pages that include site location, proposed land use change, and the associated development vision;
- Answers to frequently asked questions;
- Opportunities to contact the project team with general or site-specific questions and comments; and
- Contact information for The City File Manager, along with LOC & DP reference numbers (once filed and assigned).



## Applicant's Submission



### Surrounding Area Postcard Drop | Delivered to ~100 neighbouring addresses

Paired with on-site signage, the postcard drops ensure that surrounding area neighbours and adjacent property owners are aware of the proposed land use change.

The postcards outline the proposed land use change for the subject site and direct interested parties to get in touch with the project team via phone and email. Inquiries, questions, and comments are received, compiled, and responded to by the project team in a timely manner.



Example of postcards to be delivered.

### CONCLUSION

The proposed land use redesignation is in keeping with the city-wide goals and policies of the Municipal Development Plan and will facilitate a development vision that will introduce new and innovative housing options for Calgarians looking to live in established communities that enjoy excellent access to transit, existing infrastructure and community amenities. For the reasons outlined above, we respectfully request that Administration, Calgary Planning Commission and Council support this application.

Should you have any questions, comments or concerns, please contact me at 403.808.9275 or [brady@civicworks.ca](mailto:brady@civicworks.ca).

Sincerely,

Brady Rokosh | Urban Planner  
BSc, MPlan

# PROPOSED

CPC2019-0093  
ATTACHMENT 2

## BYLAW NUMBER 23P2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE RICHMOND AREA REDEVELOPMENT PLAN BYLAW 17P85 (LOC2018-0266/CPC2019-0093) \*\*\*\*\*

**WHEREAS** it is desirable to amend the Richmond Area Redevelopment Plan Bylaw 17P85, 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:**

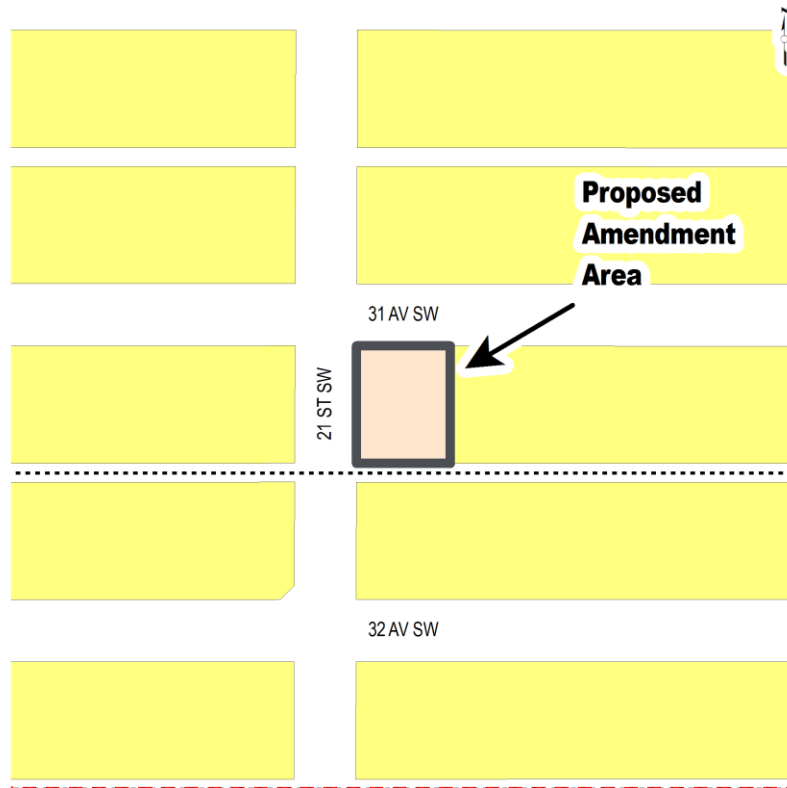
1. The Richmond Area Redevelopment Plan attached to and forming part of Bylaw 17P85, as amended, is hereby further amended as follows:
  - (a) Amend Map 2 entitled 'Land Use Policy' by changing 0.12 hectares  $\pm$  (0.29 acres  $\pm$ ) located at 2137 – 31 Avenue SW (Plan 4479P, Block 52, Lots 21-24) from 'Conservation/Infill' to 'Low Density Residential', as generally illustrated in the sketch below:

**Map 2**

#### **Land Use Policy**

Legend

- Study Area Boundary
- Main Street Area  
Developed Areas Guidebook
- Conservation/ Infill
- Low Density Residential



# PROPOSED

BYLAW NUMBER 23P2019

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

CPC2019-0093  
ATTACHMENT 3

## BYLAW NUMBER 78D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0266/CPC2019-0093)**  
\*\*\*\*\*

**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 \_\_\_\_\_

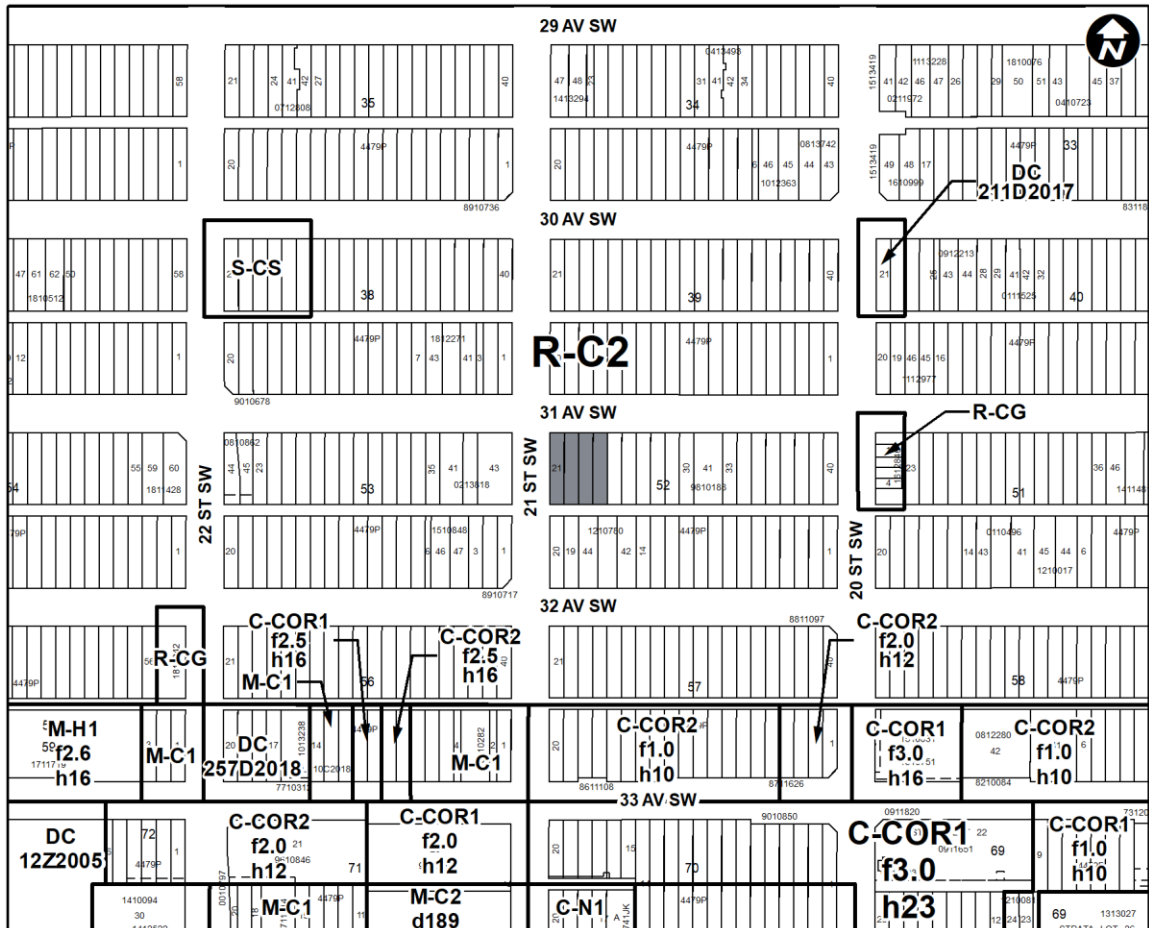
\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0266/CPC2019-0093  
BYLAW NUMBER 78D2019

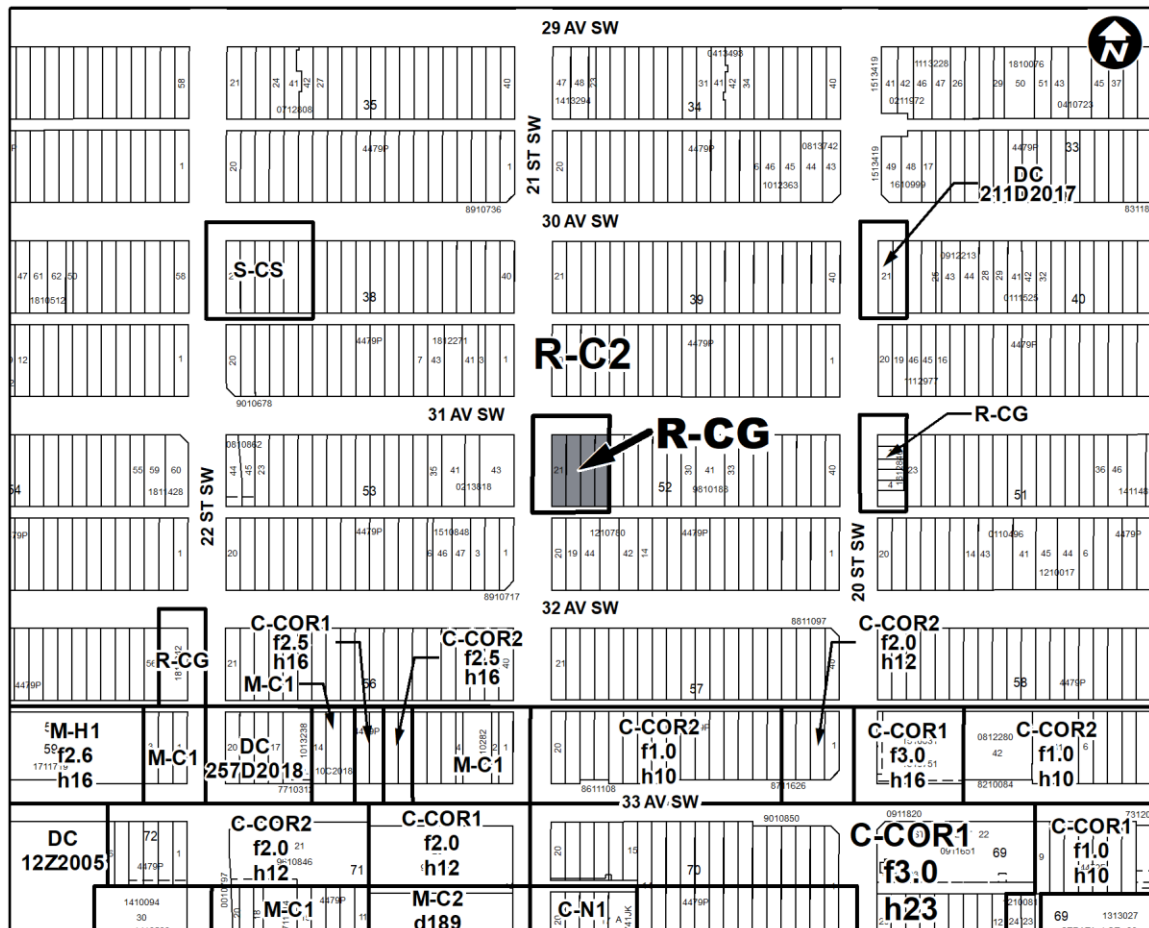
## SCHEDULE A





**AMENDMENT LOC2018-0266/CPC2019-0093  
BYLAW NUMBER 78D2019**

## **SCHEDULE B**





Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0188

## Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at 2806 Richmond Road SW, LOC2018-0264

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### EXECUTIVE SUMMARY

This application was submitted by CivicWorks Planning + Design on 2018 December 11, on behalf of the Richmond2806 Ltd. The application proposes to change the designation of this property from DC Direct Control District to Residential – Grade-Oriented Infill (R-CG) District to allow for:

- rowhouses in addition to the uses already allowed (e.g. single detached, semi-detached, and duplex homes);
- a maximum building height of 11 metres (an increase from the maximum of 10 metres);
- a maximum of five dwelling units (an increase from the maximum of two dwelling units); and
- the uses listed in the R-CG District.

A minor map amendment to the *Killarney/ Glengarry 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*.

### ADMINISTRATION RECOMMENDATION:

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed amendments to the Killarney/Glengarry Area Redevelopment Plan (Attachment 3); and
2. Give three readings to the proposed bylaw.
3. **ADOPT**, by bylaw, the proposed redesignation of 0.08 hectares ± (0.19 acres ±) located at 2806 Richmond Road SW (Plan 5661O, Block 52, Lots 22 and 23) from DC Direct Control 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  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0188

Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at  
2806 Richmond Road SW, LOC2018-0264

**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2019 FEBRUARY 21:**

That Council hold a Public Hearing; and

1. ADOPT, by bylaw, the proposed amendments to the Killarney/Glengarry Area Redevelopment Plan (**Attachment 2**);
2. Give three readings to the **Proposed Bylaw 24P2019**;
3. ADOPT, by bylaw, the proposed redesignation of 0.08 hectares  $\pm$  (0.19 acres  $\pm$ ) located at 2806 Richmond Road SW (Plan 5661O, Block 52, Lots 22 and 23) from DC Direct Control District to Residential – Grade-Oriented Infill (R-CG) District; and
4. Give three readings to the **Proposed Bylaw 79D2019**.

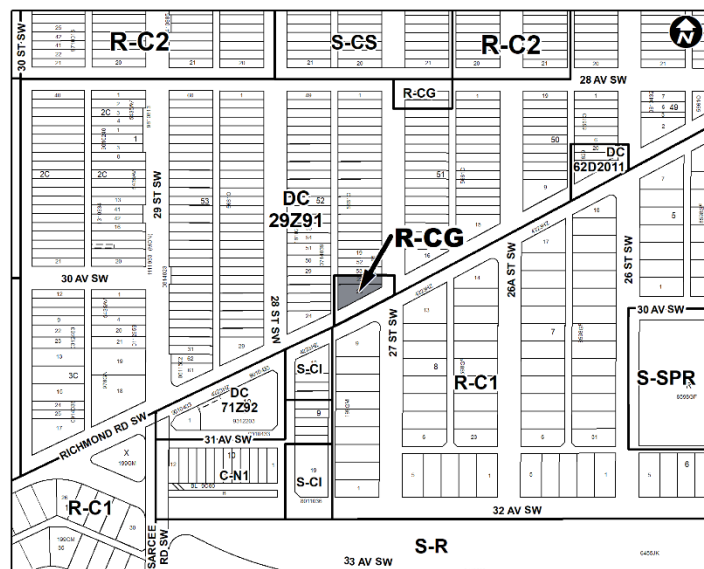
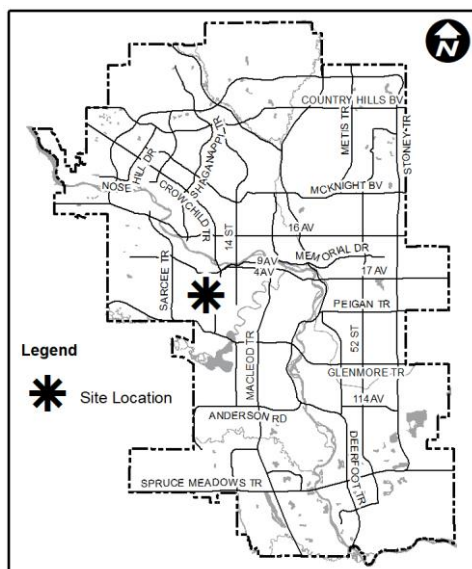
**PREVIOUS COUNCIL DIRECTION / POLICY**

None.

**BACKGROUND**

No development permit application has been submitted at this time.

**Location Maps**

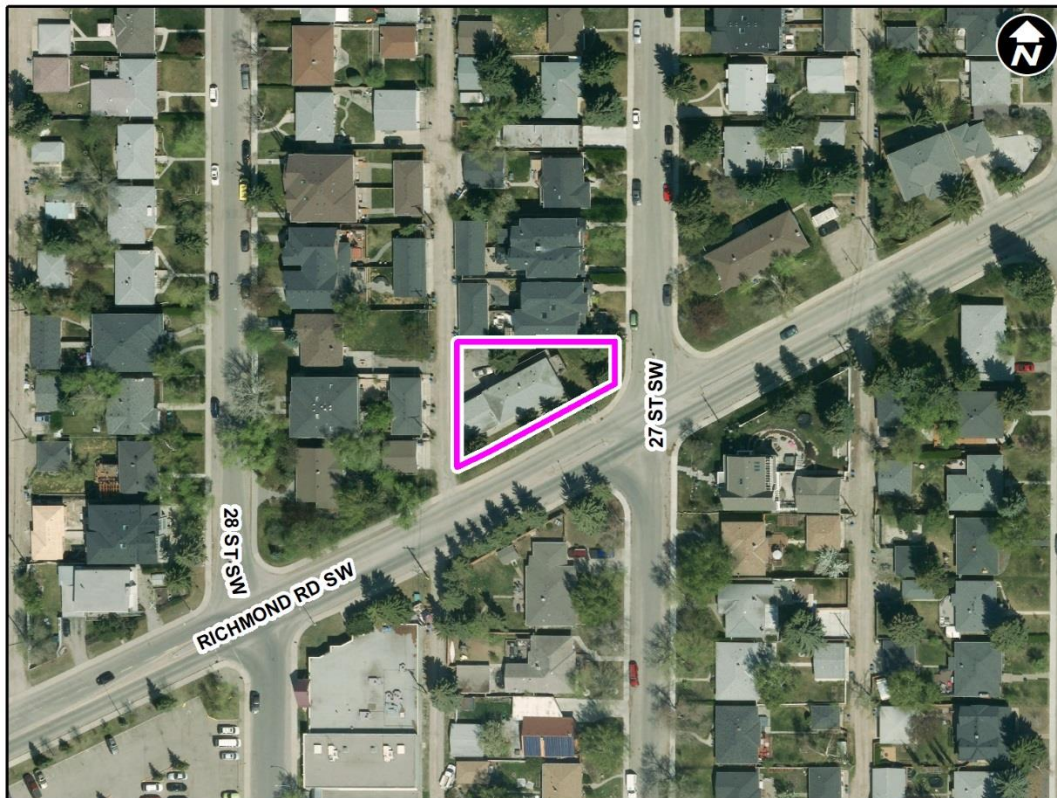


Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0188

**Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at  
2806 Richmond Road SW, LOC2018-0264**

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## BACKGROUND

### *Site Context*

The subject site is located in the southwest community of Killarney/Glengarry on the northwest corner of Richmond Road SW and 27 Street SW. Surrounding development consists of low-density residential under predominantly the same Direct Control District to the east, west, and north and low-density residential under the Residential – Contextual One Dwelling (R-C1) District to the south and south east. The closest parcel designated as Residential Grade-Oriented Infill (R-CG) District is located 146 metres to the north. A neighbourhood commercial area and Richmond Park Manor is located to the south west.

**Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at  
2806 Richmond Road SW, LOC2018-0264**

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*Figure 1: Community Peak Population*

<b>Killarney</b>	
Peak Population Year	2015
Peak Population	7,677
2018 Current Population	7,530
Difference in Population (Number)	-147
Difference in Population (Percent)	-2%

Source: The City of Calgary 2018 Civic Census

## **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

### ***Planning Considerations***

The following sections highlight the scope of technical planning analysis conducted by Administration.

### ***Land Use***

The existing DC Direct Control District (Bylaw 28Z91) is based on the R-2 District of Land Use Bylaw 2P80. This district allows for single detached, semi-detached and duplex homes. A maximum building height of 10 metres and a maximum of two dwelling units is allowed under this district.

The proposed Residential – Grade-Oriented Infill (R-CG) District allows for two to three storey (11 metres maximum height) rowhouse developments where one façade of each dwelling unit must directly face a public street. The R-CG District also allows for a range of other low-density housing forms such as single detached, semi-detached and duplex dwellings.

### ***Development and Site Design***

Secondary suites (one backyard suite or secondary suite per unit) are also allowable in R-CG developments. Secondary suites do not count against allowable density and do not require motor vehicle parking stalls in the R-CG district, provided the suites are below 45 square metres in size, are located within 600 metres of frequent transit, and storage is provided for bikes, strollers or similar. The maximum density of 75 units per hectare would allow for up to five dwelling units on the subject site.

### ***Environmental***

An environmental site assessment was not required for this application.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0188

## **Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at 2806 Richmond Road SW, LOC2018-0264**

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### ***Transportation***

Pedestrian and vehicular access to the site is available from both Richmond Road SW and 27 Street SW and the rear lane. The subject site is approximately 550 metres away from a westbound 112 Sarcee Road bus stop, which provides service through the Richmond area, and provides access to a number of other bus routes at the Richmond Square bus stop, and turns around at Westhills Towne Centre. The site is also approximately 550 metres away from an Eastbound 112 Sarcee Road bus stop which provides service to the Sunalta LRT station 3.8 kilometres away. On-street parking adjacent to the site is non-restricted. A Transportation Impact Assessment was not required as part of this application.

### ***Utilities and Servicing***

Water, sanitary and storm mains are available to this site. Further details for servicing and waste collection facilities will be reviewed at the development permit stage.

### ***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.

CivicWorks Planning + Design, on behalf of Richmond2806 Ltd, engaged with surrounding community members and stakeholders through the application process through placement of their own signage on the site as well as hand-delivering postcards at approximately 100 residences that highlighted the proposed land use change and ultimate development vision for the site.

The Killarney/ Glengarry Community Association responded with no objection to the subject application and will provide a more detailed response at the development permit stage. Two responses of objection were received from members of the public that detailed concerns with:

- Adding to heavy traffic and congestion;
- Altering the character of the neighbourhood;
- Impact on street parking;
- Privacy and shadowing issues onto adjacent properties;
- Desire for shadow study at time of DP submission; and
- Five units being too much density and unprecedented in the neighbourhood

Following Calgary Planning Commission, notifications 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.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0188

## **Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at 2806 Richmond Road SW, LOC2018-0264**

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### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (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.

#### ***Interim Growth Plan (2018)***

The recommendation aligns with the policy direction of the *Interim Growth Plan* and builds on its principles by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

#### ***Municipal Development Plan (Statutory – 2009)***

The subject parcel is located within the Residential - 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 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 alignment with relevant MDP policies, as the rules of the R-CG District provide for a development form that may be sensitive to existing residential development in terms of height, built form and density.

#### ***Killarney/Glengarry Area Redevelopment Plan (Statutory – 1986)***

The subject parcel is located within the Conservation/Infill area as identified on Map 2: Land Use Policy in the *Killarney/Glengarry Area Redevelopment Plan* (ARP). The Conservation/Infill area is intended for low-density developments in the form of single detached, semi-detached, and duplex dwellings. To accommodate the proposed R-CG District, a minor amendment to Map 2 of the ARP is required to change the land use category of the subject site to Low Density Townhousing (Attachment 2).

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

The recommended land use allows for a wider range of housing types than the existing DC Direct Control 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  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0188

**Policy Amendment and Land Use Amendment in Killarney/Glengarry (Ward 8) at  
2806 Richmond Road SW, LOC2018-0264**

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**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 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 an inner-city parcel of land and allows for development that has the ability to be compatible with the character of the existing neighbourhood.

**ATTACHMENT(S)**

1. Applicant's Submission
2. **Proposed Bylaw 24P2019**
3. **Proposed Bylaw 79D2019**



## Applicant's Submission



460 - 5119 Elbow Drive SW P 403 201 5305  
Calgary, Alberta T2W 1H2 F 403 201 5344

05.12.2018

Planning & Development  
The City of Calgary  
PO Box 2100, Station M  
800 Macleod Trail SE  
Calgary, Alberta T2P 2M5

### RE:

Land Use Redesignation  
From DC-29Z91 to R-CG: 2806 Richmond Road SW | Lot 22 & 23, Block 52, Plan 56610

### APPLICANT STATEMENT

The subject parcel is located in the community of Killarney/Glengarry and consists of  $\pm 0.0758$  ha of privately owned land. EagleCrest has retained CivicWorks Planning + Design Inc. to undertake a land use redesignation process to facilitate the construction of a five-unit Rowhouse Building with front doors facing Richmond Road SW and 27 Street SW, including a five-bay garage structure. The proposed use is well-suited to the site, given its surrounding context, lot characteristics and location.

The site's current DC-29Z91 (Direct Control) District, which has the same Permitted and Discretionary uses of the R-2 Residential Low Density District, allows for residential development in the form of Single Detached Dwellings, Semi-detached Dwellings and Duplex Dwellings, and limits this parcel to two households regardless of configuration. In support of the proposed development, this application seeks to amend the existing DC-29Z91 District to a R-CG (Residential - Grade-Oriented Infill) District. A supporting Minor Area Redevelopment Plan (ARP) Amendment to the Killarney/Glengarry ARP will also be required.

Like R-2, the R-CG District is a Low Density Residential District intended to facilitate grade-oriented development. The intent of the R-CG District is to; accommodate grade-oriented development in the form of Rowhouse Buildings, Duplex Dwellings, Semi-detached Dwellings and Cottage Housing Clusters; allow Secondary Suites and Backyard Suites with new and existing residential development; provide flexible parcel dimensions and building setbacks that facilitate integration of a diversity of grade-oriented housing over time; and accommodate site and building designs that are adaptable to the functional requirements of evolving household needs.

The subject lands fall within the boundaries of the Killarney/Glengarry ARP, a Local Area Plan approved in 1986 currently under review as it is not aligned with more up to date policy such as the Municipal Development Plan (MDP) and Developed Areas Guidebook (DAG), which support greater housing choice and reinforce more complete and resilient residential neighbourhoods. The MDP identifies ground-oriented housing as a key component of complete communities and encourages growth and change in low-density residential neighbourhoods through the addition of a diverse mix of ground-oriented housing options.

### PLANNING RATIONALE

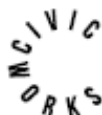
The subject site features numerous characteristics that make it especially appropriate for the proposed R-CG land use change, which will directly facilitate the development of new and innovative inner-city housing options for Calgarians:

**Corner Lot:** The subject site occupies a corner lot, allowing the proposed development to contribute to the neighbourhood streetscape by addressing both Richmond Road SW and 27 Street SW with grade-oriented unit entrances.

[www.civicworks.ca](http://www.civicworks.ca)

2

## Applicant's Submission



**Direct Lane Access:** The subject site has direct lane access, facilitating a development that orients vehicle access to the rear lane, creating an uninterrupted, pedestrian-friendly streetscape interface along Richmond Road SW and 27 Street SW.

**Major Road:** The subject site is located along Richmond Road SW – a Collector Road – ensuring both ease of access and traffic capacity for current and future residents.

**Proximity To Commercial:** The subject site is located a short ~100m walk from a neighbourhood commercial site.

**Proximity To Transit:** The subject site is located ~250m from the Primary Transit Network along Richmond RD SW and a ~1km (± 15 minute walk) to a BRT MAX Teal station, providing convenient access East/West to the City Centre, and North/South to Mount Royal University and southeast Calgary.

**Proximity To An Existing Open Space, Park or Community Amenity:** The subject site allows residents direct and easy access to a variety of community resources. The property is located less than 800m (a ± ten minute walk) from the Killarney Elementary School, Holy Name School, and Killarney Glengarry Community Association, and a ~1km (a ± 15 minute walk) to Richmond School and the Killarney Aquatic & Recreation Centre.

### CITY-WIDE POLICY ALIGNMENT

This proposed land use redesignation and associated development vision is consistent with the city-wide goals and policies of the Municipal Development Plan, which encourage: the development of more innovative and affordable housing options in established communities; more efficient use of infrastructure; and more compact built forms in locations with direct and easy access to transit, shopping, schools and other community services.

### COMMUNITY ENGAGEMENT

EagleCrest is committed to being a good neighbour and working with surrounding community members and stakeholders throughout the application process. As part of that commitment, EagleCrest and the project team have designed a community engagement process in support of this application and others like it to ensure a clear and transparent application process for all stakeholders. Stakeholders like the Community Association and Ward Councillor's office are actively invited to participate in our process, which focuses on informative and fact-based engagement and communications. Key elements of our engagement strategy include:

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#### On-site Signage | To be installed on-site at time of submission

To supplement the usual City of Calgary notice signage that is associated with Land Use Redesignation and Development Permit applications, EagleCrest and the project team deploy on-site signage that notifies neighbours and surrounding community members of a proposed land use change.

The signage outlines the land use change and development vision for the subject site and directs interested parties to get in touch with the project team via a dedicated email inbox and phone line. All inquiries, questions and comments are received, compiled, and responded to by the project team in a timely manner.

## Applicant's Submission



### Surrounding Area Postcard Drop | ~100 surrounding area neighbours

Paired with on-site signage, hand-delivered postcards ensure that surrounding area neighbours and adjacent property owners are aware of the proposed land use change and associated development vision.

The postcards outline the proposed land use change and ultimate development vision for the subject site and directs interested parties to get in touch with the project team via the dedicated email inbox and phone line. All inquiries, questions, and comments are received, compiled, and responded to by the project team in a timely manner.



Postcard and on-site sign information



## CONCLUSION

The proposed land use redesignation is in keeping with the city-wide goals and policies of the Municipal Development Plan and will facilitate a development vision that will introduce new and innovative housing options for Calgarians looking to live in established communities that enjoy excellent access to transit, existing infrastructure and community amenities. For the reasons outlined above, we respectfully request that Administration, Calgary Planning Commission and Council support this application.

Should you have any questions, comments or concerns, please contact me at 403.975.3763 or ben@civicworks.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "Ben Bailey".

Ben Bailey | Urban Planner  
BA, MPlan, RPP, MCIP



# PROPOSED

CPC2019-0188  
ATTACHMENT 2

## BYLAW NUMBER 24P2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE KILLARNEY/ GLENGARRY AREA REDEVELOPMENT PLAN BYLAW 16P85 (LOC2018-0264/CPC2019-0188)

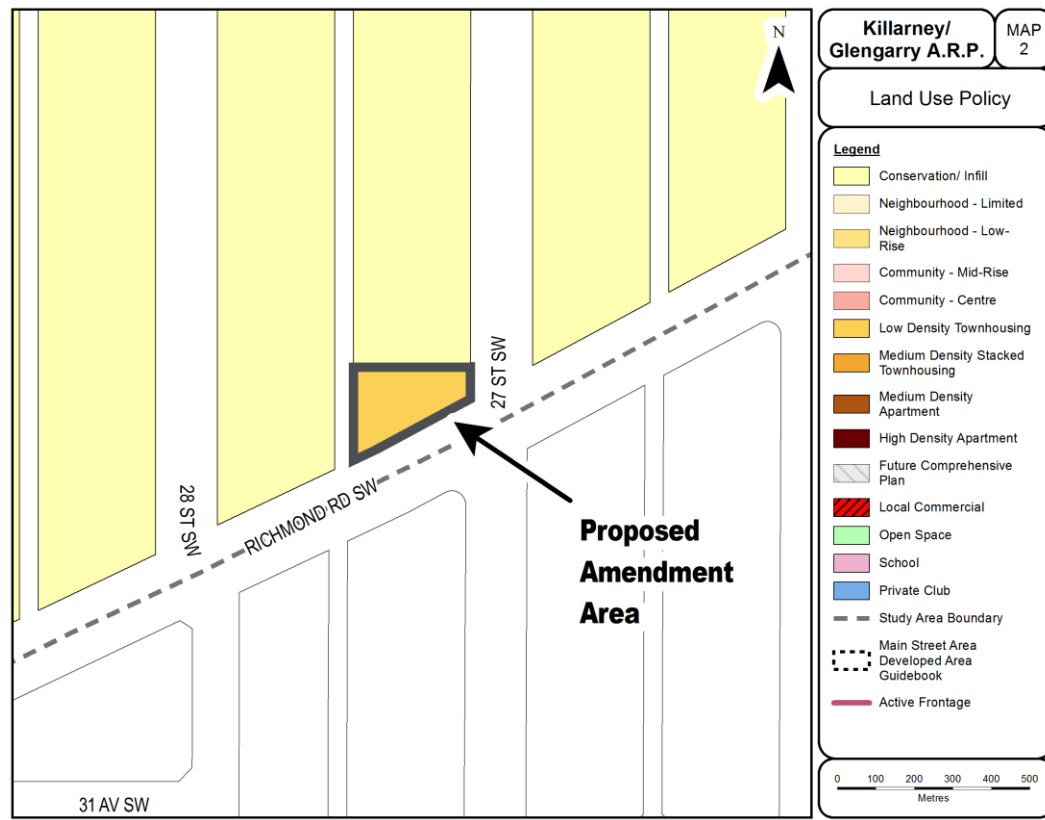
\*\*\*\*\*

**WHEREAS** it is desirable to amend the Killarney/ Glengarry Area Redevelopment Plan Bylaw 16P85, 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 Killarney/ Glengarry Area Redevelopment Plan attached to and forming part of Bylaw 16P85, as amended, is hereby further amended as follows:
  - (a) Amend Map 2 entitled 'Land Use Policy', by changing 0.08 hectares  $\pm$  (0.19 acres  $\pm$ ) located at 2806 – Richmond Road SW (Plan 5661O, Block 52, Lots 22 and 23) from "Conservation/ Infill" to "Low Density Townhousing" as generally illustrated in the sketch below:



# PROPOSED

BYLAW NUMBER 24P2019

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

CPC2019-0188  
ATTACHMENT 3

## BYLAW NUMBER 79D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0264/CPC2019-0188)**  
\*\*\*\*\*

**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 \_\_\_\_\_

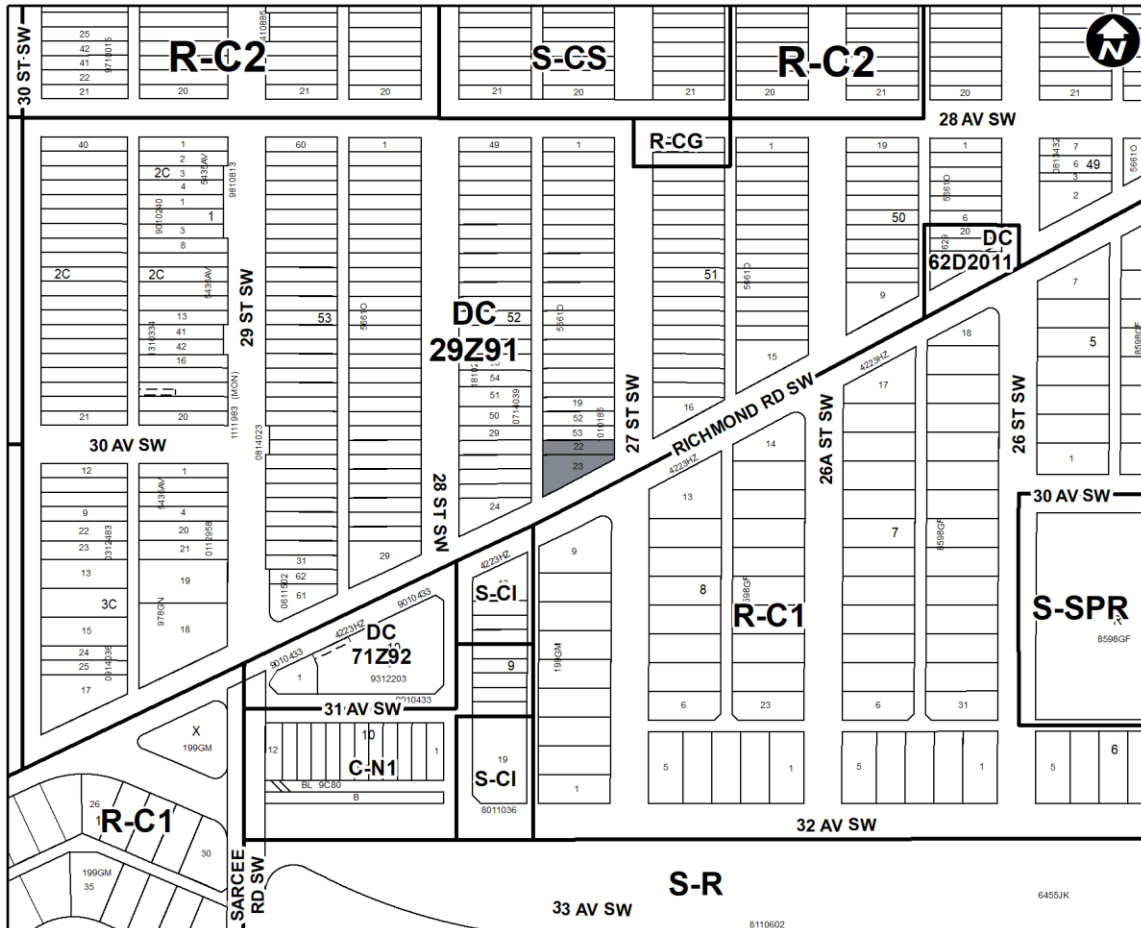
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CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0264/CPC2019-0188  
BYLAW NUMBER 79D2019

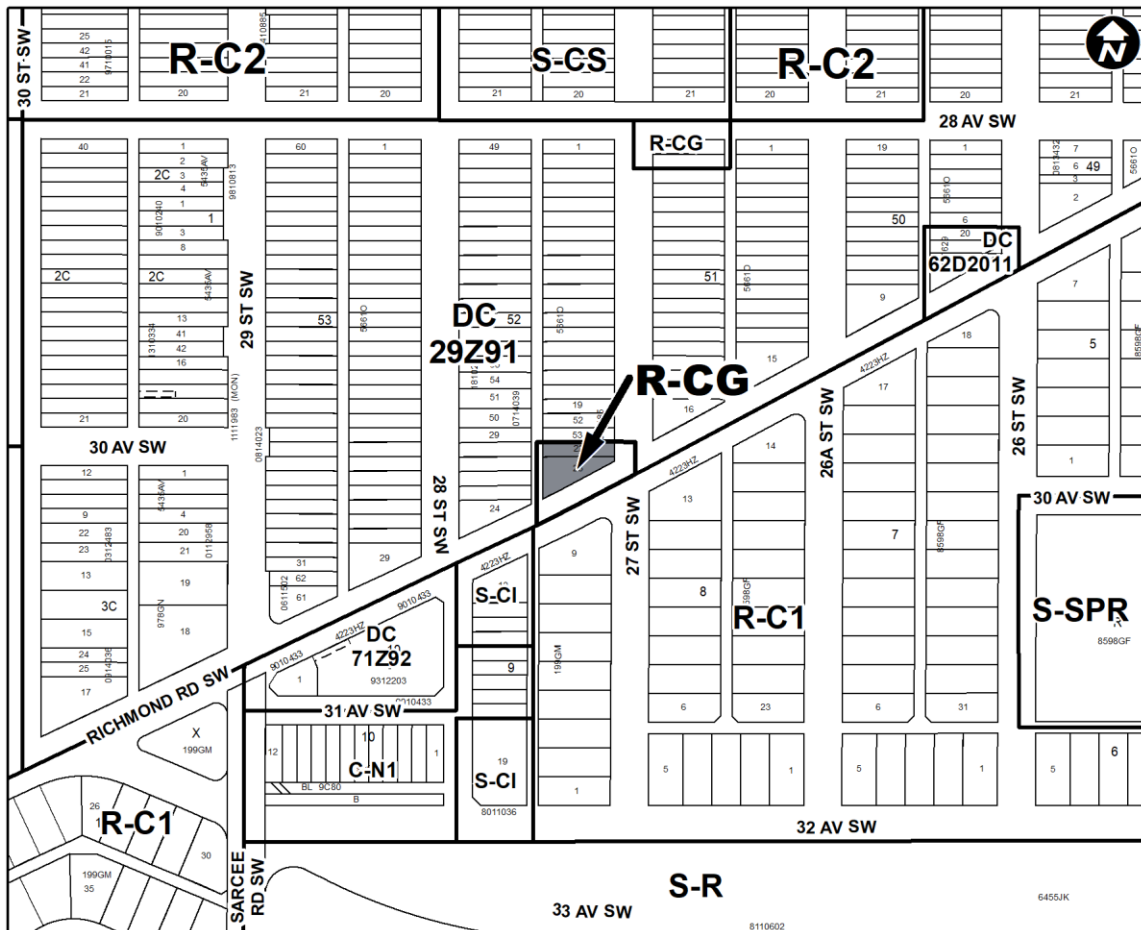
## SCHEDULE A



# PROPOSED

AMENDMENT LOC2018-0264/CPC2019-0188  
BYLAW NUMBER 79D2019

## SCHEDULE B





Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0159

## Policy Amendment and Land Use Amendment in Bankview (Ward 8) at Multiple Properties, LOC2018-0183

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### EXECUTIVE SUMMARY

This policy and land use amendment application was submitted by Mckinley Burkart on 2018 August 15 on behalf of the landowner Tollo One Development Corp. The application proposes to change the designation of these properties from Multi-Residential – Contextual Grade-Oriented (M-CG) District to Multi-Residential – Contextual Medium Profile (M-C2) District to allow for:

- multi-residential buildings (e.g. townhouses, apartment buildings);
- a maximum building height of 16.0 metres (an increase from the current maximum of 12 metres);
- a maximum building floor area of 3,439 square metres  $\pm$ , based on a building floor to parcel area ratio (FAR) of 2.5; and
- the uses listed in the proposed M-C2 District.

The proposed land use amendment is in keeping with applicable policies identified in the *Municipal Development Plan* (MDP) and the *Bankview Area Redevelopment Plan* (ARP). As part of this application, a minor map amendment to the ARP related to the subject site is required.

A development permit application for a five storey, 93-unit apartment building 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 amendment to the Bankview Area Redevelopment Plan (Attachment 2); and
2. Give three readings to the proposed bylaw.
3. **ADOPT**, by bylaw, the proposed redesignation of 0.14 hectares  $\pm$  (0.34 acres  $\pm$ ) located at 2604, 2608, 2610 – 17A Street SW (Plan 1717FW, Block 10, Lots 4 to 6) from Multi-Residential – Contextual Grade-Oriented (M-CG) District **to** Multi-Residential – Contextual Medium Profile (M-C2) District; and
4. Give three readings to the proposed bylaw.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
Corrected CPC2019-0159

**Policy Amendment and Land Use Amendment in Bankview (Ward 8) at Multiple Properties, LOC2018-0183**

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**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2019 FEBRUARY 21:**

That Council hold a Public Hearing; and

1. ADOPT, by bylaw, the proposed amendment to the Bankview Area Redevelopment Plan; and
2. Give three readings to **Proposed Bylaw 25P2019**.
3. ADOPT, by bylaw, the proposed redesignation of 0.14 hectares  $\pm$  (0.34 acres  $\pm$ ) located at 2604, 2608, 2610 – 17A Street SW (Plan 1717FW, Block 10, Lots 4 to 6) from Multi-Residential – Contextual Grade-Oriented (M-CG) District to Multi-Residential – Contextual Medium Profile (M-C2) District; and
4. Give three readings to **Proposed Bylaw 84D2019**.

Excerpt from the Minutes of the 2019 February 21 Regular Meeting of the Calgary Planning Commission:

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“Copies of the following documents were distributed with respect to Report CPC2019-0159:

- A revised Attachment 2; and
- A document summarizing clerical correction to Report CPC2019-0159, as follows:

On page 8 of 9:

In the section 'Bankview Area Redevelopment Plan (Statutory - 1981)', delete the first paragraph and substitute with the words:

"The subject parcels are located within the Medium Low Density on Figure 2 – Land Use Policy of the *Bankview Area Redevelopment Plan* (ARP). The Medium Low Density area is intended to accommodate primarily townhousing and stacked townhousing. To accommodate this land use redesignation as well as the proposed development permit application (Attachment 3), minor amendments are required to Figure 2 of the ARP to identify appropriate parcels as Neighbourhood Mid-Rise policy area, which is a land use category that has been recently added to the ARP (2017 July 31), to accommodate the scale of development proposed by this application, as follows:."

**PREVIOUS COUNCIL DIRECTION / POLICY**

None.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
Corrected CPC2019-0159

## **Policy Amendment and Land Use Amendment in Bankview (Ward 8) at Multiple Properties, LOC2018-0183**

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### **BACKGROUND**

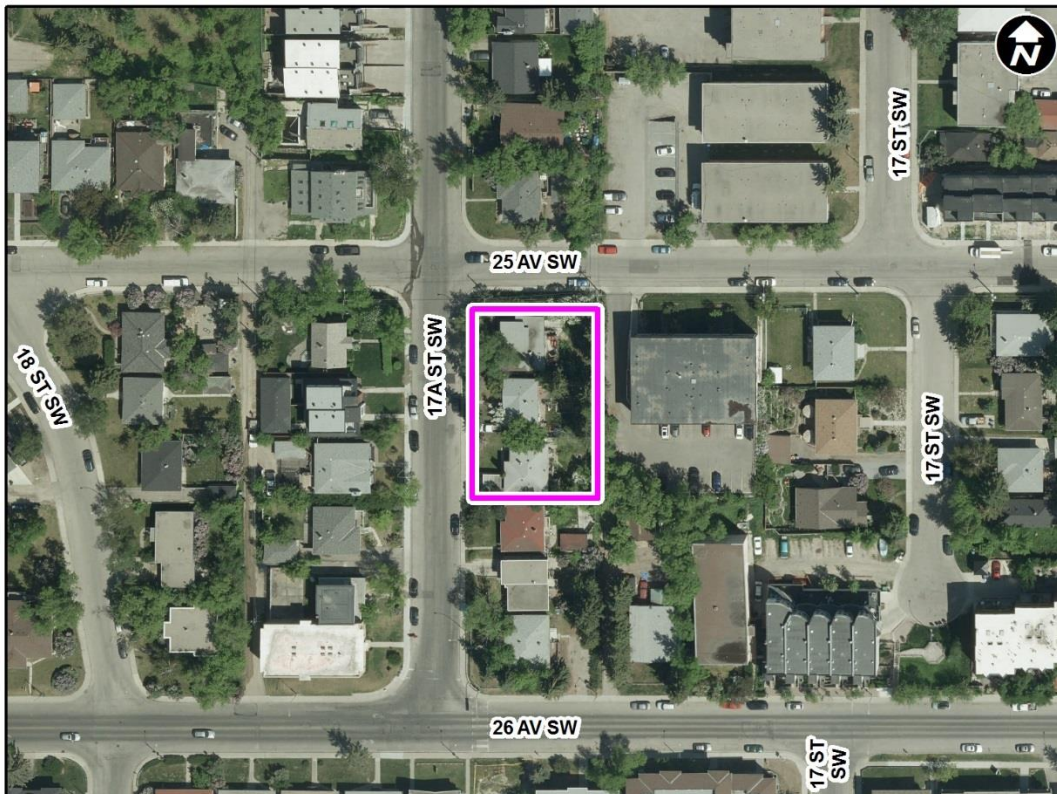
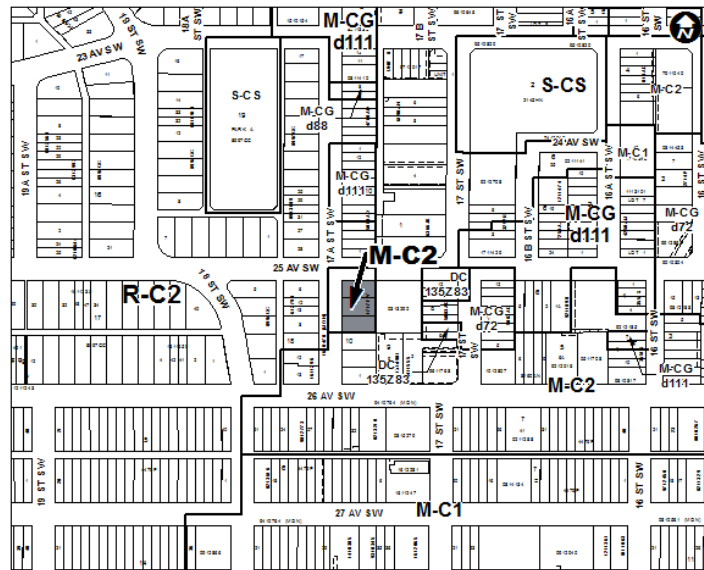
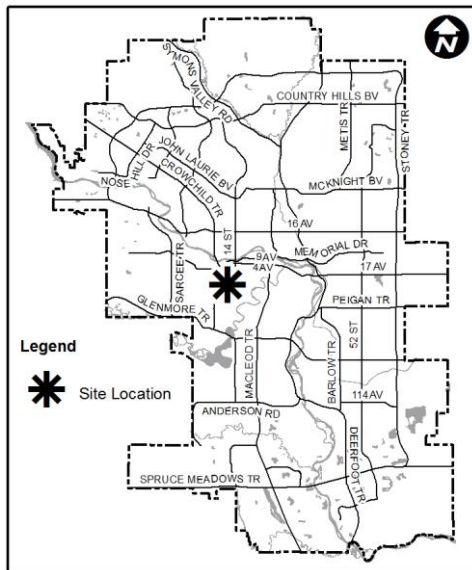
This land use amendment application was submitted to The City of Calgary by Mckinley Burkart on 2018 August 15 on behalf of the landowner, Tollo One Development Corp. Refer to Attachment 1 for the Applicant's Submission. The subject lands are planned to be consolidated with four additional parcels to the south, which are currently designated as Multi-Residential – Contextual Medium Profile (M-C2) District, in order to develop a five storey, 93-unit apartment building. A development permit has been submitted by Mckinley Burkart Architects on 2018 August 15 and is under review. See Attachment 3 for a summary of the development permit. No decision will be made on the development permit until City Council has made a decision on this redesignation application.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
Corrected CPC2019-0159

Policy Amendment and Land Use Amendment in Bankview (Ward 8) at Multiple  
Properties, LOC2018-0183

Location Maps





## Policy Amendment and Land Use Amendment in Bankview (Ward 8) at Multiple Properties, LOC2018-0183

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### Site Context

The subject site is located in the community of Bankview, on the southeast corner of 25 Avenue SW and 17A Street SW. Surrounding development is characterized by some multi-residential development, as well as a mix of single and semi-detached homes. The predominant land use in this area is Multi-Residential – Contextual Medium Profile (M-C2) District, Multi-Residential – Contextual Grade-Oriented (M-CG) District, and Residential – Contextual One / Two Dwelling (R-C2) District.

The site comprises three parcels and is approximately 0.14 hectares in size with approximate dimensions of 30.2 by 43.5 metres. It is situated in a prominent upland focal point of Bankview and slopes upwards (approximately 3.5 metres) to the rear, south of the subject lands. A downward slope also exists along 25 Avenue SW towards 17 Street SW. The difference in grade along this slope from 17A Street SW to the northeast corner of the site along 25 Avenue SW is approximately 3.8 metres. The properties are currently developed with three single detached dwellings (one to two storeys) with front driveways.

As identified in *Figure 1*, the community of Bankview reached its peak population in 1981 with 5,590 residents. The current population for the community is 5,211, a decline of 379 residents from its peak population.

*Figure 1: Community Peak Population*

<b>Bankview</b>	
Peak Population Year	1981
Peak Population	5,590
2018 Current Population	5,211
Difference in Population (Number)	-379
Difference in Population (Percent)	-6.8%

Source: *The City of Calgary 2018 Civic Census*

Additional demographic and socio-economic information may be obtained online through the [Bankview](#) community profile.

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

The proposal allows for a range of building types that have the ability to be compatible with the established building form of the existing neighbourhood. Though a minor amendment to the *Bankview Area Redevelopment Plan* is required, the proposal generally meets the objectives of applicable policies as discussed in the Strategic Alignment of this report.

## **Policy Amendment and Land Use Amendment in Bankview (Ward 8) at Multiple Properties, LOC2018-0183**

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### **Planning Considerations**

#### ***Land Use***

The existing Multi-Residential – Contextual Grade-Oriented (M-CG) District is a residential designation in developed areas that is primarily for low-height and low-density, grade-oriented multi-residential development where the façade of some or all dwelling units face a public street. The M-CG District allows for a maximum building height of 12 metres and a maximum density of 111 units per hectare.

The proposed Multi-Residential – Contextual Medium Profile (M-C2) District allows for multi-residential development in a variety of forms with medium height and medium density within the developed area of the City. The district rules allow for varied building height and front setback areas in a manner that considers the immediate context and is intended to be applied to sites in close proximity or adjacent to low density residential development. The proposed district allows for a maximum building height of 16.0 metres and a maximum floor area ratio of 2.5, which would enable a maximum building floor area of 3,439 square metres on the subject site. The M-C2 District does not limit density based on the number of dwelling units, but rather limits development intensity by floor area ratio to provide flexibility in building form and dwelling unit size and number.

The proposed M-C2 District is compatible with the land use designation and character of the surrounding area of the subject site. The lands adjacent to the subject site at the east are designated as M-C2 District and developed as a four-storey apartment building. The lands to the south of the subject site along 26 Avenue SW are also designated as M-C2 District and most of them have been developed as three-storey to five-storey apartment buildings or townhouses. As mentioned previously, the subject lands are planned to be consolidated with four additional parcels to the south, which are currently designated as M-C2 District.

#### ***Development and Site Design***

The rules of the proposed Multi-Residential – Contextual Medium Profile (M-C2) District will provide guidance for the future site development including appropriate uses, height and building massing, landscaping and parking. Given the low density residential uses across the streets at the north and west sides, additional items that are being considered through the development permit process include, but are not limited to:

- appropriate transitions of building height and massing to the low density residential area;
- providing landscaping to complement the design of the development and to help screen and buffer elements of the development that may have impacts on residents or nearby parcels;
- providing a sensitive interface between higher and lower intensity areas and mitigate the shadow impact to the neighbouring properties; and
- a variety of multi-residential housing types to meet the diverse needs of present and future populations.

Planning & Development Report to  
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Corrected CPC2019-0159

## **Policy Amendment and Land Use Amendment in Bankview (Ward 8) at Multiple Properties, LOC2018-0183**

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### ***Environmental***

An environmental site assessment was not required for this application.

### ***Transportation***

Pedestrian and vehicular access to the site is available from 25 Avenue SW and 17A Street SW. 26 Avenue SW and 17A Street SW are classified as collector roads in Bankview and provide connections to two Neighbourhood Main Streets (17 Avenue SW and 14 Street SW). The subject site is located approximately 25 metres from transit stops for Routes 6 along 17A Street SW. On-street parking adjacent to the site is non-restricted. A Transportation Impact Assessment was not required as part of this application.

### ***Utilities and Servicing***

Public water and sanitary mains are available to service the development. Storm mains are not currently available adjacent to the site. Development servicing shall be determined at both the Development Permit and Development Site Servicing Plan circulation stages.

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

In keeping with Administration's standard 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.

Prior to the application submission, the applicant engaged and informed the Bankview community regarding the proposed land use redesignation. The applicant had a meeting with the Bankview Community Association on 2018 July 17 and hosted a public open house at the Bankview Community Association Hall on 2018 July 25. Approximately 2,500 postcards were distributed to the surrounding neighbours notifying them of the public open house and directing the public to the applicant's website for additional information. Six individuals attended the open house, and no objections were received. The applicant has provided a summary of their community engagement (Attachment 4).

The Bankview Community Association was circulated on this application. The community association did not provide comments on the proposed land use redesignation by CPC Report submission date; however, a letter of response for the associated development permit DP2018-3900 was received on 2018 October 17 from the community association. In addition, Administration sent out two emails to the community association to confirm if they have any comments for this land use amendment application. No response was received by CPC Report submission date.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
Corrected CPC2019-0159

## **Policy Amendment and Land Use Amendment in Bankview (Ward 8) at Multiple Properties, LOC2018-0183**

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Three letters of opposition were submitted including the following comments:

Policy-related comments:

- Departure from the land use policy of *Bankview Area Redevelopment Plan*.
- Density is too high for this location.

Parking-related comments:

- Concern regarding increased population density in this area and the impact on traffic (vehicle and pedestrian), noise and especially parking.
- Congested street parking.

Development-related comments:

- Obstruction of the east facing views of the city for the west neighbouring properties.
- Shadow impact to the neighbouring properties, especially to the low residential dwellings at the west that will lose sun exposure in the morning.
- Both 25th Avenue SW and 17A Street SW are on such steep declines that in the winter there are vehicles constantly stuck in on both sides of these 2 streets all winter long. Adding 94 new residential units to these 2 steep hills with all their added traffic will increase the concern.

Administration considered the relevant planning issues specific to the proposed redesignation and has determined the proposal to be appropriate. The proposal conforms to relevant policies of the *Municipal Development Plan* for moderate intensification of developed areas and will be addressed as part of the review of the development permit application, which determines building design and site layout details such as parking, landscaping and site access.

Following Calgary Planning Commission, notifications 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.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (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.

## **Policy Amendment and Land Use Amendment in Bankview (Ward 8) at Multiple Properties, LOC2018-0183**

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### ***Interim Growth Plan (2018)***

The recommendation aligns with the policy direction of the *Interim Growth Plan*. The proposed policy amendment and land use amendment build on the principles of the *Interim Growth Plan* by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

### ***Municipal Development Plan (Statutory – 2009)***

The subject parcels are located within the Residential - Developed - Inner City area as identified on Map 1: Urban Structure 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 apartment buildings. 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 Multi-Residential – Contextual Medium Profile (M-C2) District provide for development form that may be sensitive to existing residential development in terms of height, built form and density.

### ***Bankview Area Redevelopment Plan (Statutory – 1981)***

The subject parcels are located within the Medium Low Density on Figure 2 – Land Use Policy of the *Bankview Area Redevelopment Plan* (ARP). The Medium Low Density area is intended to accommodate primarily townhousing and stacked townhousing. To accommodate this land use redesignation as well as the proposed development permit application (Attachment 3), minor amendments are required to Figure 2 of the ARP to identify appropriate parcels as Neighbourhood Mid-Rise policy area, which is a land use category that has been recently added to the ARP (2017 July 31), to accommodate the scale of development proposed by this application, as follows:

‘The intent with Neighbourhood Mid-Rise areas is to provide a transition between existing low-rise residential and more intense residential or mixed-use areas along Neighbourhood Corridors, as well as to accommodate increased density through midrise residential buildings four to six storeys in height that provide a sensitive interface between higher and lower intensity areas.’ (ARP, Part 3.0, Section 3.1, Subsection 3.1.2)

The proposed M-C2 District would comply with the intent of this area and overall goals of the *Bankview ARP*.

Planning & Development Report to  
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2019 February 21

ISC: UNRESTRICTED  
Corrected CPC2019-0159

## Policy Amendment and Land Use Amendment in Bankview (Ward 8) at Multiple Properties, LOC2018-0183

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### Social, Environmental, Economic (External)

The recommended land use allows for wider range of housing types than the existing Multi-Residential – Contextual Grade-Oriented (M-CG) District and 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.

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

The proposal conforms to the *Bankview Area Redevelopment Plan* as amended and is in keeping with applicable policies of the *Municipal Development Plan*. Situated on a corner parcel that is adjacent to M-C2 District, the site's location is ideal for moderate density increase due to its close proximity to transit and major corridors. The recommended M-C2 District 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 Submission
2. **Proposed Bylaw 25P2019**
3. Development Permit (DP2018-3900) Summary
4. Summary of Applicant-led Community Engagement
5. **Proposed Bylaw 84D2019**
6. **Public Submissions**
7. **CPC Member Comments**

## Applicant Submission

suite 550, 110 ninth ave sw calgary, ab T2P 0T1  
tel 403.229.2037 fax 403.229.2517

A

mckinley burkart

### Aspectus – Land Use Redesignation

to:	The City of Calgary Planning Implementation Development & Building Approvals 800 Macleod Tr. S.E. Calgary, Alberta	date:	2018-08-03
attn.:	Yuping Wang, Planner 2	file reference:	3.7.1 Land Use Redesignation
project:	Aspectus	pages:	2
project no:	17047		
re:	<u>Project Rationale: Land Use Amendment</u>		

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On behalf of Tollo One Development Corporation, McKinley Burkart Architects is pleased to submit a proposal for the re-designation of 2606, 2608, and 2610 17A Street SW with the intention to consolidate the parcels in question with four additional parcels in order to develop and construct a contextual multi-residential condo/townhouse project which is designed to be compatible with the goals and purpose of the Bankview Area Redevelopment Plan.

The land parcel is listed below in Table 1:

**Table 1: Parcels for Redesignation**

<u>Civic Address</u>	<u>Legal Address</u>
2606, 2608, + 2610 17A Street SW	Lots 4, 5, + 6; Block 10; Plan 1717 FW

#### Application References

Pre-Application Enquiry: PE2018-00132

The Lands are situated within the community of Bankview and are neighboured by the community of South Calgary – Altadore to the south, between 26 and 27 Avenues SW. The lands are governed by the Bankview Area Redevelopment Plan (ARP), which guides in both policy direction and contextual design for any proposed development.

The proposed development that will be supported by this Land Use Amendment will be designed to provide a high quality and aesthetically sensitive multi-residential building that is aimed at appealing to a variety of family

## Applicant Submission

mckinley burkart

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types and sizes. The future development permit application will rely upon consolidating the three above mentioned parcels for redesignation with four additional parcels that are currently zoned as M-C2.

### Redevelopment of the site: Context and Identity

This land use application is to permit a future proposed condo/townhome development supported by approving a land use amendment (Refer to Table 2 for current and proposed land uses for the Lands). The adjustment to the current M-CG (Multi-Residential – Contextual Grade-Oriented District) zoning will allow for a consolidation with four additional, immediately adjacent, parcels currently zoned as M-C2 (Multi-Residential – Contextual Medium Profile District). The future proposed project is located in an area compatible with the ARP in encouraging medium low and medium density development that supports townhouses and condo/apartment style living situations.

**Table 2: Proposed Redesignation of Parcel**

<u>Civic Address</u>	<u>Current Zoning and Use</u>	<u>Proposed Zoning</u>
2606, 2608, + 2610 17A Street SW	M-CG	M-C2

### Conclusion

Bankview exists as an established stable and vibrant neighbourhood within the city. Together, with the support of the community and neighbours, the developer, and the city, we hope to provide a high quality, thoughtful development that enhances the current character of the surrounding area. The proposed land use redesignation seeks to align with the Area Redevelopment Plan and further evolve and enliven the identity of Bankview.

per: 

Paolo di Cienzo, architect  
aaa mraic leed

End of document.



# PROPOSED

CPC2019-0159  
ATTACHMENT 2

## BYLAW NUMBER 25P2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE BANKVIEW AREA REDEVELOPMENT PLAN BYLAW 13P81 (LOC2018-0183/CPC2019-0159) \*\*\*\*\*

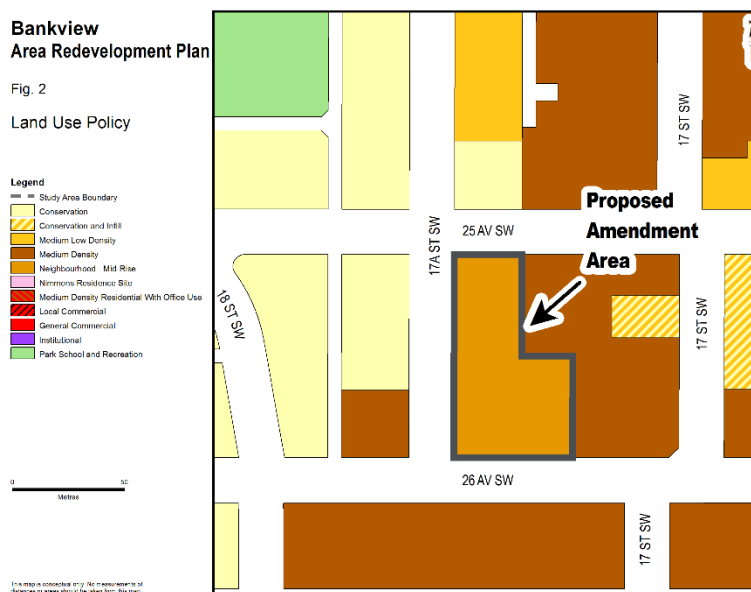
**WHEREAS** it is desirable to amend the Bankview Area Redevelopment Plan Bylaw 13P81, as amended;

**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 Bankview Area Redevelopment Plan attached to and forming part of Bylaw 13P81, as amended, is hereby further amended as follows:
  - (a) Amend Figure 2 entitled 'Land Use Policy', by changing:
    - i. 0.14 hectares  $\pm$  (0.34 acres  $\pm$ ) located at 2604, 2608, 2610 – 17A Street SW (Plan 1717FW, Block 10, Lots 4 to 6) from 'Medium Low Density' to 'Neighbourhood Mid-Rise'; and
    - ii. 0.24 hectares  $\pm$  (0.60 acres  $\pm$ ) located at 2614, 2618, 2624 – 17A Street SW and 1816 – 26 Avenue SW (Plan 1717FW, Block 10, Lots 1 to 3; Plan 1310901, Block 9, Lot 9) from 'Medium Density' to 'Neighbourhood Mid-Rise';

all as generally illustrated in the sketch below:



# PROPOSED

BYLAW NUMBER 25P2019

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 \_\_\_\_\_

## Development Permit (DP2018-3900) Summary

A development permit application (DP2018-3900) was submitted by Mckinley Burkart Architects on 2018 August 15. The development permit application is for a 5-storey, 93-unit apartment building development including 124 on-site motor vehicle stalls in a parkade. The following excerpts (Figure 1, 2 & 3) from the development permit submission provide a general overview of the proposal and are included for information purposes only.

Administration's review of the development permit will determine the ultimate building design, number of units and site layout details such as parking, landscaping 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:** Rendering of Proposed Development (View from 26 Avenue SW)



## Development Permit (DP2018-3900) Summary

**Figure 2:** Rendering of Proposed Development (View from 25 Avenue SW)



## Development Permit (DP2018-3900) Summary

**Figure 3:** Landscape Plan







## Summary of Applicant-led Community Engagement

The summary of the applicant-led community engagement includes three parts: the engagement report, information presented at the public open house and postcards distributed to the surrounding neighbours.

### Part 1: Engagement Report

suite 550, 110 ninth ave sw calgary, ab T2P 0T1  
tel 403.229.2037 fax 403.229.2517

**mckinley burkart**

## Aspectus Engagement Report

to:	The City of Calgary Planning Implementation Development & Building Approvals 800 Macleod Tr. S.E. Calgary, Alberta	date:	2018-10-01
attn.:	Emma MacIsaac, Engagement Planner Yuping Wang, Planner 2	file reference:	3.7.2 Development Permit
project:	Aspectus Multi-family	pages:	3
project no:	17047		
re:	<u>Engagement Report: DP2018-3900 Development Permit</u>		

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On behalf of our client, Tollo One Development Corporation, McKinley Burkart is pleased to submit this Engagement Report and attached supporting documentation that outlines efforts made to inform the public about our proposal and the design work done to ensure that this project is the right fit for the Bankview community. I trust this meets your criteria, but please do let us know if you need anything else.

Item	Notes
1.0	<b>Communication: Postcard distribution, Tuesday July 10 2018</b>  We began our public consultation process by distributing "Tollo Talk" postcards via Canada Post, to 2,534 residents' homes within a 350 m radius, notifying them of the proposed project within their community and inviting them to a public open house on July 25, 2018. PDF of invite provided, as well the scope of the mail drop from Canada Post.
2.0	<b>Engagement: Bankview Community Association, Wednesday July 17 2018</b>  We met meeting Sarah Duff (VP of the Bankview Community Association) and Nigel Lalande (Community Coordinator). The Development Permit drawings were presented, as well the comprehensive community engagement package. Following the meeting we confirmed that we had distributed an invitation to public open house to be held at the Bankview Community Hall on July 25 <sup>th</sup> . Event details were also posted on their social media channels, and we provided electronic copies of the community engagement package for their distribution.

## Summary of Applicant-led Community Engagement

suite 550, 110 ninth ave sw calgary, ab T2P 0T1  
tel 403.229.2037 fax 403.229.2517

mckinley burkart

Item	Notes
	<p><b>What We Heard + Discussion</b></p> <p>Nigel and Sarah provided preliminary commentary outlining previous condo projects that had recently gone through engagement and gave the following feedback.</p> <ol style="list-style-type: none"> <li>1. Bankview residents expressed concerns with previous condo applications that the proposed density was not met with reasonable on-site parking for residents and visitors.</li> <li>2. Concern on typical proposed condo projects not having adequate on-site management of waste and recycling which results in pick up occurring on the streets, causing further congestion.</li> <li>3. Concerns around sites typically being overbuilt with several relaxations.</li> </ol> <p>Following a detailed review of the drawings and package, Nigel and Sarah were pleased that the proposed development has a surplus of parking and includes 10 on site visitor parking stalls within the parkade. In addition, they supported the location of the waste and recycling collection strategy, being contained on site well back from the street, and with a driveway entrance that allows ample room for truck pick up on the development site. We discussed in detail how the site was not developed to the maximum FAR of 2.5, and demonstrated by use of model images and coloured vignettes(also submitted within DP Rationale) that careful consideration was taken in stepping the building in numerous areas to avoid towering conditions along the streetscapes and an unaesthetic appearance. Lastly, Sarah and Nigel provided comments that the community has long been hoping for some kind of further fencing around the dog park in the immediate area. We will be continuing discussions with the association on how this project could potentially assist the community in obtaining proper fencing for this community amenity.</p>
3.0	<p><b>Engagement: Bankview Community Association Hall, Wednesday July 25 2018</b></p> <p>The public open house included large print outs of the full engagement package. There was a small group of people who attended. We have included the sign in sheet from the open house for reference.</p> <p><b>What We Heard + Discussion</b></p> <p>Most were pleased with the aesthetic of the building and commented "it will clean up that street significantly." A few residents commented that we should consider incorporating charging stations for electric vehicles and bikes. We have taken this suggestion into consideration and the parkade will now include two electric vehicle charging stalls at each level.</p> <p>Following the engagement meeting, there have been inquiries through <a href="http://www.tollotalk.ca">www.tollotalk.ca</a> and via the Bankview Community Associations website. All requests for information we received via email to date were responded to in a timely manner. To date, we have not received any negative commentary with respect to the proposed Development.</p>



## Summary of Applicant-led Community Engagement

suite 550, 110 ninth ave sw calgary, ab T2P 0T1  
tel 403.229.2037 fax 403.229.2517

**mckinley burkart**

Item	Notes
4.0	<p><b>Additional Communication &amp; Engagement</b></p> <p>Further engagement opportunities we have initiated include the following:</p> <ol style="list-style-type: none"><li>1. We have posted on the Community Associations social media channels and website.</li><li>2. We prepared a comprehensive community engagement package which is available to download on our engagement website. <a href="http://www.tollotalk.ca">www.tollotalk.ca</a></li><li>3. We have contacted the Strata Manager of the condo building directly adjacent and NE to the proposed development, and we are attending their Annual General Meeting on October 16<sup>th</sup> to address questions, comments, and concerns.</li><li>4. We will host a second public open house in the fall of 2018, prior to the submission of revised drawings following the receipt of DTR-1 comments from the City. Given our first open house fell in the summer, we would like to offer another opportunity for engagement. Although feedback has been all positive to date.</li></ol>

End of document.



per:

Paolo Di Cienzo, associate architect  
aaa mraic leed

## **Summary of Applicant-led Community Engagement**

### **Part 2: Information Presented at the Public Open House**



**1816 26 Avenue SW**

**Project Information**

**PE2018-00132**

**Updated July 10, 2018**

**Community Information Meeting**

**Wednesday, July 25**

**6:00 to 8:00pm**

**Bankview Community Association**

**2418 17th Street SW**

**Please also visit our community engagement portal**

**[www.tollotalk.ca](http://www.tollotalk.ca)**

## Summary of Applicant-led Community Engagement



### **tollo. the vision.**

*Lifted. Raised. Elevated.*

**tollo** is not just our name, it is a mantra. We choose to live tolo in all our interactions, with clients, with the community, and with our key partners. tolo is a community-first organization that builds living and work spaces. Our focus is the revitalization and transformation of inner-city sites into vibrant and desirable properties that interact with and lift up their surrounding communities.

The spaces we create are designed with the intent to live better, live smarter, and live happier. While our primary focus is what we physically create, we firmly believe in the importance of interaction and connection outside of the home and workplace.

The communities we work in are established and vibrant. Our primary goal is to develop properties in a meaningful way that respects the existing neighbours, while allowing new residents to enjoy and flourish in a vibrant community. Growth is inevitable; how we manage and provide for that growth is the tolo way.

## Summary of Applicant-led Community Engagement



### 1816 26 Avenue

(Consolidation of 2604/2608/2510/2614/2618/2624 17A Street SW and 1816 26 Avenue SW)

<b>Community</b>	Bankview
<b>Current Land Use</b>	<p>Combination of M-C2 and M-CG.</p> <p>M-CG (Multi-Residential, Contextual Grade-Oriented District) is a multi-residential designation in the developed area that is primarily for townhouses and fourplexes.</p> <p>M-C2 (Multi-Residential, Contextual Medium Profile District) is a multi-residential designation in the developed area that is primarily for 3 to 5 storey apartment buildings.</p>
<b>Proposed Land Use</b>	M-C2
<b>Current Allowable Density</b>	Ninety (90) unit residential
<b>Proposed Project Density</b>	Ninety-four (94) unit residential
<b>Land Use Amendment</b>	The proposed Medium Profile development has grade access for all ground floor units. The amendment is focused on a relaxation of the M-CG height limitation of 12m to the M-C2 limit of 16m, which is just over 1 story increase in height.
<b>City Policy</b>	<p>The information provided in the Bankview ARP takes a planning approach that offers a variety of residential dwelling options to a wide range of occupants. There is an emphasis on modern, street-facing, medium-density dwellings inclusive of all occupant types.</p> <p>The proposal offers a broad range of unit types – one-bedroom, two-bedroom, three-bedroom, and townhome style units – to house a diverse range of occupants in various stages of life, and in so doing adds range to the diversity of the community.</p>



## Summary of Applicant-led Community Engagement



### on-site zoning



## Summary of Applicant-led Community Engagement

### What Makes our Vision Different?

#### **Forward thinking architecture and design**

Our mantra is to go beyond the status quo. This manifests through design; we intend this building to be a beacon for the neighbourhood. It features a dramatic, open, welcoming entranceway, and includes the incorporation of public art both inside and outside the community entranceway.



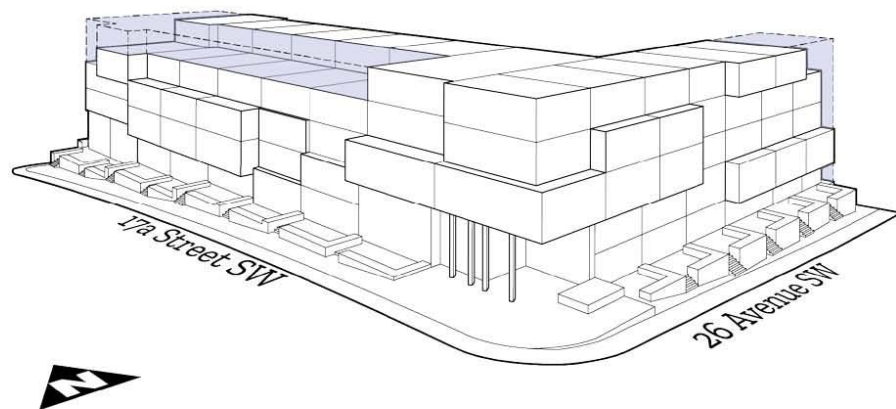
## Summary of Applicant-led Community Engagement

### What Makes our Vision Different?

#### **Building stepping that respects site geography**

We chose this site in large part due to the dramatic nature of its geography and stepping. The design allows for compatible/contextual rooflines, orientations and slope. The building is stepped in many areas to avoid towering conditions and to respect the height limitations of M-C2 zoning (16 meters).

The design includes landscaping of the underground parkade walls above grade with landscaped terracing to address change in grade at northeast corner of lot, including berms, raised beds, trees, and plantings.

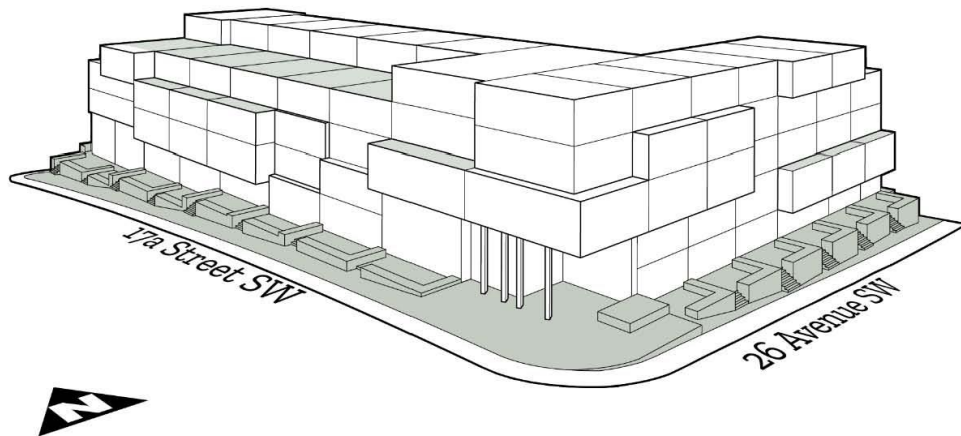


## Summary of Applicant-led Community Engagement

### What Makes our Vision Different?

#### Street- and Pedestrian-Oriented Design

The design provides landscaped front yards that are pedestrian friendly, as opposed to street-oriented drives/parking. We also are providing at-grade front building entries which engage the streetscape and provide community-facing homes with street interfaces. Extensive landscaping is planned which enhances all three streetscapes (26 Avenue, 17A Street, and 25 Avenue).



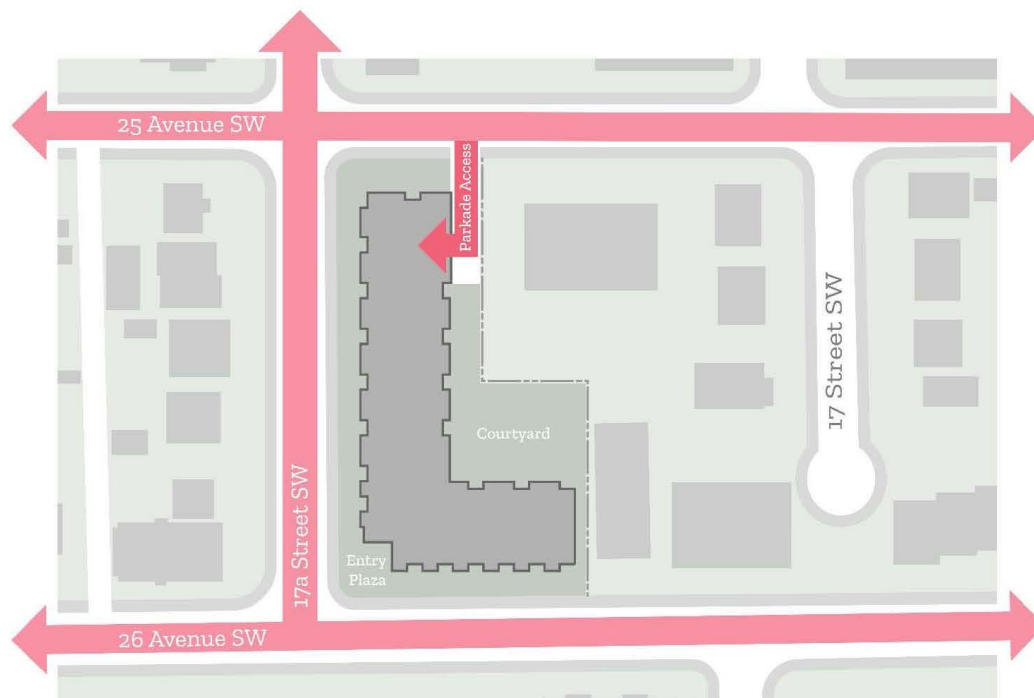


## Summary of Applicant-led Community Engagement

### What Makes our Vision Different?

#### Parking

In conjunction with the intent to provide contextual fit with remaining lower density of surrounding properties, the design provides for an abundance of secure, underground on-site parking (minimum of 1 residential parking stall and 15 visitor stalls). Garage/parking access is proposed to be accessible via the lesser trafficked street of 25 Avenue, as opposed to 26 Avenue, which is a busier main artery, or 17A Street, which is facing a single-family neighbourhood and would divide the current block with driveway access. A single point of parking access is strategically located adjacent to a neighbouring apartment's outdoor parkade, consolidating drive access at this location.



tollo

## Summary of Applicant-led Community Engagement

### What Makes our Vision Different?

#### Aesthetic and Neighbourhood Fit

The existing neighbourhood already includes a significant amount of M-C2 zoning. Being located on the corner of a major collector (26<sup>th</sup> Avenue SW) with a secondary connector (17A Street SW), the site is situated in such a way that it encourages densification.

The design provides for a variety of unit types and sizes (one-bedroom, two-bedroom, and three-bedroom units, street-front townhomes), allowing for a diverse mix of residents. The intent is to provide dwellings which will house a diverse range of occupants in various stages of life and, in so doing, adds range to the community membership spectrum.



## Summary of Applicant-led Community Engagement

What Makes our Vision Different?



## Summary of Applicant-led Community Engagement

### Part 3: Postcards Distributed



# PROPOSED

CPC2019-0159  
ATTACHMENT 5

## BYLAW NUMBER 84D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0183/CPC2019-0159)**  
\*\*\*\*\*

**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

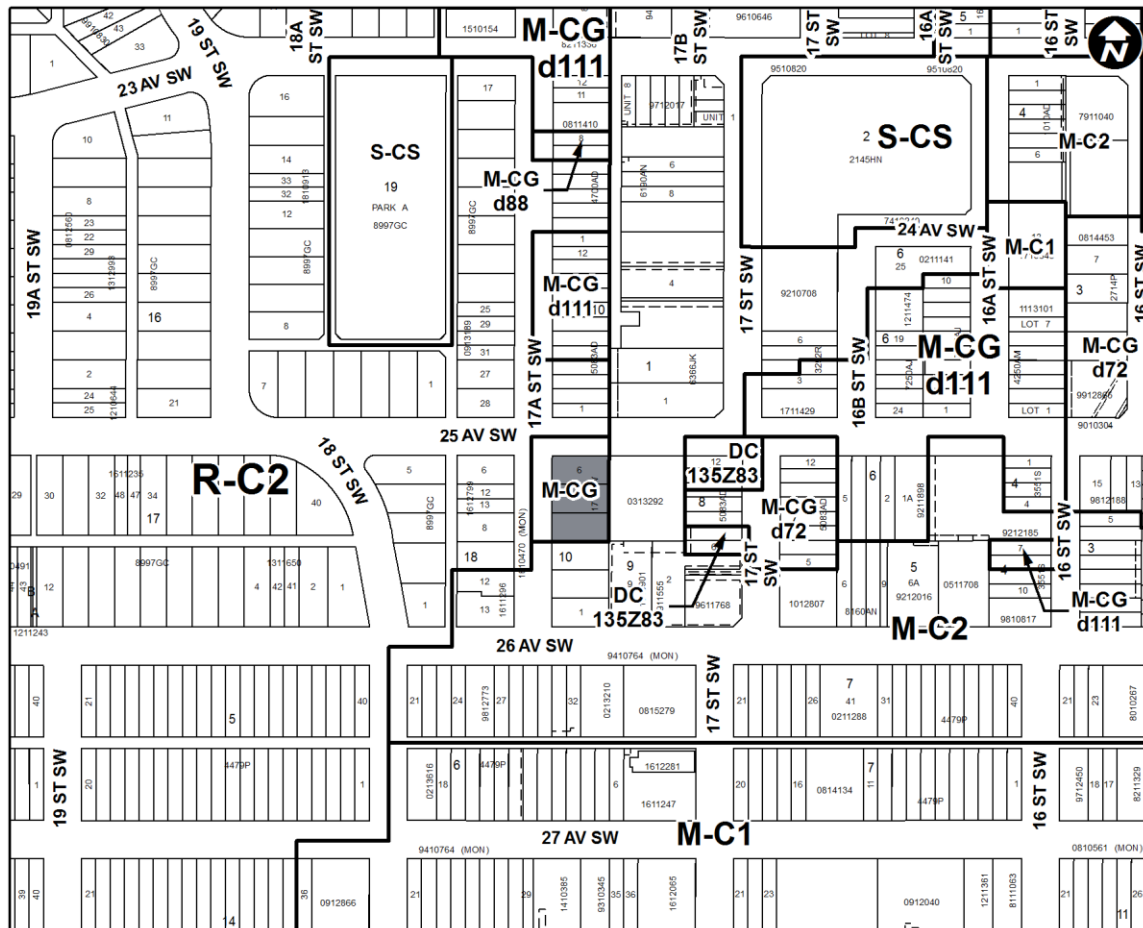
SIGNED ON \_\_\_\_\_

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

SIGNED ON \_\_\_\_\_

**AMENDMENT LOC2018-0183/CPC2019-0159  
BYLAW NUMBER 84D2019**

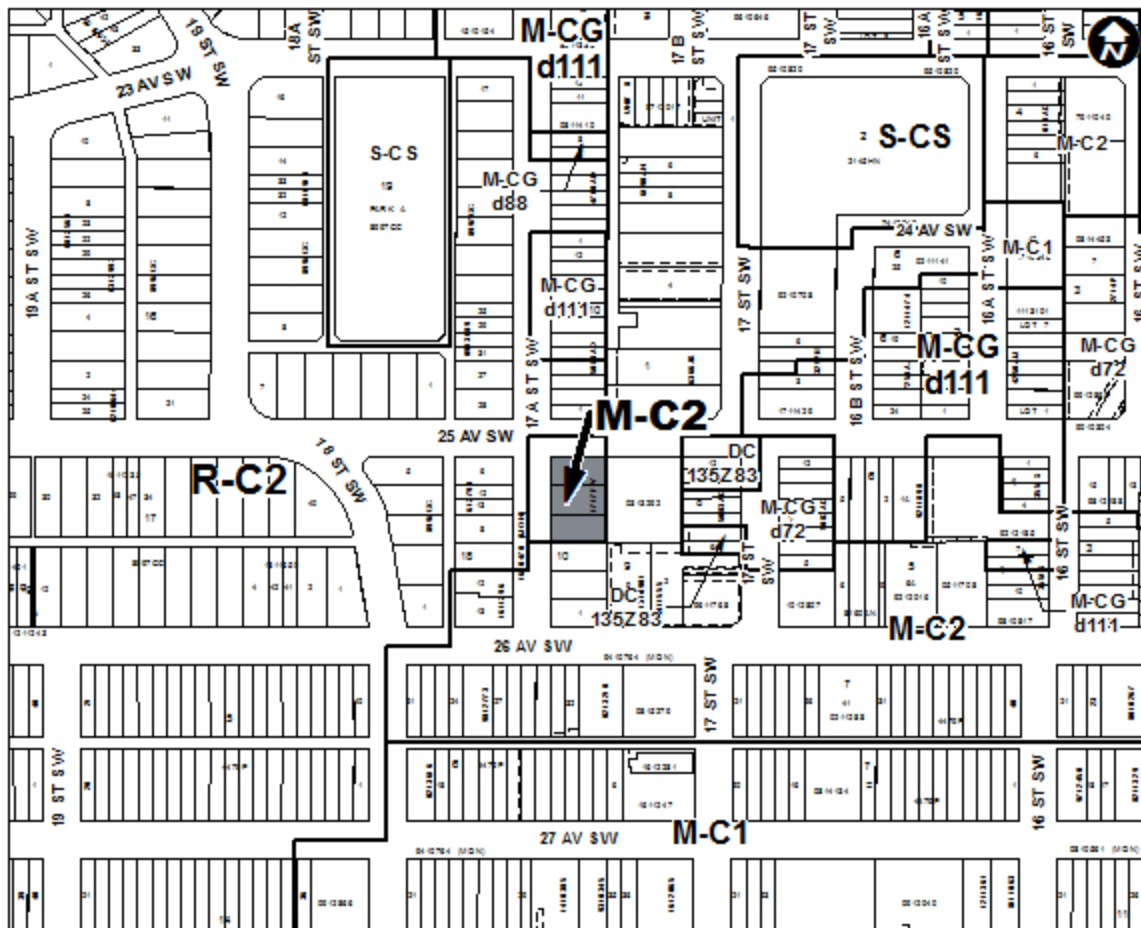
## SCHEDULE A





**AMENDMENT LOC2018-0183/CPC2019-0159  
BYLAW NUMBER 84D2019**

## **SCHEDULE B**







**From:** John Peterson [mailto:jpeterson@marcagroup.ca]  
**Sent:** Sunday, March 31, 2019 3:37 PM  
**To:** Public Submissions <PublicSubmissions@calgary.ca>  
**Cc:** Wang, Yuping <Yuping.Wang@calgary.ca>  
**Subject:** [EXT] LOC2018-0183  
**Importance:** Low

Hello,

I'm sending this email in response to the relaxation of Bylaw 84D2019 for the project Plans DP-2018-3900. I had a chance to review the drawings last week and I have a few concerns.

- 1) A relaxation of bylaw 84D2019 (over 16m) will substantially decrease future development values for the lots on the other side of the street. In particular units 409,410 and 411 Penthouse Levels fully obstruct a future 3rd story views from 2611-17A street SW(Please see attached photo). Units 409,410 and 411 have zero obstructions from there 4th floor(facing east/Downtown) so having a 5th floor for these units offers little value. But the 5th floor does effect future value across the street.
- 2) I've lived on 17A street for 5 years and can attest to the speed of traffic through the area. I would strongly suggest, with an increasing foot traffic due to this development. It would be prudent to install speed bumps along 17A street.



Photos are from my roof. Apparently 2.5 stores high. A 3 story build on my lot would not be obstructed by the 4th floor. But will by the Penthouse level 409-411.



If you have any questions please contact me.  
Thanks.

John Peterson  
Marca Eyewear Group  
[Jpeterson@marcagroup.ca](mailto:Jpeterson@marcagroup.ca)  
403-875-5009

**From:** [vanessaslobogian@hotmail.com](mailto:vanessaslobogian@hotmail.com)  
**To:** [Public Submissions](#)  
**Subject:** April 8, <web submission> LOC2018-0183  
**Date:** Friday, March 29, 2019 10:09:06 AM

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March 29, 2019

Application: LOC2018-0183

Submitted by: Vanessa Slobogian amp; Jennifer Jurgeit

#### Contact Information

Address: 2605 17A Street SW

Phone: (403) 836-2614

Email: [vanessaslobogian@hotmail.com](mailto:vanessaslobogian@hotmail.com)

#### Feedback:

As a homeowners of 2605 17A Street SW, Calgary we are writing to express our concern regarding the Application for Land Use Amendment LOC2018-0183. As per the Bankview Area Redevelopment Plan ARP figure 2, p.4 this particular area has been slated for a combination of conservation, medium density and medium-low density and not neighborhood mid-rise. It is our understanding from the developer's proposal that the intention of the amendment would be to develop a medium-rise condo building ~96 units. With a development of this size that is proposed to be as high as 16m it seems that this is more of a neighborhood mid-rise 4-5 storeys in height. We are strong supporters of the ARP and development with the view of a sustainable and thriving community. Medium-low townhouses/stacked townhouses would be an excellent addition to this part of our community. While this type of complex may meet a short term demand the long term implications are concerning. In particular, the presence of unit owners with varied acquisition objectives has been known to lead to building disinvestment resulting from inability to make decisions on sustainable maintenance funds and reserve funds in other comparable urban development projects. We do not feel that this is in the best interest of the community in the long term. Additionally, we would express concern regarding increased population density in this area and the impact on traffic, vehicle and pedestrian, noise and especially parking. The proposed parking associated with this development would not be sufficient for all residents and would inevitably impact parking and access to neighboring properties. There already exists issue with sufficient street parking on this block without adding such high density housing. Finally, one of the major assets of our property are the east facing views of the city. If the development were to built to the maximum proposed height of 16m this would undoubtedly obstruct the views from our property, as well as all others on the block. Obstruction of this view would not only detract from quality of life but significantly reduce the value of our investment. As such, please note that as homeowners of a neighboring property who are supportive of the ARP we are strongly opposed to this amendment application and proposed development. We are hopeful that our opinion as home owners will be considered and that we will be kept abreast of developments and invited to participate in future discussion.





**From:** [Holberton, Kimberly](#)  
**To:** [Public Submissions](#)  
**Subject:** CPC2019-0159 - Comments from the 2019 February 21 CPC Meeting  
**Date:** Friday, February 22, 2019 7:29:51 PM

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Reasons for Support from Commissioner Gedye:

- This is an easy support, bringing the northern 3 parcels into zoning alignment in with the existing zoning of southern lots which have been assembled for this development.
- This zoning and density is in line with other precedents in the neighbourhood, both across 26<sup>th</sup> Ave and elsewhere in Bankview.
- While we aren't commenting on the built form, the precedent imagery attached to the outreach information shows a contextually-appropriate building that is sensitive to neighbouring structures and the community as a whole.





Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0138

## Land Use Amendment in Silver Springs (Ward 1) at 7222 Silver Mead Road NW, LOC2018-0222

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### EXECUTIVE SUMMARY

This land use amendment application was submitted by Darren Langille on behalf of the land owner, Rebecca Laubman, on 2018 October 03. The application seeks to redesignate one parcel with a semi-detached dwelling located at 7222 Silver Mead Road NW in the community of Silver Springs from the Residential – Contextual One / Two Dwelling (R-C2) District to the Residential – Grade-Oriented Infill (R-CG) District to allow for the development of a secondary suite in an existing semi-detached dwelling. R-CG also allows for:

- grade-oriented development such as rowhouse buildings, duplex dwellings, and semi-detached dwellings;
- a maximum height of 11 metres (an increase from the current maximum of 10 metres); and

This proposal is in compliance with the applicable policies of the *Municipal Development Plan* (MDP).

No development permit 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 0.03 hectares  $\pm$  (0.08 acres  $\pm$ ) located at 7222 Silver Mead Road NW (Plan 0813091, Block 44, Lot 20) from Residential – Contextual One / Two Dwelling (R-C2) District **to** Residential – Grade-Oriented Infill (R-CG) District; and
2. Give three readings to the proposed Bylaw.

### RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2019 FEBRUARY 21:

That Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 0.03 hectares  $\pm$  (0.08 acres  $\pm$ ) located at 7222 Silver Mead Road NW (Plan 0813091, Block 44, Lot 20) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District; and
2. Give three readings to **Proposed Bylaw 80D2019**.

### PREVIOUS COUNCIL DIRECTION / POLICY

None.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

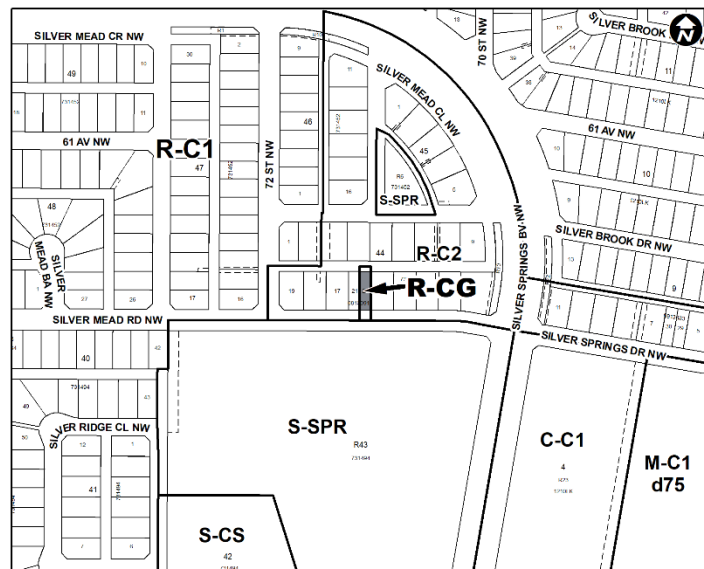
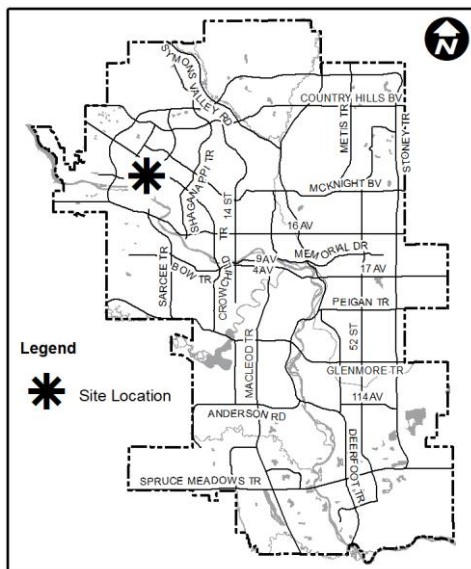
ISC: UNRESTRICTED  
CPC2019-0138

Land Use Amendment in Silver Springs (Ward 1) at 7222 Silver Mead Road NW,  
LOC2018-0222

## BACKGROUND

This application was submitted by Darren Langille on behalf of the land owner, Rebecca Laubman, on 2018 October 03. While no development permit application has been submitted at this time, the applicant has indicated their intent to develop a legal secondary suite within one side of the existing semi-detached dwelling structure as referenced in the submitted Applicant's Submission (Attachment 1).

## Location Maps



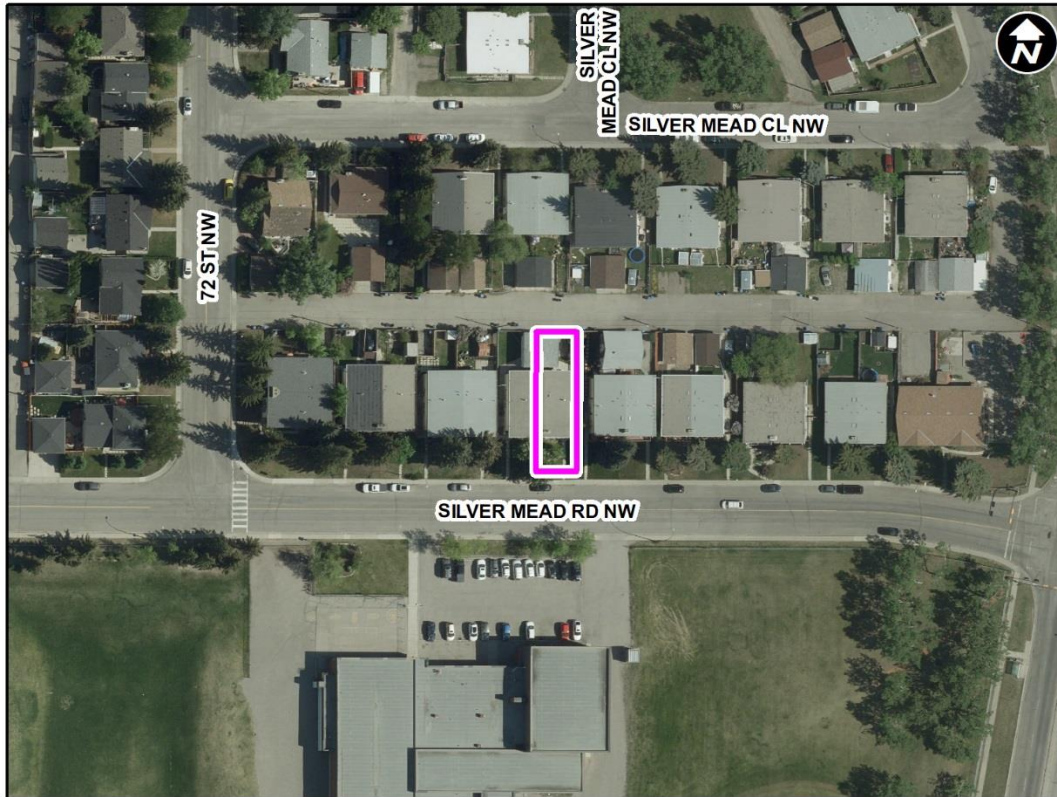


Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0138

**Land Use Amendment in Silver Springs (Ward 1) at 7222 Silver Mead Road NW,  
LOC2018-0222**

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### Site Context

The subject site, 7222 Silver Mead Road NW, is located in the community of Silver Springs, west of Silver Springs Boulevard NW and directly north of Silver Springs Elementary School. The predominant land use in Silver Springs is low density residential, with this particular site being located in a pocket of dwellings designated Residential – Contextual One / Two Dwelling (R-C2) District. Local transit with direct access to the Crowfoot and Dalhousie LRT stations is located 100 metres to the east along Silver Springs Boulevard NW.

The subject site is currently developed with a semi-detached dwelling from the 1970s with an existing single car garage and an outdoor parking pad accessed from the rear lane. As identified in *Figure 1*, the community of Silver Springs has seen a significant decline of 17 percent in population since its peak in 1982. Since 1982, the community has lost approximately 1,736 residents.

**Land Use Amendment in Silver Springs (Ward 1) at 7222 Silver Mead Road NW,  
LOC2018-0222**

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Silver Springs	
Peak Population Year	1982
Peak Population	10,510
2017 Current Population	8,774
Difference in Population (Number)	-1,736
Difference in Population (Percent)	-17%

*Source: The City of Calgary 2017 Census*

Additional demographic and socio-economic information may be obtained online through the [Silver Springs](#) community profile.

## **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The proposed land use amendment to redesignate a parcel would allow for a secondary suite within the existing semi-detached structure as well as a range of building types that have the ability to be compatible with the established building form of the existing neighbourhood.

### **Planning Considerations**

The following sections highlight the scope of technical planning analysis conducted by Administration.

#### ***Land Use***

The existing Residential – Contextual One / Two Dwelling (R-C2) District is a residential designation in developed areas that is primarily for single detached dwellings, semi-detached dwellings and duplex homes. Single detached homes may include a secondary suite, although semi-detached dwellings and duplex dwellings may not. The R-C2 District allows for a maximum building height of 10 metres and a maximum of two dwelling units per parcel.

The proposed Residential – Grade-Oriented Infill (R-CG) District is a residential designation that allows up to two to three storey (11 metres maximum) rowhouse buildings where one facade of each dwelling unit must directly face a public street. The maximum density of 75 units per hectare would allow for up to two (2) dwelling units on the subject site; however, not without a full redevelopment of the subject site. Administration does not consider secondary suites as an additional dwelling unit. The R-CG District also allows for a range of other low-density housing forms such as single detached dwellings, semi-detached dwellings, duplex dwellings and secondary suites in new and existing structures.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0138

## **Land Use Amendment in Silver Springs (Ward 1) at 7222 Silver Mead Road NW, LOC2018-0222**

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### ***Development and Site Design***

The proposed redesignation is intended to accommodate the development of a secondary suite within the current semi-detached dwelling structure. The site can accommodate the required parking and is strategically located within close proximity of transit, open space and schools, as well as the local commercial node.

### ***Environmental***

An Environmental Site Assessment was not required as part of this application. There are no known environmental concerns on the parcel or in the immediate area.

### ***Transportation***

The parcel is located along Silver Mead Road NW which is classified as a collector roadway. A Transportation Impact Assessment was not requested for this application. Transit is located approximately 100 metres from the site on Silver Springs Boulevard NW with direct connection to both the Dalhousie and Crowfoot LRT stations.

### ***Utilities and Servicing***

Water, sanitary and sewer services are available and can accommodate the potential addition of a secondary suite without the need for off-site improvements at this time.

### **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 and the application was advertised on-line. No public open houses were held for this application.

Administration received two letters in opposition to the application citing parking and general upkeep of the property as a concern. If this application is approved by Council, the building size, building design, mix and size of uses and site layout details such as parking, landscaping and site access will be determined at the development permit review stage. It is noted that the required parking can be accommodated on site with access off the rear lane.

Comments from the Silver Springs Community Association (Attachment 2) were submitted stating they support the land use redesignation, although would not like to see the parking stall for the secondary suite relaxed at the development permit stage.

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.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0138

## Land Use Amendment in Silver Springs (Ward 1) at 7222 Silver Mead Road NW, LOC2018-0222

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### Strategic Alignment

#### ***South Saskatchewan Regional Plan (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.

#### ***Interim Growth Plan (2018)***

The recommendation aligns with the policy direction of the *Interim Growth Plan*. The proposed land use amendment builds on the principles of the *Interim Growth Plan* by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

#### ***Municipal Development Plan (Statutory – 2009)***

The subject parcel is located within the Residential - Developed Established area of the *Municipal Development Plan* (MDP). The applicable MDP policies encourage moderate intensification in a form and nature that respects the scale and character of the neighbourhood. The proposed redesignation complies with the policies of the MDP.

There is no local area plan for this area.

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

The recommended R-CG District allows for a wider range of housing types in a community that has a large supply of single detached housing as well as a moderate supply of multi-residential housing. The intent of the proposed district is to introduce a secondary suite / more affordable housing option. 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 to the proposal.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0138

**Land Use Amendment in Silver Springs (Ward 1) at 7222 Silver Mead Road NW,  
LOC2018-0222**

---

**REASON(S) FOR RECOMMENDATION:**

The proposal is in keeping with applicable policies of the *Municipal Development Plan*. The proposed R-CG District will allow for the development of a secondary suite within an existing semi-detached dwelling within close proximity to low density residential development, and within close proximity to existing transit services.

**ATTACHMENT**

1. Applicant's Submission
2. Silver Springs Community Association Response
3. **Proposed Bylaw 80D2019**
4. **Public Submissions**



## 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.

This Land Use Redesignation is being made to the City of Calgary to change from the current zoning of RC2 to RCG.

The intention of the land use change is to allow our currently existing duplex dwelling to legally be allowed to have a secondary suite.

This portion of Silvermead road has 8 side by side duplexes all in a row. The crescent behind this property is Silvermead Close, and consists of 19 side by side duplexes as well. This section of the community when originally built was chosen for increased density and this style of home was built as a result. Many of these homes currently in the area are home to illegal suites that could not be legalized until the zoning of RCG came into effect now providing an opportunity for home owners with said dwelling type to provide affordable housing on their properties.

We are looking to make this change for this reason. The change we are requesting is not for redevelopment of the premise, to change setbacks, increase building heights or any other reason that could affect the neighbours, or neighbourhood by changing the look & feel of the community.

The benefits of approving this change are as follows:

To us the home owner & future home owners of this home - or others who choose to do this in the future:

- Offers a choice to invest in our home & improve its value.
- It will allow us to boost income potential on the property & help us to pay down the mortgage.
- Allows option to provide housing to extended family to a future home owner.
- Can provide additional income to aging home owners by supporting basement suite income.
- Can improve the property value of the home for resale & thus the area as well.

To people /calgarians the benefits are:

- Increase options for people to live affordably.
- Basement suites provide better living as the renters enjoy use of the backyard space and not confined to an apartment.
- Secondary suites in suburban established neighbourhoods provide places for families to grow, be close to schools and parks.

To the community of Silversprings:

- Secondary suites & the RCG re-zoning helps the area maintain the communities population & provides modest growth.
- It also allows for maximization of the existing infrastructure on the property, and the city utilities to the property. Less cost to the city & less disruption to the neighborhood.
- No change to the character of the community as a result of this change for our purpose of a secondary suite.

To the city:

- Improves safe & affordable housing stock
- Helps sustain and improve population in the aging communities.





## Silver Springs Community Association Response



Mon 11/12/2018 2:20 PM

Jeremy Gukert [REDACTED]

[EXT] LOC2018-0222 SSCA comments

To [REDACTED] Bevill, Brad C.

Message

SSCA - LOC 2018-0222.pdf (276 KB)

Brad,

The application for 7222 Silver Mead Road NW re-designation to R-CG was reviewed by the SSCA board of directors and we have the following comment.

We support the application but ask for no relaxation of the Secondary Suite on-site parking stall requirement.

Thank you.

Jeremy Gukert  
SSCA – Director





# PROPOSED

CPC2019-0138  
ATTACHMENT 3

## BYLAW NUMBER 80D2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE LAND USE BYLAW 1P2007 (LAND USE AMENDMENT LOC2018-0222/CPC2019-0138)

\*\*\*\*\*

**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

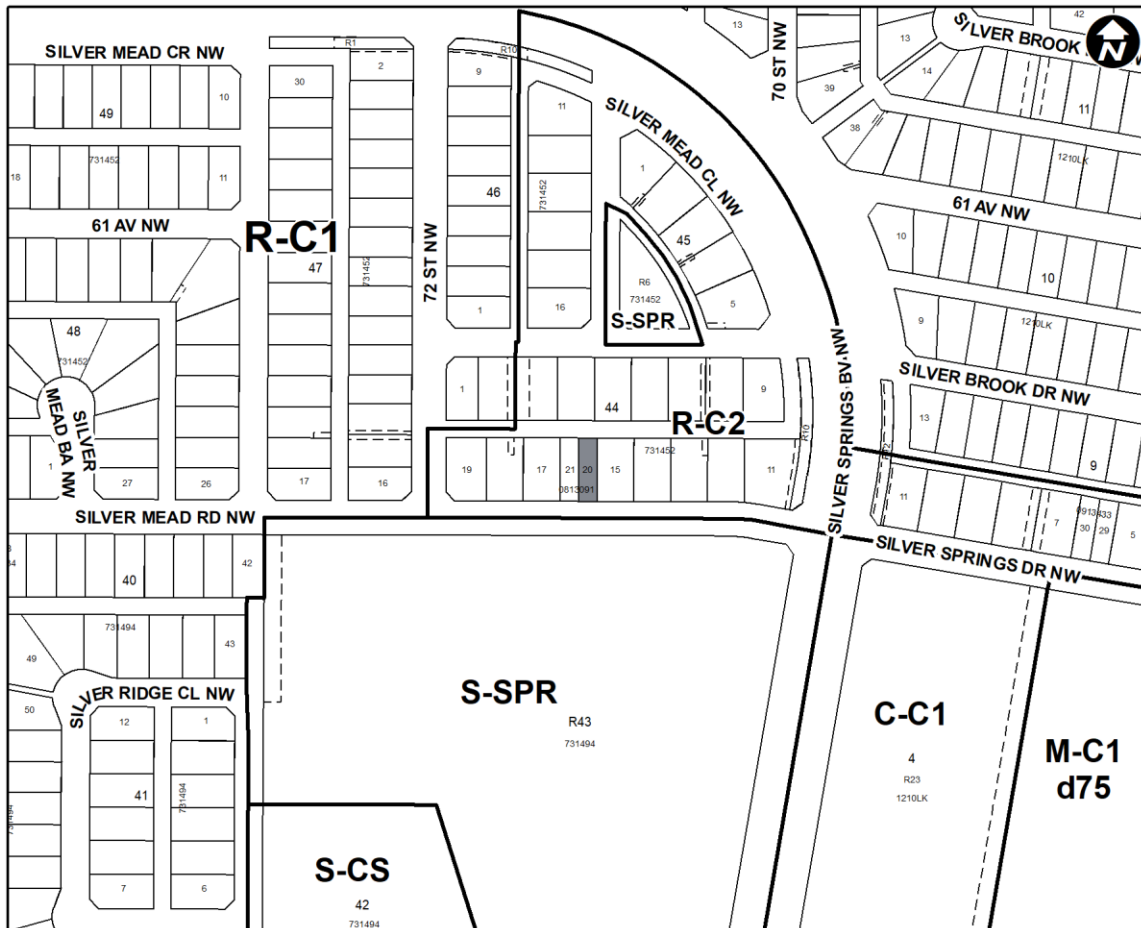
SIGNED ON \_\_\_\_\_

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

SIGNED ON \_\_\_\_\_

**AMENDMENT LOC2018-0222/CPC2019-0138  
BYLAW NUMBER 80D2019**

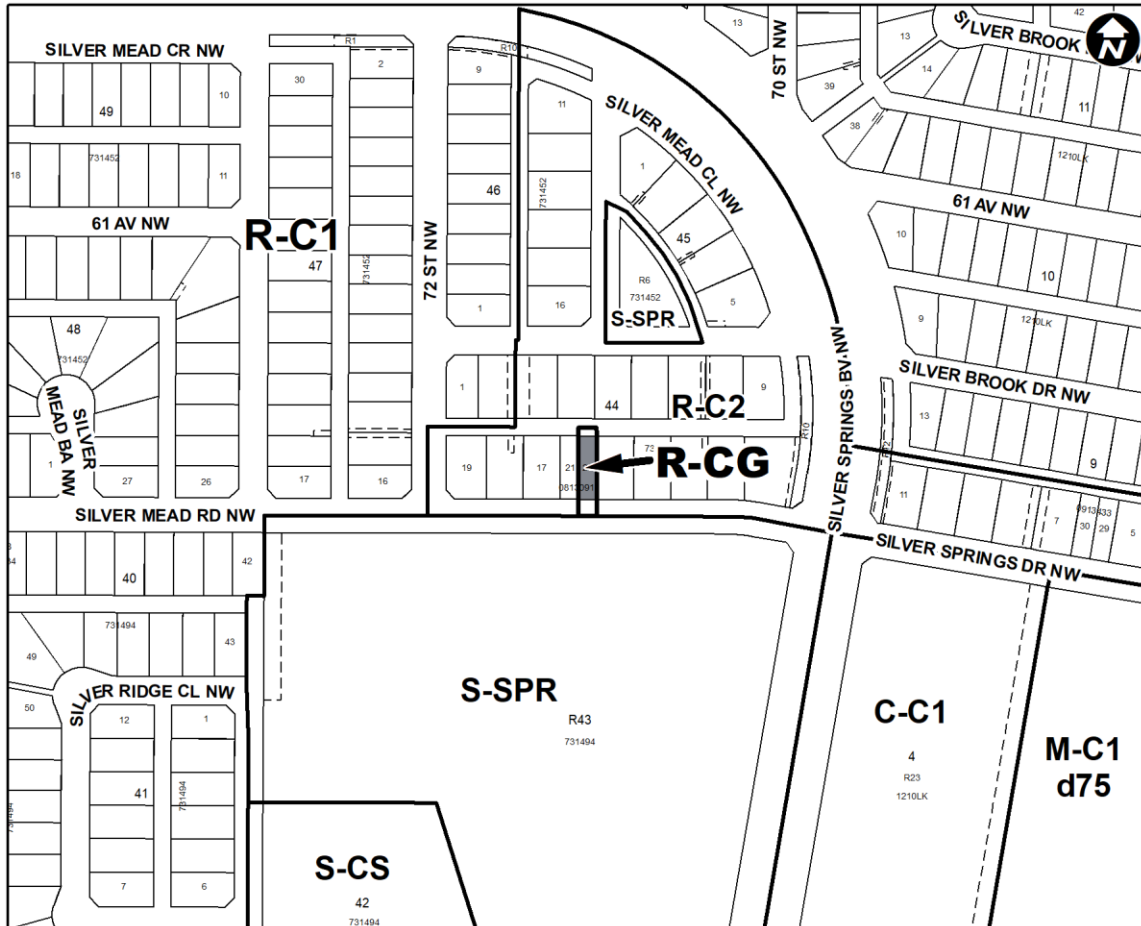
**SCHEDULE A**



# PROPOSED

AMENDMENT LOC2018-0222/CPC2019-0138  
BYLAW NUMBER 80D2019

## SCHEDULE B





**From:** [dgrettum@shaw.ca](mailto:dgrettum@shaw.ca)  
**To:** [Public Submissions](#)  
**Subject:** April 8, <web submission> LOC2018-0222  
**Date:** Thursday, March 28, 2019 9:50:07 AM

---

March 28, 2019

Application: LOC2018-0222

Submitted by: Donald Grettum

#### Contact Information

Address: 7220 Silver Mead Road NW Calgary, AB T3B 3V2

Phone: (403) 247-5001

Email: [dgrettum@shaw.ca](mailto:dgrettum@shaw.ca)

#### Feedback:

Concerns 1. Previously at this same address there was an illegal secondary suite which created a difficult parking problem. Even with the parking in rear of the unit there were always 2 or 3 cars continually parking out front on the street. 2. This coupled with the school closing all parking on the south side of Silver Mead Road already forces any additional school parking to the north side of Silver Mead Road taking up the very limited amount of residential parking remaining. 3. I purchased my duplex at 7220 understanding the zoning and it is important to me the zoning stays at it is. To allow a property management company to come in and change the zoning simply to enable them to increase their profits is no benefit to the neighborhood. A change in the zoning will be a detriment to owner's residing throughout this neighborhood. 4. Currently there are duplexes on this block with an owner residing in the unit and several of the duplexes are rental properties. If this change is allowed many of the current units will change to duplexes with secondary suites or for the most part fourplexes. This change will create an even worse parking problem than we currently have. Please I ask that the request for the zoning to allow for a secondary suite be denied





Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0155

**Land Use Amendment (City Initiated) in Cornerstone (Ward 5) at 23 Cornerstone Circle NE, LOC2018-0259**

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**EXECUTIVE SUMMARY**

The application is an Administration-initiated housekeeping land use amendment to correct the boundary of the existing Special Purpose – School, Park and Community Reserve (S-SPR) District, so that it aligns with the approved outline plan and existing parcel boundary of the Municipal Reserve site.

This land use amendment was submitted by The City of Calgary on 2018 November 27. The application proposes to change the designation of a portion of this property from Residential – Low Density Mixed Housing (R-G) District to Special Purpose – School, Park and Community Reserve (S-SPR) District to accommodate an existing park.

The proposal conforms to the relevant policies of the *Municipal Development Plan* and the *Cornerstone Area Structure Plan*.

**ADMINISTRATION RECOMMENDATION:**

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 0.29 hectares  $\pm$  (0.71 acres  $\pm$ ) located at 23 Cornerstone Circle NE (Plan 1612130, Block 10, Lot 9MR) from Residential – Low Density Mixed Housing (R-G) District **to** Special Purpose – School, Park and Community Reserve (S-SPR) District; and
2. Give three readings to the proposed bylaw.

---

**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2019 FEBRUARY 21:**

That Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 0.29 hectares  $\pm$  (0.71 acres  $\pm$ ) located at 23 Cornerstone Circle NE (Plan 1612130, Block 10, Lot 9MR) from Residential – Low Density Mixed Housing (R-G) District to Special Purpose – School, Park and Community Reserve (S-SPR) District; and
2. Give three readings to **Proposed Bylaw 81D2019**.

**PREVIOUS COMMITTEE DIRECTION / POLICY**

None.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0155

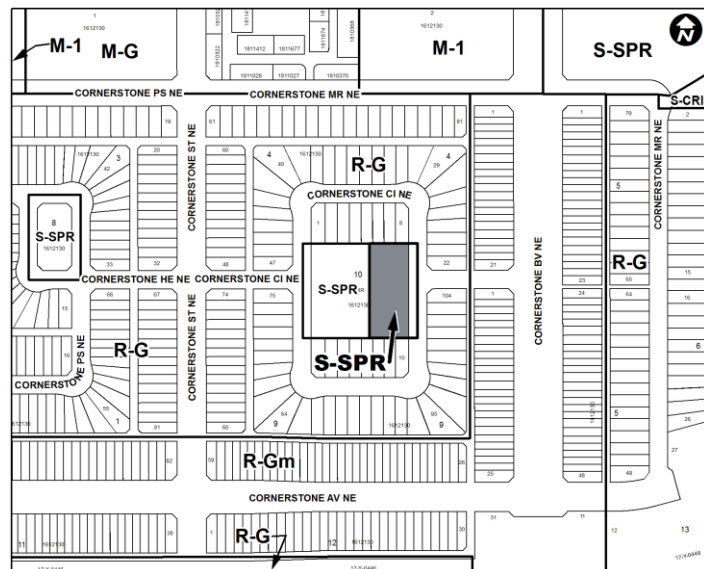
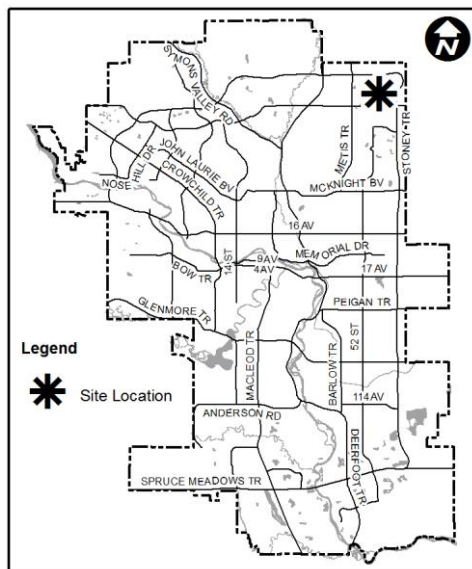
Land Use Amendment (City Initiated) in Cornerstone (Ward 5) at 23 Cornerstone Circle NE, LOC2018-0259

## BACKGROUND

This redesignation application was submitted by the landowner, The City of Calgary, on 2018 November 27. As per the Applicant's Submission (Attachment 1), the application is for a housekeeping amendment to align the Special Purpose – School, Park and Community Reserve (S-SPR) District with the existing parcel boundary of the municipal reserve, as per the approved subdivision and outline plan.

The outline plan and land use (LOC2014-0173) were approved in 2015. The subsequent subdivision (SB2014-0497) of the parcel aligned with the approved outline plan and dedicated the parcel as Municipal Reserve. It was later discovered that there was a discrepancy between the approved outline plan and the land use. A land use amendment is required to correct the mapping oversight, and align the land use district with the parcel boundary.

## Location Maps



Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0155

Land Use Amendment (City Initiated) in Cornerstone (Ward 5) at 23 Cornerstone  
Circle NE, LOC2018-0259

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Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0155

## **Land Use Amendment (City Initiated) in Cornerstone (Ward 5) at 23 Cornerstone Circle NE, LOC2018-0259**

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### **Site Context**

The subject site is located in the community of Cornerstone on Cornerstone Circle NE, north of Cornerstone Avenue NE. Surrounding development is characterized by single detached homes. The predominant land uses in this area are Residential – Low Density Mixed Housing (R-G) (R-Gm) District and Special Purpose – School, Park and Community Reserve (S-SPR) District.

The site is approximately 0.70 hectares in size with approximate dimensions of 82 metres by 85 metres. Approximately 0.41 hectares of the western portion of site is currently designated S-SPR, and the remaining 0.29 hectares of the eastern portion is designated R-G. The property is currently dedicated as Municipal Reserve and developed with a playground.

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

The proposed housekeeping amendment to redesignate a portion of the subject site would allow for alignment with the approved outline plan, and for the appropriate land use of S-SPR to be applied to the entire area of the Municipal Reserve.

The proposed land use redesignation is in keeping with applicable provincial and municipal legislation as identified 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***

The existing Residential – Low Density Mixed Housing (R-G) District that encompasses the eastern portion of the subject site is a residential designation in developing areas that is primarily for cottage housing clusters, duplex dwellings, rowhouse buildings, semi-detached dwellings and single detached dwellings.

The proposed Special Purpose – School, Park and Community Reserve (S-SPR) District that encompasses the western portion of the site, and that is proposed for the eastern portion, is a special purpose designation intended for schools, parks, open space and recreation facilities on lands dedicated as certain types of reserve, including Municipal Reserve.

#### ***Development and Site Design***

The subject site is currently developed with a playground. No additional plans have been identified for this site at this time.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0155

## **Land Use Amendment (City Initiated) in Cornerstone (Ward 5) at 23 Cornerstone Circle NE, LOC2018-0259**

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### ***Environmental***

There are no environmental concerns associated with the site or this proposal.

### ***Transportation***

Pedestrian and vehicular access to the site is available from Cornerstone Circle NE. The area is not yet served by Calgary Transit, with the closest bus service stop located in the adjacent community of Skyview Ranch, approximately one kilometre walking distance on Skyview Ranch Boulevard NE. A Transportation Impact Assessment was not required as part of this application.

### ***Utilities and Servicing***

Water, sanitary and storm sewer mains are available to service the site, if required.

### **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 landowners and the application was advertised online.

Administration received 12 letters from nearby residents stating they would like the park space to remain.

Following Calgary Planning Commission, notifications 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.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (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 reference to this site, the proposal is consistent with policies on Land Use Patterns.

#### ***Interim Growth Plan (2018)***

The recommendation aligns with the policy direction of the *Interim Growth Plan*. The proposed land use amendment builds on the principles of the *Interim Growth Plan* by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0155

## **Land Use Amendment (City Initiated) in Cornerstone (Ward 5) at 23 Cornerstone Circle NE, LOC2018-0259**

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### ***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 applicable MDP policies encourage the provision of quality parks and open space for all Calgarians, including neighbourhood parks within a five-minute walk of all residents, a hierarchy of interconnected public spaces, and parks designed to be compatible with nearby uses.

### ***Cornerstone Area Structure Plan (Statutory – 2014)***

The subject parcel is located within the Neighbourhood Area as identified on Map 3: Land Use Concept in the *Cornerstone Area Structure Plan* (ASP). The Neighbourhood Area is intended to accommodate predominately residential uses, with the inclusion of other compatible uses.

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

The proposed land use allows for the continued provision of park space supporting local recreation opportunities and works towards the policy goal of creating great and complete communities.

### **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):**

This housekeeping amendment aligns with the approved subdivision and outline plan for the area, and is in conformance with applicable policies of the *Municipal Development Plan* and the *Cornerstone Area Structure Plan*.

### **ATTACHMENT(S)**

1. Applicant's Submission
2. **Proposed Bylaw 81D2019**
3. **Public Submissions**

### **Applicant's Submission**

This land use amendment application is a City initiated application proposing the redesignation of the eastern portion of the parcel situated at 23 Cornerstone CI NE from Residential - Low Density Mixed Housing (R-G) District to Special Purpose - School, Park and Community Reserve (S-SPR) District.

The western portion of the parcel is already designated as S-SPR and this land use amendment proposes to clean up the split zoning across the site to reflect the actual use of the site as open park space (designated as municipal reserve), as per the approved outline plan and the registered subdivision.





# PROPOSED

CPC2019-0155  
ATTACHMENT 2

## BYLAW NUMBER 81D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0259/CPC2019-0155)**  
\*\*\*\*\*

**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 \_\_\_\_\_

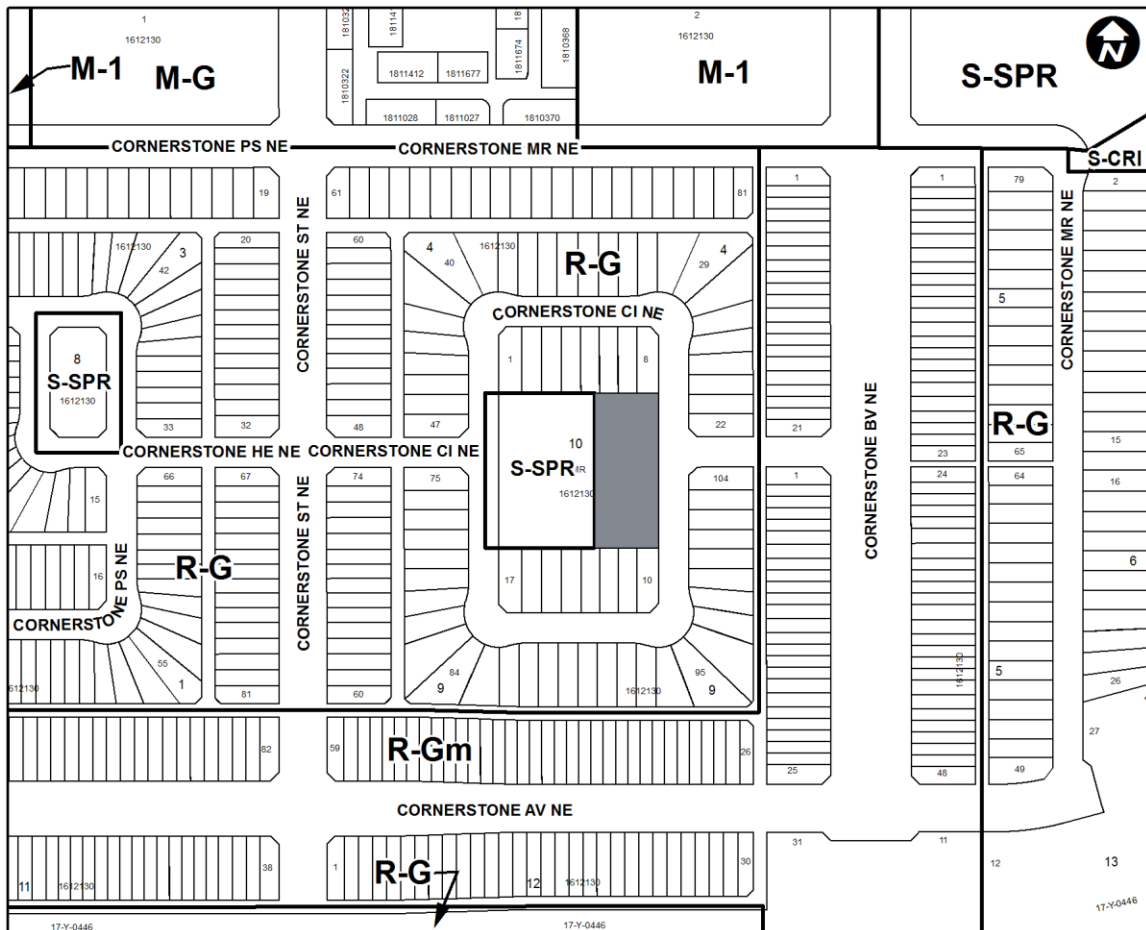
\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0259/CPC2019-0155  
BYLAW NUMBER 81D2019

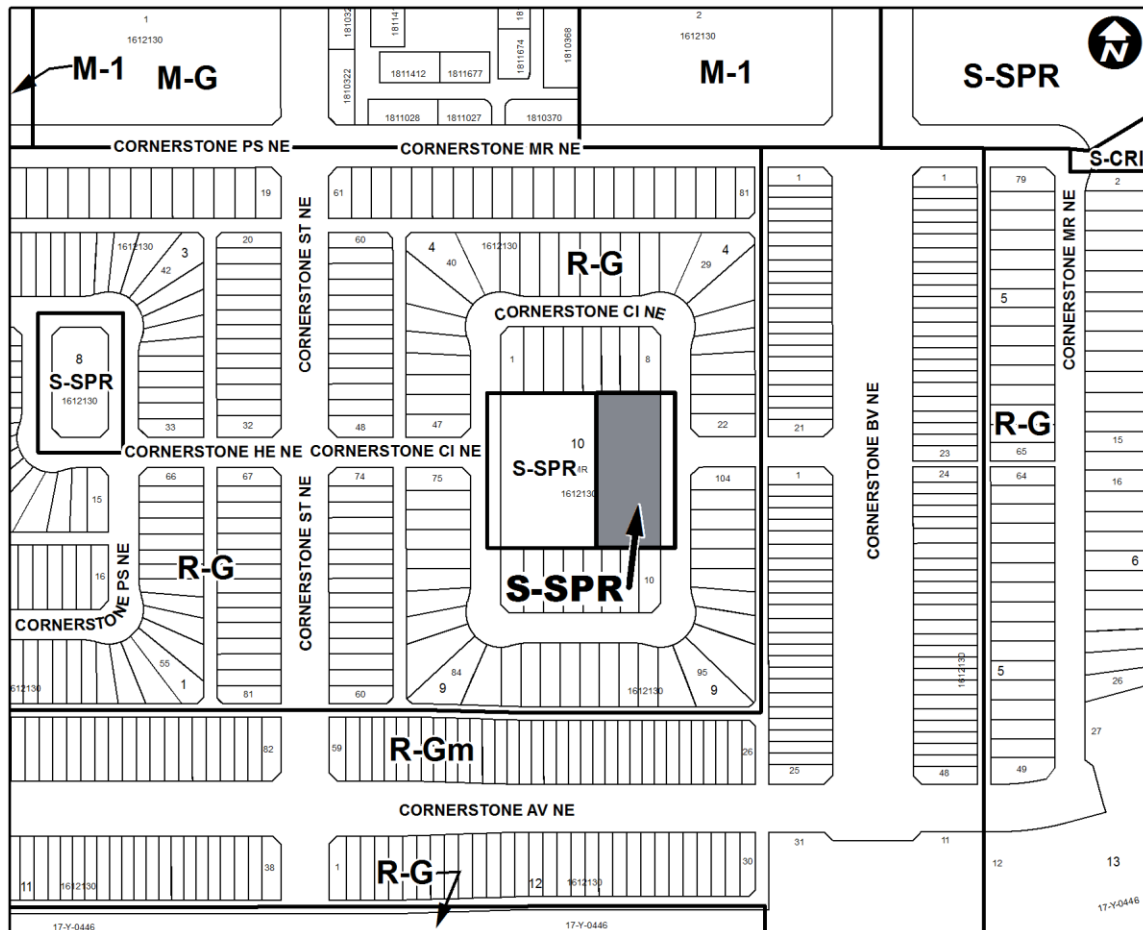
## SCHEDULE A



# PROPOSED

AMENDMENT LOC2018-0259/CPC2019-0155  
BYLAW NUMBER 81D2019

## SCHEDULE B





**From:** [deep Sabi](#)  
**To:** [Public Submissions](#)  
**Subject:** [EXT] 23 cornerstone Circle Ne, plan 1612130, Block 10, Lot 9MR redesignation submission  
**Date:** Sunday, March 24, 2019 6:30:26 PM

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Hi, my name is Bhupinderjit Kaur Atwal, resident of 226 Cornerstone Circle NE. I'm sending you my submission regarding the re-designation for 23 Cornerstone circle NE, Plan [1612130](#), Block 10, Lot 9MR. I don't want anything to be designed, I would like to keep things the way it is. I want to keep the playground the way it is. I have a young daughter and for her, I picked this house especially because of the playground.

**From:** [tsuppal@hotmail.ca](mailto:tsuppal@hotmail.ca)  
**To:** [Public Submissions](#)  
**Subject:** April 8, <web submission> LOC2018-0259  
**Date:** Friday, March 22, 2019 1:53:42 PM

---

March 22, 2019

Application: LOC2018-0259

Submitted by: Tapinder Singh Uppal

Contact Information

Address: 195 Cornerstone Circle NE

Phone: (403) 285-6162

Email: [tsuppal@hotmail.ca](mailto:tsuppal@hotmail.ca)

Feedback:

The Respected Council Members, I would like to bring into your kind attention that this park is the lifeline of the community neighborhood of Cornerstone Circle. My two children and all the children in the community play in this park everyday. Please make an effort to pass by this park in the evening and you will notice how many children play in this park everyday (my guess is 50+ children on average). Many seniors in the community including my own 72 year old mother use this park to socialize with each other i.e. sit and chat together, take their grand kids to the park etc. This is the only nearby park in the community with a good space and safe environment. Without this park, you could imagine the huge impact on the physical growth and development of the children in the community. And, parents will be forced to take on the hassle to take their children to a far distant place for them to play or some may totally can't afford it. The whole community will be a dead place without this park. In addition, there was no communication or information provided by my builder (Shane Homes) that the eastern side of the park is currently zoned as a multi-housing area. The only reason I had bought my house here is due to an open park space at the back of my house and I have spent my whole life savings in buying this house and only to know after a few months that eastern side of the park is not designated as it was marketed by the builders in the area and currently this area is already built like a park. I kindly request you to please approve the re-designation of the eastern side of this area as an S-SPR district (open park space) and save this community neighborhood from death. Yours sincerely, Tapinder Singh Uppal 195 Cornerstone Circle NE Calgary AB 403-285-6162 (phone)

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0206

## Land Use Amendment in Stoney 3 (Ward 5) at 3730 – 108 Avenue NE, LOC2018-0247

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### EXECUTIVE SUMMARY

This application was submitted by Civic Works Planning + Design on 2018 November 13 on behalf of Eagle Crest Construction (2036013 Alberta Ltd). This application proposes to change the designation on the subject site from DC Direct Control District based on the General Light Industrial (I-2) District of Bylaw 2P80 to Industrial – Business (I-B f1.0) District to allow for:

- a greater range of small commercial and service uses in an existing (under construction) building;
- a maximum building height of 12 metres (equal to the current maximum of 12 metres);
- a maximum floor area ratio of 1.0 (equal to the current maximum of 1.0 FAR); and
- the uses listed in the Industrial – Business (I-B f1.0) District

This proposal conforms to the relevant policies of the *Municipal Development Plan* and is supported by the objectives of the *Northeast Industrial Area Structure Plan*.

#### ADMINISTRATION RECOMMENDATION:

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 1.214 hectares  $\pm$  (3.00 acres  $\pm$ ) located at 3730 – 108 Avenue NE (Plan 1512086, Block 1, Lot 7) from DC Direct Control District **to** Industrial – Business (I-B f1.0) District; and
2. Give three readings to the proposed bylaw.

#### RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2019 FEBRUARY 21:

That Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 1.214 hectares  $\pm$  (3.00 acres  $\pm$ ) located at 3730 – 108 Avenue NE (Plan 1512086, Block 1, Lot 7) from DC Direct Control District to Industrial – Business (I-B f1.0) District; and
2. Give three readings to **Proposed Bylaw 82D2019**.

### PREVIOUS COUNCIL DIRECTION / POLICY

None.



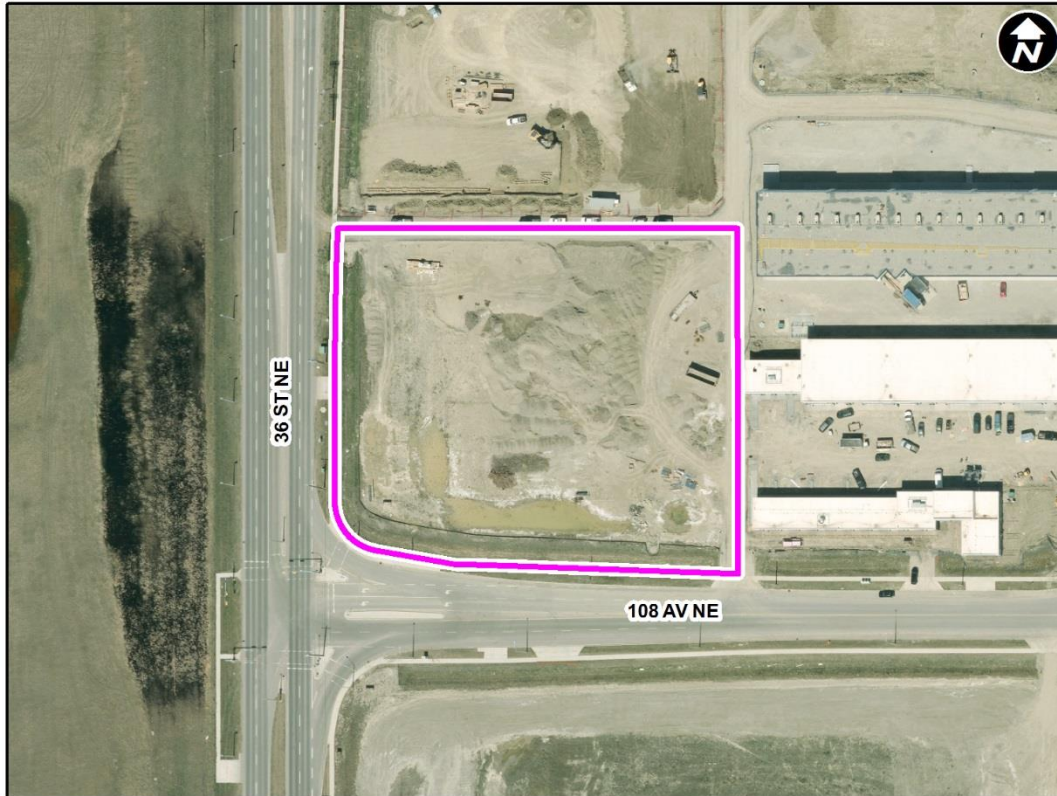


Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0206

## Land Use Amendment in Stoney 3 (Ward 5) at 3730 - 108 Avenue NE, LOC2018-0247

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### Site Context

The subject site is located at the northeast corner of the intersection of 36 Street NE and 108 Avenue NE in the community of Stoney 3, directly east of the Calgary International Airport. The site consists of a single parcel of land that is approximately 1.2 hectares (3 acres) in size. As noted in the background section of this report, two buildings are currently under construction on the site. Lands to the north, south and east of the site contain a mix of existing industrial and commercial uses as well as vacant land awaiting development. Country Hills Boulevard NE is located approximately 250 metres north of the subject site.

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

This land use amendment would enable a greater range of small-scale commercial uses on the site than currently allowed under the existing DC Direct Control District based on the General Light Industrial (I-2) District of Bylaw 2P80. Specifically, uses such as retail and consumer service are not allowed under the existing DC Direct Control District. This restriction has made it difficult for the developer to serve market demand for certain types of commercial uses that would serve the broader business/industrial park. The redesignation does not contemplate changes to the existing allowable height and intensity of development on this parcel.

Approval(s): R. Michalenko concurs with this report. Author: P. Schryvers  
City Clerk's: G. Chaudhary

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0206

## **Land Use Amendment in Stoney 3 (Ward 5) at 3730 - 108 Avenue NE, LOC2018-0247**

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The proposed redesignation was reviewed against the policies of the *Northeast Industrial Area Structure Plan* and consideration was given to the fact that development on the site is currently under construction.

### **Planning Considerations**

Given the nature of this application, the primary planning considerations relate to the range of uses allowable under the proposed Industrial – Business (I-B f1.0) District and whether they align with the planning vision for the area.

### **Land Use**

The existing land use is a DC Direct Control District based on the General Light Industrial (I-2) District of Bylaw 2P80. The DC Direct Control District restricts the use of liquor stores and warehouse stores, provides additional development guidelines regarding outdoor storage along Airport Trail or Metis Trail and provides guidelines for building design for shopping centre uses. The base I-2 District contains a considerable amount of commercial uses, including offices, hotels, automotive services, grocery stores, financial institutions, private schools and restaurants, among others, but does not allow for retail uses.

The proposed land use, Industrial – Business (I-B f1.0) District, is in keeping with the intent of the *Northeast Industrial Area Structure Plan* as detailed in the Strategic Alignment section below. The I-B District allows for a range of industrial uses such as self-storage, specialized industrial, breweries, wineries and distilleries as well as commercial uses such as offices, financial institutions, and retail and consumer service. Retail and consumer service uses are restricted to 465.0 square metres in size. The maximum allowable height (12 metres) in the I-B District and the proposed floor area ratio (1.0 FAR) match the existing regulations found in the I-2 District. Alternative land use districts such as the Industrial – Commercial (I-C) District were deemed to be too commercial in nature to meet the intent of the policy at this location and were not pursued for this application.

### **Development and Site Design**

A development permit (DP2017-2566) is approved for the subject site. The application consists of two buildings oriented toward a central parking area with rear loading doors for industrial bays located on the north building and accessed via a private road. The area is characterized by development accessed by private roads and surrounded by a common bioswale to facilitate stormwater management. The proposed uses in the development permit consisted of offices and warehouses (a listed use in Bylaw 2P80). The application was approved on 2018 June 7 and released on 2018 October 26. The development is currently under construction.

### **Environmental**

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0206

## **Land Use Amendment in Stoney 3 (Ward 5) at 3730 - 108 Avenue NE, LOC2018-0247**

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No environmental issues have been identified through the consideration of this application. An environmental site assessment was not required for this application.

### ***Transportation***

Pedestrian and vehicle access to the subject site is provided by way of 36 Street NE and 108 Avenue NE and an access right-of-way to the west and north of the site. A Transportation Impact Assessment was not required for this application.

### ***Utilities and Servicing***

A public water main exists within the adjacent public right-of-way (108 Avenue NE). A public sanitary main exists within an existing utility right-of-way within the easterly portion of the site. A bioswale system exists (as constructed by the area developer) within the outer south and west edges of the site for storm water drainage and treatment. Development servicing was resolved at both the development permit and development site servicing plan stages, to the satisfaction of Water Resources.

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

In keeping with Administration's standard practices, this application was circulated to relevant external stakeholders (e.g. YYC, Enmax, etc.) and notice was posted on-site. Notification letters were sent to adjacent landowners and the application was advertised online.

No comments from citizens or adjacent landowners were received by the report submission date. Given the industrial/commercial nature of the Stoney 3 area no community association exists.

Following this Calgary Planning Commission meeting, notifications for Public Hearing of Council will be posted on-site and mailed out to adjacent land owners. In addition, the Commission's recommendation and the date of the Public Hearing will be advertised. No public meetings were held by the Applicant or Administration.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (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.

#### ***Interim Growth Plan (2018)***

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0206

## **Land Use Amendment in Stoney 3 (Ward 5) at 3730 - 108 Avenue NE, LOC2018-0247**

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The recommendation aligns with the policy direction of the *Interim Growth Plan*. The proposed land use amendment builds on the principles of the *Interim Growth Plan* by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

### ***Municipal Development Plan (Statutory – 2009)***

Map 1 – Urban Structure of the *Municipal Development Plan* identifies the subject site as being in the Standard Industrial Area typology. The proposed land use aligns with the relevant policies regarding Standard Industrial Areas, specifically sections 3.7.1(a) and 3.7.1(c) in that the proposed land use maintains a predominantly industrial character and while allowing for some small-scale commercial uses that support the function of the area and meet the day to day needs of area businesses and employees.

### ***Northeast Industrial Area Structure Plan (Statutory – 2007)***

The *Northeast Industrial Area Structure Plan* identifies the subject site as being within the Business/Industrial Area. The policies of the Business/Industrial Area state that light industrial uses should be the predominant use of land in the area, but that various commercial uses may be allowed where compatible and appropriate. Local commercial uses are permitted in the Business/Industrial Area provided they are at the intersection of two roads and not comprise a site exceeding 1.6 hectares. The subject site meets both criteria as it is located at the intersection of 36 Street and 108 Avenue NE and the site is limited (1.24 hectares) in size. Additionally, a development permit for the site consisting of primarily industrial and office uses has been approved and is under construction. The nature of commercial uses allowed under the proposed land use district will be secondary to the industrial/office use of the site.

### ***Calgary International Airport Vicinity Protection Area Regulation (Statutory – 2009)***

The subject site is located within the 35-40 Noise Exposure Forecast contour of the *Airport Vicinity Protection Area* (AVPA) land use regulations. The recommended Industrial – Business (I-B f1.0) District provides for a range of uses that are generally allowable within the 35-40 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 will allow for commercial uses that support local employment in the area, reducing the need for lengthy vehicle trips to meet daytime needs. The proposed land use will also improve the ongoing viability of the development and allow the owner to attract tenants to the proposed buildings in a manner that meets current market demands.

### **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  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0206

## Land Use Amendment in Stoney 3 (Ward 5) at 3730 - 108 Avenue NE, LOC2018-0247

---

### ***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**

Given that the buildings on site are currently under construction, and that several bays within the development are designed for industrial uses (rear bay doors, long and narrow floor plans), there is little risk that the amount of commercial uses on site will increase significantly.

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

The proposal is in keeping with the applicable policies of the *Municipal Development Plan* and provides for a range and scale of uses that will support the vision for the area outlined in the *Northeast Industrial Area Structure Plan*. The recommended Industrial – Business (I-B f1.0) District is intended to be applied within industrial areas and will allow for an appropriate range of uses to complement the existing approved uses as well as surrounding planned industrial and employment uses. Further, the site is currently under construction and includes industrial-style bays, reducing the risk of the site being predominantly commercial.

### **ATTACHMENT(S)**

1. Applicant's Submission
2. **Proposed Bylaw 82D2019**
3. **Public Submissions**



## 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.

#### Applicant statement

Land Use Redesignation from Direct Control (DC) District 15Z2007 to Industrial Business (I-B) District  
Lot 7 Block 1, Plan 1512086 | 1.21 ha (2.99 ac)

#### Attachments:

Business Profiles for Jacksonport Professional Centre  
Letters of Intent

The proposed Land Use Redesignation from the Direct Control District to the Industrial Business (I-B) District is to allow for a mix of light industrial, office and support commercial uses for a site with an approved Development Permit and in progress Building Permit application.

The subject lands fall within the boundaries of the Northeast Industrial Area Structure Plan (ASP), approved in 2007. The site is identified as the Business/Industrial Area, which is intended to provide for the development of a variety of light industrial uses with the addition of medium industrial, secondary commercial, office, institutional, recreational and other land uses if they are considered to be compatible.

The approved Development Permit application is in alignment with the existing Direct Control District (DC15Z2007), however, with its limited range of permitted and discretionary uses the District has proven problematic. The Direct Control District, which predates the innovations in Land Use Bylaw 1P2007, does not reflect current development trends, anticipate future trends, nor is it well positioned to accommodate change. This has prevented a number of interested locally based businesses from signing lease agreements.

The I-B District is a more recent and flexible policy tool including a greater range of uses that caters to those challenged with finding an appropriate location for their business. Included in this application are business profiles and letters of intent from those who have expressed strong interest in this development should the Redesignation and future Change of Use applications be approved.

#### PLANNING RATIONALE

The subject site features numerous characteristics identified in the ASP and Land Use Bylaw that make it especially appropriate for the proposed I-B District.

**Corner Lot:** The subject site occupies a corner lot at 36 Street and 108 Avenue NE, aligning with ASP policy that commercial uses should be located at the intersection of two roads.

**Site Area:** The subject site is 1.21 ha, aligning with ASP policy that sites with commercial uses should be less than 1.6 ha in area.

**Major Street:** The I-B District is intended to be characterized by parcels that are highly visible from major streets. The subject site is located along 36 Street NE – a City classified Industrial Arterial Street – ensuring both ease of access and traffic capacity for future businesses.





# PROPOSED

CPC2019-0206  
ATTACHMENT 2

## BYLAW NUMBER 82D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0247/CPC2019-0206)**  
\*\*\*\*\*

**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 \_\_\_\_\_

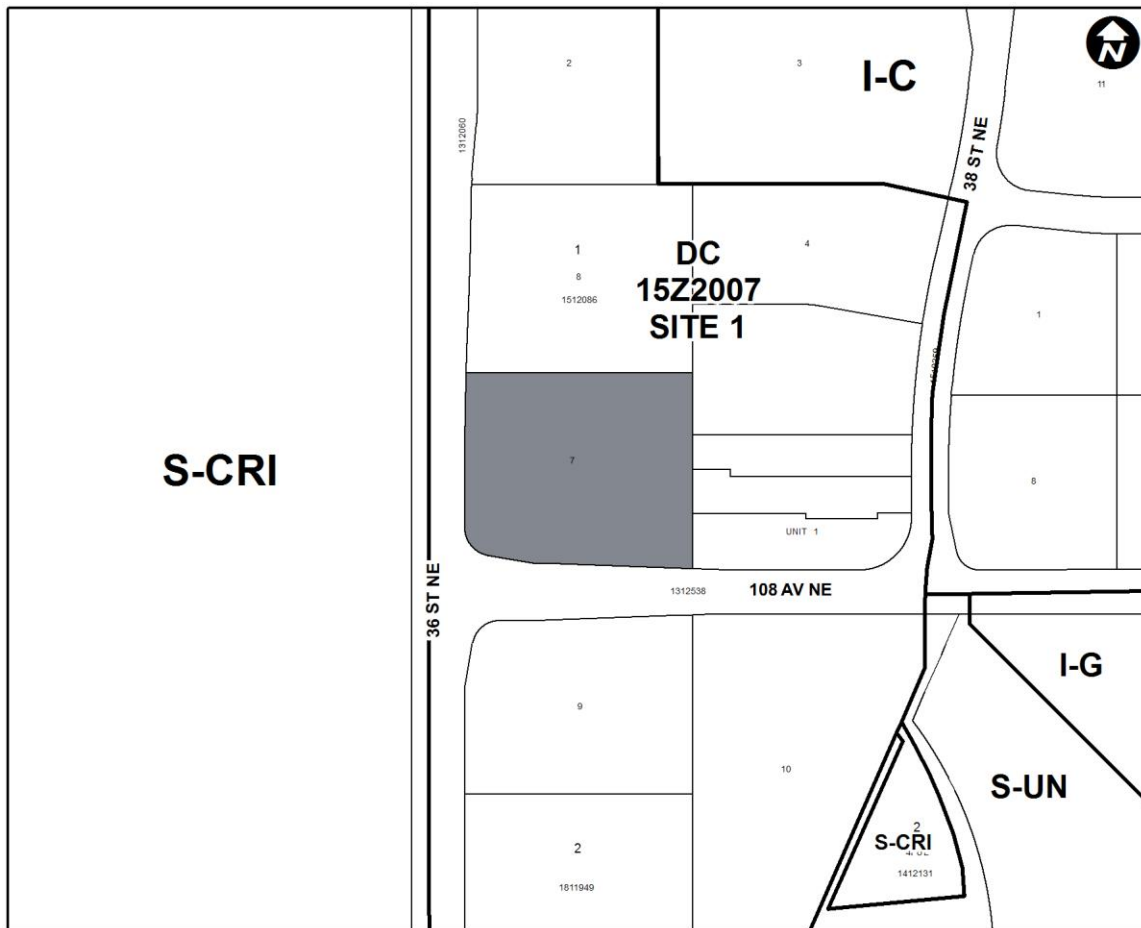
\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0247/CPC2019-0206  
BYLAW NUMBER 82D2019

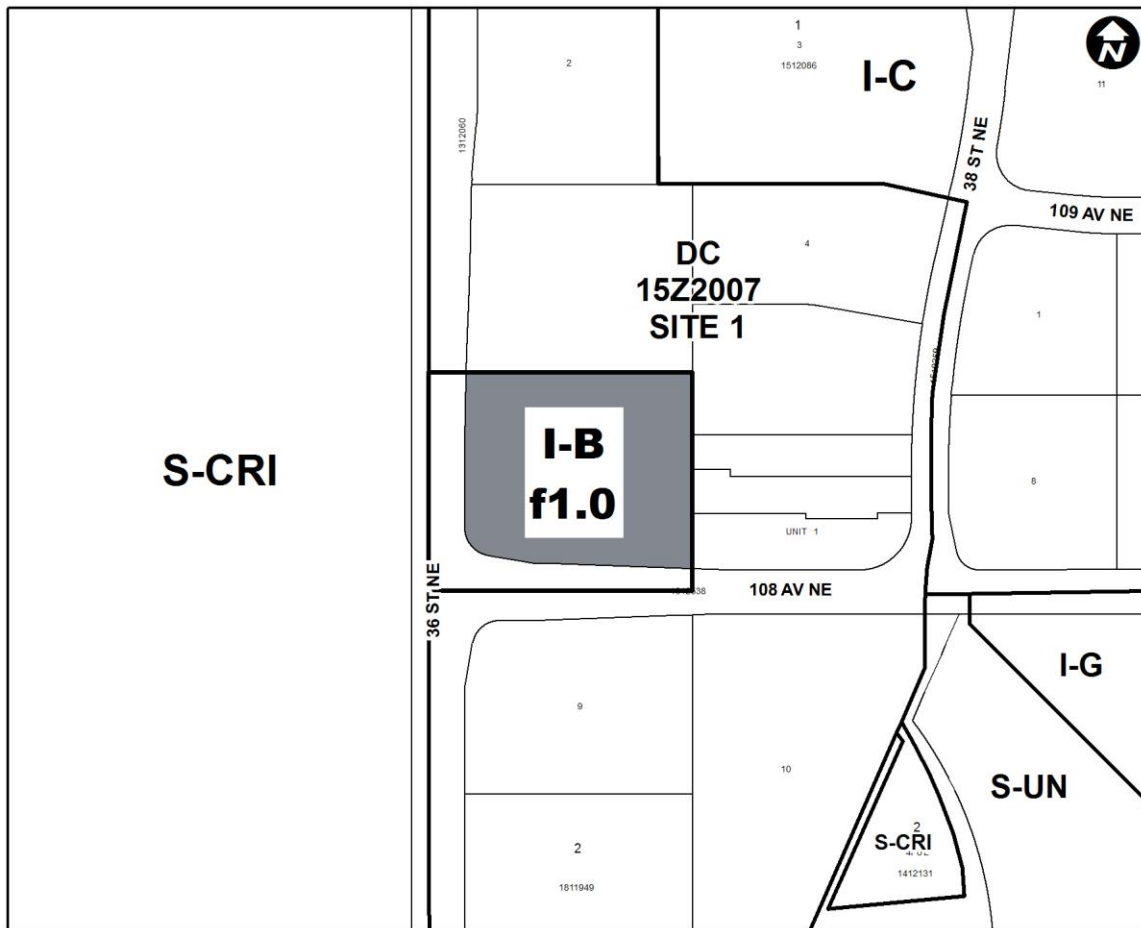
## SCHEDULE A



# PROPOSED

AMENDMENT LOC2018-0247/CPC2019-0206  
BYLAW NUMBER 82D2019

## SCHEDULE B





**From:** [Deblasio, Leslie](#) on behalf of [City Clerk](#)  
**To:** [Public Submissions](#)  
**Subject:** FW: Public Submission LOC2018-0247, CPC2019-0206  
**Date:** Monday, April 01, 2019 9:28:59 AM  
**Attachments:** [18.11.12 Business Profiles.pdf](#)  
[18.11.13 applicant submission form.pdf](#)  
[JPC-LOI-Bloom Lashes - Signed.pdf](#)  
[JPC-LOI-Chi Hoang Meats - Signed.pdf](#)  
[JPC-LOI-Jacksonport Pharmacy - Signed.pdf](#)  
[JPC-LOI-Made By PG - Signed.pdf](#)  
[JPC-LOI-Sahar Communications - Signed.pdf](#)  
[image002.png](#)

---

Please see below

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**From:** Joanna Patton [<mailto:joanna@civicworks.ca>]  
**Sent:** Monday, April 01, 2019 9:25 AM  
**To:** City Clerk <[CityClerk@calgary.ca](mailto:CityClerk@calgary.ca)>  
**Cc:** Dave White <[david@civicworks.ca](mailto:david@civicworks.ca)>  
**Subject:** [EXT] Public Submission LOC2018-0247, CPC2019-0206

Good Morning,

Please find attached the complete Applicant Statement and corresponding Business Profiles and Letters of Intent as our Public Submission for item LOC2018-0247 (Stoney 3, Ward 5 at 3730 – 108 Avenue NE) scheduled for a Public Hearing on April 8, 2019. The Administration Report includes a portion of the Applicant Statement, however, the second page of this document is missing from the report.

Kind Regards,



**Joanna Patton** BFA, MPlan  
URBAN PLANNER

---

[civicworks.ca](http://civicworks.ca)

460 - 5119 Elbow Drive SW  
Calgary, Alberta T2V 1H2

The content of this email is the confidential property of CivicWorks Planning + Design and should not be copied, modified, retransmitted, or used for any purpose except with CivicWorks' written authorization. If you have received this email in error, please notify the sender immediately and delete this message and any copies. Thank you.



460 - 5119 Elbow Drive SW P 403 201 5305  
Calgary, Alberta T2V 1H2 F 403 201 5344

12.11.2018

## **BUSINESS PROFILES FOR JACKSONPORT PROFESSIONAL CENTRE**

The existing Development Permit for this site was approved under the 15Z2007 Direct Control (DC) District. However, since approval Eagle Crest Construction has experienced difficulty in attracting buyers for the industrial units because of the restricted uses allowed within the district. The businesses listed below have formally expressed interest in the development through Letters of Interest (attached), and the proposed redesignation to I-B would allow them to operate within the Jacksonport Professional Centre. The proposed change would result in approximately 15% to 20% of the existing warehouse and light industrial area being transitioned to supporting commercial storefront and showroom spaces.

### **Chi Hoang Meats**

#### **Discretionary Use: Specialty Food Store**

Chi Hoang Meats is a retail butcher shop and a back-end wholesaler providing wholesale product to various businesses in the area. To support the wholesale component of their business, Chi intends to dedicate a small portion of their total square footage to store front retail servicing employment centres in the immediate area.

### **Bloom Lashes**

#### **Discretionary Use: Retail and Consumer Services**

Bloom lashes is a beauty retailer specializing in eye lashes and other beauty accessories. Bloom sells their luxury product to local retailers and salons as well as online to a larger global market. To support the larger wholesale component of their business, Bloom intends to dedicate a portion of their storage space to a retail showroom, building their physical presence in the Calgary market.

### **Sahar Communications**

#### **Discretionary Use: Retail and Consumer Services**

Sahar Communications offers home automation/security services as well as computer and cell phone repair. In addition to storage space for automation/alarm equipment, Sahar requires storefront retail for their computer/cell repair services and home automation equipment showroom.

### **Jacksonport Pharmacy & Convenience Store**

#### **Permitted Use: Convenience Food Store**

#### **Discretionary Use: Retail and Consumer Services**

Jacksonport Pharmacy intends to offer prescribed and over the counter medication as well as convenience goods as part of their storefront providing services to employment centres in the immediate area.

### **Made by PG**

#### **Permitted Use: Instructional Facility**

#### **Discretionary Use: Retail and Consumer Services**

Made by PG offers makeup services and classroom training for aspiring artists. As part of their instructional facility, Made by PG intends to dedicate a small portion of their total square



## 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.

#### Applicant statement

Land Use Redesignation from Direct Control (DC) District 15Z2007 to Industrial Business (I-B) District  
DP2017-2566 | 10920 36 street NE | Lot 7 Block 1, Plan 1512086 | 1.21 ha (2.99 ac)

#### Attachments:

Business Profiles for Jacksonport Professional Centre  
Letters of Intent

The proposed Land Use Redesignation from the Direct Control District to the Industrial Business (I-B) District is to allow for a mix of light industrial, office and support commercial uses for a site with an approved Development Permit and in progress Building Permit application.

The subject lands fall within the boundaries of the Northeast Industrial Area Structure Plan (ASP), approved in 2007. The site is identified as the Business/Industrial Area, which is intended to provide for the development of a variety of light industrial uses with the addition of medium industrial, secondary commercial, office, institutional, recreational and other land uses if they are considered to be compatible.

The approved Development Permit application is in alignment with the existing Direct Control District (DC15Z2007), however, with its limited range of permitted and discretionary uses the District has proven problematic. The Direct Control District, which predates the innovations in Land Use Bylaw 1P2007, does not reflect current development trends, anticipate future trends, nor is it well positioned to accommodate change. This has prevented a number of interested locally based businesses from signing lease agreements.

The I-B District is a more recent and flexible policy tool including a greater range of uses that caters to those challenged with finding an appropriate location for their business. Included in this application are business profiles and letters of intent from those who have expressed strong interest in this development should the Redesignation and future Change of Use applications be approved.

#### PLANNING RATIONALE

The subject site features numerous characteristics identified in the ASP and Land Use Bylaw that make it especially appropriate for the proposed I-B District.

**Corner Lot:** The subject site occupies a corner lot at 36 Street and 108 Avenue NE, aligning with ASP policy that commercial uses should be located at the intersection of two roads.

**Site Area:** The subject site is 1.21 ha, aligning with ASP policy that sites with commercial uses should be less than 1.6 ha in area.

**Major Street:** The I-B District is intended to be characterized by parcels that are highly visible from major streets. The subject site is located along 36 Street NE – a City classified Industrial Arterial Street – ensuring both ease of access and traffic capacity for future businesses.

Proximity To Employment Centre: The I-B District is intended to be characterized by parcels that contribute to employment centres. The subject site is located directly adjacent the Calgary Airport, and within a developing industrial employment area. The site is in a desirable and easily-accessed location to provide support commercial to the surrounding employment centres.

Pedestrian Connectivity to Transit: The I-B District is intended to be characterized by parcels with pathway connections to and between buildings and to transit. The subject site is within a 650m of a designated transit stop on 104 Ave NE (Route 100), accessed via a pedestrian pathway through existing municipal reserve lands southwest of the subject site.

#### CITY-WIDE POLICY ALIGNMENT

This proposed Land Use Redesignation and development vision is consistent with the city-wide goals and policies of the Municipal Development Plan, which encourage the retention of a broad range of industrial uses with uses that support the industrial function of the area and cater to the day-to-day needs of area businesses and their employees.

It should be noted that the development vision is also in alignment with the Airport Vicinity Protection Area (AVPA) policies which limit certain uses at this location.

#### CONCLUSION

The proposed Land Use Redesignation will facilitate a development vision that enables a greater range industrial, office and support commercial businesses on a well-suited site. For the reasons outlined above, we respectfully request that Administration, Calgary Planning Commission and Council support this application.

Should you have any questions, comments or concerns, please contact me at 403 201 5305 or david@civicworks.ca.

Sincerely,

David White | Principal  
BA, MScPI, RPP, MCIP

**NOTE:** Applications must be submitted without personal information on any plans. Omitting this information will protect builders and tenants by reducing the risk of any personal information being wrongfully displayed, while also following the Province of Alberta's FOIP Act. If you consider the information to be personal, do not put it on the plans.

ISC: Protected





## JACKSONPORT PROFESSIONAL CENTRE – LETTER OF INTENT

DATE: Nov 1, 2018

TO:  
Simer Rattan  
Eagle Crest Construction  
PO BOX 75065 WESTHILLS  
Calgary AB, T3H 3M1

FROM: Angela Cheung  
1531950 Alberta LTD Bloom Lashes  
COMPANY: \_\_\_\_\_  
ADDRESS: 15088 Aspen Woods RPO Calgary, AB T3H 0N8

RE: Purchase of Commercial Space at Jacksonport Professional Centre

We are pleased to set out in this letter ( the "Letter Of Intent") the Terms and Conditions which accepted by Eagle Crest Construction on behalf of 2060708 Alberta ltd. ( being the "**Vendor**") would form the basis of a formal agreement of purchase and sale (the "**Purchase Agreement**") between the Vendor and Angela Cheung ( the "**Purchaser**").

The following outlines the terms and conditions which would form the basis of the Purchase Agreement:

1. **Property:** The property will comprise of Commercial space totaling 1613 square feet on the legal land described below. Municipal address to be determined. See schedule A for map.

NW Corner of 108 Ave and 36 ST NE, Calgary, AB

**Legal Description:** Plan 1512086  
Block 1  
Lot 7  
Excepting thereout all mines and minerals

HS  
AC



### Jacksonport Professional Centre Disclosure

Please note that the vendor has the subject property under contract and shall be closing the Transaction October 15, 2017 and commencing construction February 2018, with an anticipated completion date of December 2018. *19 AC HLS*

Land Use:  
CURRENT LAND USE ATTACHED IN SCHEDULE B

Purchase Price:  
2 Storey Professional Centre:

Main Floor 350\$ per SQFT, Second Floor 250\$ per SQFT

Industrial Building with Room for Mezzanine

~~280\$ per SQFT~~ \$315 per Sqft *AC TJS*

\* GST is applicable on all prices, please note that the above is pre-sale pricing as of April, 25, 2016 and is subject to change without notice.

Use Retail sales of aesthetic supplies

Purchaser Initial AC

**Adjustments:** The Purchase Agreement shall contain provisions for those adjustments, which are normal for transactions of this size and type.

#### Deposits:

Initial deposit of 1% of purchase price to be deposited into the Vendors lawyer account and credited against purchase price. Deposits should be made out to Mohar Law In Trust. If the Purchaser waives due diligence conditions, the Purchaser agrees to give a second deposit for a combined total of 10% of the purchase price set forth in the purchase contract. If the Purchaser does not remove its due diligence condition the Vendors solicitor will refund the deposits within a timely manner. Once the Purchaser has removed the due diligence condition all deposits become non-refundable. Unless otherwise agreed initial deposit will accompany the Letter Of Intent. No purchasers caveat permitted until after the condo plan registration, Purchaser to get consent of Vendors Solicitor to registration. Upon Closing the land and the approval of the development permit all deposits are releasable.

#### Due Diligence:

Due Diligence condition will begin when the Vendor provides the Purchaser with Submission Development Drawings and a PSA. The Purchaser has 45 days to complete all financing, due diligence and any other affairs before waiving there condition and providing the second deposit. The Vendor agrees to send the Purchaser notice when the due diligence begins and when it ends.

*HK AC*



The Purchaser's obligation to complete the transaction of purchase and sale which is contemplated herein will be subject to the conditional fulfillment of the following conditions precedent on or before 4:00 pm on the Purchaser's condition date:

1. The Purchaser being satisfied sole discretion as to financial and economic feasibility of the property and its intended use thereon
2. The Purchaser having obtained approval by its board of directors

The Purchaser's due diligence conditions are for the sole benefit of the Purchaser and may be waived in whole or in part by the purchaser.

**Purchase Agreement:**

The Purchase Agreement will be prepared by the Vendor's solicitor within 10 business days of the notice being given for the beginning of their due diligence. Upon delivery of the Purchase Agreement the Vendor has until the end of the due diligence to agree to the contract, if they do not agree they hold right to terminate the contract and request all deposits returned. The Purchase Agreement will indicate their final building, and location within that building.

**Representation and Warranties:** The Purchase Agreement will include all standard representations and warranties by the Vendor and the Purchaser and all closing conditions as may be mutually agreed upon.

**Notice:** Any notice required to be given under this letter will be in writing and sent by email or mail to the following:

(A) In case of the Vendor:  
Eagle Crest Construction  
PO BOX 75065 WESTHILLS  
Calgary AB, T3H 3M1

(B) In case of the Purchaser:  
Address: ang@angelacheung.ca  
Email:  
Phone: 403-828-6633

**Closing:** The Vendor will provide 90 days notice from the completion, the Vendor will provide vacant possession of the property at that time as a term of the Purchase Agreement. In the event that condominium plan is not registered, the Purchaser is still required to close the transaction, based upon providing cash difference to the Vendor's lawyer, the vendor agrees to carry at mortgage rate and mortgage amount until the plan is registered.

**Confidentiality:** Each of the Vendor and the Purchaser will keep the terms of this letter in the strictest confidence both before and after closing, except in the course of conveying necessary information to third parties involved directly in the transaction and may be required by law or mutually agreed in writing.





If these terms are acceptable both parties will sign within 5 business day from the date of issue for this letter.

This Letter of Intent is not legally binding. Neither the expenditure of funds nor the undertaking of actions shall be considered partial performance or binding, nor shall it be the basis for reliance. This letter is an expectation of our present intention and our willingness to continue negotiations which we hope shall lead to the satisfactory negotiation of a Purchase Agreement.

Dated this Nov 1, 2018

A handwritten signature in black ink, appearing to read "Harsimran Rattan", written over a horizontal line.

Per: HARSIMRAN RATTAN  
2060708 Alberta LTD

A small, stylized handwritten mark or signature, possibly initials, located to the left of the signature line.

Per: Angela Cheung

Purchaser: A handwritten signature in black ink, appearing to read "Angela Cheung", written over a horizontal line.

Handwritten initials "AC" inside a circle, with a large "X" mark to the left of the circle.



## JACKSONPORT PROFESSIONAL CENTRE – LETTER OF INTENT

DATE: Oct. 11, 2018

TO:  
Simer Rattan  
Eagle Crest Construction  
PO BOX 75065 WESTHILLS  
Calgary AB, T3H 3M1

FROM: Chi Hoang

COMPANY: Chi Hoang Meats Ltd.

ADDRESS: 284 West Chestermere Drive, Chestermere AB T1X 1B2

RE: Purchase of Commercial Space at Jacksonport Professional Centre

We are pleased to set out in this letter ( the "Letter Of Intent") the Terms and Conditions which accepted by Eagle Crest Construction on behalf of 2060708 Alberta ltd. ( being the "Vendor") would form the basis of a formal agreement of purchase and sale (the "**Purchase Agreement**") between the Vendor and Chi Hoang ( the "Purchaser").

The following outlines the terms and conditions which would form the basis of the Purchase Agreement:

1. **Property:** The property will comprise of Commercial space totaling 1880 square feet on the legal land described below. Municipal address to be determined. See schedule A for map.

NW Corner of 108 Ave and 36 ST NE, Calgary, AB

**Legal Description:** Plan 1512086  
Block 1  
Lot 7  
Excepting thereout all mines and minerals

This contract is conditional to re-zoning approval to "IB-Industrial Business" approval.



### Jacksonport Professional Centre Disclosure

Please note that the vendor has the subject property under contract and shall be closing the Transaction October 15, 2017 and commencing construction February 2018, with an anticipated completion date of December 2018. *lee HS*

#### Land Use:

CURRENT LAND USE ATTACHED IN SCHEDULE B

#### Purchase Price:

2 Storey Professional Centre:

Main Floor 350\$ per SQFT, Second Floor 250\$ per SQFT

Industrial Building with Room for Mezzanine

~~380\$ per SQFT~~ *\$330 per SQFT* *lee HS*

\* GST is applicable on all prices, please note that the above is pre-sale pricing as of April, 25, 2016 and is subject to change without notice.

Use Retail butcher shop and wholesale

\*

Purchaser Initial *lee*

**Adjustments:** The Purchase Agreement shall contain provisions for those adjustments, which are normal for transactions of this size and type.

#### Deposits:

Initial deposit of 1% of purchase price to be deposited into the Vendors lawyer account and credited against purchase price. Deposits should be made out to Mohar Law In Trust. If the Purchaser waives due diligence conditions, the Purchaser agrees to give a second deposit for a combined total of 10% of the purchase price set forth in the purchase contract. If the Purchaser does not remove its due diligence condition the Vendors solicitor will refund the deposits within a timely manner. Once the Purchaser has removed the due diligence condition all deposits become non-refundable. Unless otherwise agreed initial deposit will accompany the Letter Of Intent. No purchasers caveat permitted until after the condo plan registration, Purchaser to get consent of Vendors Solicitor to registration. Upon Closing the land and the approval of the development permit all deposits are releasable.

#### Due Diligence:

Due Diligence condition will begin when the Vendor provides the Purchaser with Submission Development Drawings and a PSA. The Purchaser has 45 days to complete all financing, due diligence and any other affairs before waiving there condition and providing the second deposit. The Vendor agrees to send the Purchaser notice when the due diligence begins and when it ends.

*HS*  
*lee*



The Purchasers obligation to complete the transaction of purchase and sale which is contemplated herein will be subject to the conditional fulfillment of the following conditions precedent on or before 4:00 pm on the Purchasers condition date:

1. The Purchaser being satisfied sole discretion as to financial and economic feasibility of the property and its intended use thereon
2. The Purchaser having obtained approval by its board of directors

The Purchasers due diligence conditions are for the sole benefit of the Purchaser and may be waived in whole or in part by the purchaser.

**Purchase Agreement:**

The Purchase Agreement will be prepared by the Vendors solicitor within 10 business days of the notice being given for the beginning of their due diligence. Upon delivery of the Purchase Agreement the Vendor has until the end of the due diligence to agree to the contract, if they do not agree they hold right to terminate the contract and request all deposits returned. The Purchase Agreement will indicate there final building, and location within that building.

**Representation and Warranties:** The Purchase Agreement will include all standard representations and warranties by the Vendor and the Purchaser and all closing conditions as may be mutually agreed upon.

**Notice:** Any notice required to be given under this letter will be in writing and sent by email or mail to the following:

(A) In case of the Vendor:  
Eagle Crest Construction  
PO BOX 75065 WESTHILLS  
Calgary AB, T3H 3M1

(B) In case of the Purchaser:  
Address:  
Email:  
Phone:

**Closing:** The Vendor will provide 90 days notice from the completion, the Vendor will provide vacant possession of the property at that time as a term of the Purchase Agreement. In the event that condominium plan is not registered, the Purchaser is still required to close the transaction, based upon providing cash difference to the Vendors lawyer, the vendor agrees to carry at mortgage rate and mortgage amount until the plan is registered.

**Confidentiality:** Each of the Vendor and the Purchaser will keep the terms of this letter in the strictest confidence both before and after closing, except in the course of conveying necessary information to third parties involved directly in the transaction and may be required by law or mutually agreed in writing.

HS  




If these terms are acceptable both parties will sign within 5 business day from the date of issue for this letter.

This Letter of Intent is not legally binding. Neither the expenditure of funds nor the undertaking of actions shall be considered partial performance or binding, nor shall it be the basis for reliance. This letter is an expectation of our present intention and our willingness to continue negotiations which we hope shall lead to the satisfactory negotiation of a Purchase Agreement.

Dated this Oct. 11, 2018

  
Per: WARSIMER RATTAN  
2060708 Alberta LTD

\*

Per:   
Purchaser: Chi Hoang







## JACKSONPORT PROFESSIONAL CENTRE – LETTER OF INTENT

DATE: Oct. 22/2018

TO:  
Simer Rattan  
Eagle Crest Construction  
PO BOX 75065 WESTHILLS  
Calgary AB, T3H 3M1

FROM: Amandeep Pandher

COMPANY: Jacksonport Pharmacy & Convenience

ADDRESS: 409 Marina Drive Chestermere AB. T1X 1V8

RE: Purchase of Commercial Space at Jacksonport Professional Centre

We are pleased to set out in this letter ( the "Letter Of Intent") the Terms and Conditions which accepted by Eagle Crest Construction on behalf of 2060708 Alberta Ltd. ( being the "Vendor") would form the basis of a formal agreement of purchase and sale (the "Purchase Agreement") between the Vendor and Amandeep Pandher ( the "Purchaser").

The following outlines the terms and conditions which would form the basis of the Purchase Agreement:

1. Property: The property will comprise of Commercial space totaling 1820 square feet on the legal land described below. Municipal address to be determined. See schedule A for map.

NW Corner of 108 Ave and 36 ST NE, Calgary, AB

Legal Description: Plan 1512086

Block 1

Lot 7

Excepting thereout all mines and minerals

HS

AP



### Jacksonport Professional Centre Disclosure

Please note that the vendor has the subject property under contract and shall be closing the Transaction October 15, 2017 and commencing construction February 2018, with an anticipated completion date of December 2018.

Land Use:  
**CURRENT LAND USE ATTACHED IN SCHEDULE B**

Purchase Price:  
2 Storey Professional Centre:

\$345 per sqft

Main Floor ~~250\$ per SQFT~~, Second Floor 250\$ per SQFT

Industrial Building with Room for Mezzanine

380\$ per SQFT

\* GST is applicable on all prices, please note that the above is pre-sale pricing as of April, 25, 2016 and is subject to change without notice.

Use Retail Pharmacy and Convenience Store

\* Purchaser Initial AP

**Adjustments:** The Purchase Agreement shall contain provisions for those adjustments, which are normal for transactions of this size and type.

#### Deposits:

Initial deposit of 1% of purchase price to be deposited into the Vendors lawyer account and credited against purchase price. Deposits should be made out to Mohar Law In Trust. If the Purchaser waives due diligence conditions, the Purchaser agrees to give a second deposit for a combined total of 10% of the purchase price set forth in the purchase contract. If the Purchaser does not remove its due diligence condition the Vendors solicitor will refund the deposits within a timely manner. Once the Purchaser has removed the due diligence condition all deposits become non-refundable. Unless otherwise agreed initial deposit will accompany the Letter Of Intent. No purchasers caveat permitted until after the condo plan registration, Purchaser to get consent of Vendors Solicitor to registration. Upon Closing the land and the approval of the development permit all deposits are releasable.

#### Due Diligence:

Due Diligence condition will begin when the Vendor provides the Purchaser with Submission Development Drawings and a PSA. The Purchaser has 45 days to complete all financing, due diligence and any other affairs before waiving there condition and providing the second deposit. The Vendor agrees to send the Purchaser notice when the due diligence begins and when it ends.



The Purchasers obligation to complete the transaction of purchase and sale which is contemplated herein will be subject to the conditional fulfillment of the following conditions precedent on or before 4:00 pm on the Purchasers condition date:

1. The Purchaser being satisfied sole discretion as to financial and economic feasibility of the property and its intended use thereon
2. The Purchaser having obtained approval by its board of directors

The Purchasers due diligence conditions are for the sole benefit of the Purchaser and may be waived in whole or in part by the purchaser.

**Purchase Agreement:**

The Purchase Agreement will be prepared by the Vendors solicitor within 10 business days of the notice being given for the beginning of their due diligence. Upon delivery of the Purchase Agreement the Vendor has until the end of the due diligence to agree to the contract, if they do not agree they hold right to terminate the contract and request all deposits returned. The Purchase Agreement will indicate there final building, and location within that building.

**Representation and Warranties:** The Purchase Agreement will include all standard representations and warranties by the Vendor and the Purchaser and all closing conditions as may be mutually agreed upon.

**Notice:** Any notice required to be given under this letter will be in writing and sent by email or mail to the following:

(A) In case of the Vendor:  
Eagle Crest Construction  
PO BOX 75065 WESTHILLS  
Calgary AB, T3H 3M1

(B) In case of the Purchaser:  
Address: 409 Marina Drive Chestermere AB. T1X 1V8  
Email: apandherca@gmail.com  
Phone: 403-861-3431

**Closing:** The Vendor will provide 90 days notice from the completion, the Vendor will provide vacant possession of the property at that time as a term of the Purchase Agreement. In the event that condominium plan is not registered, the Purchaser is still required to close the transaction, based upon providing cash difference to the Vendors lawyer, the vendor agrees to carry at mortgage rate and mortgage amount until the plan is registered.

**Confidentiality:** Each of the Vendor and the Purchaser will keep the terms of this letter in the strictest confidence both before and after closing, except in the course of conveying necessary information to third parties involved directly in the transaction and may be required by law or mutually agreed in writing.


VS



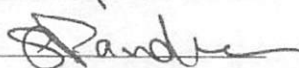
If these terms are acceptable both parties will sign within 5 business day from the date of issue for this letter.

This Letter of Intent is not legally binding. Neither the expenditure of funds nor the undertaking of actions shall be considered partial performance or binding, nor shall it be the basis for reliance. This letter is an expectation of our present intention and our willingness to continue negotiations which we hope shall lead to the satisfactory negotiation of a Purchase Agreement.

Dated this Oct. 22/2018

  
\_\_\_\_\_

Per:  
2060708 Alberta LTD

\* Per: Amandeep Pandher  
Purchaser: 




## JACKSONPORT PROFESSIONAL CENTRE – LETTER OF INTENT

DATE: Oct 6, 2018

TO:  
Simer Rattan  
Eagle Crest Construction  
PO BOX 75065 WESTHILLS  
Calgary AB, T3H 3M1

FROM: Gurveen Biring

COMPANY: 1879004 Alberta Ltd. MADE BY PG

ADDRESS: 91 Castlefall Rd Calgary AB T3J 1M8

RE: Purchase of Commercial Space at Jacksonport Professional Centre

We are pleased to set out in this letter ( the "Letter Of Intent") the Terms and Conditions which accepted by Eagle Crest Construction on behalf of 2060708 Alberta ltd. ( being the "**Vendor**") would form the basis of a formal agreement of purchase and sale (the "**Purchase Agreement**") between the Vendor and Gurveen Biring ( the "**Purchaser**").

The following outlines the terms and conditions which would form the basis of the Purchase Agreement:

1. **Property:** The property will comprise of Commercial space totaling 1750 square feet on the legal land described below. Municipal address to be determined. See schedule A for map.

**NW Corner of 108 Ave and 36 ST NE, Calgary, AB**

**Legal Description:** Plan 1512086

Block 1

Lot 7

Excepting thereout all mines and minerals

45  
CS



### Jacksonport Professional Centre Disclosure

Please note that the vendor has the subject property under contract and shall be closing the Transaction October 15, 2017 and commencing construction February 2018 , with an anticipated completion date of December 2018.

#### Land Use:

**CURRENT LAND USE ATTACHED IN SCHEDULE B**

#### Purchase Price:

2 Storey Professional Centre:

Main Floor 350\$ per SQFT, Second Floor 250\$ per SQFT

Industrial Building with Room for Mezzanine

~~380\$ per SQFT~~

\$323 per Sqft

\* GST is applicable on all prices, please note that the above is pre-sale pricing as of April, 25, 2016 and is subject to change without notice.

Use Makeup Training facility, Retail storefront makeup studio, and wholesale

Purchaser Initial CB

**Adjustments:** The Purchase Agreement shall contain provisions for those adjustments, which are normal for transactions of this size and type.

#### Deposits:

Initial deposit of 1% of purchase price to be deposited into the Vendors lawyer account and credited against purchase price. Deposits should be made out to Mohar Law In Trust. If the Purchaser waives due diligence conditions, the Purchaser agrees to give a second deposit for a combined total of 10% of the purchase price set forth in the purchase contract. If the Purchaser does not remove its due diligence condition the Vendors solicitor will refund the deposits within a timely manner. Once the Purchaser has removed the due diligence condition all deposits become non-refundable. Unless otherwise agreed initial deposit will accompany the Letter Of Intent. No purchasers caveat permitted until after the condo plan registration, Purchaser to get consent of Vendors Solicitor to registration. Upon Closing the land and the approval of the development permit all deposits are releasable.

#### Due Diligence:

Due Diligence condition will begin when the Vendor provides the Purchaser with Submission Development Drawings and a PSA. The Purchaser has 45 days to complete all financing, due diligence and any other affairs before waiving there condition and providing the second deposit. The Vendor agrees to send the Purchaser notice when the due diligence begins and when it ends.





The Purchasers obligation to complete the transaction of purchase and sale which is contemplated herein will be subject to the conditional fulfillment of the following conditions precedent on or before 4:00 pm on the Purchasers condition date:

1. The Purchaser being satisfied sole discretion as to financial and economic feasibility of the property and its intended use thereon
2. The Purchaser having obtained approval by its board of directors

The Purchasers due diligence conditions are for the sole benefit of the Purchaser and may be waived in whole or in part by the purchaser.

**Purchase Agreement:**

The Purchase Agreement will be prepared by the Vendors solicitor within 10 business days of the notice being given for the beginning of their due diligence. Upon delivery of the Purchase Agreement the Vendor has until the end of the due diligence to agree to the contract, if they do not agree they hold right to terminate the contract and request all deposits returned. The Purchase Agreement will indicate there final building, and location within that building.

**Representation and Warranties:** The Purchase Agreement will include all standard representations and warranties by the Vendor and the Purchaser and all closing conditions as may be mutually agreed upon.

**Notice:** Any notice required to be given under this letter will be in writing and sent by email or mail to the following:

(A) In case of the Vendor:  
Eagle Crest Construction  
PO BOX 75065 WESTHILLS  
Calgary AB, T3H 3M1

(B) In case of the Purchaser:  
Address:  
Email: *GUEVEVBIRIN@GMAIL.COM*  
Phone: *403 613 7333*

**Closing:** The Vendor will provide 90 days notice from the completion, the Vendor will provide vacant possession of the property at that time as a term of the Purchase Agreement. In the event that condominium plan is not registered, the Purchaser is still required to close the transaction, based upon providing cash difference to the Vendors lawyer, the vendor agrees to carry at mortgage rate and mortgage amount until the plan is registered.

**Confidentiality:** Each of the Vendor and the Purchaser will keep the terms of this letter in the strictest confidence both before and after closing, except in the course of conveying necessary information to third parties involved directly in the transaction and may be required by law or mutually agreed in writing.


*HS*  
*(B)*

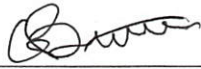


If these terms are acceptable both parties will sign within 5 business day from the date of issue for this letter.

This Letter of Intent is not legally binding. Neither the expenditure of funds nor the undertaking of actions shall be considered partial performance or binding, nor shall it be the basis for reliance. This letter is an expectation of our present intention and our willingness to continue negotiations which we hope shall lead to the satisfactory negotiation of a Purchase Agreement.

Dated this Oct 6, 2018

  
Per: HARSIMER RATTAN  
2060708 Alberta LTD

Per: 

Purchaser: Gurveen Biring







## JACKSONPORT PROFESSIONAL CENTRE – LETTER OF INTENT

DATE: October 14, 2018

TO:  
Simer Rattan  
Eagle Crest Construction  
PO BOX 75065 WESTHILLS  
Calgary AB, T3H 3M1

FROM: Hardeep Dhillon

COMPANY: Sahar Communications

ADDRESS: Bay 10, 4101 19 St NE Calgary AB T2E 6X8

RE: Purchase of Commercial Space at Jacksonport Professional Centre

We are pleased to set out in this letter ( the "Letter Of Intent") the Terms and Conditions which accepted by Eagle Crest Construction on behalf of 2060708 Alberta Ltd. ( being the "**Vendor**") would form the basis of a formal agreement of purchase and sale (the "**Purchase Agreement**") between the Vendor and Hardeep Dhillon ( the "Purchaser").

The following outlines the terms and conditions which would form the basis of the Purchase Agreement:

1. **Property:** The property will comprise of Commercial space totaling 2000 square feet on the legal land described below. Municipal address to be determined. See schedule A for map.

**NW Corner of 108 Ave and 36 ST NE, Calgary, AB**

**Legal Description:** Plan 1512086

Block 1

Lot 7

Excepting thereout all mines and minerals

This contract is conditional to re-zoning approval to "IB-Industrial Business" approval.

15 (15)



### Jacksonport Professional Centre Disclosure

Please note that the vendor has the subject property under contract and shall be closing the Transaction October 15, 2017 and commencing construction February 2018, with an anticipated completion date of December 2018. *AS NO*

#### Land Use:

**CURRENT LAND USE ATTACHED IN SCHEDULE B**

#### Purchase Price:

2 Storey Professional Centre:

Main Floor 350\$ per SQFT, Second Floor 250\$ per SQFT

Industrial Building with Room for Mezzanine

~~380\$ per SQFT~~

*350 per. SAFT*

\* GST is applicable on all prices, please note that the above is pre-sale pricing as of April, 25, 2016 and is subject to change without notice.

Use Retail Computer and Cell phone shop & home automation

Purchaser Initial *HS*

**Adjustments:** The Purchase Agreement shall contain provisions for those adjustments, which are normal for transactions of this size and type.

#### Deposits:

Initial deposit of 1% of purchase price to be deposited into the Vendors lawyer account and credited against purchase price. Deposits should be made out to Mohar Law In Trust. If the Purchaser waives due diligence conditions, the Purchaser agrees to give a second deposit for a combined total of 10% of the purchase price set forth in the purchase contract. If the Purchaser does not remove its due diligence condition the Vendors solicitor will refund the deposits within a timely manner. Once the Purchaser has removed the due diligence condition all deposits become non-refundable. Unless otherwise agreed initial deposit will accompany the Letter Of Intent. No purchasers caveat permitted until after the condo plan registration, Purchaser to get consent of Vendors Solicitor to registration. Upon Closing the land and the approval of the development permit all deposits are releasable.

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**Representation and Warranties:** The Purchase Agreement will include all standard representations and warranties by the Vendor and the Purchaser and all closing conditions as may be mutually agreed upon.

**Notice:** Any notice required to be given under this letter will be in writing and sent by email or mail to the following:

(A) In case of the Vendor:  
Eagle Crest Construction  
PO BOX 75065 WESTHILLS  
Calgary AB, T3H 3M1

(B) In case of the Purchaser:  
Address: Bay 10, 4101 19 St NE Calgary AB T2E 6X8  
Email: hardeep.dhillon@saharservices.com  
Phone: 403-695-3939

**Closing:** The Vendor will provide 90 days notice from the completion, the Vendor will provide vacant possession of the property at that time as a term of the Purchase Agreement. In the event that condominium plan is not registered, the Purchaser is still required to close the transaction, based upon providing cash difference to the Vendors lawyer, the vendor agrees to carry at mortgage rate and mortgage amount until the plan is registered.

**Confidentiality:** Each of the Vendor and the Purchaser will keep the terms of this letter in the strictest confidence both before and after closing, except in the course of conveying necessary information to third parties involved directly in the transaction and may be required by law or mutually agreed in writing.

HB  
(HB)



If these terms are acceptable both parties will sign within 5 business day from the date of issue for this letter.

This Letter of Intent is not legally binding. Neither the expenditure of funds nor the undertaking of actions shall be considered partial performance or binding, nor shall it be the basis for reliance. This letter is an expectation of our present intention and our willingness to continue negotiations which we hope shall lead to the satisfactory negotiation of a Purchase Agreement.

Dated this Oct 14, 2018

A handwritten signature in black ink, appearing to read "Harsimel Rattan", written over a horizontal line.

Per: HARSIMEL RATTAN  
2060708 Alberta LTD

A small, dark circular stamp or mark, possibly a seal or a hole punch reinforcement, located to the left of the signature line.

Per: A handwritten signature in black ink, appearing to read "Hardeep Dhillon", written over a horizontal line.

Purchaser: Hardeep Dhillon

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0095

**Land Use Amendment in Glenbrook (Ward 6) at 2815 – 43 Street SW,  
LOC2018-0271**

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**EXECUTIVE SUMMARY**

This application was submitted by Mohamad Hachem on 2018 December 19 on behalf of the landowners Ana and Sandor Takacs. The application proposes to change the designation of this property from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One / Two Dwelling (R-C2) District to allow for:

- semi-detached and duplexes in addition to the building types already allowed (e.g. single detached and secondary suites);
- a maximum building height of 10 metres (no change from R-C1 District);
- a maximum of one main residential building per parcel (no change from R-C1 District); and
- the uses listed in the Residential – Contextual One / Two Dwelling (R-C2) District.

The proposal is in keeping with applicable policies of the *Municipal Development Plan*. As noted in the Applicant's Submission (Attachment 1), the applicant intends to pursue a development permit application for a semi-detached development in the future.

No development permit has been submitted at this time.

**ADMINISTRATION RECOMMENDATION:**

That Calgary Planning Commission recommends that Council a hold Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 0.06 hectares  $\pm$  (0.14 acres  $\pm$ ) located at 2815 – 43 Street SW (Plan 2736HS, Block 1, Lot 20) from Residential – Contextual One Dwelling (R-C1) District **to** Residential – Contextual One / Two Dwelling (R-C2) District; and
2. Give three reading to the proposed Bylaw.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0095

Land Use Amendment in Glenbrook (Ward 6) at 2815 - 43 Street SW, LOC2018-0271

**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2019 FEBRUARY 21:**

That Council a hold Public Hearing; and

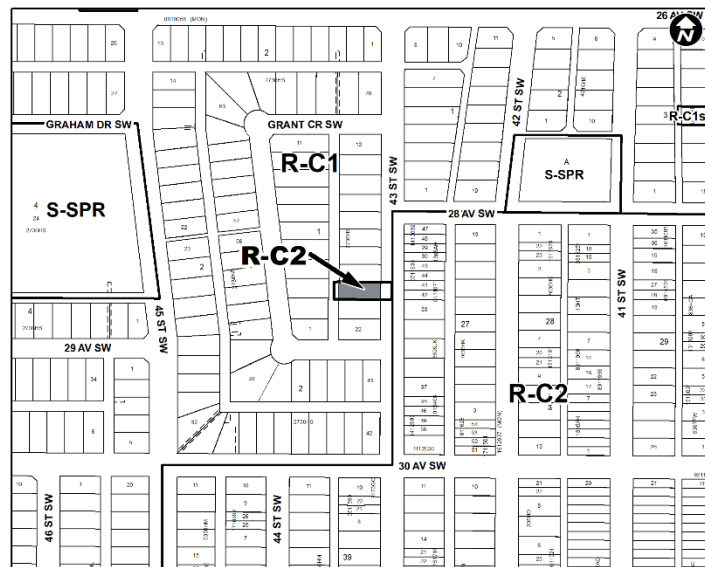
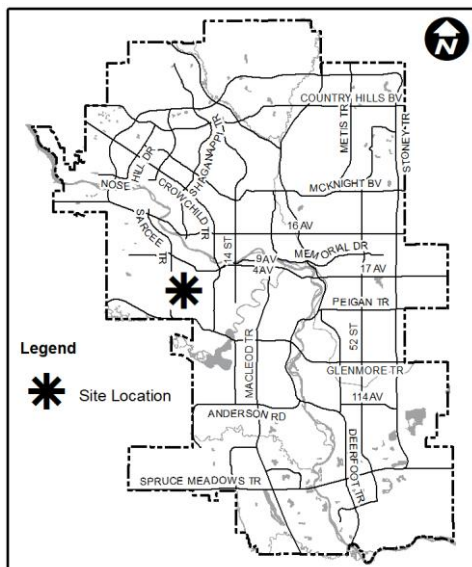
1. ADOPT, by bylaw, the proposed redesignation of 0.06 hectares  $\pm$  (0.14 acres  $\pm$ ) located at 2815 – 43 Street SW (Plan 2736HS, Block 1, Lot 20) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One / Two Dwelling (R-C2) District; and
2. Give three reading to **Proposed Bylaw 85D2019**.

**PREVIOUS COUNCIL DIRECTION / POLICY**

None.

**BACKGROUND**

**Location Maps**



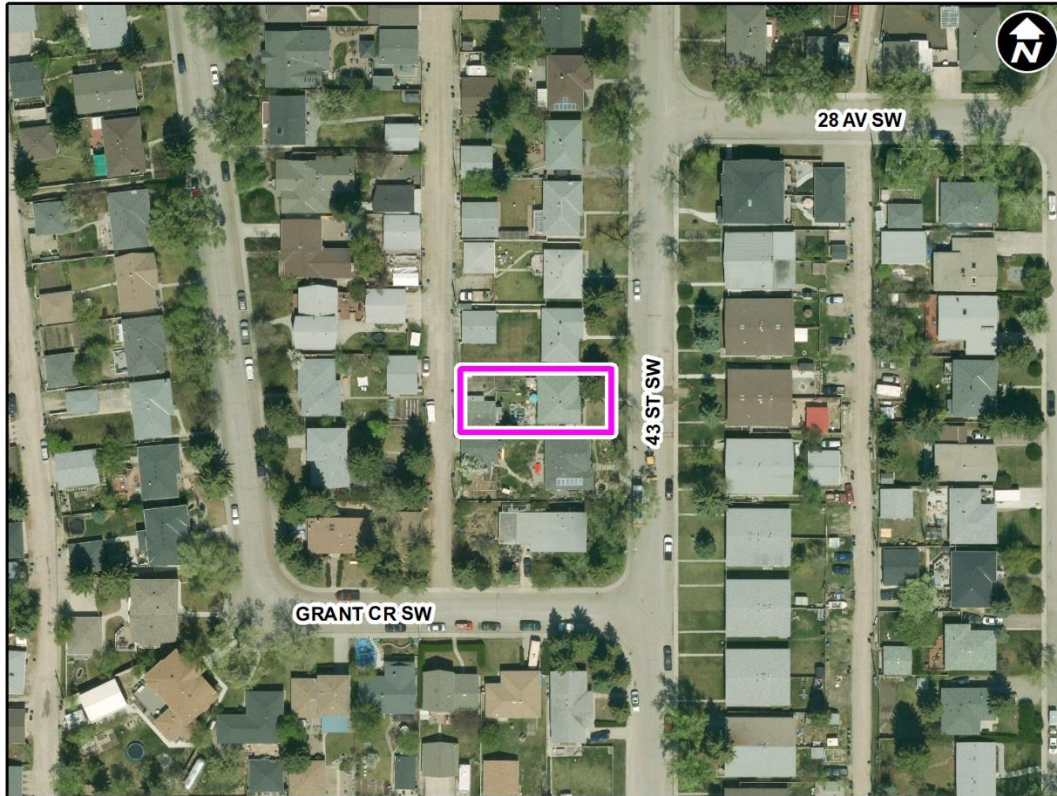


Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0095

## Land Use Amendment in Glenbrook (Ward 6) at 2815 - 43 Street SW, LOC2018-0271

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### Site Context

The subject site is located in the community of Glenbrook. Surrounding development is characterized by a mix of single and semi-detached homes. The predominant land use in this area is a mix of Residential – Contextual One Dwelling (R-C1) District and Residential – Contextual One / Two Dwelling (R-C2) District.

The property is approximately 0.06 hectares in size and is located mid-block on 43 Street SW. The property is currently developed with a one-storey single detached dwelling.

As identified in *Figure 1*, the community of Glenbrook has seen a slight population decline since its peak in 1982.

**Land Use Amendment in Glenbrook (Ward 6) at 2815 - 43 Street SW, LOC2018-0271**

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*Figure 1: Community Peak Population*

<b>Glenbrook</b>	
Peak Population Year	1982
Peak Population	7,674
2017 Current Population	7,209
Difference in Population (Number)	-465
Difference in Population (Percent)	-6.1%

Source: The City of Calgary 2017 Civic Census

Additional demographic and socio-economic information may be obtained online through the [Glenbrook](#) Community profile.

## **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The proposal allows for a range of building types that have the ability to be compatible with the established building form of the existing neighbourhood.

### **Planning Considerations**

#### ***Land Use***

The existing Residential – Contextual One Dwelling (R-C1) District is a residential designation in developed areas that is primarily for single detached homes. The current R-C1 District allows for a maximum building height of 10 metres and a maximum of one dwelling unit. Single detached homes may include a secondary suite.

The proposed Residential – Contextual One / Two Dwelling (R-C2) District is a residential designation in developed areas that is primarily for single detached, semi-detached and duplex homes. Single detached homes may include a secondary suite. The R-C2 District allows for a maximum building height of 10 metres and a maximum of two dwelling units.

#### ***Development and Site Design***

Building design, number of units and site layout details such as parking, landscaping and site access will be evaluated at development permit stage.

#### ***Environmental***

There are no environmental concerns associated with the site or this proposal.



## **Land Use Amendment in Glenbrook (Ward 6) at 2815 - 43 Street SW, LOC2018-0271**

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### ***Transportation***

Pedestrian and vehicular access to the site is available from 43 Street SW and a rear lane. The area is served by Calgary Transit bus service with stops located approximately 300 metres walking distance on 26 Avenue SW providing service to 45 Street SW and Westbrook LRT station. On-street parking adjacent to the site is non-restricted. A Transportation Impact Assessment was not required as part of this application.

### ***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. Individual servicing connections as well as appropriate stormwater management will be considered and reviewed at 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 sent to adjacent landowners and the application was advertised online.

The Glenbrook Community Association was circulated as part of this application and no response was received. A second request was sent to the Community Association with no response received at the time of this report.

Administration received four letters in support and one neutral response to the 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 surrounding neighbourhood and parking requirements will be reviewed at the development permit stage.

Following Calgary Planning Commission, notifications 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.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (2014)***

The recommendation by Administration in this report has considered and is aligned with the policy direction of the *South Saskatchewan Regional Plan* (SSRP). While the SSRP makes no specific reference to the site, the proposal meets the policies on Land Use Patterns.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0095

## **Land Use Amendment in Glenbrook (Ward 6) at 2815 - 43 Street SW, LOC2018-0271**

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### ***Interim Growth Plan (2018)***

The recommendation aligns with the policy direction of the *Interim Growth Plan*. The proposed land use amendment and policy amendment builds on the principles of the *Interim Growth Plan* by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

### ***Municipal Development Plan (Statutory, 2009)***

The subject parcel is located within the Residential - Developed - Established area of the *Municipal Development Plan*. The applicable policies encourage modest redevelopment of established areas that is similar in scale and built form to existing development, including a mix of housing types. The *Municipal Development Plan* also calls for a modest intensification of the established area, an area serviced by existing infrastructure, public amenities and transit.

The proposal is in keeping with relevant *Municipal Development Plan* policies as the rules of the R-C2 District provide for a development form that may be sensitive to existing residential development in terms of height, built form and density.

### ***Glamorgan/Glenbrook Design Brief (Non-Statutory, 1971)***

The subject parcel is located within the Low-Density Residential area on the Land Use map of the *Glamorgan/Glenbrook Design Brief*. As the plan gives no further guidance as to what this entails, and the RC-G designation is a low-density designation within the *Land Use Bylaw*, Administration believes that the proposal is in alignment with the Design Brief.

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

The recommended land use allows for a slightly wider range of housing types than the existing R-C1 District and 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.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0095

**Land Use Amendment in Glenbrook (Ward 6) at 2815 - 43 Street SW, LOC2018-0271**

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**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-C2 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 an inner-city parcel of land and allows for development that has the ability to be compatible with the character of the existing neighbourhood.

**ATTACHMENT(S)**

1. Applicant's Submission
2. **Proposed Bylaw 85D2019**



## 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.

The landowner of 2815 43 Street S.W. wishes to rezone their parcel of land from R-C1 (R-C1 Residential - Contextual One Dwelling) to R-C2 (R-C2 Residential - Contextual One/Two Dwelling).

To provide you site context and history on this parcel of land. The parcel is located midblock along 43 Street bound between 28th and 30th Avenue S.W. The parcel is currently zoned R-C1, the homes directly across from this parcel are zoned R-C2. The homes directly across the street are primarily used as rentals which as a result tend to house transitory populations that do not tend to lay roots by remaining in the community as this population moves once they have saved enough money to purchase a home. The current semi-detached dwellings across the street were built in in the 1960's and are slowly being replaced by new infill housing stock as ownership changes.

The owner's primary request for rezoning this parcel of land from R-C1 (R-C1 Residential - Contextual One Dwelling) to R-C2 (R-C2 Residential - Contextual One/Two Dwelling) is to provide a greater variety of housing options (more specifically construction of a semi-detached dwelling).

The proposed rezoning of this parcel to R-C2 (R-C2 Residential - Contextual One/Two Dwelling) would be in alignment with the City policy and MDP – Municipal Development Plan more specifically:

This City policy encourages more housing options in established communities, more efficient use of infrastructure, and more compact built forms in locations with direct access to transit, shopping, schools and other community services.

The MDP (Municipal Development Plan - 3.5.1.(a)) supports moderate intensification in a form and nature that respects the scale and character of the neighbourhood.

The MDP (Municipal Development Plan - 3.5.3.(a)) encourages modest redevelopment of the Established Area. The proposed re-designation modestly intensifies the use of the land to a density more appropriate for a central Calgary Community.

The intent to rezone to R-C2 (R-C2 Residential - Contextual One/Two Dwelling) will benefit the existing community as populations have declined from their peak of the 1960's, 70's and 80's. The development of a variety of housing options would encourage young families to repopulate a community which statistics show the demographic is that an older population.

The site has specific attributes which make it ideal for an increase in intensity:

The site is located on 43 Street S.W. which is a main roadway.

The site is only a 5 minute walk to St. Thomas Aquinas School (Catholic).

The site is only a 10 minute walk to A.E. Cross School (Public).

The site is only a 5 minute drive to Westbrook Mall.

The site is only a 5 minute drive to Richmond Square Centre.

The site is only a 4 minute walk to West/East bound bus stop on 26 Avenue S.W.

The site is only a 4 minute walk to North/South bound bus stop on 45 Street S.W.

ISC: Protected

## Applicant's Submission

PL 1263 (R2017-09)

In our pre-application correspondence in late October 2018, with the Jarred Friedman City of Calgary Planner - Centre West Team had indicated that the site was a suitable candidate for rezoning from R-C1 (R-C1 Residential - Contextual One Dwelling) to R-C2 (R-C2 Residential - Contextual One/Two Dwelling). Jarred encouraged us prior to formally submitting an application to the City of Calgary to engage the community stakeholders, more specifically the adjacent neighbors, Community Association and Ward Councillor.

Since our discussions with Jarred Friedman, we have engaged the Community Association via phone conversations and e-mails with respect to the land-use re-designation of the parcel. The Glendale Community Association appeared receptive to the rezoning of this parcel of land (see attached e-mail). We have also reached out to Ward 6 Councillor Jeff Davison via phone and e-mail with no response (see attached e-mail sent to Councillor). We have also involved the adjacent neighbors who would be most directly affected by the re-designation and who are in support of our proposal (see attached letters of support).

Should you or your office require any further clarification on the plans please feel free to contact me.

With kind regards,  
Mohamad Hachem (Agent  
for owner) 403-918-7886  
mhachem791@gmail.com

**NOTE:** Applications must be submitted without personal information on any plans. Omitting this information will protect builders and tenants by reducing the risk of any personal information being wrongfully displayed, while also following the Province of Alberta's FOIP Act. If you consider the information to be personal, do not put it on the plans.

ISC: Protected

# PROPOSED

CPC2019-0095  
ATTACHMENT 2

## BYLAW NUMBER 85D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0271/CPC2019-0095)**  
\*\*\*\*\*

**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 \_\_\_\_\_

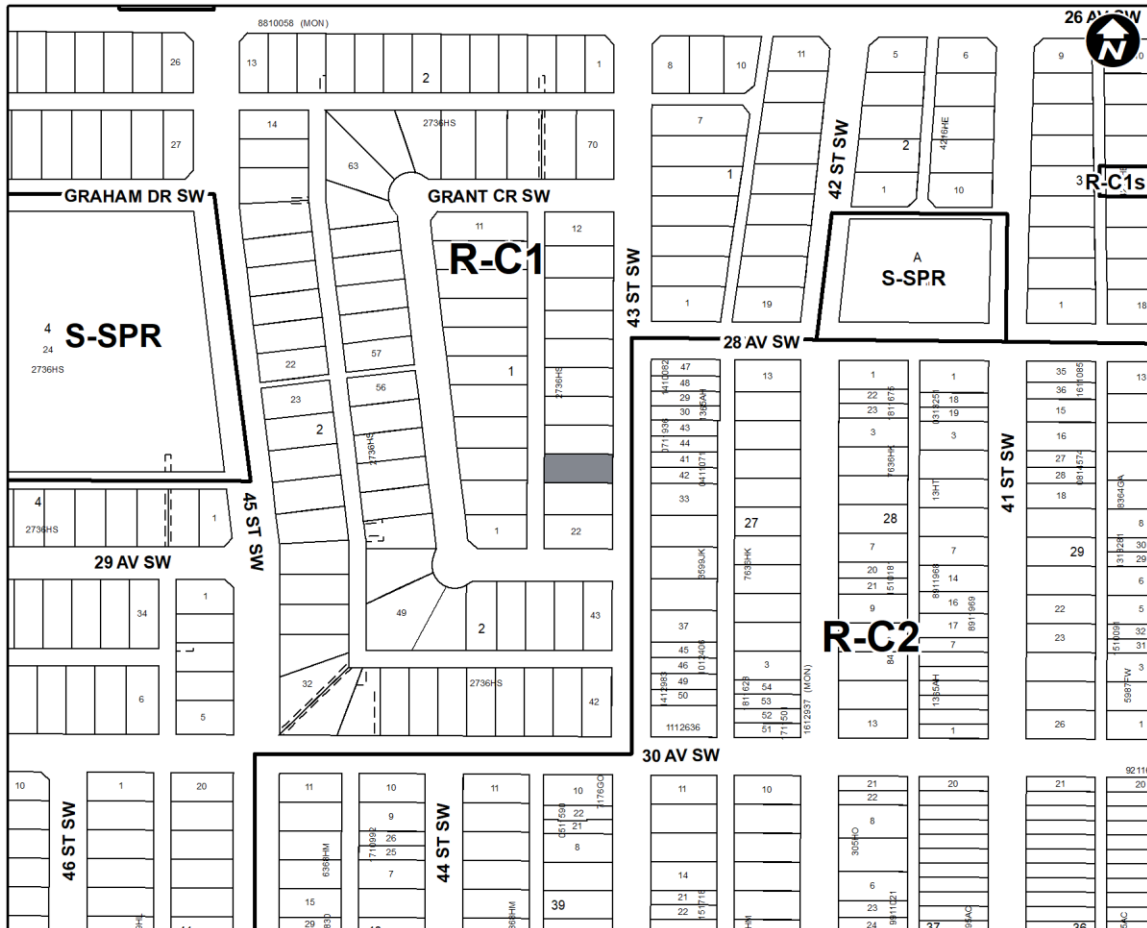
\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0271/CPC2019-0095  
BYLAW NUMBER 85D2019

## SCHEDULE A

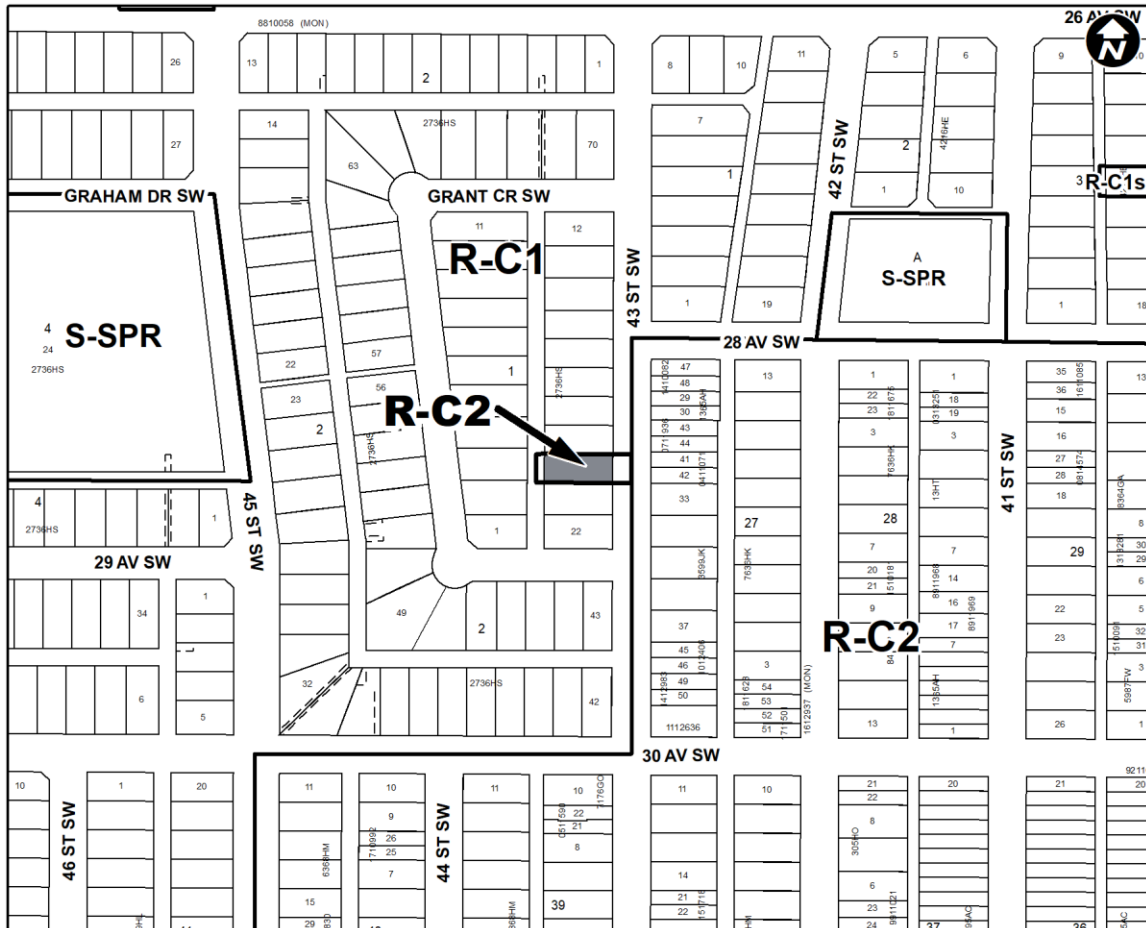




# PROPOSED

AMENDMENT LOC2018-0271/CPC2019-0095  
BYLAW NUMBER 85D2019

## SCHEDULE B





Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0154

**Land Use Amendment in Springbank Hill (Ward 6) at 7550 Elkton Drive SW,  
LOC2018-0233**

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**EXECUTIVE SUMMARY**

This application was submitted by IBI Group on behalf of Rockwood Custom Homes Inc. on 2018 October 24. The land use amendment proposes the redesignation of a 2.03 hectare  $\pm$  (5.01 acre  $\pm$ ) parcel in the southwest community of Springbank Hill from a DC Direct Control District to Residential – One / Two Dwelling (R-2) District. The proposed land use amendment would accommodate an additional housing form (semi-detached dwellings) not available in the existing land use district. This proposal would:

- Accommodate development of single and semi-detached dwelling units on the subject parcel;
- Accommodate 26 dwelling units within a bare land condominium plan as proposed by the applicant in the associated outline plan (CPC2019-0184);
- Facilitate the establishment of a bare land condominium, which is a form of subdivision, where each bare land unit is considered a parcel and is to comply with the rules of the proposed R-2 District;
- Allow a bare land condominium development that helps achieve densities allowed in the Standard Suburban policy area of the *Springbank Hill Area Structure Plan* (ASP);
- Accommodate a development not feasible through a typical subdivision that accommodate public roads and servicing; and
- Accommodate private roads and servicing within the site, to be maintained privately upon development.

This redesignation application has been applied for with the support of a related outline plan application (CPC2019-0184) to provide for the future subdivision layout (by way of a bare land condominium plan) for the parcel's development.

**ADMINISTRATION RECOMMENDATION:**

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 2.03 hectares  $\pm$  ( 5.01 acres  $\pm$ ) located at 7550 Elkton Drive SW (Plan 2370IB; Block 2; Lot 12 and 13) from DC Direct Control District **to** Residential – One / Two Dwelling (R-2) District; and
2. Give three readings to the proposed redesignation bylaw.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0154

Land Use Amendment in Springbank Hill (Ward 6) at 7550 Elkton Drive SW,  
LOC2018-0233

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**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2019 FEBRUARY  
21:**

That Council hold a Public Hearing; and

1. ADOPT, by bylaw, the proposed redesignation of 2.03 hectares  $\pm$  ( 5.01 acres  $\pm$ ) located at 7550 Elkton Drive SW (Plan 2370IB; Block 2; Lot 12 and 13) from DC Direct Control District to Residential – One / Two Dwelling (R-2) District; and
2. Give three readings to **Proposed Bylaw 86D2019**.

Opposition to Recommendations:

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Against: Councillor Chahal

**PREVIOUS COUNCIL DIRECTION / POLICY**

None.

**BACKGROUND**

IBI Group, on behalf of Rockwood Custom Homes Inc, submitted the subject application to the City on 2018 October 24 and has provided a summary of their proposal in the Applicant's Submission (Attachment 1).

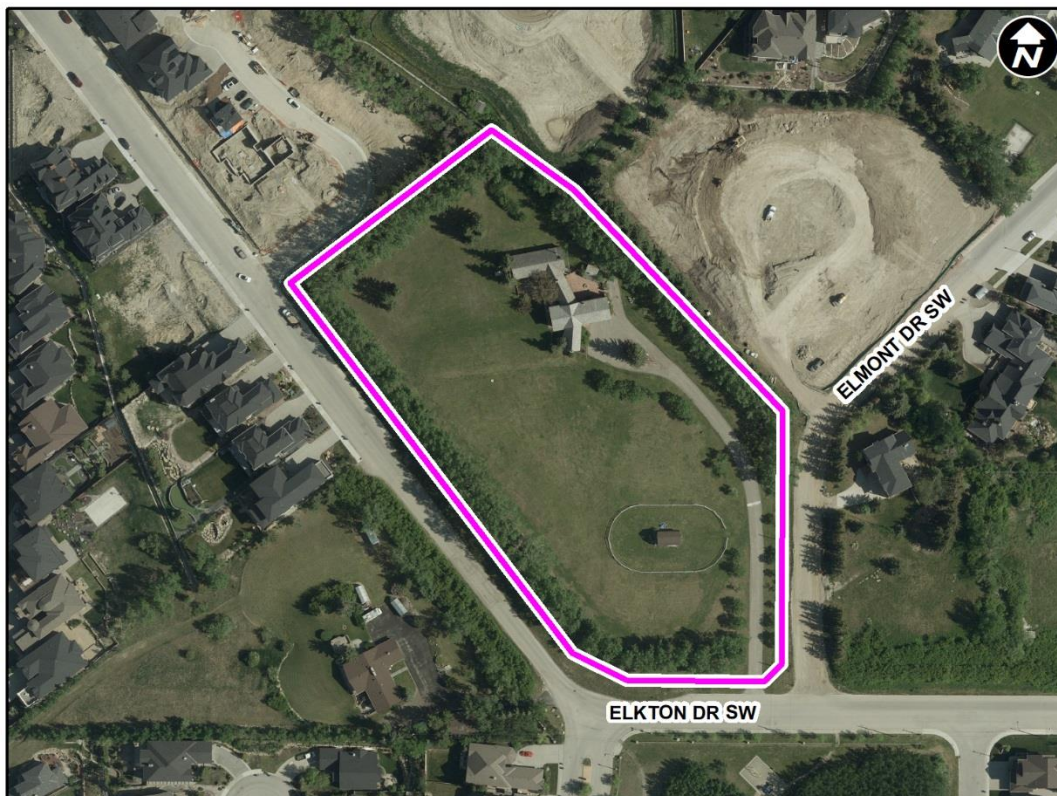
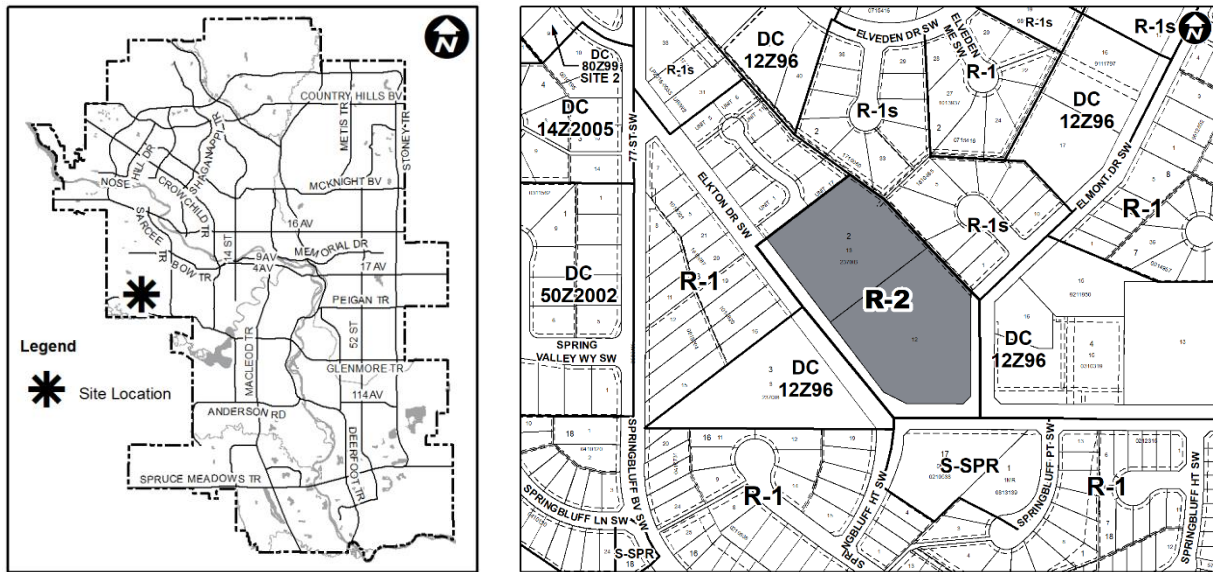
On 2017 June 13, Council approved the *Springbank Hill Area Structure Plan* (ASP), the local area plan providing policy direction for this community and the subject lands. Development within the immediate vicinity predates the adoption of this local area plan.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0154

Land Use Amendment in Springbank Hill (Ward 6) at 7550 Elkton Drive SW,  
LOC2018-0233

Location Map



## Land Use Amendment in Springbank Hill (Ward 6) at 7550 Elkton Drive SW, LOC2018-0233

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### Site Context

The subject parcel, 7550 Elkton Drive SW, is located in the community of Springbank Hill, off Elkton Drive SW. The parcel has existed as a residential acreage for over 50 years. A one-storey single detached dwelling constructed in 1965 currently exists unoccupied on the site. Vehicular access is provided from Elkton Drive SW.

Current development within the immediate area is predominantly single detached dwellings; situated in a network of smaller cul-de-sac street patterns. While much of this area has been developed through a series of smaller subdivisions in the past 20 years, small pockets of parcels currently exist as residential acreages, similar to the subject parcel.

The site is approximately 2 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 800 metres of the 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.

*Figure 1: Community Peak Population*

Springbank Hill	
Peak Population Year	2018
Peak Population	10,052
2018 Current Population	10,052
Difference in Population	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

This land use amendment application (Attachment 2), along with the associated outline plan application (Attachment 3), will accommodate low density residential development in a form and function that is similar to its existing local context.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0154

## Land Use Amendment in Springbank Hill (Ward 6) at 7550 Elkton Drive SW, LOC2018-0233

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### Land Use

Development of the subject parcel is currently governed by the rules of the Direct Control District Bylaw 12Z96. The purpose of this DC Direct Control District is to accommodate rural residential development in the form of single detached dwellings. 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).

The proposed Residential – One / Two Dwelling (R-2) District would accommodate single and semi-detached dwellings in a development pattern and building forms similar to those provided in the existing land use district, and in the character of the surrounding area. The applicant's proposal in the associated outline plan (CPC2019-0184) anticipates 26 dwellings.

### Density

The proposed outline plan (Attachment 3) associated with the proposed redesignation, accommodates development that achieves a moderate increase in density facilitated through the adoption of the *Springbank Hill ASP*. The applicant's concept plan as described in the associated Outline Plan (CPC2019-0184) proposes 24 semi-detached and 2 single detached units upon full build out of the parcel.

The density of the proposed 26 unit development is 12.8 units per hectare (uph), below the maximum 17 uph allowed in the Standard Suburban land use policy area of the Springbank Hill ASP. The proposed density would not be achievable through the creation of new parcels through the typical subdivision process.

A subdivision application is to be approved, prior to registration of the bare land condominium plan.

### Environmental

No urban development preceded the construction of the existing home and barn on site. No environmental concerns were identified in the Environmental Site Assessment reports and further investigations or assessments were not recommended.

No other environmental issues have been identified for the subject lands.

### Transportation

Access to the parcel is provided from Elkton Drive SW, a residential road that branches from 77 Street SW, a collector road.

The proposed outline plan (Attachment 3) depicts all internal roads to be maintained privately subject to conditions as found in the associated report (CPC2019-0184). A pedestrian sidewalk

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0154

## **Land Use Amendment in Springbank Hill (Ward 6) at 7550 Elkton Drive SW, LOC2018-0233**

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will be provided on one side of the internal roads, connecting to the public road (Elmont Drive SW), at the time of development.

An existing northbound bus stop (Route 454) is located along 77 Street SW; approximately 400 metre walk to the subject parcel. Route 454 connects transit services to the LRT system (Blue Line) at 69 Street SW.

### ***Utilities and Servicing***

Water, storm and sanitary services are available from Elmont Drive SW and there is capacity to accommodate the proposed development. Details of the on-site servicing will be determined by the development site servicing plan (DSSP) at the subdivision 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 sent to adjacent land owners and the application was advertised online.

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.

Seven (7) submissions were received from the public. All except one letter expressed opposition to the proposed redesignation. The common concerns raised were a fear that increased traffic may overburden the existing road network, and a shift to built forms not consistent with the existing context. Further, various letters expressed the belief that local infrastructure would be insufficient to accommodate additional density.

The Springbank Hill Community Association was circulated on this application. The Association responded with a letter (Attachment 2) generally supporting the redesignation with a few comments for Administration to consider. The comments requested Administration to ensure retaining walls around the site to be designed to help mitigate any off-site drainage issues and for connectivity to be created between developments within the area.

Administration will work with the applicant to ensure all retaining walls are designed in a manner to mitigate risks to off-site drainage at the time of development, when a subdivision application is submitted. Furthermore, the applicant has provided pedestrian connections into the site along the internal loop road that closely resemble public streets as well.

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.



Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0154

**Land Use Amendment in Springbank Hill (Ward 6) at 7550 Elkton Drive SW,  
LOC2018-0233**

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**Strategic Alignment**

***South Saskatchewan Regional Plan (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 the site, the proposal is consistent with policies on Land Use Patterns (Section 8.14).

***Interim Growth Plan (2018)***

The recommendation aligns with the policy direction of the *Interim Growth Plan*. The proposed policy amendment and land use amendment build on the principles of the *Interim Growth Plan* by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

***Municipal Development Plan (Statutory – 2009)***

The subject parcel is located within the Developing Residential areas as identified in the *Municipal Development Plan (MDP)*. With the recent adoption of 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)***

The subject site is located within the Standard Suburban policy area in the *Springbank Hill Area Structure Plan (ASP)*. This policy allows for a limited range of residential dwelling forms (single and semi-detached), as well as institutional and recreational uses.

The proposed land use amendment meets 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 increase was anticipated through the adoption of the *Springbank Hill ASP*. The proposed land use district would accommodate future development that maintains existing land use patterns and similar building forms to those within its immediate context.

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.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0154

**Land Use Amendment in Springbank Hill (Ward 6) at 7550 Elkton Drive SW,  
LOC2018-0233**

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

The proposed land use amendment accommodates an additional housing form (semi-detached dwelling) that is not available within the current land use district. The proposed amendment would accommodate a greater mix of housing types in the community of Springbank Hill.

**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-2 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 greater mix of housing forms in keeping with the policies of the *Springbank Hill ASP*.

**ATTACHMENT(S)**

1. Applicant's Submission
2. Proposed Land Use District Map
3. Proposed Outline Plan
4. Community Association Letter
5. **Proposed Bylaw 86D2019**
6. **Public Submissions**

### **Applicant's Submission**

The site is currently owned by Pierce Associates LTD. The new land purchaser and developer is Rockwood Custom Homes. A pre-application meeting was held in June 2018 (PE2018-00838) with the consultants Strategic Inc. Moving forward, IBI Group will be the consultants coordinating the Land Use redesignation application.

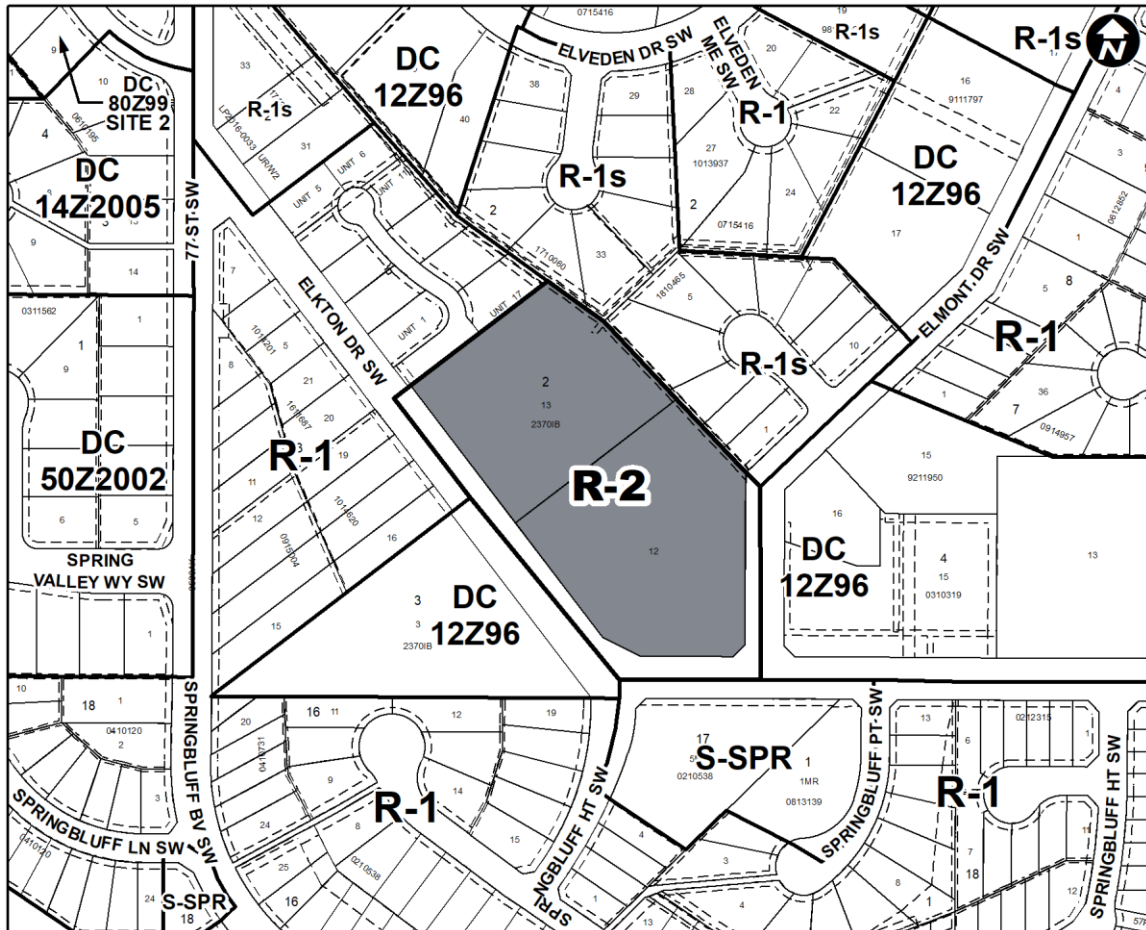
This land use redesignation seeks to redesignate a 2.03 ha (5.01 ac) site located at 7550 Elkton Drive SW within the community of Springbank Hills. The application proposes to redesignate the subject lands from DC12Z96 to Residential One / Two (R-2) District to accommodate up to 26 semi-detached dwellings in a bareland condominium. The target market is intended for empty nesters and will be constructed as a phased development. Each phase will be composed of one semi-detached building (i.e. 2 units per phase). Phase 1 will include the common property private road.

The site is located within the community of Springbank Hill in SW Calgary, between Elmont Drive SW and Elkton Drive SW. Surrounding land uses are mainly composed of R-1 and R-1s land use districts including a few parcels under the DC12Z96 land use district. The purpose of the existing DC12Z96 land use was to provide rural residential development and was in place prior to the City of Calgary annexation. As the City continues to grow, this land use is slowly being redesignated.

The site is located within the "developing areas" identified in the Calgary Municipal Development Plan and within the "Standard Suburban" land use policy area of the Springbank Hill Area Structure Plan (ASP). The ASP supports densities within the range of 7 -17 units per hectare (uph) for the standard suburban area, accommodating single and semi-detached housing forms. The subject site is 2.03 ha and proposes up to 26 units providing a density of 12.8 uph. The proposed density is in alignment with the ASP policy.



### Proposed Land Use District Map











## Community Association Letter

Dear Joseph,

Please be advised that members of our planning committee (Fiona and myself) did meet with Rockwood Homes and their consultants on November 15th regarding this application notice.

We briefly reviewed these plans and had a good conversation about the development. Overall we are supportive of this development as it appears to meet the ASP requirements and we believe it will also fit in well with the community. This is a higher price point product and unit sizes will complement existing area homes.

We did highlight two items for reference purposes

- 1) Area residents have expressed concerns that retaining walls are properly designed to avoid any offsite drainage issues. These concerns come about as a result of problems encountered with retaining walls built in the general area.
- 2) The community association supports the city's desire to create connectivity between developments in the area and we asked the developer to consider this incremental requirement.

Sincerely,

***Elio Cozzi***

**President, Springbank Hill Community Association**

website: [springbankhill.org](http://springbankhill.org)



# PROPOSED

CPC2019-0154  
ATTACHMENT 5

## BYLAW NUMBER 86D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0233/CPC2019-0154)**  
\*\*\*\*\*

**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 \_\_\_\_\_

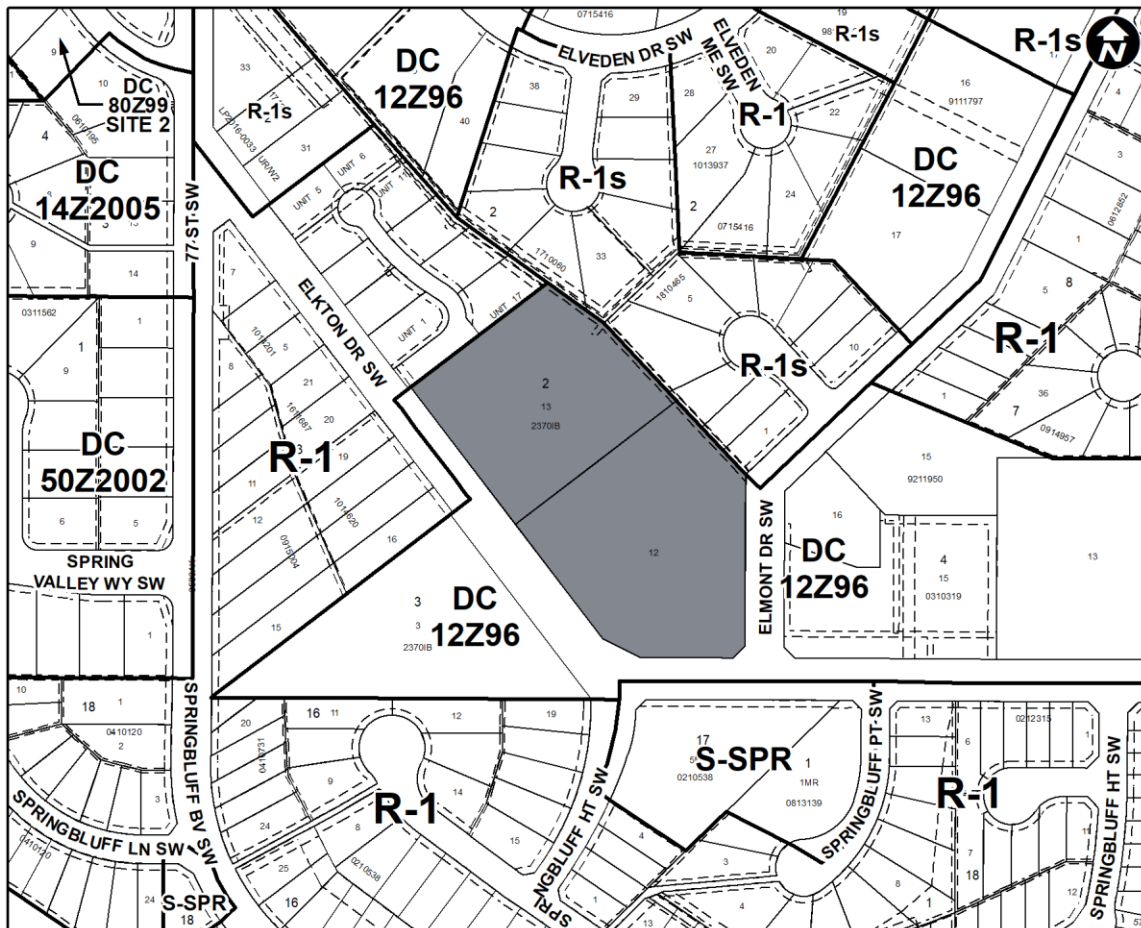
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CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0233/CPC2019-0154  
BYLAW NUMBER 86D2019

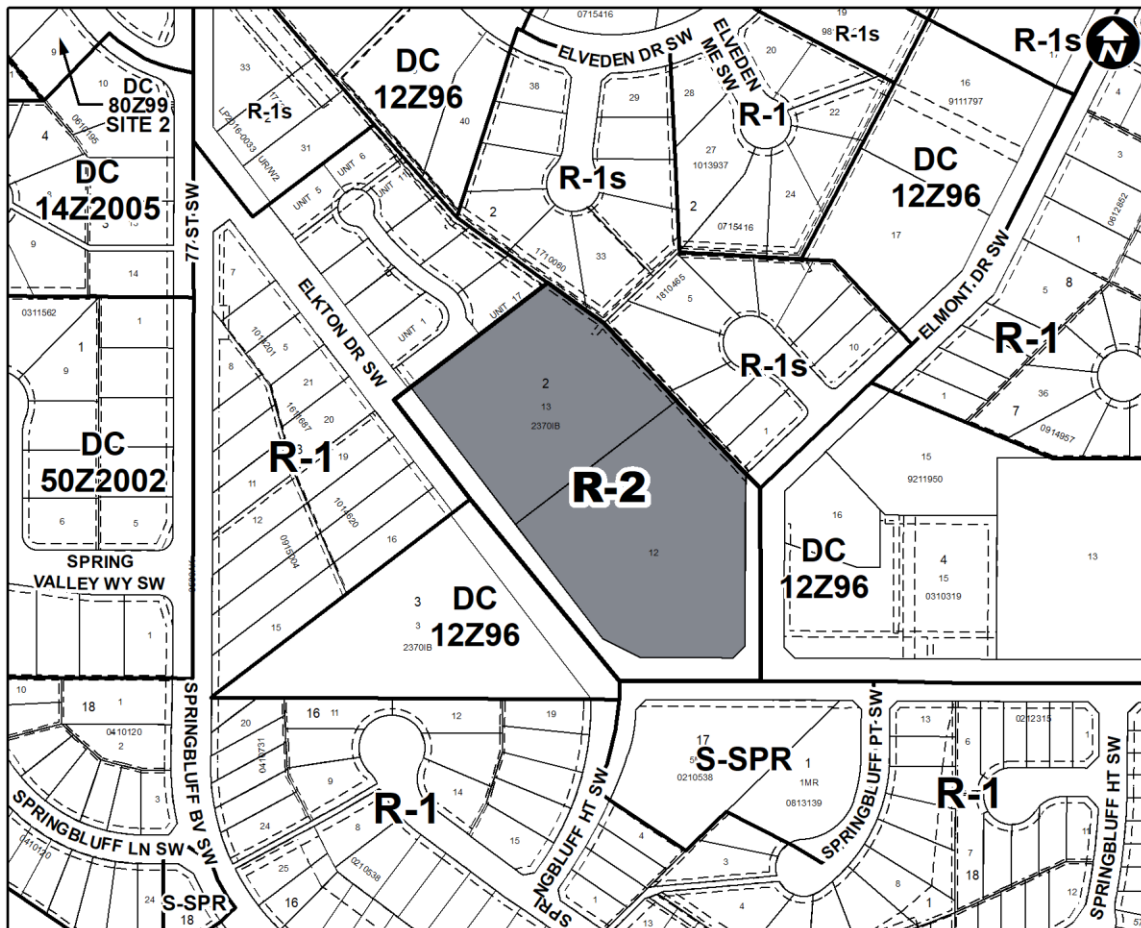
## SCHEDULE A



# PROPOSED

AMENDMENT LOC2018-0233/CPC2019-0154  
BYLAW NUMBER 86D2019

## SCHEDULE B





# 1323027 ALBERTA LTD.

P.O. Box 6626, Stn. "D"  
Calgary, Alberta T2P 2E4  
Telephone (403) 229-1966  
Fax (403) 229-1908

March 28, 2019

Office of the City Clerk  
The City of Calgary  
700 Macleod Trail SE  
PO Box 2100, Postal Station "M"  
Calgary, Alberta T2P 2M5

Via Email: Public Submissions@calgary.ca

RE: LAND USE REDESIGNATION  
SPRINGBANK HILL  
BYLAW 86D2019  
7550 Elkton Drive SW (Plan 2370IB; Block 2, Lot 12 and 13)

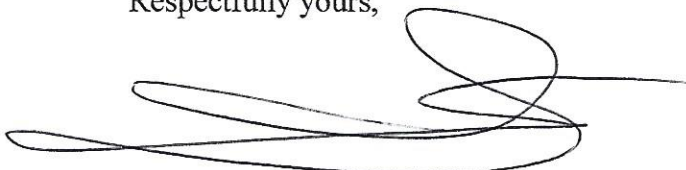
Our names are Denis Binette and Deborah Seminuk, owners of 1323027 ALBERTA LTD., as well as the properties located at 7665, 7671, 7695 Elkton Drive SW.. We are also, in addition to the above, long time residents of Elkton Drive (since 1998).

Regarding the above application to re-zone the lands at 7550 Elkton Drive SW, we are" OPPOSED " to this application. According to our records, the EAST SPRINGBANK 1 COMMUNITY PLAN only allows density to 7.4 to 12.4 units per hectare or 3.0 to 5.0 units per acre. The maximum should not exceed 25 units and it should be mainly composed of land use R-1 and R-1S, as is the majority of the neighbourhood. The increase in density, as well as the change in land use, will only devalue the existing properties, create additional traffic congestions and be totally out of character for the architectural feel of the area.

We would also like to add that consideration should be adopted to reduce the access to Elkton Drive, as it is increasingly becoming a short cut for residents living north of Elkton Drive in various other communities, that want to gain a quicker access to 69<sup>th</sup> Street SW, instead of using the intended roads, 77<sup>th</sup> Street/ Spring Bluff Blvd. (as it is the bus route). The Transportation Department should revisit this scenario before it gets to be a more serious problem.

On a personal note, having had the pleasure of knowing and dealing with the original owner of the above captioned property, Mr. Pearce, over the years prior to his death, I am convinced that he would not have supported this application, as he fought hard against " higher density " for the area around Elkton Drive SW / Elmont Drive SW.

Respectfully yours,



Denis Binette



Deborah Seminuk

**From:** [Jennifer Dalton](#)  
**To:** [Public Submissions](#)  
**Subject:** [EXT] 7550 Elkton Dr. SW (Plan 2370IB; Block 2; Lot 12 and 13)  
**Date:** Friday, March 29, 2019 6:01:53 PM

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Dear Laura M. Kennedy, CITY CLERK,

I am writing to express my concern and opposition to the proposed redesignation of [7550 Elkton Dr. SW](#) (File Number LOC2018-0233). We do not support the redesignation from DC Direct Control District to Residential - One/Two Dwelling (R-2) District. The rezone will change the character of our neighborhood, lead to increased traffic and safety issues therefore negatively impacting the current residents and decreasing property values.

We do support the building of detached, single family homes, matching the character, style and size of homes already existing in the neighbourhood. However, adding semi-detached units to this area is not consistent with the area plan and would not integrate seamlessly. The Springbank Hill Area Structure Plan has already designated other land in our neighbourhood as mixed use, low density, low density contextual and medium density. These areas are close to transit, neighbourhood nodes and neighbourhood activity centres so that they are well supported. The streets around [7550 Elkton Dr. SW](#), are designed to be neighbourhood collector streets, they are not wide enough to support increased density. This area was designed and built for single family homes.

We would like to request that drawings and designs on the proposed development be provided to us. It is difficult to provide an informed opinion without all the information.

The proposed changes do not enhance the character of our community and represent negative change. Please do not approve this proposed land use change.

Sincerely,  
Jennifer and William Dalton  
[7555 Elkton Dr. SW](#)  
Sent from my iPad



Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0156

## Land Use Amendment in Kingsland (Ward 11) at Multiple Addresses, LOC2018-0158

---

### EXECUTIVE SUMMARY

This land use redesignation application was submitted by Stantec Architecture on 2018 July 06 on behalf of the landowner, Glenmac Corporation Ltd. The application proposes three land use districts on four parcels: Commercial – Corridor 3 (C-COR3f1h12) District to Multi-Residential – High Density Low Rise (M-H1) District, Multi-Residential – High Density High Rise (M-H3h70) District and a DC Direct Control District based on Commercial – Corridor 2 (C-COR2) District to allow for:

- mixed-use buildings up to 26 metres (M-H1);
- mixed-use buildings up to 70 metres (M-H3h70); and
- mixed-use buildings up to 90 metres with an FAR of 6.0 (DC based on C-COR2).

This proposal is in compliance with applicable policies of the *Municipal Development Plan* (MDP). A development permit has not been submitted for this site.

### ADMINISTRATION RECOMMENDATION:

That Calgary Planning Commission recommend that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw the proposed redesignation of 1.92 hectares  $\pm$  (4.75 acres  $\pm$ ) located at 517, 531, and 612 – 67 Avenue SW and 6711 Macleod Trail SW (Plan 4910AK, Block 6, Lots 1 to 10; Plan 9913221, Block 4, Lot 1; Plan 1152JK, Block Z) from Commercial – Corridor 3 f1.0h12 (C-COR3f1.0h12) District **to** Multi-Residential – High Density Low Rise (M-H1) District, Multi-Residential – High Density High Rise (M-H3h70) District and DC Direct Control District to accommodate mixed-use mid and high-rise development with guidelines (Attachment 3); and
2. Give three reading to the proposed bylaw.

### RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2019 FEBRUARY 21:

That Council hold a Public Hearing; and

1. **ADOPT**, by bylaw the proposed redesignation of 1.92 hectares  $\pm$  (4.75 acres  $\pm$ ) located at 517, 531, and 612 – 67 Avenue SW and 6711 Macleod Trail SW (Plan 4910AK, Block 6, Lots 1 to 10; Plan 9913221, Block 4, Lot 1; Plan 1152JK, Block Z) from Commercial – Corridor 3 f1.0h12 (C-COR3f1.0h12) District to Multi-Residential – High Density Low Rise (M-H1) District, Multi-Residential – High Density High Rise (M-H3h70) District and DC Direct Control District to accommodate mixed-use mid and high-rise development with guidelines; and
2. Give three reading to **Proposed Bylaw 87D2019**.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0156

**Land Use Amendment in Kingsland (Ward 11) at Multiple Addresses, LOC2018-0158**

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**PREVIOUS COUNCIL DIRECTION / POLICY**

None.

**BACKGROUND**

The land use redesignation application was submitted by Stantec Architecture on 2018 July 06 on behalf of Glenmac Corporation Ltd. (Attachment 1). During the application review, Administration worked collaboratively with the applicant to develop a DC Direct Control District on the northeast parcel that provided larger maximum use areas to allow for flexibility at the development permit stage, building setbacks that mimic adjacent land use districts, and restricted floor plate areas to ensure appropriate massing.

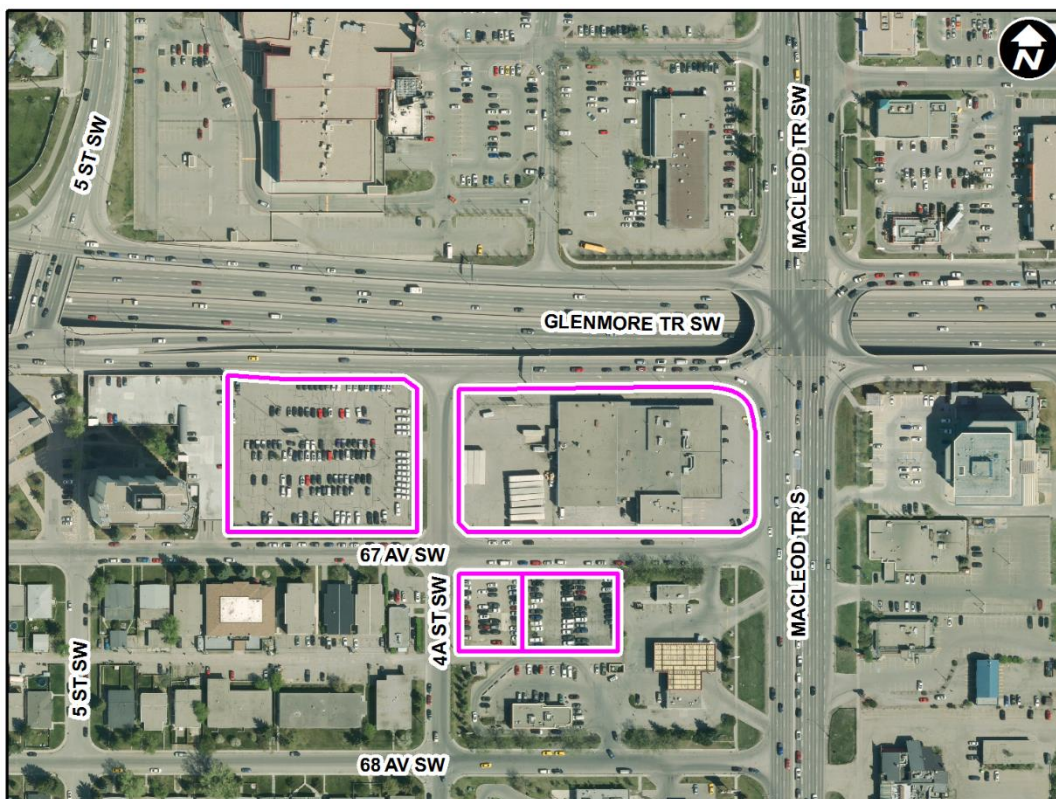
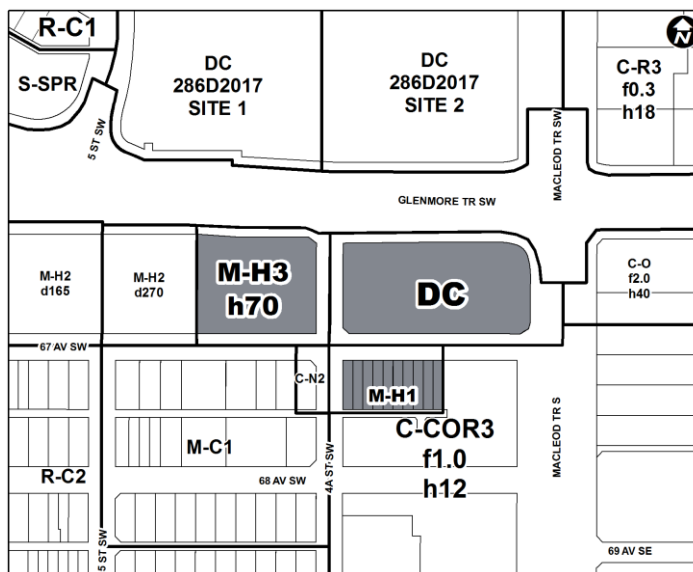
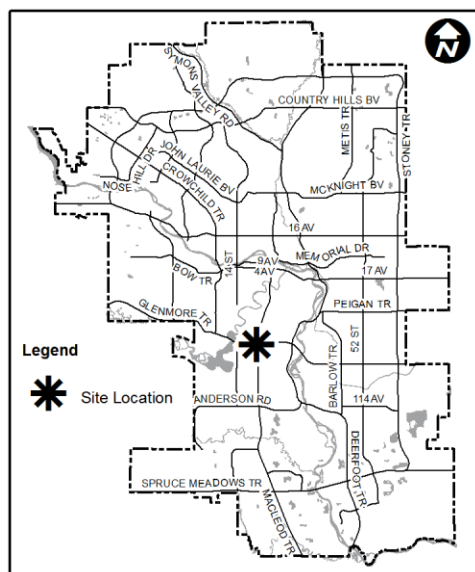
A development permit has not been submitted for this site.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0156

Land Use Amendment in Kingsland (Ward 11) at Multiple Addresses, LOC2018-0158

Location Maps



## Land Use Amendment in Kingsland (Ward 11) at Multiple Addresses, LOC2018-0158

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### Site Context

The subject site is located in the community of Kingsland, south of Glenmore Trail SW and west of Macleod Trail S. Commercial land uses are located to the north across Glenmore Trail SW at CF Chinook Centre in the form of a DC Direct Control District, to the east as Commercial – Office (C-O) District, and to the south as Commercial – Corridor 3 (C-COR3f1h12). Multi-Residential – Contextual (M-C1) District and Commercial – Neighbourhood (C-N1) District are located to the south. Multi-Residential – High Density Medium Rise (M-H2d270) is located to the west.

The subject site, comprised of four parcels, is approximately 1.92 hectares in size. The northeast parcel is currently developed with retail. The west and south parcels are developed as private surface parking lots for automobile sales.

A 19 storey multi-residential development is located to the west of the west parcel. To the south of the west parcel is a mix of three and four storey multi-residential development and limited commercial development. A gas bar and fast food restaurant (Tim Hortons) with a drive through are located to the south of the south parcel.

*Figure 1: Community Peak Population*

<b>Kingsland</b>	
Peak Population Year	1971
Peak Population	5,341
2017 Current Population	4,667
Difference in Population (Number)	-674
Difference in Population (Percent)	-12.6%

Source: The City of Calgary 2017 Civic Census

Additional demographic and socio-economic information may be obtained online through the [Kingsland](#) community profile.

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

This proposed land use amendment allows for development that has the ability to be compatible with the established built form of the existing community, while intensifying development along major transportation corridors.

### Planning Considerations

The following sections highlight the scope of technical planning analysis conducted by Administration.

## **Land Use Amendment in Kingsland (Ward 11) at Multiple Addresses, LOC2018-0158**

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### ***Land Use***

This application proposes three land use districts on four parcels: Multi-Residential – High Density High Rise (M-H3h70) is proposed for the west parcel. Multi-Residential – High Density Low Rise (M-H1) District is proposed for the two south parcels. Finally, a DC Direct Control District based on Commercial – Corridor 2 (C-COR2) District is proposed for the northeast parcel with a maximum height of 90 metres and a maximum floor area ratio (FAR) of 6.0.

The DC District is intended to accommodate a mix of mid and high-rise development with pedestrian-oriented buildings. At-grade development along Glenmore Trail SW and Macleod Trail S will have non-residential uses. Development at-grade along 4A Street SW and 67 Avenue SW will be predominately residential.

Building setbacks along 4A Street SW and 67 Avenue SW included in the DC will mimic those in the M-H1 land use district to the south, providing setbacks to create a defined and consistent streetwall.

The maximum use area for a cinema or a cinema combined with another use has been increased from 550.0 square metres to 2,500.0 square metres and the maximum area for a supermarket or a supermarket combined with another use has been increased from 2,500.0 square metres to 4,000.0 square metres. The increase in maximum use areas for these two uses will provide additional flexibility at the development permit stage in order to accommodate a larger tenant.

### ***Development and Site Design***

No development has been submitted at this time. The proposed redesignation provides guidance for site development at the development permit stage. Site design considerations including parking, active frontages, pedestrian connection and interface with adjacent uses will be reviewed at the time of development permit.

### ***Environmental***

At the development permit stage, a Remedial Action Plan and/or Risk Management Plan shall be submitted to address concerns as identified in previously submitted Phase II Environmental Site Assessment reports.

### ***Transportation***

The site is located at the southwest corner of the intersection of Macleod Trail S and Glenmore Trail SW. Glenmore Trail SW is classified as a skeletal road in the *Calgary Transportation Plan* and Macleod Trail SW is classified as an Urban Boulevard.

The site is located approximately 750 metres walking distance to the Chinook LRT Station. There are three Calgary Transit bus routes in the vicinity of the plan area: Route 81 (Macleod

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Trail) provides north / south service along Macleod Trail. There are three Calgary Transit bus routes that provide east / west service along Glenmore Trail, they are the 36 (Riverbend) and 41 (Lynwood) and 47 (Lakeview). These bus routes stop approximately a 300 metre to 350 metre walking distance to the site.

The nearest cycling facilities are located approximately 400 metres, or two city blocks to the west. The Glenmore Pathway system begins at 5 Street SW and provides cycling connections along Glenmore Trail SW to numerous destinations to the west including Glenmore Park, Heritage Park and the Elbow River pathway system. Additionally, 5 Street SW is designated as an on-street bike route.

Currently, pedestrian crossings at Glenmore Trail SW and Macleod Trail S are at-grade crossings. As per the draft *Chinook Station Area Redevelopment Plan*, a pedestrian bridge is required across Glenmore Trail SW connecting the subject site to CF Chinook Centre. Details regarding the design of the pedestrian bridge and construction/funding obligations are to be finalized at the development permit stage.

Vehicular access to the subject sites will be via 67 Avenue SE or 4 Street SE. The existing on-site vehicular access to and from Macleod Trail S is to be permanently closed when the development commences. Access to and from Glenmore Trail SW exit ramp (eastbound Glenmore Trail SW to northbound or southbound Macleod Trail S) will be prohibited.

As per the recommendations of the Transportation Impact Assessment, various intersection and lane improvements are required on Macleod Trail S to accommodate the proposed development. Final intersection configuration and improvements will be reviewed in detail at the development permit stage.

### ***Utilities and Servicing***

Sanitary sewers are presently available to service the development. As part of the development permit application process, a Sanitary Servicing Study must be submitted to determine whether upgrades are required to the existing public infrastructure.

Water and storm mains are presently available to service the development. Further details for servicing and waste collection facilities 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 relevant stakeholders and notice posted on-site. Notification letters were sent to adjacent landowners and the application was advertised online.

The Kingsland Community Association (CA) was circulated the application and provided an updated letter on 2019 January 31 (Attachment 2) supporting commercial, office and residential land uses and densification. The CA provided specific comments for each parcel, requesting

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first reading of the land use as there is no concurrent development permit, requesting lower heights and floor area ratio and proposing future infrastructure upgrades to consider for the area.

Administration received no letters in support or opposition to the application.

No public meetings were held by the applicant or Administration.

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 the date of the Public Hearing will be advertised.

### **Strategic Alignment**

#### ***South Saskatchewan Regional Plan (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.

#### ***Interim Growth Plan (2018)***

The recommendation aligns with the policy direction of the *Interim Growth Plan*. The proposed land use amendment builds on the principles of the *Interim Growth Plan* by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

#### ***Municipal Development Plan (Statutory - 2008)***

The subject site is located within the Residential Developed - Established and Urban Main Street area of the *Municipal Development Plan* (MDP). Applicable MDP policies along Urban Main Streets provide for a high level of residential and employment intensification and provide a broad range of employment, commercial and retail uses. Apartments, mixed-use development and ground-oriented housing are encouraged. Applicable Residential Developed – Established area policy supports development that revitalizes the community with an increase of population and a mix of commercial and service uses.

There is no local area plan.

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

The recommended lands uses have the potential to increase the mix of uses in Kingsland and provide local amenities for community residents.

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## Land Use Amendment in Kingsland (Ward 11) at Multiple Addresses, LOC2018-0158

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### Financial Capacity

#### *Current and Future Operating Budget*

The construction of a pedestrian bridge over Glenmore Trail SW will have impacts to the future operating budget, to be determined through the detailed design and construction of the bridge.

#### *Current and Future Capital Budget*

The construction of a pedestrian bridge over Glenmore Trail SW may have impacts to the future capital budget, to be determined through the detailed design and construction of the bridge.

### Risk Assessment

There are no known risks associated with this application.

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

The proposed land use redesignation is in keeping with applicable policies of the *Municipal Development Plan* and could contribute to the intensification of mixed-use development in Kingsland and along an Urban Main Street.

### ATTACHMENT(S)

1. Applicant's Submission
2. Community Association Letter
3. **Proposed Bylaw 87D2019**
4. **Public Submissions**
5. **CPC Member Comments**



## 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.

On behalf of the landowner, Glenmac Corporation Ltd. ('Glenmac'), Stantec Consulting Ltd. ('Stantec') is pleased to submit the attached Land Use Redesignation ('LUR') application for three (3) properties located within the community of Kingsland, herein referred to as West Block (612 67 AV SW), East Block (6711 Macleod TR SW), and South Block (531 & 517 67 AV SW).

The Subject Lands are located on the boundary of the Chinook Station Area Plan (SAP), which sets out a long-term vision for the future of the Chinook area. The Chinook Shopping Centre has recently obtained Land Use Redesignation through adoption of the Chinook Shopping Centre DC Bylaw, which permits a FAR of 7.1 (8.1 with bonuses), and a maximum height of 115 meters. The Chinook Shopping Centre DC Bylaw introduces significant height and density to the surrounding area. The proximity of the Subject Lands relative to Chinook Shopping Centre creates an excellent opportunity to incorporate a mix of uses and density which will complement future intensification of the Chinook Major Activity Centre and provide an effective transition with the surrounding community context.

#### PROPOSED LAND USE DISTRICTS:

**EAST BLOCK (DIRECT CONTROL - C-COR3 f6 h90 base)** - The vision for East Block is a mixed-use development comprising a variety of residential, commercial, retail, and hotel uses, with the specific mix to be determined at the Development Permit stage as the market dictates. The uses will be facilitated within an integrated development that is of high quality design to take advantage of its prominent 'gateway' location into the Chinook Station area. Development intensity, scale, and land use is balanced across the site via the use of multiple buildings, allowing building height and density to transition/step down from Chinook Centre and the Urban Corridor along Macleod Trail SW to the existing residential neighbourhood of Kingsland to the west.

**WEST BLOCK (M-H3 h70)** - In aligning with outcomes of East Block and existing residential development immediately west, West Block is proposed as M-H3 h70. This provides a gradual and natural transition from the 90.0m proposed for East Block and the parcel immediately west, which has a maximum height of 50.0m.

**SOUTH BLOCK (M-H1 h26)** - Existing residential areas of Kingsland located west of South Block are designated M-C1, with a maximum height limit of 14.0m (approx. 4 storeys). In providing a transition in height from East Block to these existing residential areas, South Block is proposed as M-H1, which allows a height of 26.0m (approx. 6 storeys). This outcome provides an acceptable transition in built form and also allows additional density to be accommodated in close proximity to a MAC and services.

ISC: Protected



## Community Association Letter



**Kingsland Community Association**

505 78<sup>th</sup> Avenue SW  
Calgary, Alberta T2V 0T3  
Bus: 403.255.1400  
Fax: 403.255.1407  
Email:  
[admin@kingslandcommunity.ca](mailto:admin@kingslandcommunity.ca)

January 31, 2019

Breanne Harder - File Manager  
Planning, Development and Assessment #8201  
The City of Calgary, 5th Floor, Municipal Building, 800 Macleod Trail SE  
PO Box 2100, Station M, Calgary, AB Canada T2P 2M5  
Phone: (403) 268-5729

Re: LOC2018-0158 517 67 Av SW C-COR3 to MH3, MH1, DC/C-COR2 Application

Dear Ms. Harder,

Kingsland Community Association (KCA) provides the following updated response for this land use amendment application.

1. KCA supports commercial, office and residential land uses and densification on these parcels. Redevelopment of these parcels could stimulate revitalization for this corner of the community and hopefully increase walkability across Glenmore Tr and MacLeod Tr.
2. KCA requests that if CPC and council believe these significant zoning requests are appropriate then please provide first reading approval only. Lower intensity is more appropriate with no firm project details at this stage.
3. DC and rezone parcels will benefit from lower FAR with bonus for higher FAR to enable funds for nearby community enhancements, e.g. pedway, traffic flow, lighting, sidewalks. The community has some expectations for perhaps the largest capital project envisioned in our NE quadrant to help stimulate more revitalization.
4. Specific to each Block we have the following comments:
  - i) East Block DC C-COR3 f6 h90  
Chinook Shopping Centre DC Site 2 allows for future built form of 115 m with FAR 4.1 or FAR 5.1 with bonus but current built forms are much lower. MacLeod Tr East buildings are contextually modest. Kingsland parcels to the south are much lower. Proposed heights are very high relative to current built form. Zone modifier h60 f4 is suggested as a transition to the current and future built forms near this parcel.

## Community Association Letter

DC approvals are very difficult to appeal. Strictly having first reading approval only is important as zoning density increases to enable more influence at the DP stage.

ii) West Block M-H3 h70 f11

Requested h70 is 20 m higher than the adjacent rental tower which is one of the tallest buildings in the community and coupled with f11 suggests a broad 47% massing coverage potential. M-H3 has no floor plate restriction provisions as height increases.

Owner occupants, quality of construction, sufficient parking, and sensitive designs will be viewed positively by the community as the project progresses and may help with supporting minor relaxations at the DP stage.

M-H2 zone is requested to be more sensitive to nearby current built forms with modifiers to retain north skyline views. First reading approval only is requested to enable more influence at the DP stage.

iii) South Block M-H1 h26 f4

This land uses the maximum parameters for M-H1. Modifiers suggest potential for 45% massing coverage. Owner occupants, building massing, quality of construction, sufficient parking and sensitive designs are important issues for this parcel at the DP stage.

Zone modifier h20 f3 is requested for a more contextual and sensitive transition to existing built forms. First reading approval only is requested to enable influence at the DP stage.

5. KCA will require traffic and pedestrian upgrades with a significant increase in density for the NE quadrant. TIA and summary of upgrades will be beneficial when available. Future projects should consider:

- a. East 67 Av width: potential removal of partial north or south side curb parking to widen the road, or potential conversion to east bound one-way.
- b. Glenmore / MacLeod Tr pedway: improved walkability to Chinook Mall / LRT and restaurant row (directly east of this location across Macleod).
- c. MacLeod Tr northbound turn lane: improved northbound traffic turning left into this area to remedy a current deficiency.
- d. 67 Av and 4A St Intersection: new cross walk and traffic calming features to improve pedestrian and traffic safety.

Thank you for the notification regarding upcoming CPC meeting and council hearing dates.

## Community Association Letter

We appreciate the opportunity to provide feedback on this application. The community will benefit from a quality project with community enhancements in our NE quadrant.

Best Regards,

A handwritten signature in blue ink that reads "D. MacDonald." with a period at the end.

Darren MacDonald  
KCA Planning Director



# PROPOSED

CPC2019-0156  
ATTACHMENT 3

## BYLAW NUMBER 87D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0158/CPC2019-0156)**  
\*\*\*\*\*

**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 \_\_\_\_\_

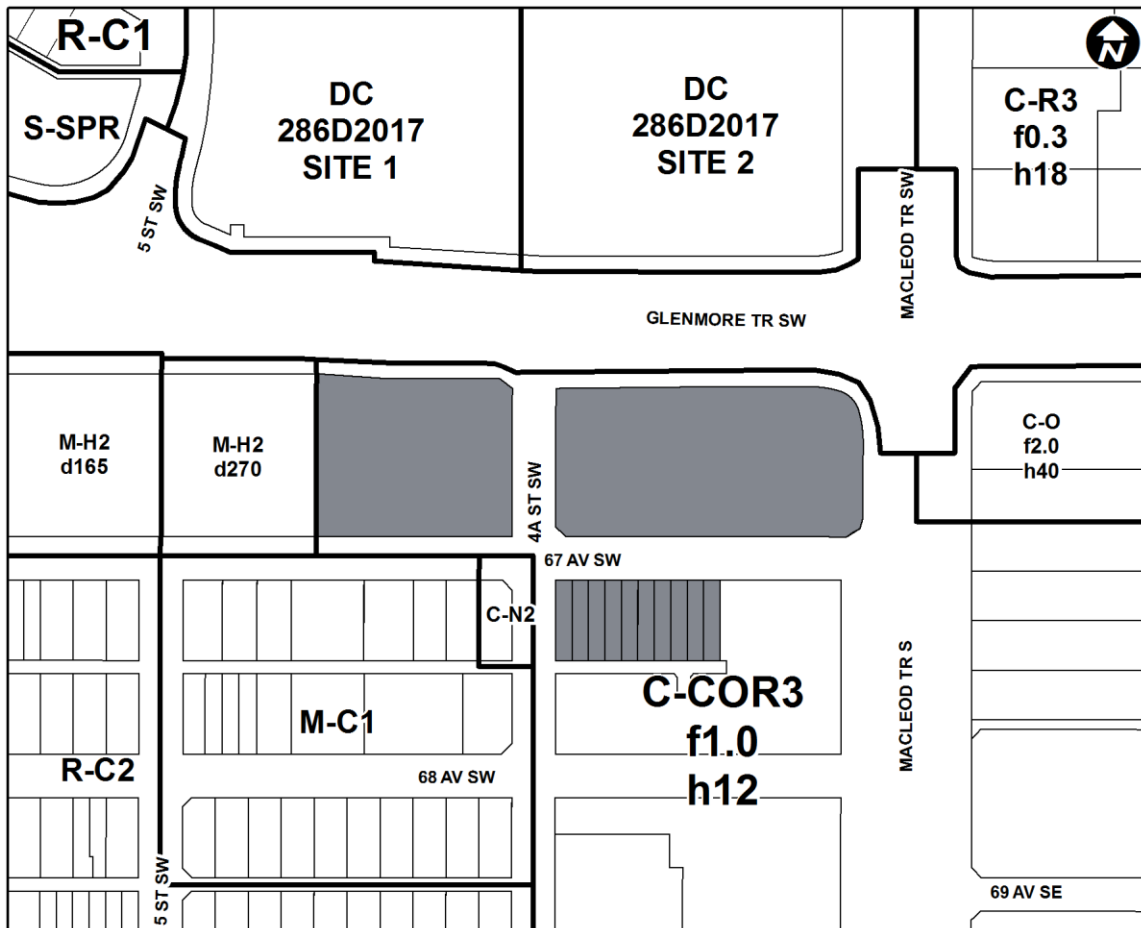
\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0158/CPC2019-0156  
BYLAW NUMBER 87D2019

## SCHEDULE A

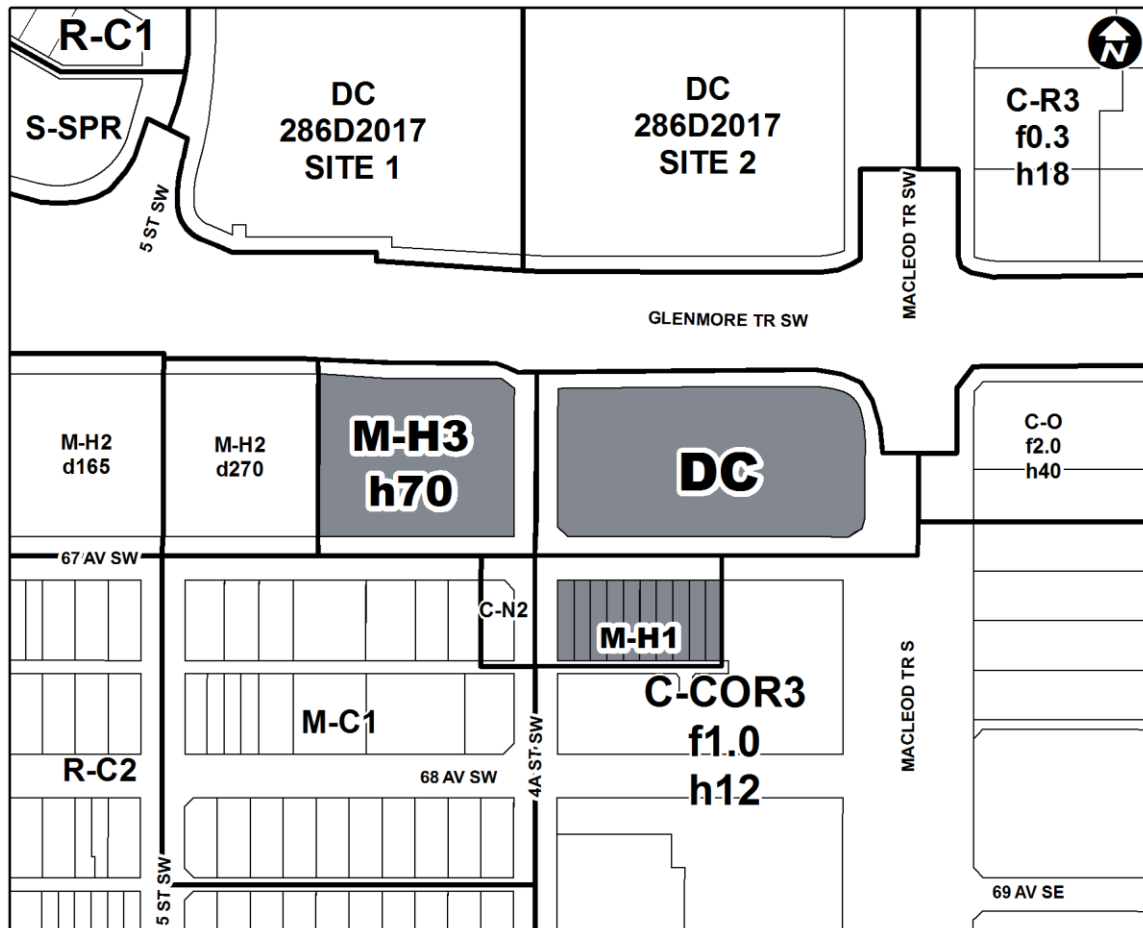




# PROPOSED

AMENDMENT LOC2018-0158/CPC2019-0156  
BYLAW NUMBER 87D2019

## SCHEDULE B



## DIRECT CONTROL DISTRICT

### Purpose

- 1 This Direct Control District is intended to accommodate:
- (a) mid and high-rise mixed-use **development** with pedestrian-oriented **buildings** that are close to the **street** and public sidewalk;
  - (b) opportunities for residential and office **uses** to be in the same **building**;
  - (c) **building** stepbacks consistent with **adjacent** land use districts;
  - (d) restricted **floor plate areas** of **buildings** to ensure appropriate massing;
  - (e) non-residential **uses** at **grade** along Glenmore Trail SW and Macleod Trail SW; and

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## AMENDMENT LOC2018-0158/CPC2019-0156 BYLAW NUMBER 87D2019

- (f) predominately residential **uses** at **grade** along 4A Street SW and 67 Avenue SW.

### Compliance with Bylaw 1P2007

- 2 Unless otherwise specified, the rules and provisions of Parts 1, 2, 3 and 4 of Bylaw 1P2007 apply.

### 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.

### Permitted Uses

- 4 The **permitted uses** of the Commercial – Corridor 2 (C-COR2) District of Bylaw 1P2007 are the **permitted uses** of 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** of this Direct Control District.

### Bylaw 1P2007 District Rules

- 6 Unless otherwise specified in this Direct Control District, the rules of the Commercial – Corridor 2 (C-COR2) District of Bylaw 1P2007 apply to this Direct Control District.

### Building Setbacks

- 7
  - (1) The minimum **building setback** along Macleod Trail SW is 3.0 metres.
  - (2) The minimum **building setback** along Glenmore Trail SW is 1.5 metres.
  - (3) The minimum **building setback** along 67 Avenue SW is 3.0 metres.
  - (4) The minimum **building setback** along 4A Street SW is 3.0 metres.

### Front Setback Area

- 8
  - (1) Unless otherwise referenced in subsection (2), the **front setback area** must have a minimum depth of 3.0 metres.
  - (2) Where the **parcel** shares a **front property line** with Glenmore Trail SW, the **front setback area** must have a minimum depth of 1.5 metres.

### Rear Setback Area

- 9
  - (1) Unless otherwise referenced in subsections (3) or (4), where the **parcel** shares a **rear property line** with a **parcel** designated as:
    - (a) a **commercial district**, there is no requirement for a **rear setback area**;
    - (b) an **industrial district**, the **rear setback area** must have a minimum depth of 1.2 metres;

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## AMENDMENT LOC2018-0158/CPC2019-0156 BYLAW NUMBER 87D2019

- (c) a **residential district**, the **rear setback area** must have a minimum depth of 5.0 metres; and
  - (d) a **special purpose district**, the **rear setback area** must have a minimum depth of 5.0 metres.
- (2) Unless otherwise referenced in subsection (3), where the **parcel** shares a **rear property line** with a **lane**, **LRT corridor** or **street**, the **rear setback area** must have a minimum depth of 3.0 metres;
- (3) Where the **parcel** shares a **rear property line** with Glenmore Trail SW, the **rear setback area** must have a minimum depth of 1.5 metres.
- (4) Where the **parcel** shares a **rear property line** with 67 Avenue SW or 4A Street SW, the **rear setback area** must have a minimum depth of 3.0 metres.

### Side Setback Area

- 10 (1) Unless otherwise referenced in subsections (3) or (4), where the **parcel** shares a **side property line** with a **parcel** designated as:
- (a) a **commercial district**, there is no requirement for a **side setback area**;
  - (b) an **industrial district**, the **side setback area** must have a minimum depth of 1.2 metres;
  - (c) a **residential district**, the **side setback area** must have a minimum depth of 5.0 metres; and
  - (d) a **special purpose district**, the **side setback area** must have a minimum depth of 5.0 metres.
- (2) Unless otherwise referenced in subsection (3), where the **parcel** shares a **side property line** with a **lane**, **LRT corridor** or **street**, the **side setback area** must have a minimum depth of 3.0 metres;
- (3) Where the **parcel** shares a **side property line** with Glenmore Trail SW, the **side setback area** must have a minimum depth of 1.5 metres.
- (4) Where the **parcel** shares a **side property line** with 67 Avenue SW or 4A Street SW, the **side setback area** must have a minimum depth of 3.0 metres.

### Building Orientation

- 11 Where a **parcel** shares a **property line** with Macleod Trail SW, the main **building** on the **parcel** must face onto Macleod Trail SW and all **units** and **uses** located at **grade** with an exterior wall facing Macleod Trail SW must provide:
- (a) individual, separate, direct access to **grade**;
  - (b) an entrance that is visible from the **street**, and

# PROPOSED

AMENDMENT LOC2018-0158/CPC2019-0156  
BYLAW NUMBER 87D2019

- (c) sidewalks that provide direct exterior access to the **unit** or the **use**.

## Floor Area Ratio

**12** The maximum **floor area ratio** is 6.0.

## Building Height

**13 (1)** Unless otherwise referenced in subsections (2) or (3), the maximum **building height** is 90.0 metres.

**(2)** Where the **parcel** shares a **property line** with 67 Avenue SW, the maximum **building height** is:

(a) 14.0 metres measured from **grade** within 4.0 metres of the shared **property line**; and

(b) 26.0 metres from **grade** within 6.0 metres of the shared **property line**.

**(3)** Where the **parcel** shares a **property line** with 4A Street SW, the maximum **building height** is 14.0 metres measured from **grade** within 4.0 metres of the shared **property line**.

## Use Area

**14 (1)** Unless otherwise referenced in subsections (3) or (4), the maximum **use area** for "Commercial Uses" on the ground floor of a **building** is 1200.0 square metres.

**(2)** Unless otherwise referenced in subsection (3), there is no maximum **use area** for **uses** located on upper floors.

**(3)** The maximum **use area** of a:

(a) **Catering Service – Minor**, or a **Catering Service – Minor** combined with any other **use** is 300.0 square metres.

(b) **Cinema**, or a **Cinema** combined with any other **use**, is 2500.0 square metres.

(c) **Supermarket**, or a **Supermarket** combined with any other **use**, is 4000.0 square metres.

**(4)** The following **uses** do not have a **use area** restriction:

(a) **Addiction Treatment**;

(b) **Assisted Living**;

(c) **Custodial Care**;

(d) **Hotel**; and

# PROPOSED

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BYLAW NUMBER 87D2019

- (e) **Residential Care.**
- (5) There are no minimum **use area** requirements for “Commercial Uses” above the ground floor of **buildings**.
- (6) Where this section refers to “Commercial Uses” it refers to the listed **uses** at sections 5 and 6 of this Direct Control District, other than **Addiction Treatment, Assisted Living, Custodial Care, Dwelling Units, Live Work Units** and **Residential Care**.

## Floor Plate Restrictions

- 15 (1) Unless otherwise referenced in subsection (2), the maximum individual **floor plate area** of the portion of a **building** higher than 30.0 metres above **grade** or above a **Parking Lot – Structure** is 2500.00 square metres.
- (2) The maximum individual **floor plate area** of the portion of a **building** higher than 30.0 metres above **grade** or above a **Parking Lot – Structure** is:
- (a) 850.0 square metres, for a floor of a **building** that contains **Dwelling Units**; and
  - (b) 1000.0 square metres, for a floor of a **building** that contains a **Hotel**.

## Relaxations

- 16 The **Development Authority** may relax the rules contained in Sections 8(1), 9(1), 9(2), 10(1) and 10(2) of this Direct Control District in accordance with sections 31 and 36 of Bylaw 1P2007.



**From:** [Deblasio, Leslie](#) on behalf of [City Clerk](#)  
**To:** [Public Submissions](#)  
**Subject:** FW: [EXT] LOC2018-0158  
**Date:** Monday, April 01, 2019 10:28:50 AM

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Please see below

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**From:** Harder, Breanne  
**Sent:** Monday, April 01, 2019 10:19 AM  
**To:** Mike Wieczorek <mike.wieczorek@gmail.com>  
**Cc:** City Clerk <CityClerk@calgary.ca>  
**Subject:** RE: [EXT] LOC2018-0158

Hi Mike,

I've cc'd Clerks so this email can be added to the agenda for the April 8 Council meeting.

**Breanne Harder**, MPlan, RPP, MCIP  
Senior Planner | Community Planning  
Planning & Development  
The City of Calgary | Mail Code: #8073  
T. 403.268.5729 | calgary.ca  
Municipal Building, 800 Macleod Trail SE  
P.O. Box 2100, Station M, Calgary, AB, T2P 2M5

**From:** Mike Wieczorek <[mike.wieczorek@gmail.com](mailto:mike.wieczorek@gmail.com)>  
**Sent:** Monday, April 1, 2019 10:04 AM  
**To:** Harder, Breanne <[Breanne.Harder@calgary.ca](mailto:Breanne.Harder@calgary.ca)>  
**Subject:** [EXT] LOC2018-0158

Hi, I live in Kingsland at 7204 - 5 Street Sw. I support higher density developments such as this. The potential for more amenities and services in the community due to a higher population is appealing. Mixed use developments here would be great assets to our community.

Michael Wieczorek





**From:** [Holberton, Kimberly](#)  
**To:** [Public Submissions](#)  
**Subject:** CPC2019-0158 - Comments from the 2019 February 21 CPC Meeting  
**Date:** Friday, February 22, 2019 7:34:02 PM

---

Reasons for Support with comments from Commissioner Gedye:

- While I support the intent of this application, I have an issue echoed in the Community Association comments that I believe is an issue with the underlying zoning of the M-H3h70 portion of the site.
- Unlike the DC zone in the same application, the M-H3 zoning has no floorplate restrictions, and as such, an applicant could hypothetically build a 70 metre (23 story) building along the length of the site in a 'slab' tower form.
- While there are not explicit restrictions, it's my hope that the applicant, when they come forward with a DP, keeps tower best practices in mind and breaks up the site into multiple towers with reasonable floorplate and podium sizes.





Planning & Development Report to  
Calgary Planning Commission  
2019 March 07

ISC: UNRESTRICTED  
CPC2019-0329

## Land Use Amendment in Haysboro (Ward 11) at multiple addresses, LOC2018-0229

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### EXECUTIVE SUMMARY

The purpose of this report and its recommendations is to correct a technical oversight by Administration that occurred with the approval of Bylaw 62D2019. On 2019 February 25, LOC2018-0229 (DC to C-C2) was approved by Council without the intended density or height modifiers attached to the approved bylaw or the land use district. This application is solely to add the intended modifiers of f4.0h80 to the existing C-C2 District in order to align with the intent of the district by providing certainty as to the maximum density and height of future development.

This proposal is in compliance with the applicable policies of the *Municipal Development Plan*.

#### ADMINISTRATION RECOMMENDATION:

That Calgary Planning Commission:

1. Direct this report to the 2019 April 08 Combined Meeting of Council to the public hearing portion of the agenda; and
2. Recommends that Council hold a Public Hearing, and
  - a. **RESCIND** Bylaw 62D2019;
  - b. **ADOPT**, by bylaw, the proposed redesignation of 3.91 hectares  $\pm$  (9.66 acres  $\pm$ ) located at 190 – 8835 Macleod Trail SW, 250 – 8835 Macleod Trail SW, 450 – 8835 Macleod Trail SW, 8710 Horton Road SW, 8740 Horton Road SW, 8850 Horton Road SW, 8855 Macleod Trail SW and 8880 Horton Road SW (Plan 0713615, Block 6; Plan 1010380, Block 753; Condominium Plan 0914953; Condominium Plan 0812824; Plan 0713615 Blocks 2, 3 and 5; Condominium Plan 1010380) from Commercial – Community 2 (C-C2) **to** Commercial – Community 2 f4.0h80 (C-C2f4.0h80) District; and
  - c. Give three readings to the proposed bylaw.

Planning & Development Report to  
Calgary Planning Commission  
2019 March 07

ISC: UNRESTRICTED  
CPC2019-0329

**Land Use Amendment in Haysboro (Ward 11) at multiple addresses, LOC2018-0229**

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**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2019 March 7:**

That Council hold a Public Hearing, and

- a. RESCIND Bylaw 62D2019;
- b. ADOPT, by bylaw, the proposed redesignation of 3.91 hectares  $\pm$  (9.66 acres  $\pm$ ) located at 190 – 8835 Macleod Trail SW, 250 – 8835 Macleod Trail SW, 450 – 8835 Macleod Trail SW, 8710 Horton Road SW, 8740 Horton Road SW, 8850 Horton Road SW, 8855 Macleod Trail SW and 8880 Horton Road SW (Plan 0713615, Block 6; Plan 1010380, Block 753; Condominium Plan 0914953; Condominium Plan 0812824; Plan 0713615 Blocks 2, 3 and 5; Condominium Plan 1010380) from Commercial – Community 2 (C-C2) to Commercial – Community 2 f4.0h80 (C-C2f4.0h80) District; and
- c. Give three readings to **Proposed Bylaw 89D2019**.

Excerpt from the Minutes of the 2019 March 07 Regular Meeting of the Calgary Planning Commission:

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**“Moved by** Councillor Woolley

That with respect to Report CPC2019-0329, the following be approved:

That Calgary Planning Commission:

1. Direct this report to the 2019 April 08 Combined Meeting of Council to the public hearing portion of the agenda; and ...

**MOTION CARRIED”**

**PREVIOUS COUNCIL DIRECTION / POLICY**

Council approved Bylaw 62D2019 on 2019 February 25.

**BACKGROUND**

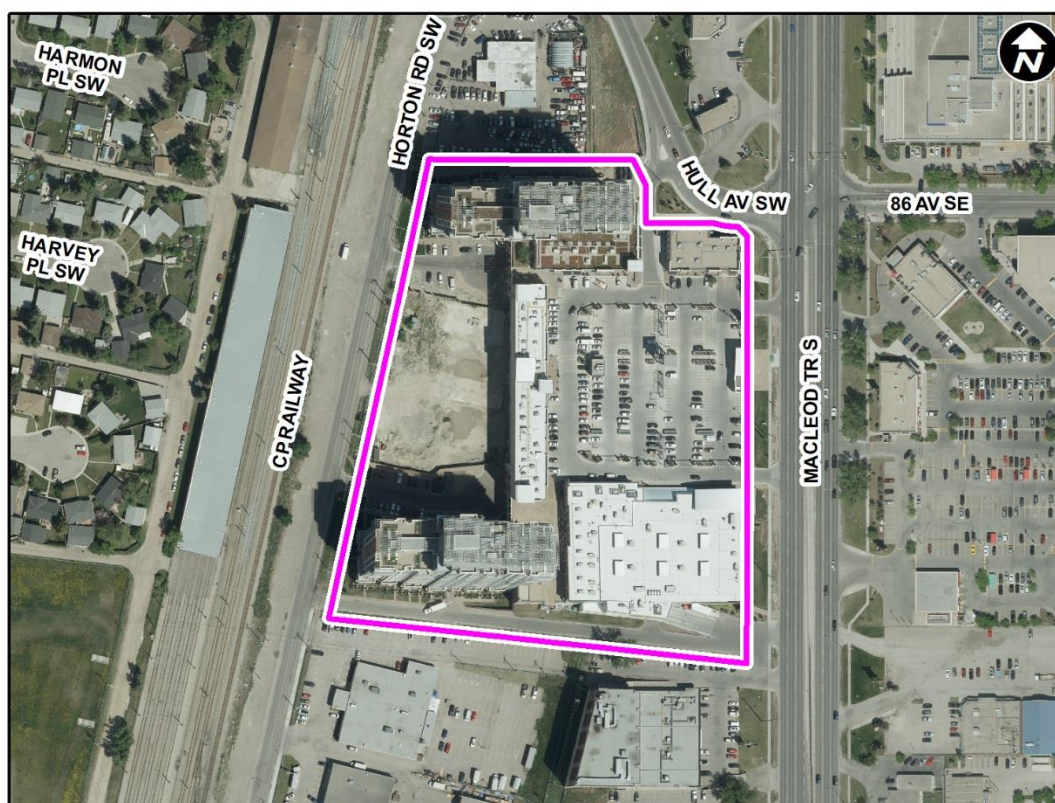
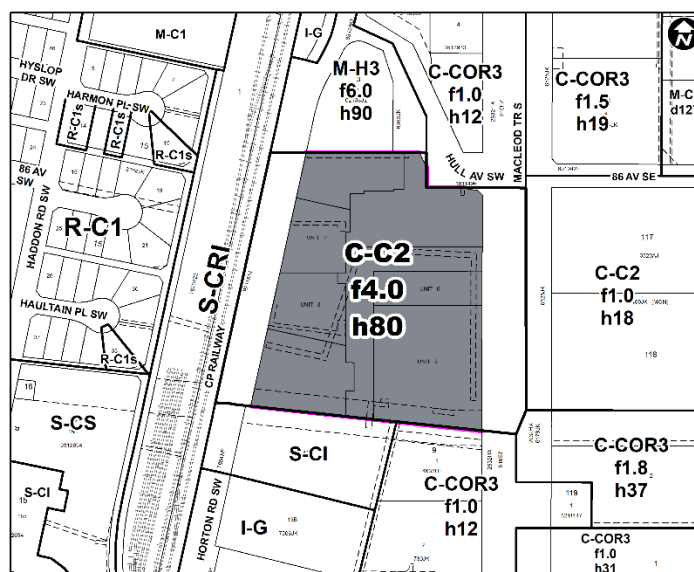
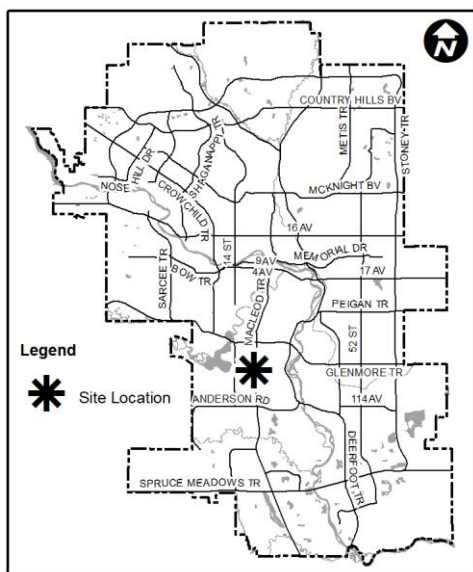
A land use amendment from a DC Direct Control District to the Commercial – Community 2 (C-C2) District (LOC2018-0229) was approved on 2019 February 25, without the intended density or height modifiers. As a result, Administration is requesting this land use redesignation from C-C2 District to C-C2f4.0h80 District.

Planning & Development Report to  
Calgary Planning Commission  
2019 March 07

ISC: UNRESTRICTED  
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Land Use Amendment in Haysboro (Ward 11) at multiple addresses, LOC2018-0229

Location Maps



Planning & Development Report to  
Calgary Planning Commission  
2019 March 07

ISC: UNRESTRICTED  
CPC2019-0329

## Land Use Amendment in Haysboro (Ward 11) at multiple addresses, LOC2018-0229

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### Site Context

The site represent an area of 3.91 hectares (9.66 acres) that is partially developed with commercial and multi-residential uses. A summary of these uses is included as an attachment to the original administrative report in Attachment 1.

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

This housekeeping application will allow for better alignment with the intent of the Commercial – Corridor 2 (C-C2) District by providing certainty as to the maximum density (floor area ratio of 4.0) and height (80 metres) of future development. No other changes to the existing land use are proposed.

### Land Use

The site is presently designated Commercial – Corridor 2 (C-C2) District, which is intended to accommodate large commercial developments that are on the boundary of several communities with a wide range of use sizes and types. The district is envisioned to be characterized by comprehensively designed multi-building developments with higher maximum heights than nearby low density residential areas, with opportunities for commercial uses to be combined with office and residential uses.

This application is solely to add density and height modifiers to the existing C-C2 District, with a maximum floor area ratio of 4.0 and a maximum height of 80 metres. No other changes to the existing designation are proposed.

### Stakeholder Engagement, Research and Communication

This housekeeping application seeks only to add density and height modifiers to the existing designation that was circulated to relevant stakeholders and notice posted on-site as part of LOC2018-0229, as identified in the original report by Administration (Attachment 1). As such, no additional engagement was considered necessary.

### Strategic Alignment

This housekeeping application seeks solely to add density and height modifiers to the existing designation of C-C2, and continues to comply with the *South Saskatchewan Regional Plan*, the *Municipal Development Plan*, and the *LRT South Corridor Land Use Study*.

### Social, Environmental, Economic (External)

The proposed land use district will continue to support the provision of a greater range of uses that are within a short walking distance of and have direct pedestrian connections to transit and nearby multi-residential developments.

Planning & Development Report to  
Calgary Planning Commission  
2019 March 07

ISC: UNRESTRICTED  
CPC2019-0329

**Land Use Amendment in Haysboro (Ward 11) at multiple addresses, LOC2018-0229**

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**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, therefore, there are no growth management concerns at this time.

**Risk Assessment**

There are no known risks with the proposed redesignation.

**REASON FOR RECOMMENDATION:**

This application will allow for alignment with the intent of the Commercial – Community 2 (C-C2) District by providing certainty as to the maximum density (floor area ratio of 4.0) and height (80 metres) of future development.

**ATTACHMENT**

1. Original LOC2018-0229 Report by Administration
2. **Proposed Bylaw 89D2019**





## Original LOC2018-0229 Report by Administration

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Item # 7.2.6

Planning & Development Report to  
Calgary Planning Commission  
2019 January 10

ISC: UNRESTRICTED  
CPC2019-0057

### Land Use Amendment in Haysboro (Ward 11) at multiple addresses, LOC2018-0229

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#### EXECUTIVE SUMMARY

This land use redesignation application was submitted by IBI Group on 2018 October 19 on behalf of all landowners. The application proposes to change the designation of eight parcels from DC Direct Control District based on the C-4 General Commercial District of Bylaw 2P80 to the Commercial – Community 2 f4.0h80 (C-C2f4.0h80) District of Bylaw 1P2007 to allow for alignment with the current land use bylaw, as well as:

- commercial and mixed use development;
- the uses listed under the CC-2 District, as amended from time to time;
- a maximum height of 80 metres or approximately 25 storeys (the same as the current maximum building height); and
- a maximum floor area ratio (FAR) of 4.0 (the same as the current maximum floor area ratio).

This proposal is in compliance with the applicable policies of the *Municipal Development Plan*.

#### ADMINISTRATION'S RECOMMENDATION:

That Calgary Planning Commission recommends that Council hold a Public Hearing; and

1. **ADOPT**, by bylaw, the proposed redesignation of 3.91 hectares  $\pm$  (9.66 acres  $\pm$ ) located at 190 – 8835 Macleod Trail SW, 250 – 8835 Macleod Trail SW, 450 – 8835 Macleod Trail SW, 8710 Horton Road SW, 8740 Horton Road SW, 8850 Horton Road SW, 8855 Macleod Trail SW and 8880 Horton Road SW (Plan 0713615, Block 6; Plan 1010380, Block 753; Condominium Plan 0914953; Condominium Plan 0812824; Plan 0713615 Blocks 2, 3 and 5; Condominium Plan 1010380) from DC Direct Control District to Commercial – Community 2 (C-C2) District; and
2. Give three readings to the proposed bylaw.

#### PREVIOUS COUNCIL DIRECTION / POLICY

None.

#### BACKGROUND

The applicant, IBI Group, requested a pre-application meeting (PE2018-01382) on 2018 June 22. The pre-application assessment required that a thorough analysis of prospective land use districts be undertaken prior to application submission, demonstrating the appropriateness of each district and identifying if any of the existing uses on site would become non-confirming as a result of the change. The required analysis was submitted to Administration with the application submission on 2018 October 19, and is included as Attachment 2, in addition to the Applicant's Submission provided in Attachment 1.

Approval(s): K. Froese concurs with this report. Author: S. Loria



## Original LOC2018-0229 Report by Administration

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Planning & Development Report to  
Calgary Planning Commission  
2019 January 10

ISC: UNRESTRICTED  
CPC2019-0057

### Land Use Amendment in Haysboro (Ward 11) at multiple addresses, LOC2018-0229

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#### Site Context

The site, known as London at Heritage Station, consists of eight parcels that are located in the southwest community of Haysboro, approximately 7.7 kilometres south of downtown Calgary. The parcels are bound by Macleod Trail S to the east and Horton Road SW and CP Railway tracks to the west, with the Heritage LRT Station located kitty-corner to the site beyond the rail tracks.

The parcels represent an area of 3.91 hectares (9.66 acres) that is partially developed with commercial and multi-residential uses under the C-4 District of Bylaw 2P80. A summary of these uses is included in Attachment 3.

As identified in Figure 1, Haysboro's peak population was in 1968, reaching 8,044 residents.

*Figure 1: Community Peak Population*

Haysboro	
Peak Population Year	1968
Peak Population	8,044
2017 Current Population	7076
Difference in Population (Number)	-968
Difference in Population (Percentage)	-12%

Additional demographic and socio-economic information may be obtained online through the [Haysboro](#) community profile.

#### INVESTIGATION: ALTERNATIVES AND ANALYSIS

This proposal allows for a wider range of commercial uses than currently exists for the site. 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

The site is presently subject to Bylaw 111Z2003, a DC Direct Control District based on the C-4 General Commercial District of Bylaw 2P80, with additional discretionary uses of apartment buildings, stacked townhouses and townhouses. A copy of the DC District is included in Attachment 5. The DC District provides site specific rules for development regarding yards, building height, landscaping, amenity space, gross floor area, access and parking. Analysis of these rules is provided in Attachment 4. While the associated CPC report does not clearly identify the intent of these rules, Administration has assessed the intent of the DC listed rules,

Approval(s): K. Froese concurs with this report. Author: S. Loria

## Original LOC2018-0229 Report by Administration

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Planning & Development Report to  
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### **Land Use Amendment in Haysboro (Ward 11) at multiple addresses, LOC2018-0229**

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and can reasonably expect that the rules of 1P2007, supplemented by file manager discretion, are able to supersede the DC rules where necessary.

This application seeks to redesignate the subject lands to Commercial – Community 2 f4.0h80 (C-C2f4.0h80) District. As identified in the Applicant's Analysis in Attachment 2, the applicant also considered the following districts:

- Commercial – Corridor 2 (C-COR2) District;
- Multi-Residential – High Density Low Rise (M-H1) District;
- Multi-Residential – High Density High Rise (M-H3) District;
- Mixed-Use – General (MU-1) District; and
- Mixed-Use – Active Frontage (MU-2) District.

Through a land use comparison, it was determined that the C-C2 District meets the intent of the development, aligns with the MDPs identification of the site, and can accommodate the existing, approved and future development of the site, while also generally aligning with the rules and intent of the original DC District.

The proposed C-C2f4.0h80 District is intended to accommodate large commercial developments that are on the boundary of several communities with a wide range of use sizes and types. The proposed district is intended to be characterized by comprehensively designed multi-building developments with higher maximum heights than nearby low density residential areas, with opportunities for commercial uses to be combined with office and residential uses.

#### ***Development and Site Design***

The site was redeveloped in 2010 with a mix of commercial and multi-residential development. Existing, approved uses throughout the site are summarized in Attachment 3, and have been reviewed against the C-C2 District to ensure continued conformance.

The rules of the proposed C-C2f4.0h80 District will provide guidance for continued site development, including appropriate uses, height, building setbacks, and landscaping.

A development permit (DP2014-4684) for two residential towers with 646 units was approved by Calgary Planning Commission on 2015 March 26. The permit is pending release based on a security deposit for transportation related infrastructure. The development was granted a 24 month extension of commencement until 2020 March 26.

#### ***Environmental***

No environmental issues have been identified at this time. An Environmental Site Assessment was not required for this application.

Approval(s): K. Froese concurs with this report. Author: S. Loria

## Original LOC2018-0229 Report by Administration

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#### ***Transportation Networks***

The existing site has vehicular and pedestrian access to Macleod Trail S, Hull Avenue SW, and Horton Road SW. The Calgary Transportation Plan classifies Macleod Trail S as an Urban Boulevard and Horton Road SW as a Collector roadway.

The site is connected to the Heritage LRT station via a pedestrian bridge over Horton Road SW and the train tracks. The site is located approximately 150 metres walking distance to the Heritage LRT station with access to bus routes: 3, 20, 37, 39, 79, 80, 81, 410, and 502. The bus route 81 also runs along Macleod Trail S with a stop directly in front of the site on Macleod Trail S.

#### ***Utilities and Servicing***

The existing servicing has capacity to support the proposed change of land use. Servicing requirements and details for the site will be determined 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 sent to adjacent landowners and the application was advertised online. No public meetings were held by the applicant or Administration in association with this application.

Administration received one letter of support and one letter of objection in response to the notice posting and circulation.

The reason stated for the objection was that the proposed designation allows for Cannabis Store, which is not wanted in the area. The reasons for support were that reference to the present land use bylaw is beneficial for commercial tenants.

The Haysboro Community Association was circulated and sent a follow up email. However, no comments were received prior to the finalization of this report.

Following Calgary Planning Commission, notifications 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.

#### **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.

Approval(s): K. Froese concurs with this report. Author: S. Loria

## Original LOC2018-0229 Report by Administration

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#### ***Municipal Development Plan (Statutory, 2009)***

The site is identified as an Urban Main Street in accordance with Map 1: Urban Structure Map in the *Municipal Development Plan* (MDP). Urban Main Streets provide a mix of commercial, residential and office uses, with taller buildings located in nodes at the intersections of main streets. Urban Main Streets are intended to be developed with particular attention paid to the development's connections to and interface with transit and pedestrian frontages.

The proposal is consistent with the applicable policies of the MDP, specifically as the proposed land use redesignation maintains and expands the range of uses allowed on site, allowing for any future development of the site to be assessed against the land use bylaw of today.

#### ***LRT South Corridor Land Use Study (Statutory, 1980)***

Within the LRT South Corridor Land Use Study (The Study), the site is identified as forming part of the Heritage Station Area Plan. Despite its year of approval, the proposed redesignation is aligned with The Study, which speaks to Council's approval of the existing DC District.

#### **Area 31 Policy**

The forthcoming Area 31 policy is a multi-community policy plan that will include 10 communities in the SW and SE quadrants of the city. Administration is completing background work and the plan is expected to start in 2019.

Further details will be shared when the project is launched.

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

The proposed land use district supports the provision of a greater range of uses that are within a short walking distance of and have direct pedestrian connections to transit and nearby multi-residential developments. The mix of uses to be realized on-site will be determined as part of the review of an associated development permit.

#### **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, therefore, there are no growth management concerns at this time.

Approval(s): K. Froese concurs with this report. Author: S. Loria

## Original LOC2018-0229 Report by Administration

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Planning & Development Report to  
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### Land Use Amendment in Haysboro (Ward 11) at multiple addresses, LOC2018-0229

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#### Risk Assessment

As mentioned in the Development and Site Design subsection of this report, a development permit (DP2014-4684) for two residential towers with 646 units was approved by Calgary Planning Commission on 2015 March 26. While the applicant was requested to undertake a review of the approval against the C-C2 District, it is possible that there could be relaxations to the new 1P2007 designation, which could lead to the requirement for a new development permit at the development completion stage.

#### REASONS FOR RECOMMENDATION:

This application brings the site and any future development of the lands into compliance with the current land use bylaw, allowing for a greater range of uses with more appropriate and modern rules. Further, the proposed land use redesignation is aligned with all relevant policies for the site.

#### ATTACHMENTS

1. Applicant's Submission
2. Applicant's Analysis
3. Summary of Existing Uses
4. Intent of Existing DC District
5. DC Bylaw 111Z2003

Approval(s): K. Froese concurs with this report. Author: S. Loria



## Original LOC2018-0229 Report by Administration

CPC2019-0057  
Attachment 1

### Applicant's Submission

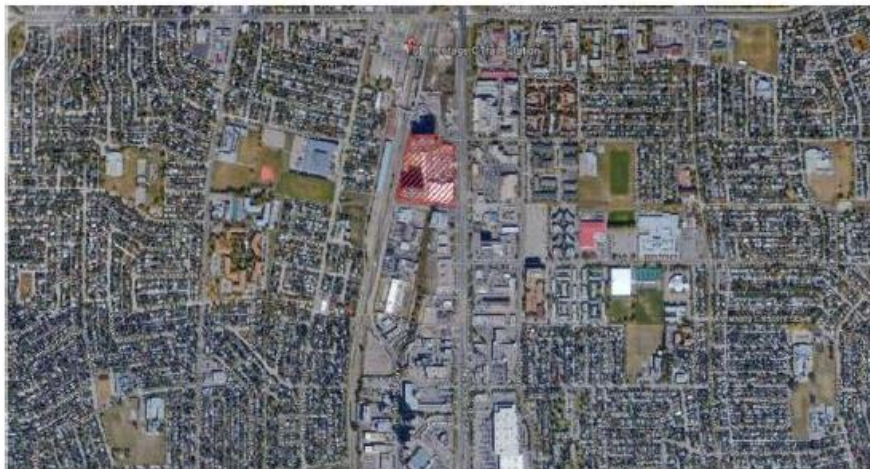


November 6, 2018

PLANNING AND DEVELOPMENT  
THE CITY OF CALGARY  
5<sup>TH</sup> FLOOR, 800 MACLEOD TRAIL SE  
P.O. BOX 2100, STATION M,  
CALGARY, AB, T2P 2M5

#### LOC2018-0229: LAND USE AMENDMENT APPLICATION RATIONALE FROM DIRECT CONTROL DISTRICT 111Z2003 TO C-C2 COMMERCIAL LAND USE DISTRICT UNDER 1P2007

The proposed site is located on a number of parcels located at 8710, 8740, 8835, 8850, 8855, and 8880 Horton Road SW. The site is bounded by Macleod Trail SE to its east and Horton Road and the Canadian Pacific Railway line to its west, located directly adjacent to the Heritage LRT Station within the community of Haysboro and within walking distance to the Heritage LRT Station.



The site is home to a Mixed-use Transit Oriented Development and is currently designated DC 111Z2003 based on the C-4 district from the City of Calgary 2P80 Land Use Bylaw. Due to the fact that this DC bylaw is based on an old district and cannot be easily relaxed, added to, or deleted from, the site is essentially "trapped" under outdated regulations. Therefore, an amendment to the existing Land Use is required to align with the current City of Calgary Land Use Bylaw 1P2007; and therefore be afforded the same opportunities and more current design regulations of similar sites with 1P2007 land use designations.



## Original LOC2018-0229 Report by Administration

CPC2019-0057  
Attachment 1

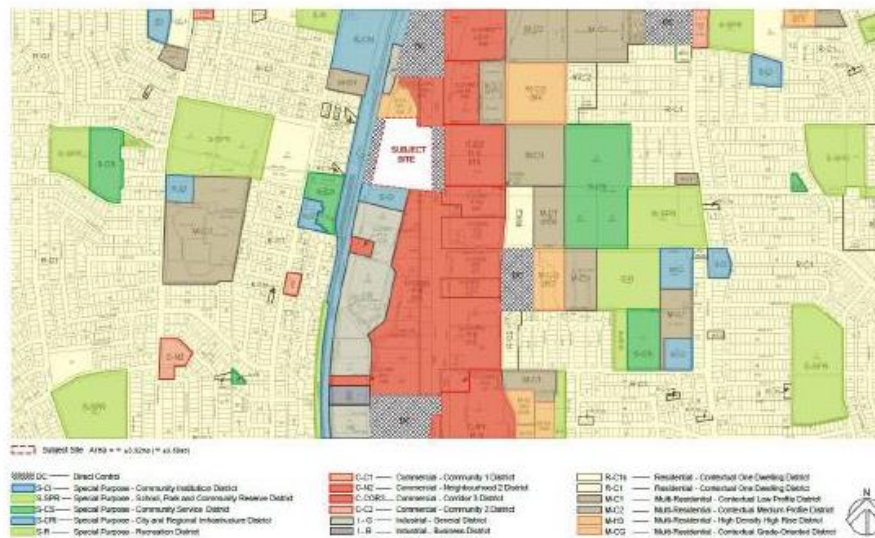
### Applicant's Submission



**IBI GROUP**  
500 – Meredith Block, 611 Meredith Road NE  
Calgary AB T2E 2W5 Canada  
tel 403 270 5600 fax 403 270 5610  
ibigroup.com

There will be no design alteration to the site, nor any increases in density/Floor to Area Ratio (FAR) or change in height to be considered, as the proposed new Land Use would simply be required as a "refresh" of the existing Land Use so that it could align with 1P2007 and allow for updates to 1P2007, as amended from time to time, to be applicable to the site.

An approved Development Permit (DP2014-4684) currently exists on site for two additional residential towers and is in effect until March 26, 2020. All existing and future approved development is consistent with the proposed land use.



Through consultation with the Haysboro CA and the City of Calgary Planning department, as well as a thorough analysis of policy guidelines and the current Land Use regulations, the C-C2 Commercial Land Use District was determined to be the most viable stock Land Use District for the site. The C-C2 Commercial Land Use district not only fits into the existing surrounding land use context but it also closely emulates the original mixed-use intent of the original land use and the vision for this TOD site. The C-C2 district respects the development intent and allows the existing and approved uses to comply with no foreseeable adjustments or issues.

## Original LOC2018-0229 Report by Administration

CPC2019-0057  
Attachment 2

### Applicant's Analysis



**IBI GROUP**  
500 – Meredith Block, 811 Meredith Road NE  
Calgary AB T2E 2W5 Canada  
tel 403 270 5800 fax 403 270 5810  
[ibigroup.com](http://ibigroup.com)

#### LAND USE AMENDMENT APPLICATION RATIONALE FROM DIRECT CONTROL DISTRICT 111Z2003 TO A STOCK LAND USE DISTRICT UNDER 1P2007

##### BACKGROUND

The site is home to a Mixed-use Transit Oriented Development and is currently designated DC 111Z2003 based on the C-4 district from the City of Calgary 2P80 Land Use Bylaw. Due to the fact that this DC bylaw is based on an old district and cannot be easily relaxed, added to or deleted from, the site is essentially "trapped" under outdated regulations. Therefore, the client is looking to amend the existing Land Use to align with the current City of Calgary Land Use Bylaw 1P2007; and be afforded the same opportunities of similar sites with 1P2007 land use designations.

There will be no design alteration to the site, nor any increases in density/Floor to Area Ratio or change in height to be considered, as the proposed new Land Use would simply be required as a "refresh" of the existing Land Use so that it could align with 1P2007 and allow for updates to 1P2007, as amended from time to time, to be applicable to the site.

An approved Development Permit (DP2014-4684) currently exists on site for two additional residential towers and is in effect until March 26, 2020. The Prior to Release Conditions for this Development Permit have not been addressed and is still pending release.

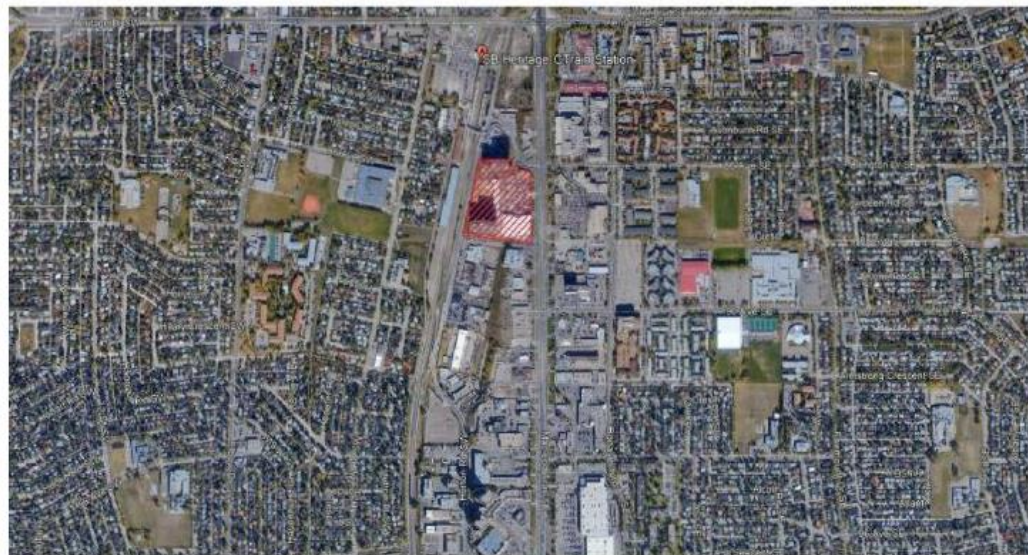
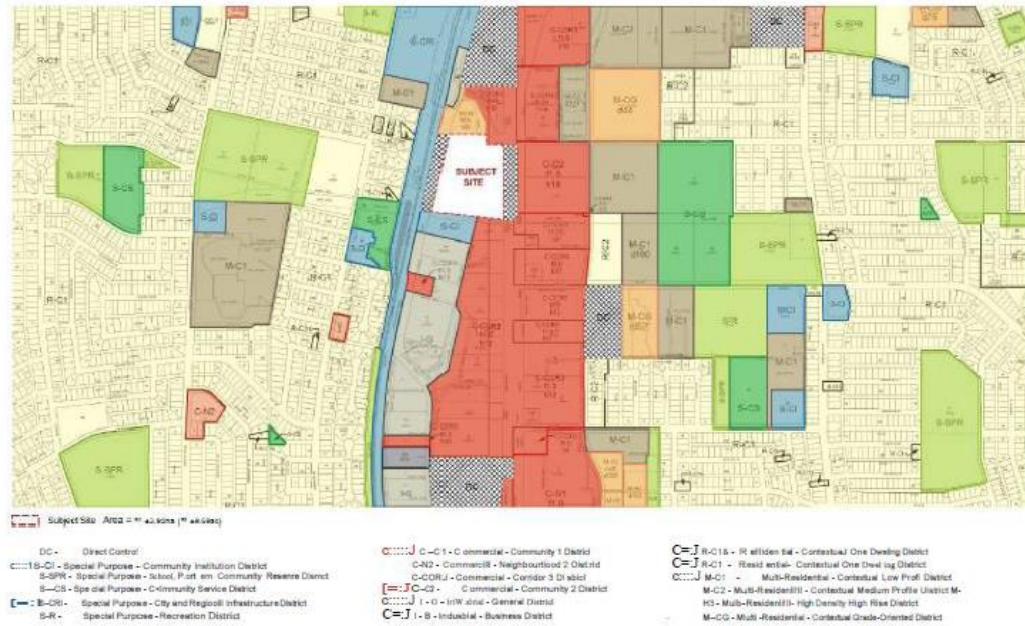
##### LOCATION/CONTEXT

The proposed site is located on a number of parcels located at 8/10, 8/40, 8835, 8850, 8855, and 8880 Horton Road SW. The site is bounded by Macleod Trail SE to its east and Horton Road and the Canadian Pacific Railway line to its west, located directly adjacent to the Heritage LRT Station within the community of Haysboro. The site is located within the LRT South Corridor Land Use Study and is bounded along its east by a series of Commercial Land Use Districts along both sides of Macleod Trail SE, and there is a M-H3, Multi-Residential high Density Rise District located to the site's immediate north. The site is also located within walking distance to the Heritage LRT Station which is located along Horton Road SW to its immediate west.

Original LOC2018-0229 Report by Administration

CPC2019-0057  
Attachment 2

Applicant's Analysis



CPC2019-0057 - Attach 2  
ISC: UNRESTRICTED

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## Original LOC2018-0229 Report by Administration

CPC2019-0057  
Attachment 2

### Applicant's Analysis

#### PURPOSE

The purpose of this proposal is to redesignate the site so that it aligns with the current Land Use Bylaw (1P2007) provisions in order to afford the site the same opportunities that most commercial sites possess. Otherwise, this site remains in a disadvantaged position as a result of being "trapped in time" due to its existing DC district. For example, uses such as Liquor sales and Cannabis Store, would remain unviable uses, even though they are allowed under nearly all the current commercial land use districts.

The underlying rationale is simply to select an existing Land Use District from 1P2007 that considers all of the present uses within the site, along with any other uses which may be feasible in the future and which fits into the existing context that could provide the highest degree of commercial flexibility for future tenants and the evolving market, while respecting the unique intent of the original DC district. We believe this can be achieved through one of the stock districts offered within 1P2007, without having to create a new DC district.

#### PRE APPLICATION MEETING PE2018-01382

A previous Pre-App meeting was scheduled (PE2018-01382) on July 17, 2018 with the City of Calgary Planning Department along with the Client/Consultants. The Pre-App summary had indicated a series of requirements to be addressed prior to the Land Use Amendment submission. The analysis was to initially evaluate viable Multi-Residential, Mixed Use, and Commercial Districts in order to decide on a feasible Land Use District by evaluating the existing and potential future uses within the site. Next, once a stock district(s) was to be chosen, the analysis was to outline the unique characteristics contained within the existing Direct Control District 111Z2003 and compare the details within this district to the chosen stock land use district. This analysis included a comparison of the details contained within the potential Land Use Districts, existing Direct Control District as well as C-4 General Commercial District, in order to determine if any non-conforming components/uses were present and/or to highlight if any differences existed between the existing and newly-chosen Land Use Districts.

#### ANALYSIS

Although not exhaustive, a range of specific Land Uses options have been considered as recommended by City of Calgary Planning Department and responding to the Pre-Application Meeting Comments. The Districts include two Commercial Districts (C-C2 and the C-COR2) - which offer a high degree of commercial flexibility while retaining the existing mixed-use character of the current site, two Multi-Residential Districts (M-H1 and M-H3) - which offer varied heights and commercial storefronts, and two Mixed-Use Districts (MU-1 and MU-2) - which allow for commercial and residential uses in street-oriented buildings. An evaluation of these Land Use Districts and the listed Permitted Uses that correspond to each Land Use District has been provided in the following table:

## Original LOC2018-0229 Report by Administration

CPC2019-0057

Attachment 2

## Applicant's Analysis

## LAND USE DISTRICT USE ANALYSIS

USE	COMMERCIAL DISTRICT		MULTI RESIDENTIAL		MIXED USE DISTRICT		Listed Use	Non-Listed Use
	C-C2	C-COR2	MH-2	MH-3	MU-1	MU-2		
Accessory Food Service								
Accessory Liquor Service								
Addiction Treatment								
Amusement Arcade								
Artist's Studio								
Assisted Living								
Auction Market-Goods								
Auto Service - Major								
Auto Service-Minor								
Beverage Container quick Drop Facility								
Billiard Parlor								
Business, Veterinary & Dentistry								
Car Wash Multi Vehicle								
Car Wash Single Vehicle								
Catering Service-Minor								
Child Care Service								
Chimes								
Computer Games Facility								
Conference & Event Facility								
Convenience Food Store								
Counseling Services								
Costumed Care								
Dinner Theatre								
Drinking Establishment-Medium								
Drinking Establishment-Small								
Drive Through								
Dwelling Unit								
Excavation, Strippling & Grading								
Financial Institution								
Fitness Centre								
Food Production								
Funeral Home								
Health Service Lab - with Clients								
Health Service Lab - No Clients								
Home Based Child Care - Class 1								
Home Occupation - Class 1								
Hotel								
Indoor Rac Facility								
Info and Service Provider								
Instructional Facility								
Library								
Liquor Store								
Live Work Unit								
Market - Minor								
Medical Clinic								
Medical Marijuana counselling								
Motion Picture Filming location								
Multi-Residential Development								
Multi-Residential Development-Minor								
Museum								
Offices								
Outdoor Café								
Part								
Perfume Lot Grade								
Perfume Lot Structure								
Pet Shop								
Petplay Loan								
Performing Arts Centre								
Pet Care Service								
Place of Worship - large								
Place of Worship - medium								
Place of worship - small								
Post secondary learning								
Power Gen Facility - Mid								
Power Gen Facility - Small								
Print Centre								
Provisional and Sewing Service								
Public Transit System								
Radio and Television Studio								
Recy. Coll. Construction Material								
Recy-Material Drop off Depot								
Residential Care								
Restaurant Food Service - Lrg.								
Restaurant Food Service - Med.								
Restaurant Food Service - Sm.								
Restaurant Licensed - Lrg.								
Restaurant Licensed - Med.								
Restaurant Licensed - Sm.								
Restaurant Neighbourhood								
Retail and Consumer Service								
Seasonal Sales Area								
Service Organization								
Signs - Class A								
Signs - Class B								
Signs - Class C								
Signs - Class D								
Signs - Class E								
Signs - Class F-3rd Party Adv.								
Special Org.								
Special Function Class 1								
Special Function Class 2								
Specialty Food Store								
Strip Club								
Take Out Food Service								
Utilities								
Utilities - Linear								
Utility Building								
Vehicle Rental - Major								
Vehicle Rental - Minor								
Vehicle Sales - Major								
Vehicle Sales - Minor								
Veterinary Clinic								

## Original LOC2018-0229 Report by Administration

CPC2019-0057  
Attachment 2

### Applicant's Analysis

The analysis demonstrates that given the existing uses within the site currently (highlighted in red), the most feasible Land Use Districts include the Commercial Districts (C-C2 and C-COR2) as these two Land Use Districts currently permit all the existing uses within the site. Both the M-H1 and M-H2 districts lack the uses that are integral to the existing development and therefore were eliminated from consideration. The MU-1 and MU-2 districts possess a broader use list, but the intent of the MU districts do not match the characteristics of this development and therefore were also eliminated from consideration.

Additionally, given the context of the site as it currently exists with a large section of Commercial Land Use Districts located to its east, the Commercial Districts (C-C2 and C-COR2) appear to be the most appropriate Land Use District options.

### LAND USE DETAIL ANALYSIS

From this evaluation, an additional matrix was created in order to compare and investigate the differences outlined within the existing DC 111Z2003 Land Use Bylaw as it compares to the proposed Commercial (C-C2 and C-COR2) as well as the Mixed Use (MU-1 and MU-2) Land Use Districts as well as how they compared to the original C-4 General Commercial District from the City of Calgary Land Use Bylaw 2P80 from which Direct Control District 111Z2003 was originally crafted. The intent of this exercise is to demonstrate the elimination of any "non-conforming" components both within in the existing development as well as within the approved Development Permit which exists on the site. Supplementary Commercial Corridor Land Use Districts within the City of Calgary Land Use Bylaw including C-C1, C-COR1, C-COR3 were initially included and filtered out based upon their inability to allow for all the permitted uses within the existing site. The remaining Commercial Land Use Districts (C-N1, C-N2, C-O, C-R1, C-R2, C-R3) were not considered based on their misalignment within the existing site context and inability to suite the existing development on site as well as inability to allow for similar size and scale. The following table summarizes this investigation:

EXISTING	C-C2	C-COR2	MU-1	MU-2	C-C1	C-COR1	C-COR3
Site Name	1234	1234	1234	1234	1234	1234	1234
Address	1234	1234	1234	1234	1234	1234	1234
Map Reference	1234	1234	1234	1234	1234	1234	1234
Site Description	1234	1234	1234	1234	1234	1234	1234
Site History	1234	1234	1234	1234	1234	1234	1234
Site Context	1234	1234	1234	1234	1234	1234	1234
Site Analysis	1234	1234	1234	1234	1234	1234	1234
Site Recommendation	1234	1234	1234	1234	1234	1234	1234
Site Conclusion	1234	1234	1234	1234	1234	1234	1234

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SC: UNRESTRICTED

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ISC: UNRESTRICTED

While there are specific details and nuances contained within each of the four distinct Land Use Districts reviewed, there does not seem to be any crucial indicators of prominent non-conforming items which have been represented and/or indicated.

The required number of motor vehicle parking spaces is measured by the number of motor vehicles in a building, whether or not the building is a building, as defined in the code. The required number of motor vehicle parking spaces is determined by the number of motor vehicles in a building, whether or not the building is a building, as defined in the code. The required number of motor vehicle parking spaces is determined by the number of motor vehicles in a building, whether or not the building is a building, as defined in the code.



## Original LOC2018-0229 Report by Administration

CPC2019-0057  
Attachment 2

### Applicant's Analysis

#### C-C2 AND C-COR2 COMMERCIAL LAND USE DISTRICT COMPARISON

A further analysis was conducted in order to bring to light some of the specific details which differed between the two proposed Commercial Land Use Districts C-C2 and C-COR2. This exercise was necessary in order to suggest the most applicable Land Use District both for the existing conditions and uses within the site, but more importantly to allow for the site to be as flexible as possible in its ability to consider the largest range of tenants to provide services for the future.

As a result of the comparison between the C-C2 and C-COR2, it was determined that the C-C2 Commercial Land Use District would be the most appropriate stock Land Use District, both for the existing site as well as approved Development Permit (DP2014-4684). The vital detail which made C-C2 the logical choice included the limitation under C-COR2 related to the Maximum Use Area limit for a Supermarket of 2500 sq. m. (where the existing Save-On-Foods on site has an area of above 4000 sq. m.). Additionally, C-COR2 also contains a provision which requires the percentage of Commercial Use to be a minimum of 20% of total Gross Floor Area. With the extent of the residential towers approved on this TOD, this ratio is not appropriate.

#### APPROVED DP2014-4684 AND C-C2 COMMERCIAL LAND USE DISTRICT COMPARISON

The final investigation included examining the ability for the approved Development Permit DP2014-4684 to align within the stock Commercial C-C2 Land Use District and demonstrate that all existing features of the existing and proposed development are conforming and that no issues or conflicts were identified.

Development Permit DP2014-4684 is comprised of Phase 6 + 7 (Buildings 2 and 3) of the Heritage Station Site Development by Westcorp. This Development Permit proposal, which was approved within the DC-111Z2003 Land Use District, coupled with the existing development approved under the same DC, appears to comply with the C-C2 district.

After an initial investigation of DP2014-4684 with the guidelines of the C-C2 Commercial Land Use District, it was determined that the Commercial C-C2 Land Use District can readily accommodate the existing and approved future development and aligns with the intent of the original approval and Direct Control Land Use District.

#### COMMUNITY ASSOCIATION

A meeting was held between Westcorp, IBI Group, and the Haysboro Community Association members on October 10, 2018 to review the Land Use Amendment as well as discuss future Phase 6 + 7 developments which have been approved through DP2014-4684. No objections were expressed and a positive dialogue ensued between the developer and the Community Association as many ideas for improving the site, community and vision for the future development were expressed. The development of future phases was recognized as a positive step forward by the community association members and both community and developer look forward to enhancing and augmenting the area in the future.

#### CONCLUSION

C-C2 Commercial Land Use District has been identified as the most viable Land Use District as it allows the ability to retain the existing Save-On-Foods supermarket, provides the fewest limitations and/or restrictions for any future developments to occur within the site, and allows the existing Development Permit DP2014-4684 to be accommodated with no foreseeable adjustments or issues within the site. Therefore it is our recommendation that the existing Direct Control DC111Z2003 Land Use District be redesignated to Commercial – Community 2 Land Use District with multipliers f4.0h80 (C-C2f4.0h80) within the Calgary Land Use Bylaw 1P2007.



**Original LOC2018-0229 Report by Administration**

## Original LOC2018-0229 Report by Administration

CPC2019-0057  
Attachment 3

### Summary of Existing Uses

<b>Business</b>	<b>2P80 Use</b>	<b>1P2007 Use</b>	<b>C-C2 District</b>
<i>Tommy Gun's Barbershop</i>	Personal Service Business	Retail and Consumer Service	Permitted
<i>Big Catch</i>	Restaurant/Drinking Establishment	Restaurant: Licensed: Small/Medium/Large	Discretionary
<i>Skymount Drones</i>	Retail Food Store	Retail and Consumer Service	Permitted
<i>Pet Valu</i>	Retail Store	Retail and Consumer Service	Permitted
<i>Saigon Thai Restaurant</i>	Restaurant - Licensed	Restaurant: Licensed: Small/Medium	Discretionary
<i>London Medical Centre</i>	Medical Clinic	Medical Clinic/Health Service Laboratory – With Clients	Discretionary
<i>Lasik MD</i>	Medical Clinic	Medical Clinic/Health Service Laboratory – With Clients	Discretionary
<i>London Heritage Dental</i>	Medical Clinic	Medical Clinic/Health Service Laboratory – With Clients	Discretionary
<i>JB Nails</i>	Personal Service Business	Retail and Consumer Service	Permitted
<i>Lash Studio</i>	Personal Service Business	Retail and Consumer Service	Permitted
<i>Tim Hortons</i>	Restaurant – Food Service Only	Restaurant: Food Service Only - Small	Permitted
<i>Cedar's Deli</i>	Restaurant – Food Service Only	Restaurant: Food Service Only - Small	Permitted
<i>Jus Fruit</i>	Restaurant – Food Service Only	Restaurant: Food Service Only - Small	Permitted
<i>Macleod Optometry</i>	Medical Clinic	Medical Clinic/Health Service Laboratory – With Clients	Discretionary
<i>Children's Link</i>	Medical Clinic	Medical Clinic	Discretionary
<i>Citizen Salon</i>	Personal Service Business	Retail and Consumer Service	Permitted
<i>Divergent Health</i>	Medical Clinic	Medical Clinic	Discretionary
<i>Save on Foods</i>	Retail Food Store	Supermarket	Discretionary
<i>Chrisalics</i>	Medical Clinic	Medical Clinic/Health Service Laboratory – With Clients	Discretionary
<i>Devine Spine</i>	Medical Clinic	Medical Clinic	Discretionary
<i>The One Travel</i>	Personal Service Business	Retail and Consumer Service	Permitted

**Original LOC2018-0229 Report by Administration**

## Original LOC2018-0229 Report by Administration

CPC2019-0057  
Attachment 4

### Intent of Existing DC Bylaw 111Z2003

Subject	Summary	Intent	Solution
<b>Yards</b>	-Min width of 3m for residential buildings <5 storeys -Min width of 6m for residential buildings >6 storeys	Require setbacks and stepbacks for taller buildings.	1P2007 Bylaw setback requirements and discretionary review
<b>Building Height</b>	-Maximum 80 metres where diagonal of the floor plate of a building doesn't exceed 41.5 metres. Otherwise 50 metres.	Max overall building height of 80 metres with stepbacks from Macleod Trail and Horton Road	Maximum height of 80 metres as per Bylaw with discretionary review
<b>Landscaped Area</b>	-All yards to be landscaped -minimum 2m depth across all parking areas at front -landscaping can be on rooftops/common deck areas -detailed landscaping plan to be submitted with any DP	Good landscaping with flexible options	1P2007 Bylaw landscaping requirements and discretionary review
<b>Amenity Space</b>	-where <50% GFA of building is residential, 40% of site area must be common amenity space through indoor/outdoor spaces -private amenity space = 5.6sqm as open or enclosed balcony with glazed opening to outside no less than 75% of the exterior wall with min dimension of 1.8 metres	Ensuring adequate common amenity space	No bylaw requirements, however discretionary review will determine common amenity space requirement
<b>Gross Floor Area</b>	-4.0 -density is transferrable if land is subdivided	Max GFA of 4.0	Max GFA of 4.0 as per Bylaw

## Original LOC2018-0229 Report by Administration

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Attachment 4

### Intent of Existing DC Bylaw 111Z2003

<b>Pedestrian Connections</b>	-requirement for public pedestrian connection from and through the development connecting to the Heritage LRT Station (both vertical and horizontal, and can include raised pedestrian crossing of public roadway with financial contribution by developer)	Create access from Heritage LRT to the commercial/res site	Discretionary review at DP Stage
<b>Access and Transportation</b>	-right turns only for Macleod Trail -Access and egress to Hull Avenue may be restricted subject to DP review -Comprehensive traffic study required where DA deems necessary -DA can require development	Access/traffic to be reviewed at DP	Discretionary review at DP stage
<b>Parking</b>	-where multi-res is condominiumized, 50% of condos must have 1 parking stall for each unit.	Maintain parking requirement	Discretionary review at DP stage to determine requirements

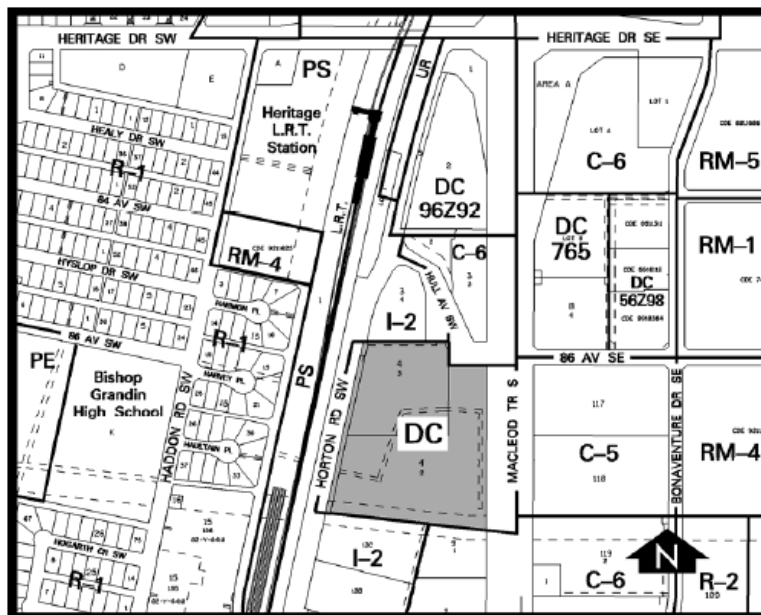
Original LOC2018-0229 Report by Administration

CPC2019-0057  
Attachment 5

DC Bylaw 111Z2003

Amendment # LOC2002-0126  
Bylaw # 111Z2003  
Council Approval: 2004 December 16

SCHEDULE B



DC DIRECT CONTROL DISTRICT

1. Land Use

The Permitted and Discretionary Uses of the C-4 General Commercial District of Bylaw 2P80 shall be the Permitted and Discretionary Uses respectively with the additional Discretionary Uses of apartment buildings, stacked townhouses and townhouses.

2. Development Guidelines

The General Rules for Commercial Districts contained in Section 33 of Bylaw 2P80 and the Permitted and Discretionary Use Rules of the C-4 General Commercial District shall apply unless otherwise noted below:

**Original LOC2018-0229 Report by Administration**

CPC2019-0057  
Attachment 5

**DC Bylaw 111Z2003**

(a) Yards

- (i) No minimum requirement for at grade commercial development or for a parking structure which does not require external maintenance and is located to the side or rear of the building;
- (ii) A minimum width of 3.0 metres for residential buildings five storeys or lower in height; and
- (iii) A minimum width of 6.0 metres for that portion of residential building six storeys or above in height.

(b) Building Height

A maximum of 50 metres measured from the curb of either Macleod Trail SW or Horton Road SW (whichever is considered directly adjacent in the opinion of the Approving Authority) except that a maximum of 80 metres may be allowed where the maximum diagonal of the floor plate of the building does not exceed 41.5 metres.

(c) Landscaped Area

- (i) All yards shall be landscaped except for accessways from public thoroughfares and parking areas;
- (ii) Where a parking area is provided in the front yard, an area extending the full width of the yard to a minimum depth of 2 metres measured from the front property line shall be landscaped;

**Original LOC2018-0229 Report by Administration**

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Attachment 5

**DC Bylaw 111Z2003**

**Amendment # LOC2002-0126  
Bylaw # 111Z2003**

**SCHEDULE B**

CONTINUED

- (iii) Landscaped area may include any horizontal surface greater than 5.6 square metres in area including roof top amenity space and common deck areas; and
- (iv) A detailed landscaping plan shall be submitted and approved in conjunction with any development permit.
- (d) Amenity Space
  - (i) Where 50 percent or more of the gross floor area of a building is comprised of dwelling units, a minimum of 40 percent of the gross site area shall be provided as common amenity space for all residents through a combination of indoor and outdoor spaces and may include landscaped areas provided in accordance with Section (c); and
  - (ii) For each dwelling unit, a private amenity space having a minimum area of 5.6 square metres, shall be provided either in the form of an open or enclosed balcony with a glazed opening to the outside amounting to no less than 75 percent of the exterior wall and a minimum dimension of 1.8 metres.
- (e) Gross Floor Area
  - (i) A maximum of 4 times the entire site area that is the subject of this Bylaw;
  - (ii) Where the site area that is the subject of this Bylaw is further divided by way of subdivision or condominium plan, density is fully transferable between individual development cells provided a minimum of 0.5 F.A.R. is retained for use by any undeveloped cell. A caveat shall be required to be registered on each title specifying the density received or remaining on each affected site;
  - (iii) Development cells which have been identified for common amenity space or for common parking areas as part of a comprehensive plan are not required to retain the minimum 0.5 F.A.R. density allotment specified in (ii); and



**Original LOC2018-0229 Report by Administration**

CPC2019-0057  
Attachment 5

**DC Bylaw 111Z2003**

**Amendment # LOC2002-0126  
Bylaw # 111Z2003**

**SCHEDULE B**

CONTINUED

- (iv) The area of an enclosed parking structure located below the grade of Macleod Trail SW and screened by buildings adjacent to Horton Road SW shall not be included in the calculation of F.A.R.
- (f) Pedestrian Connections
  - (i) All development shall make provision, satisfactory to the Approving Authority, for a public pedestrian connection from and through the development connecting to the Heritage LRT Station and/or adjacent site as a through connection to the Heritage LRT Station;
  - (ii) Pedestrian connections shall provide for both vertical and horizontal connections as may be determined at the time of a development permit; and
  - (iii) Where the Approving Authority determines a benefit can be attributed to a development within the site by connection to a raised pedestrian crossing of a public roadway, the developer shall contribute its share as determined by the Approving Authority to the cost of the construction of the bridge.
- (g) Access and Transportation
  - (i) Access and egress to Macleod Trail SW shall be limited to right turns only;
  - (ii) Access and egress to Hull Avenue SW may be restricted or prohibited subject to full development review;
  - (iii) A comprehensive traffic study shall be submitted and approved by the Approving Authority in conjunction with a development permit for the site or any portion thereof as determined necessary by the Approving Authority; and

**Original LOC2018-0229 Report by Administration**

CPC2019-0057  
Attachment 5

**DC Bylaw 111Z2003**

**Amendment # LOC2002-0126  
Bylaw # 111Z2003**

**SCHEDULE B**

CONTINUED

- (iv) Prior to approval of any development permit for the site, or any portion thereof, the developer shall enter into a special development agreement for any offsite road, pedestrian, or intersection improvements necessitated by the development, as determined in the sole discretion of the Approving Authority, by the approval of the aforementioned traffic study, including, but not limited to, intersections of Horton Road SW and Macleod Trail SW with Heritage Drive SW, Southland Drive SW, and Hull Avenue SW.

(h) **Parking**

In the event that a condominium plan is registered in respect of a development containing dwelling units, 50% of the condominium units containing a dwelling unit shall include at least one parking stall for each dwelling unit contained within the condominium unit.

# PROPOSED

CPC2019-0329  
ATTACHMENT 2

## BYLAW NUMBER 89D2019

**BEING A BYLAW OF THE CITY OF CALGARY  
TO AMEND THE LAND USE BYLAW 1P2007  
(LAND USE AMENDMENT  
LOC2018-0229/CPC2019-0329)**  
\*\*\*\*\*

**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 \_\_\_\_\_

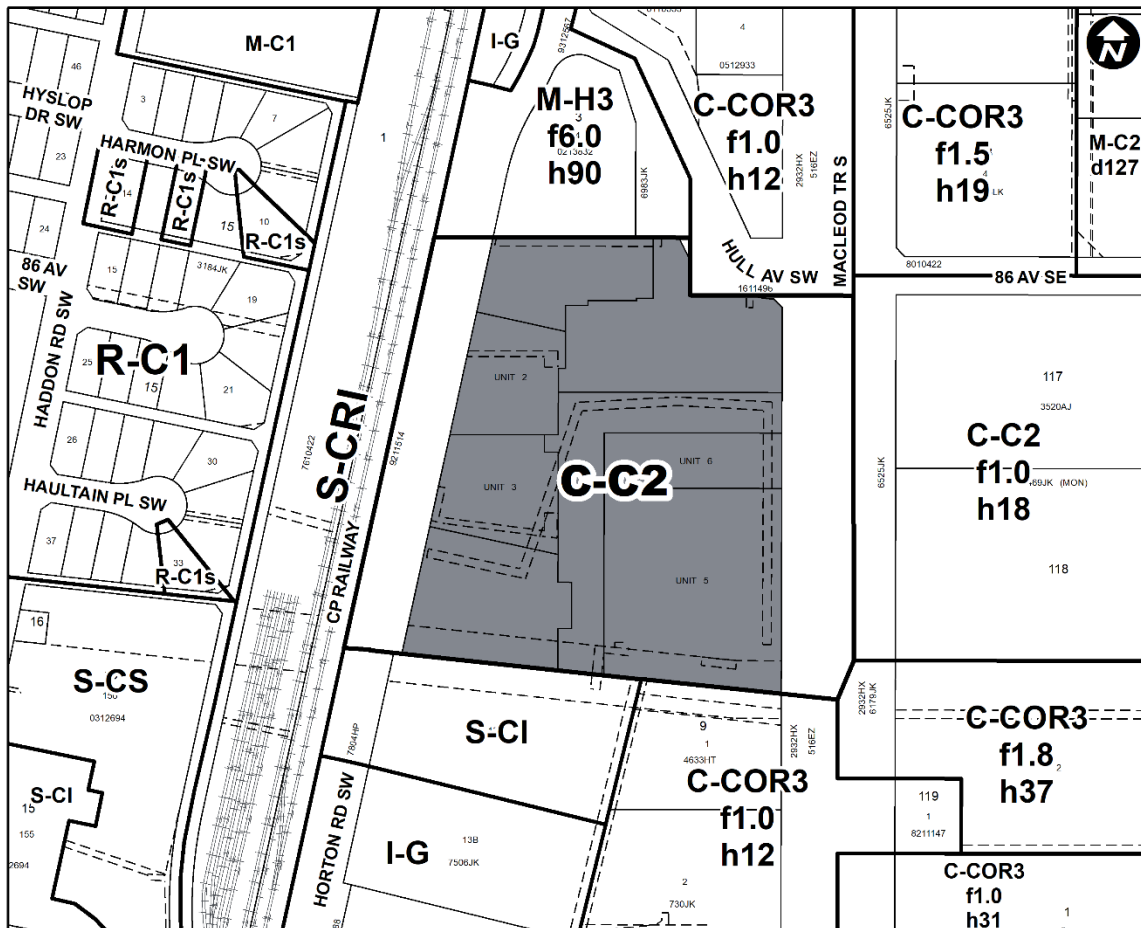
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CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

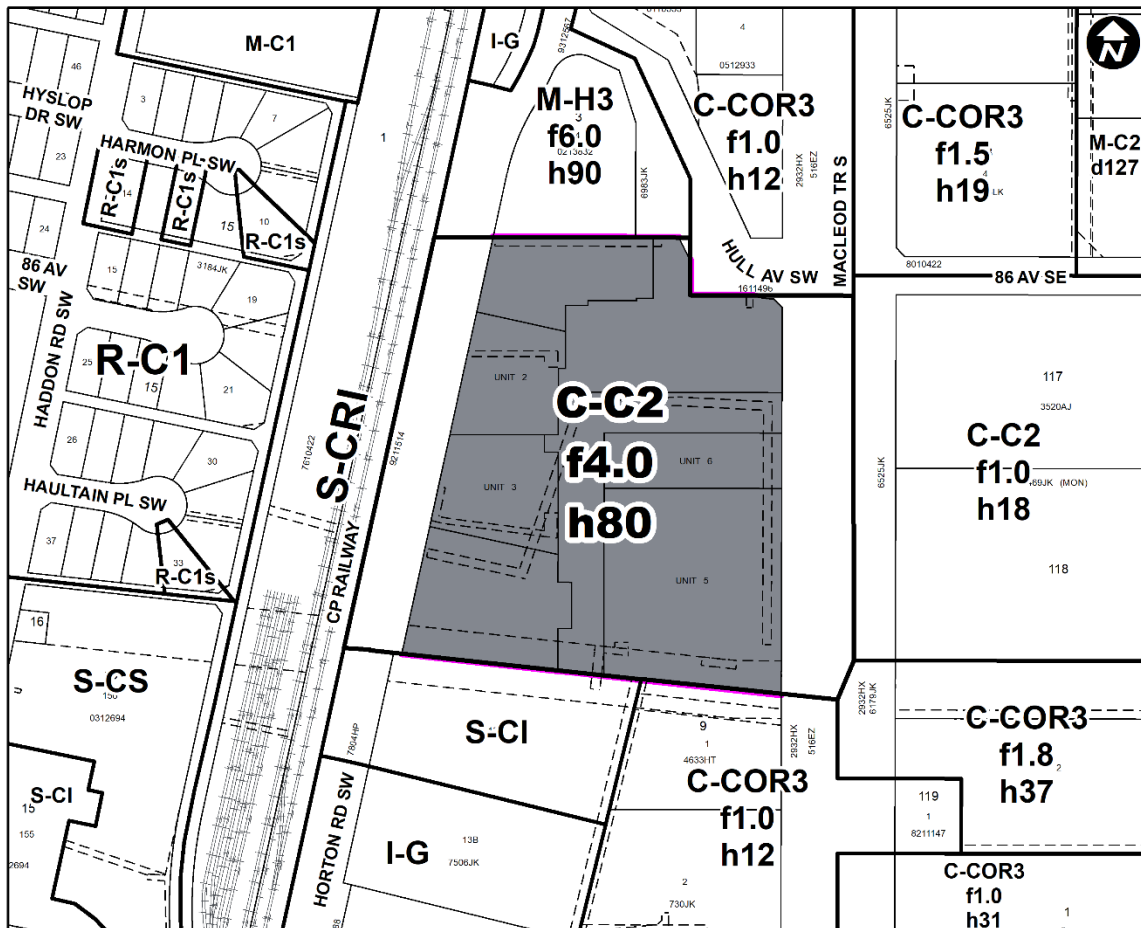
AMENDMENT LOC2018-0229/CPC2019-0329  
BYLAW NUMBER 89D2019

## SCHEDULE A



**AMENDMENT LOC2018-0229/CPC2019-0329  
BYLAW NUMBER 89D2019**

## **SCHEDULE B**





Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0150

**Policy Amendment and Land Use Amendment in Douglasdale/Douglasglen (Ward 12) at 10808 - 18 Street SE, LOC2018-0248**

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**EXECUTIVE SUMMARY**

This land use amendment application was submitted by Rick Balbi Architect on 2018 November 13 on behalf of Telsec Property Corporation for the redesignation of approximately 3.94 hectares (9.74 acres) of land within the community of Douglasdale/Douglasglen.

This application is intended to facilitate the development of the subject site as a low-rise apartment building complex. The application proposes to change the land use of the subject site from Industrial – Business f1.0h24 (I-B f1.0h24) District to Multi-Residential – Contextual Low Profile (M-C1) District. To facilitate this application, an amendment to the *Barlow Area Structure Plan* is required.

The proposal is compatible with surrounding land uses and in alignment with the applicable policies of the *Municipal Development Plan*.

At the time of report writing, a development permit application for associated development has not been submitted.

**ADMINISTRATION RECOMMENDATION:**

That Calgary Planning Commission recommend that Council hold a Public Hearing and:

1. **ADOPT**, by bylaw, the proposed amendments to the Barlow Area Structure Plan as contained in Attachment 2 to this report;
2. Give three readings to the proposed bylaw.
3. **ADOPT**, by bylaw, the proposed redesignation of 3.94 hectares ± (9.74 acres ±) located at 10808 – 18 Street SE (Plan 0112475, Block 9, Lot 3) from Industrial – Business f1.0h24 (I-B f1.0h24) District to Multi-Residential – Contextual Low Profile (M-C1) District; and
4. Give three readings to the proposed bylaw.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0150

**Policy Amendment and Land Use Amendment in Douglasdale/Douglasglen (Ward 12) at 10808 - 18 Street SE, LOC2018-0248**

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**RECOMMENDATION OF THE CALGARY PLANNING COMMISSION, 2019 FEBRUARY 21:**

That Council hold a Public Hearing and:

1. ADOPT, by bylaw, the proposed amendments to the Barlow Area Structure Plan as contained in Attachment 2 to this report;
2. Give three readings to **Proposed Bylaw 26P2019**.
3. ADOPT, by bylaw, the proposed redesignation of 3.94 hectares  $\pm$  (9.74 acres  $\pm$ ) located at 10808 – 18 Street SE (Plan 0112475, Block 9, Lot 3) from Industrial – Business f1.0h24 (I-B f1.0h24) District to Multi-Residential – Contextual Low Profile (M-C1) District; and
4. Give three readings to **Proposed Bylaw 88D2019**.

**PREVIOUS COUNCIL DIRECTION / POLICY**

None.

**BACKGROUND**

This land use amendment application was submitted by Rick Balbi Architect on 2018 November 13 on behalf of Telsec Property Corporation. The motivation for this application is the limited viability of office development associated with the parcel's current I-B District designation and the opportunity to develop the land for medium-density residential as part of an existing community.

At the time of report writing, a development permit application for associated development has not been submitted.

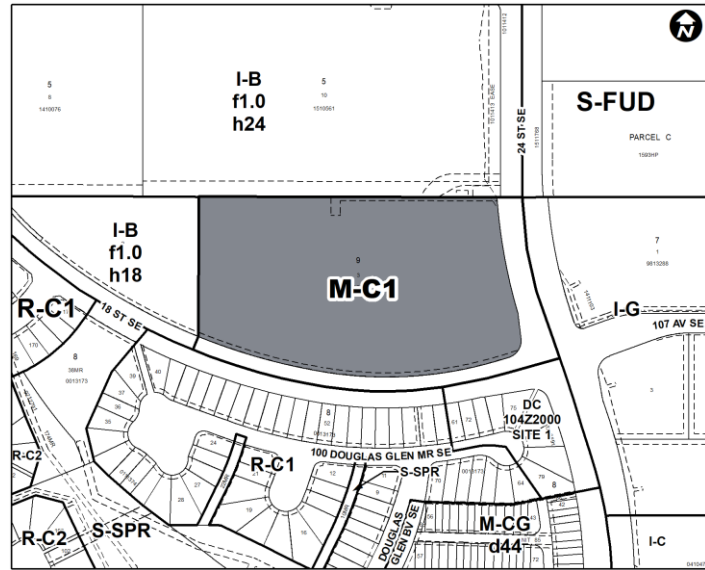
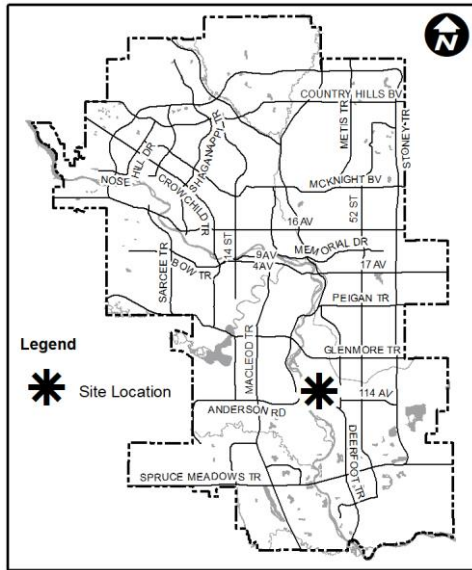


Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0150

**Policy Amendment and Land Use Amendment in Douglasdale/Douglasglen (Ward 12) at 10808 - 18 Street SE, LOC2018-0248**

**Location Maps**



## **Policy Amendment and Land Use Amendment in Douglasdale/Douglasglen (Ward 12) at 10808 - 18 Street SE, LOC2018-0248**

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### **Site Context**

The subject site is an approximately 3.94 hectare (9.74 acre) parcel in the community of Douglasdale/Douglasglen that is currently undeveloped. The site is located northwest of the intersection of 24 Street SE and 18 Street SE. The site is less than 600 metres southwest of the future Quarry Park Green Line LRT Station.

The northeast corner of the site is impacted by setbacks from the Ecco Landfill. The landfill is currently operating but is closing down. The current 450 metre setback impacts the eastern quarter of the subject site by prohibiting certain uses. When the landfill closes, the 300 metre permanent setback will only impact a small sliver of the eastern portion of the parcel. This is not considered a constraint to allowing for residential uses in the future.

The site is surrounded by a mix of different land uses. To the north are vacant industrial parcels designated I-B District, however, further to the north is the Remington YMCA recreation facility (approximately a 5 minute / 600 metre walking distance). To the northwest is a retail complex with a grocery store (approximately a 7.5 minute / 900 metre walking distance). To the east is developed industrial land on parcels designated Industrial – General (I-G) District. Directly to the west is a YMCA Child Development Centre on a parcel designated I-B District. To the south is a residential neighbourhood with parcels designated Residential – Contextual One Dwelling (R-C1) District. None of the uses in the vicinity of the subject site generate impacts that would negatively affect residential development on the subject site. The site is located within walking distance of a number of amenities and services that would allow future residents to conveniently meet their needs locally.

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

This land use amendment will facilitate the redevelopment of the subject site as a multi-residential development. This will contribute to the growth of Calgary, as envisioned by the *Municipal Development Plan*.

### **Planning Considerations**

The following sections highlight the scope of technical planning analysis conducted by Administration.

#### ***Land Use***

The site's existing Industrial – Business f1.0h24 (I-B f1.0h24) District allows for high quality, manufacturing, research and office developments. The I-B f1.0h24 District allows for a maximum floor area ratio of 1.0 and a maximum building height of 24.0 metres.

The Multi-Residential – Contextual Low Profile (M-C1) District allows multi-residential development of low height and medium density and it is intended to be in close proximity or adjacent to low density residential development. The M-C1 District allows for a maximum

Planning & Development Report to  
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2019 February 21

ISC: UNRESTRICTED  
CPC2019-0150

## **Policy Amendment and Land Use Amendment in Douglasdale/Douglasglen (Ward 12) at 10808 - 18 Street SE, LOC2018-0248**

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building height of 14.0 metres. There is no listed maximum floor-area ratio. The M-C1 District does have a density limit of 148 units per hectare (60 units per acre). Given the context of the site, this land use redesignation will support local services and businesses and be complementary to the nearby residential neighbourhood.

### ***Transportation***

A Transportation Impact Assessment (TIA) or parking study was not required in support of this land use application. A TIA and/or parking study may be required at the development permit stage dependent upon the use(s) proposed.

The site is located at the northwest corner of 24 Street SE and 18 Street SE. In this area, 24 Street SE and 18 Street SE are divided streets classified as Arterial Streets. 24 Street SE is part of the Primary Transit Network. A regional pathway is located adjacent to the site which provides a north/south connection in the area along the west side of 24 Street SE.

The site is located within 100 metres of the southbound BRT transit stop (route 302) on 24 Street SE. Additionally, the site is within approximately 150 metres of the eastbound Max Teal transit stop on 18 Street SE, and directly adjacent to the westbound Max Teal transit stop. The Max Teal transit stops on 18 Street SE serve the local area transit routes 96 and 110. The site is also in close proximity to the future Quarry Park Green Line LRT station and is considered a transit-oriented development location.

### ***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**

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 landowners and the application was advertised online. No public meetings were held by the applicant or Administration in association with this application.

This application was circulated to the Douglasdale/Glen Community Association; however, no response was received.

Six letters of objection were received from the public by the Calgary Planning Commission report submission date. The messages expressed concerns about the traffic impacts of the proposed development as well as the effect of the increased inventory of multi-residential dwellings on area housing prices.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0150

## **Policy Amendment and Land Use Amendment in Douglasdale/Douglasglen (Ward 12) at 10808 - 18 Street SE, LOC2018-0248**

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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 (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.

#### ***Interim Growth Plan (2018)***

The recommendation aligns with the policy direction of the *Interim Growth Plan*. The proposed land use amendment builds on the principles of the *Interim Growth Plan* by means of promoting efficient use of land, regional infrastructure, and establishing strong, sustainable communities.

#### ***Municipal Development Plan (Statutory - 2009)***

The subject site is within the Community Activity Centre (CAC) typology of the *Municipal Development Plan's* Map 1: Urban Structure. CACs provide for a concentration of jobs and population in strategic locations throughout the city and represent a local destination for multiple communities. CACs should contain a broad range of ground-oriented and medium to high density apartment housing and a mix of housing tenure and affordability levels to accommodate a diverse range of the population. This application is proposing to change the future use of the property from office to residential. Both uses are acceptable in a CAC and the proposed M-C1 designation will meet the intensity thresholds of the MDP.

The proposal aligns with MDP's city-wide policy that encourages intensification including housing diversity and choices, shaping a more compact urban form, and creating great communities. Section 2.2 directs future growth in a way that foster a more compact efficient use of land, creates complete communities, allows for greater mobility choices and enhances vitality and character of local neighbourhoods.

This proposal to amend the *Barlow Area Structure Plan* and redesignate the subject site to M-C1 is supported by the policies of the MDP.

#### ***Barlow Area Structure Plan (Statutory - 1980)***

The subject site is within the High Standard Light Industrial Area policy category of the *Barlow Area Structure Plan's* (ASP) Map 2: Land Use. This application is proposing to change the policy category for the subject site to Residential on the ASP's Map 2: Land Use as per Attachment 2. As discussed in the MDP section above, this site is within a Community Activity Centre typology in the MDP and multi-residential buildings are an appropriate use. The amendment to the ASP is supported by MDP policy.

Planning & Development Report to  
Calgary Planning Commission  
2019 February 21

ISC: UNRESTRICTED  
CPC2019-0150

**Policy Amendment and Land Use Amendment in Douglasdale/Douglasglen (Ward 12) at 10808 - 18 Street SE, LOC2018-0248**

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There is also a housekeeping amendment that has been attached to this application but that applies to the lands to the north of the subject site. Those lands are currently shown as a Heavy Industrial Area in the ASP but were redesignated to Industrial – Business (I-B) District in 2012. Given that Industrial – Business (I-B) District is not a heavy industrial district, this housekeeping amendment proposes to show the lands as High Standard Light Industrial Area on the ASP's Map 2 in order to better reflect Council's previous decision on the land use for the lands.

**Financial Capacity**

***Current and Future Operating Budget***

There are no known impacts to the current and future operating budget 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 significant risks associated with this proposal and operational and/or land use risks will be managed at the time of development permit or subdivision application.

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

The proposed land use redesignation is aligned with applicable policies identified in the *Municipal Development Plan*. The proposed Multi-Residential – Contextual Low Profile (M-C1) District will allow for redevelopment that is compatible with adjacent uses.

**ATTACHMENT(S)**

1. Applicant's Submission
2. **Proposed Bylaw 26P2019**
3. **Proposed Bylaw 88D2019**



## **Applicant's Submission**

This application is for a proposed Land Use Redesignation in the Community of Douglasdale/Douglas Glen, from Industrial - Business (I-B) to M-C1 (Multi-Residential - Contextual Low Profile) to accommodate multi-residential development.

The site is located at 10808 - 18 Street SE and has a total area of approximately 9.74 acres. The site, which is currently vacant, is bounded by Quarry Park to the north and west, 24 Street SE to the east and 18 Street SE to the south. The uses east of 24 Street SE are primarily industrial, and south of 18 Street SE is the low density residential of the Douglas Glen community.

The subject site is identified within the Barlow Area Structure Plan as a High Standard Light Industrial Area in a transition area between residential and industrial areas, although a 2012 amendment encourages consideration of Municipal Development Plan policies surrounding Activity Centres should the area develop as such with the decommissioning of the concrete plant to the north. The property is identified within the Municipal Development Plan as a Community Activity Centre, which promotes higher concentrations of employment and population in strategic locations, and supports a broad range of housing densities to accommodate a wide range of the population. Lastly, it is located on two arterial roads currently well served by multiple transit routes, and on the future Green Line alignment within walking distance of two planned stations.

This application is intended to provide multi-residential low-rise development that will complement the existing Quarry Park development and interface well with the low density residential directly to the south.

Given that the application fits well within the Community Activity Centre typology, is well located in relation to current and future transit options and will provide an appropriate transition from the business park to the low density residential of Douglas Glen, we respectfully request your support of this application.





# PROPOSED

CPC2019-0150  
ATTACHMENT 2

## BYLAW NUMBER 26P2019

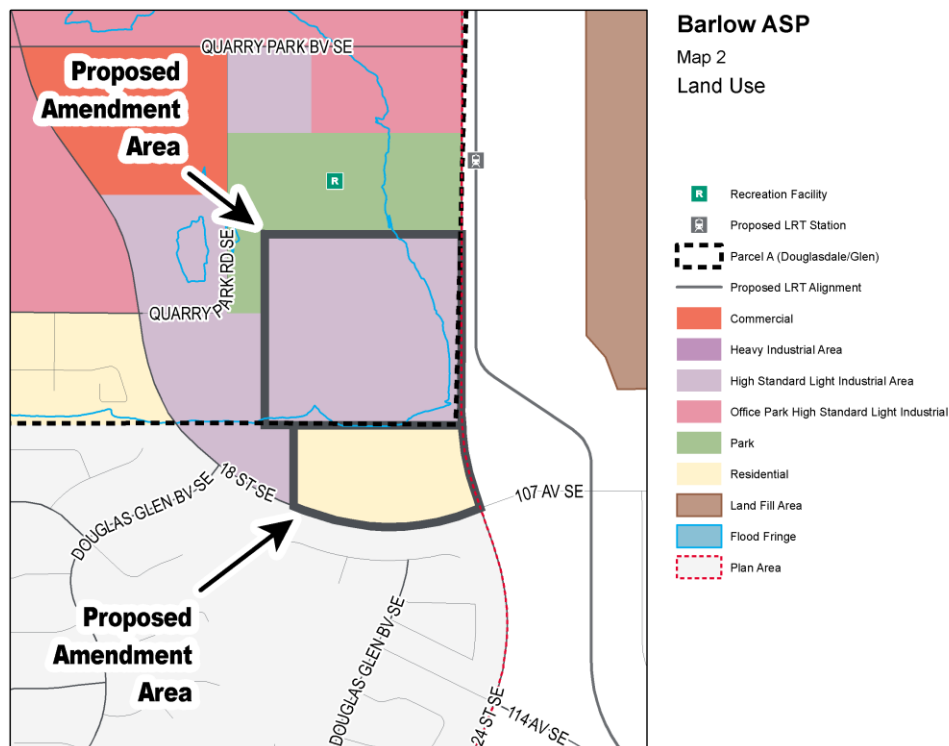
### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE BARLOW AREA STRUCTURE PLAN BYLAW 10P80 (LOC2018-0248/CPC2019-0150) \*\*\*\*\*

**WHEREAS** it is desirable to amend the Barlow Area Structure Plan Bylaw 10P80, 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 Barlow Area Structure Plan attached to and forming part of Bylaw 10P80, as amended, is hereby further amended as follows:
  - (a) Amend Map 2 entitled 'Land Use', by changing 0.14 hectares  $\pm$  (0.34 acres  $\pm$ ) located at 10808 – 18 Street SE (Plan 0112475, Block 9, Lot 3) from 'High Standard Light Industrial Area' to 'Residential' and 9.81 hectares  $\pm$  (24.24 acres  $\pm$ ) located at 10505 and 10605 – 24 Street SE (Plan 1510561, Block 5, Lots 9 and 10) from 'Heavy Industrial Area' to 'High Standard Light Industrial Area' as generally illustrated in the sketch below:



# PROPOSED

BYLAW NUMBER 26P2019

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

CPC2019-0150  
ATTACHMENT 3

## BYLAW NUMBER 88D2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE LAND USE BYLAW 1P2007 (LAND USE AMENDMENT LOC2018-0248/CPC2019-0150) \*\*\*\*\*

**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 \_\_\_\_\_

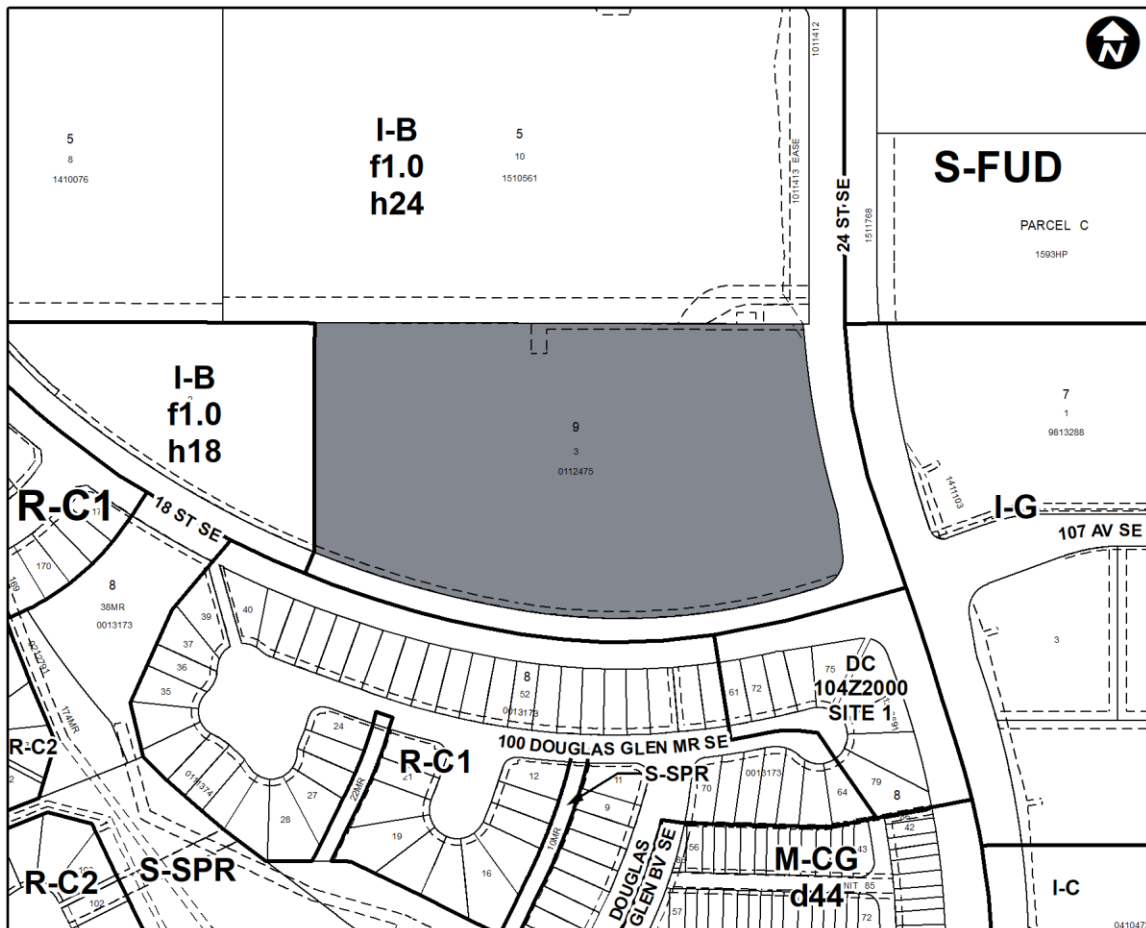
\_\_\_\_\_  
CITY CLERK

SIGNED ON \_\_\_\_\_

# PROPOSED

AMENDMENT LOC2018-0248/CPC2019-0150  
BYLAW NUMBER 88D2019

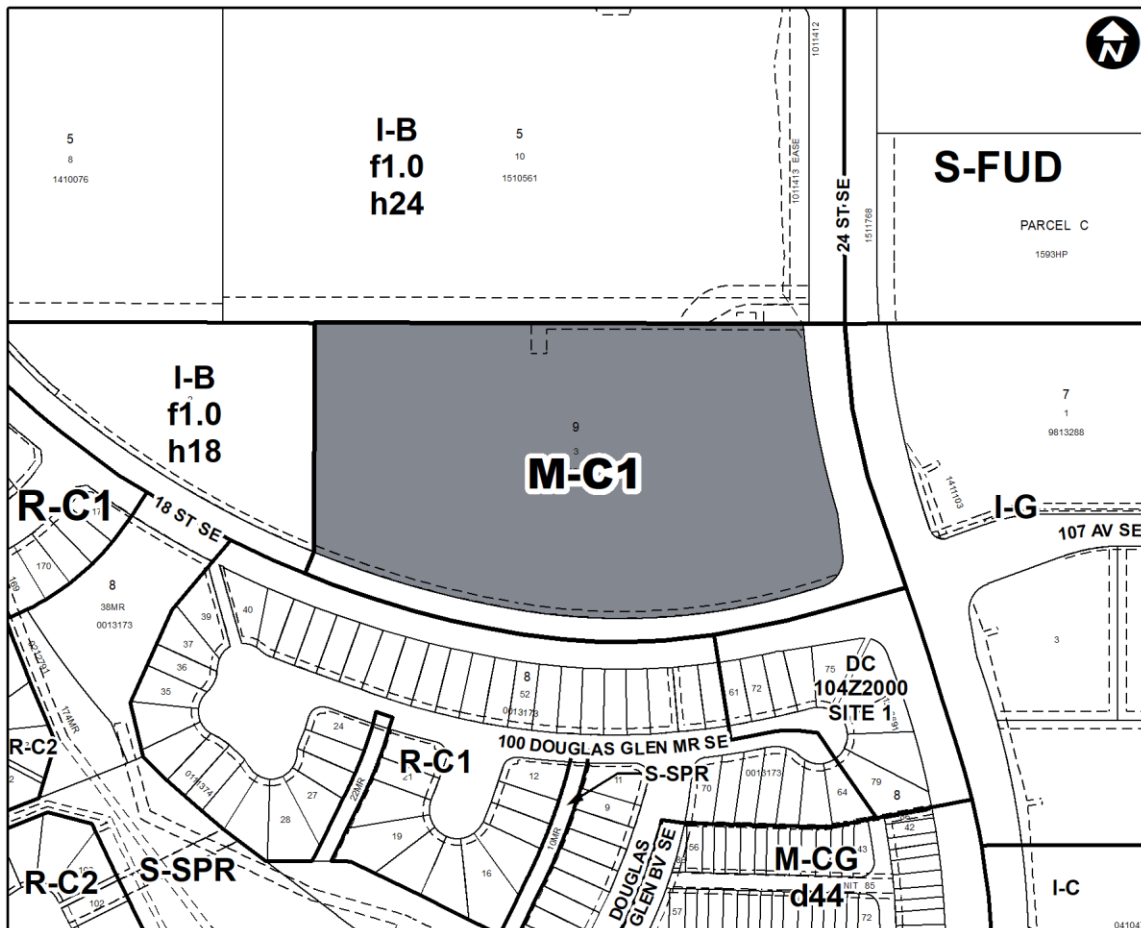
## SCHEDULE A



# PROPOSED

AMENDMENT LOC2018-0248/CPC2019-0150  
BYLAW NUMBER 88D2019

## SCHEDULE B





**Chief Financial Officer's Report to  
Combined Meeting of Council  
2019 April 08**

**ISC: UNRESTRICTED  
C2019-0382**

**2019 Property Tax Related Bylaws**

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**EXECUTIVE SUMMARY**

Council approval is required for the 2019 Property Tax Related Bylaws and the Rivers District Community Revitalization Levy Rate Bylaw. Council's approval of the related bylaws on 2019 April 08 is required in order to levy and collect the property taxes used to fund the range of services across the City that Council approved and adopted in the 2019 operating budget.

**ADMINISTRATION RECOMMENDATION:**

That Council:

- 1) Give three readings to a Property Tax Bylaw and Rivers District Community Revitalization Levy Rate Bylaw, either:
  - a) Proposed Property Tax Bylaw 13M2019 (option 1 - Attachment 3) and proposed Rivers District Community Revitalization Levy Rate Bylaw 15M2019 (option 1 - Attachment 5); or
  - b) Proposed Property Tax Bylaw 16M2019 (option 2 - Attachment 6) and proposed Rivers District Community Revitalization Levy Rate Bylaw 17M2019 (option 2 - Attachment 7)
- 2) Give three readings to the proposed Machinery and Equipment Property Tax Exemption Bylaw 14M2019 (Attachment 4); and
- 3) Abandon the bylaws in either recommendation 1a or 1b that are not the chosen option.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2019 April 01 C2019-0352, The following Recommendations 1,2,4,5,6,7,8 and 9 were adopted:

1. Direct Administration to prepare a 2019 property tax rate bylaw for Council's consideration on 2019 April 08 – starting with the One Calgary approved budget, and applying tax room of \$27 million to the municipal non-residential property tax in 2019 – effectively producing a residential municipal tax rate increase of 6.67% and a non-residential municipal tax rate decrease of 1.77% in 2019; and
2. Direct Administration to run the same scenario in Point 1 with a 49/51 residential to non-residential split, returning to the 2019 April 08 Combined Council Meeting with two property tax bylaw options.
3. Motion Lost.
4. Direct Administration to develop criteria and process for a Small Business Sustainment Grant to a maximum of \$70.9 million of one-time funding (\$44 million from the Fiscal Stability reserve, and \$26.9 million from the 2017 and 2018 Phased Tax Program funding not required due to appeal resolutions), returning to the Priorities and Finance Committee on 14 May 2019;
5. Direct Administration to continue its work on maximizing value from our assets, returning to Priorities and Finance Committee with an update on 04 June 2019;

**Chief Financial Officer's Report to  
Combined Meeting of Council  
2019 April 08**

**ISC: UNRESTRICTED  
C2019-0382**

**2019 Property Tax Related Bylaws**

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6. Direct Administration to explore the creation of a small business assessment class for implementation in 2021 reporting back to the Priorities and Finance Committee in 2019 June;
7. Direct Administration to further refine and update the proposed roles and responsibilities of the Financial Task Force and bring an updated Terms of Reference for the Financial Task Force for discussion and consideration of the Priorities and Finance Committee no later than June, 2019;
8. Direct Administration to report back to Special Council (One Calgary Adjustments) on November 12, 2019 with an update on the status of the Downtown Tax Redistribution in consideration of the 2020 Property Assessment Roll; and
9. Add the Tax Shift Response plan as a standing item to the Priorities and Finance Committee Agendas for the remainder of 2019
10. Referred - "Establish a working group of the Priorities and Finance Committee to steward the work and report back to Council with updates on an as needed basis." to the 2019 April 02 Priorities and Finance Committee.

With respect to report C2019-0352, Council also directed Administration to develop criteria and process for a Residential Property Tax Rebate Program to a maximum of \$70.9 million of one-time funding for 2019 (\$44 million from the Fiscal Stability reserve, and \$26.9 million from the 2017 and 2018 Phased Tax Program funding not required due to appeal resolutions), returning to the Priorities and Finance Committee on 14 May 2019.

On 2018 November 30, Council approved C2018-1158 One Calgary 2019-2022 Service Plans and Budgets and adopted the 2019 operating budget as amended, with the effective municipal property tax rate increase of 2.45% for 2019 (3.45% for residential and 1.42% for non-residential). Council approved reconsideration on 2018 December 17 C2018-1446 (3.45% for residential and 1.01% for non-residential).

On 2017 January 23, Council approved C2017-0057 Municipal Non-Residential Phased Tax Program (PTP) and one-time funding of \$45 million, which phased in 2017 non-residential property tax increases (municipal portion only) by limiting the increase in 2017 to 5% (not including the effect of the Business Tax Consolidation).

On 2018 March 19, Council approved the 2018 Municipal Non-Residential Phased Tax Program (PTP) of \$41 million. As a result, eligible non-residential property owners experienced a maximum increase in the municipal non-residential property tax of 5% (not including the effect of the Business Tax Consolidation) resulting from the preparation of the 2018 market value assessment. 2018 PTP is a separate, one-time program, not an extension of the 2017 PTP.

On 2013 November 18, Council approved NM2013-32, that Council rescind its motion to automatically absorb tax room offered by the Province by reconsidering their decision contained in the Minutes of the Special Meeting of Council, held on 2011 June 28, with respect to Recommendation 6, as amended, contained in Report C2011-65.



**Chief Financial Officer's Report to  
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2019 April 08**

**ISC: UNRESTRICTED  
C2019-0382**

**2019 Property Tax Related Bylaws**

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On 2012 April 09, Council approved PFC2012-35, the consolidation of business tax revenue into the non-residential property tax, based on the following schedule for the incremental transfer of budgeted 2013 business tax revenues, adjusted for physical growth and contingency amounts in future years:

- (a) 0% in 2013,
- (b) 10% in each of the years 2014 - 2015, and
- (c) 20% in each of the years 2016 - 2019,

with the business tax, for business tax revenue purposes, eliminated in 2019.

On 2007 April 16, Council passed Bylaw 27M2007 to authorize the creation of a community revitalization levy area in the Rivers District. The Bylaw was approved by the Lieutenant Governor in Council of Alberta on 2007 July 17. Legislation requires Council to pass a community revitalization levy rate bylaw annually. On 2019 Feb 15, the Lieutenant Governor in Council of Alberta approved the City's amended Rivers District Community Revitalization Levy (CRL) Bylaw 2M2019 confirming that the Rivers District CRL could be in place until 2047.

**BACKGROUND**

The property tax bylaw must be prepared in accordance with the Municipal Government Act.

Municipal Government Act (MGA), Chapter M-26, RSA 2000

Section 353 Property tax bylaw

- (1) Each council must pass a property tax bylaw annually.
- (2) The property tax bylaw authorizes the council to impose a tax in respect of property in the municipality to raise revenue to be used toward the payment of
  - (a) the expenditures and transfers set out in the budget of the municipality, and
  - (b) the requisitions.

**Designated Industrial Property**

MGA sections 326(1)(a)(vi) and 359.3(1) requires that the designated industrial property requisition (set by the Minister), which is the recovery of costs incurred for the preparation of Designated Industrial Property assessments, be included as part of the provincial requisition.

**Community Revitalization Levy Rate Bylaw**

The City of Calgary Rivers District Community Revitalization Levy Regulation (AR 232/2006) established a community revitalization levy area known as the Rivers District. The MGA authorizes a council to pass a bylaw to impose a levy in respect of the incremental assessed value of property in a community revitalization levy area. The levy will raise revenue to be used toward the payment of infrastructure and other costs associated with the redevelopment of property in the community revitalization levy area.

**Chief Financial Officer's Report to  
Combined Meeting of Council  
2019 April 08**

**ISC: UNRESTRICTED  
C2019-0382**

**2019 Property Tax Related Bylaws**

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**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Bylaws

The attached Property Tax Bylaws and Rivers District Community Revitalization Levy Rate Bylaws reflect Council's direction in Recommendations 1 and 2 in C2019-0352 as approved on 2019 April 01. The Option 1 bylaws (13M2019 and 15M2019) reflect Recommendation 1, which corresponds to Scenario 8 that was presented to Council on 2019 April 01. The Option 2 bylaws (16M2019 and 17M2019) reflect Recommendation 2, which is based on Scenario 4 that was presented on 2019 April 01.

Administration will make a short presentation highlighting the differences between the two options on 2019 April 08.

Provincial Property Tax Requisition

The City is required by law to pay the provincial property tax requisition. However, The City has not received the 2019 requisition amount from the Province, as the Province did not pass a budget prior to the provincial election being called.

The City is required to incorporate the provincial requisition into the calculations for the 2019 Property Tax Bylaw; as such there are essentially two options available:

1. Wait until the new provincial government passes its budget, at which point the actual requisition amount will be known. This is not practically feasible, because it would delay the mailing of The City's tax notices and the collection of tax revenue and accordingly, The City would not be able to meet its ongoing financial obligations.
2. Estimate the amount of the 2019 provincial requisition for purposes of the property tax calculations, either:
  - a. using the amount of the 2018 requisition, which was \$780 million, for the 2019 calculation. This would result in tax room in the amount of \$27 million being available; or
  - b. applying the 2018 uniform education tax rate to the 2019 equalized assessment amount, which would result in an estimated 2019 requisition of \$800 million, and would reduce the tax room available to \$3 million.

Council, at its 2019 April 01 strategic meeting, directed Administration to use option 2a to estimate the provincial requisition and to use the \$27 million to reduce non-residential property tax in 2019. Accordingly, this amount was used for the property tax rate calculations and is reflected in the summary of the requisition and resulting levy set out in Attachment 1.

It is critical to note that if the actual 2019 requisition amount is higher than the estimated requisition amount, The City will be required to remit the full amount of the requisition to the Province and recover any shortfall through the 2020 property tax rate.

**Chief Financial Officer's Report to  
Combined Meeting of Council  
2019 April 08**

**ISC: UNRESTRICTED  
C2019-0382**

**2019 Property Tax Related Bylaws**

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**Machinery and Equipment Property Tax**

The City of Calgary has elected to exempt the machinery and equipment tax. To exempt machinery and equipment property from the municipal portion of property taxes, The City annually passes an exemption bylaw, which is provided in Attachment 4 as Bylaw 14M2019 and recommended for three readings.

The provincial requisition pertaining to machinery and equipment property is zero.

**Residential Tax Rebate/Phased Tax Program**

The discussions to date regarding the downtown tax shift issue have included suggestions of a residential tax rebate or a third Phased Tax Program. No direction from Council has been received to date. To pursue either of these options, Council would be required to approve the desired option at the 2019 April 08 meeting of Council, in order for the direction to be included on the property tax bills in time.

Council has directed Administration to develop criteria and process for a Small Business Sustainment Grant to be considered at the 2019 May 14 meeting of the Priorities and Finance Committee. Council has also directed Administration to develop criteria and process for a Residential Property Tax Rebate Program returning to the Priorities and Finance Committee on 14 May 2019. Administration does not recommend that either a residential tax rebate or Phased Tax Program be implemented in 2019 unless direction is provided on 2019 April 08 in order for the direction to be processed through the property tax bill.

**Stakeholder Engagement, Research and Communication**

All property owners in Calgary have received their 2019 Property Assessment Notices which gave them their 2019 property assessed values and notification that tax billing will occur in May.

**Strategic Alignment**

The recommendations are in alignment with the direction in Council's approval of One Calgary 2019-2022 Service Plans and Budgets (C2018-1158), as amended.

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

The Property Tax Bylaw allows the municipality to generate the tax funds necessary for its operation. This allows The City to deliver the full range of municipal services approved in One Calgary 2019-2022 Service Plans and Budgets, as amended.

**Financial Capacity**

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

The estimated funding of \$1.9 billion generated through the Property Tax Bylaw will meet the 2019 operating budget requirements that align with the approved One Calgary 2019-2022 Service Plans and Budgets (C2018-1158), as amended.

Chief Financial Officer's Report to  
Combined Meeting of Council  
2019 April 08

ISC: UNRESTRICTED  
C2019-0382

## **2019 Property Tax Related Bylaws**

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

Property tax revenues are part of the source of capital funding.

### **Risk Assessment**

Any delay in passing the 2019 Property Tax Bylaw may affect the mailing date of property tax bills, which in turn would change the customary property tax payment cycle with which the public and business communities have become accustomed.

Until the 2019 Property Tax Bylaw is passed, The City of Calgary cannot meet its 2019 municipal financing obligations.

The timing and amount of the provincial requisition is unknown due to the absence of a provincial budget. This report is based on the 2018 provincial requisition amount of \$780 million which would result in tax room of \$27 million. If the final 2019 provincial requisition is greater than this estimate there may be no tax room. Shortfalls would be taken out of the City reserves and recovered in 2020 through the provincial tax rate that year.

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

The 2019 Property Tax and Related Bylaws are needed for The City to collect property taxes in 2019. The Property Tax and Related Bylaws are in alignment with the One Calgary 2019-2022 Service Plans and Budgets, as amended. The 2019 Budget relies on the property tax as a municipal revenue source. The City is also legally required to collect Provincial Property Tax on behalf of the Provincial Government and is required to pay the Provincial Requisition quarterly.

### **ATTACHMENT(S)**

1. Attachment 1 – 2019 Provincial Property Tax Summary
2. Attachment 2 – 2019 Municipal Property Tax Summary
3. Attachment 3 – Proposed 2019 Property Tax Bylaw 13M2019 (Option 1)
4. Attachment 4 – Proposed Machinery and Equipment Property Tax Exemption Bylaw 14M2019
5. Attachment 5 – Proposed Rivers District Community Revitalization Levy Rate Bylaw 15M2019 (Option 1)
6. Attachment 6 – Proposed 2019 Property Tax Bylaw 16M2019 (Option 2)
7. Attachment 7 – Proposed Rivers District Community Revitalization Levy Rate Bylaw 17M2019 (Option 2)

**2019 Provincial Property Tax Summary**  
**(in millions)**

**Estimated Provincial Property Tax Requisitions:**  
(estimate equal to the 2018 requisition)

Alberta School Foundation Fund Requisition	\$690.7	
Calgary Roman Catholic Separate School District #1 Requisition	89.8	
	<hr/>	
<b>Total Requisitions</b>		<b>\$780.5</b>

**Less: Amounts not required to be raised  
through 2019 Property Tax Bylaw**

Grants in Lieu of Taxes and Franchise Fee	\$8.4	
Estimated Annexed Rocky View and Foothills Taxes	\$2.5	
	<hr/>	
<b>Total</b>		<b>(10.9)</b>

**Prior Year Adjustments:**

Prior Year Loss Recovery and Requisitions Adjustments	\$1.2	
	<hr/>	
<b>Total</b>		<b>1.2</b>

**Provincial property tax amount required to be  
raised through 2019 Property Tax Bylaw**

**\$770.8**



**2019 Municipal Property Tax Summary**  
(in millions)

	Option 1	Option 2
<b><u>Estimated Municipal Expenditures (exclude Utilities)</u></b>	\$3,289.5	\$3,289.5
<b><u>Less: Estimated Municipal Revenues (exclude Utilities)</u></b>		
Revenues	\$1,332.4	\$1,333.2
Contribution from Fiscal Stability Reserve	<u>10.2</u>	<u>10.2</u>
Total Revenues:	(1,342.6)	(1,343.4)
 <b>Amount to be raised in 2019 through Municipal Property Taxes</b>	 <u><b>\$1,946.9</b></u>	 <u><b>\$1,946.1</b></u>
 <b>Reconciliation of Property Tax Revenue</b>		
Property Tax Revenue	\$1,923.5	\$1,923.5
Grants in Lieu of Taxes	(15.1)	(14.7)
Annexed Rocky View and Foothills Taxes	(3.8)	(3.8)
Supplementaries	(9.2)	(9.2)
Provision for Reduction in Assessments	51.5	50.3
 <b>Municipal property tax amount required to be raised through 2019 Property Tax Bylaw</b>	 <u><b>\$1,946.9</b></u>	 <u><b>\$1,946.1</b></u>





# PROPOSED

C2019-0382  
ATTACHMENT 3

## BYLAW NUMBER 13M2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AUTHORIZE THE COUNCIL OF THE CITY OF CALGARY TO IMPOSE A TAX IN RESPECT OF PROPERTY IN THE CITY OF CALGARY FOR 2019 \*\*\*\*\*

**WHEREAS** section 353 of the *Municipal Government Act*, R.S.A. 2000, c. M-26 ("the Act") provides that each council must pass a property tax bylaw annually;

**AND WHEREAS** the excess of the estimated expenses for municipal purposes over the estimated probable revenue for such municipal purposes for the year 2019 will be:

\$1,946,868,000

**AND WHEREAS** section 359 of the Act provides that if in any year the property tax imposed to pay the requisitions results in too little revenue being raised for that purpose, The City of Calgary ("The City") must increase its revenue for that purpose in the following year;

**AND WHEREAS** the property tax imposed by The City in the year 2018 was insufficient to raise the required funds for education purposes on account of assessment losses due to board decisions and assessor adjustments;

**AND WHEREAS** it is estimated that the excess of the funds required to be raised for education purposes under the *School Act*, R.S.A. 2000, c. S-3 over the grants in lieu of taxes and taxes collected from those properties annexed to The City from the Municipal District of Rocky View No. 44 and the Municipal District of Foothills No. 31 for education purposes for the year 2019, combined with the losses for education purposes in the year 2018, will be:

\$770,809,690

**AND WHEREAS** the total funds to be raised by property taxation for municipal and education purposes are the sum of the above two net amounts, which aggregates to:

\$2,717,677,690

**AND WHEREAS** the council of a municipality is required each year to impose on the assessed value of all taxable property, tax rates sufficient to meet the estimated expenditures, transfers and requisitions;

**AND WHEREAS** the tax rate to be established on certain areas annexed to The City is set by the Orders of the Board of Public Utility Commissioners of the Province of Alberta or Orders in Council under which the said areas were annexed to The City;

**AND WHEREAS** section 297 of the Act provides that the assessor must assign one or more of the following assessment classes to the property, including designated industrial property: residential, non-residential, farm land and machinery and equipment. The assessor may assign one or more sub-classes to a property if a council, by bylaw, divides the residential and non-residential classes into sub-classes;

# PROPOSED

## BYLAW NUMBER 13M2019

**AND WHEREAS** section 326(1)(a)(vi) of the Act includes the recovery of costs incurred for the preparation of assessments of designated industrial property as part of the requisition;

**AND WHEREAS** section 359.3 of the Act provides that the tax rate for the purposes of the requisition defined in section 326(1)(a)(vi) of the Act must be set by the Minister;

**AND WHEREAS** the assessed value of all property for the purpose of this Bylaw in the City of Calgary as shown on the 2019 assessment roll is:

	<b>Total Assessment</b>	<b>Non-Taxable Assessment</b>	<b>Taxable Assessment</b>
<b><u>MUNICIPAL</u></b>			
Residential	218,187,826,230	2,288,407,357	215,899,418,873
Farm Land	2,637,204	0	2,637,204
Non-Residential	80,671,951,861	22,291,711,068	58,380,240,793
Machinery & Equipment	354,850,000	354,850,000	0
	<u>299,217,265,295</u>	<u>24,934,968,425</u>	<u>274,282,296,870</u>
<b><u>EDUCATION</u></b>			
Residential	218,187,826,230	2,639,395,757	215,548,430,473
Farm Land	2,637,204	0	2,637,204
Non-Residential	80,671,951,861	23,174,289,670	57,497,662,191
Machinery & Equipment	354,850,000	0	354,850,000
	<u>299,217,265,295</u>	<u>25,813,685,427</u>	<u>273,403,579,868</u>

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

1. This bylaw may be referred to as the "2019 Property Tax Bylaw".
2. In this Bylaw,
  - (a) "designated industrial property" has the same meaning as in section 284(1)(f.01) of the Act;
  - (b) "farm land" means land used for farming operations as defined in the regulations passed under the Act;
  - (c) "machinery and equipment" has the same meaning as in section 284(1)(l) and 297(4)(a.1) of the Act;
  - (d) "Minister" has the same meaning as set out in section 1(1)(o) of the Act;
  - (e) "non-residential" has the same meaning as in section 297(4)(b) of the Act;
  - (f) "property" has the same meaning as in section 284(1)(r) of the Act;
  - (g) "requisition" has the same meaning as in section 326(1)(a) of the Act; and
  - (h) "residential" has the same meaning as in section 297(4)(c) of the Act.

# PROPOSED

## BYLAW NUMBER 13M2019

3. There shall be assessed, imposed and collected for the year 2019, on those properties annexed to The City from the Municipal District of Rocky View No. 44 and from the Municipal District of Foothills No. 31 which are still subject to the provisions of the following Board Orders, those rates which are provided in the said Board Orders:
- (a) Board Order No. 20027, dated the 4<sup>th</sup> day of June, 1957, as amended by Board Order No. 20407, dated the 29<sup>th</sup> day of August, 1957;
  - (b) Board Order No. 25860, dated the 29<sup>th</sup> day of December, 1961;
  - (c) Board Order No. 15820, dated the 29<sup>th</sup> day of September, 1964;
  - (d) Board Order No. 19137, dated the 26<sup>th</sup> day of July, 1989;
  - (e) Order in Council No. 487/95, dated the 1<sup>st</sup> day of July, 1995, as amended by Order in Council No. 638/95, dated September 27, 1995;
  - (f) Order in Council No. 486/2004, dated the 18<sup>th</sup> day of October, 2004, as amended by Order in Council No. 169/05, dated the 5<sup>th</sup> day of April 2005;
  - (g) Order in Council No. 52/2005, dated the 26<sup>th</sup> day of January, 2005; and
  - (h) Order in Council No. 333/2007, dated the 1<sup>st</sup> day of August, 2007.
4. The City Treasurer of The City is hereby authorized to impose the following rates of taxation on the assessed value of all taxable property as shown on the 2019 assessment roll of The City:

	<b>Tax Amount</b>	<b>Taxable Assessment</b>	<b>Tax Rate</b>
<b><u>MUNICIPAL</u></b>			
General Municipal:			
Residential	\$909,109,273	215,899,418,873	0.0042108
Farm Land	49,947	2,637,204	0.0189394
Non-Residential	1,037,708,780	58,380,240,793	0.0177750
Machinery & Equipment	0	0	0.0177750
Sub-Total Municipal Portion	\$1,946,868,000	<u>274,282,296,870</u>	
<b><u>EDUCATION</u></b>			
Alberta School Foundation Fund and Calgary Catholic Board of Education:			
Residential	\$526,627,925	215,548,430,473	0.0024432
Farm Land	6,443	2,637,204	0.0024432
Non-Residential	244,175,322	57,497,662,191	0.0042467
Machinery & Equipment	0	354,850,000	0.0000000
Sub-Total Education Portion	\$770,809,690	<u>273,403,579,868</u>	
<b>TOTAL TAX AMOUNT</b>	<u>\$2,717,677,690</u>		

5. For the purposes of collecting the portion of the requisition defined in section 326(1)(a)(vi) of the Act, the City Treasurer is hereby authorized to impose the tax rate of 0.0000786 on the assessed value of all taxable designated industrial property shown on

# PROPOSED

BYLAW NUMBER 13M2019

the 2019 assessment roll of the City, as set by the Minister in Ministerial Order No.:  
MAG:010/19.

6. The taxes hereby authorized to be assessed, imposed and collected by these several rates are hereby declared to be and become due and payable to The City on the 28<sup>th</sup> day of June, 2019.
7. This Bylaw comes into force on the day 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

C2019-0382  
ATTACHMENT 4

## BYLAW NUMBER 14M2019

### BEING A BYLAW OF THE CITY OF CALGARY TO EXEMPT MACHINERY AND EQUIPMENT FROM MUNICIPAL PROPERTY TAXATION FOR 2019 \*\*\*\*\*

**WHEREAS** section 364 of the *Municipal Government Act*, R.S.A. 2000, c. M-26 ("the Act") indicates that a council may by bylaw exempt from taxation, to any extent the council considers appropriate, machinery and equipment used for manufacturing or processing;

**AND WHEREAS** the Municipal Council of The City of Calgary deems it advisable to pass a bylaw under section 364 of the Act to provide property tax relief for all machinery and equipment used for manufacturing or processing;

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

1. This Bylaw may be referred to as the "2019 Machinery and Equipment Exemption Bylaw".
2. In this Bylaw, "machinery and equipment" has the same meaning given to it in the Act and the corresponding regulations.
3. The extent of the property tax exemption in this Bylaw is for the municipal portion of property taxes for all machinery and equipment property used for manufacturing or processing but excluding all machinery and equipment located on properties annexed to The City of Calgary from the Municipal District of Rocky View No. 44 and from the Municipal District of Foothills No. 31 which are still subject to the provisions of the following Board Orders:
  - (a) Board Order No. 20027, dated the 4<sup>th</sup> day of June, 1957, as amended by Board Order No. 20407, dated the 29<sup>th</sup> day of August, 1957;
  - (b) Board Order No. 25860, dated the 29<sup>th</sup> day of December, 1961;
  - (c) Board Order No. 15820, dated the 29<sup>th</sup> day of September, 1964;
  - (d) Board Order No. 19137, dated the 26<sup>th</sup> day of July, 1989;
  - (e) Order in Council No. 487/95, dated the 1<sup>st</sup> day of July, 1995, as amended by Order in Council No. 638/95, dated September 27, 1995;
  - (f) Order in Council No. 486/2004, dated the 18<sup>th</sup> day of October, 2004, as amended by Order in Council No. 169/05, dated the 5<sup>th</sup> day of April, 2005;
  - (g) Order in Council No. 52/2005, dated the 26<sup>th</sup> day of January, 2005; and
  - (h) Order in Council No. 333/2007, dated the 1<sup>st</sup> day of August, 2007.

# PROPOSED

**BYLAW NUMBER 14M2019**

The taxation year for which an exemption is granted in section 3 of this Bylaw is for the taxation year 2019 only.

4. This Bylaw comes into force on the day 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

C2019-0382  
ATTACHMENT 5

## BYLAW NUMBER 15M2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AUTHORIZE COUNCIL OF THE CITY OF CALGARY TO IMPOSE COMMUNITY REVITALIZATION LEVY RATES WITHIN THE RIVERS DISTRICT

\*\*\*\*\*

**WHEREAS** section 3 of the City of Calgary Rivers District Community Revitalization Levy Regulation (AR 232/2006) ("the Regulation") established a community revitalization levy area known as the Rivers District;

**AND WHEREAS** section 381.2 of the Municipal Government Act (R.S.A. 2000, c. M-26) ("the Act") authorizes a council to pass a bylaw to impose a levy in respect of the incremental assessed value of property in a community revitalization levy area to raise revenue to be used toward the payment of infrastructure and other costs associated with the redevelopment of property in the community revitalization levy area;

**AND WHEREAS** Council of The City of Calgary ("Council") passed Bylaw Number 27M2007 to authorize the imposition of a community revitalization levy in the Rivers District and which bylaw was approved by the Lieutenant Governor in Council on 2007 July 17;

**AND WHEREAS** pursuant to section 10 of AR 232/2006 Council is required to pass a community revitalization levy rate bylaw annually;

**AND WHEREAS** the estimated revenues required for the payment of infrastructure and other costs associated with the redevelopment of property in the Rivers District for the year 2019 will be:

\$40,128,356

**AND WHEREAS** Council is required each year to impose on the incremental assessed value of property within the Rivers District, community revitalization levy rates that are equal to or greater than the tax rates established annually for the corresponding property tax bylaw for each assessment class or sub-class of property referred to in section 297 of the Act;

**AND WHEREAS** the incremental assessed value of all property within the Rivers District in the City of Calgary as shown on the 2019 assessment roll is:

	<b>Total Incremental Assessment</b>	<b>Non-taxable Incremental Assessment</b>	<b>Taxable Incremental Assessment</b>
<b>MUNICIPAL EQUIVALENT</b>			
Residential	1,569,804,224	162,215,541	1,407,588,683
Farm land	0	0	0
Non-Residential	4,099,408,468	2,701,250,209	1,398,158,259
Machinery & Equipment	0	0	0
	<u>5,669,212,692</u>	<u>2,863,465,750</u>	<u>2,805,746,942</u>

# PROPOSED

BYLAW NUMBER 15M2019

	<b>Total Incremental Assessment</b>	<b>Non-taxable Incremental Assessment</b>	<b>Taxable Incremental Assessment</b>
<b>PROVINCIAL EQUIVALENT</b>			
Residential	1,569,804,224	162,215,541	1,407,588,683
Farm land	0	0	0
Non-Residential	4,099,408,468	2,707,740,209	1,391,668,259
Machinery & Equipment	0	0	0
	<u>5,669,212,692</u>	<u>2,869,955,750</u>	<u>2,799,256,942</u>

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

1. This Bylaw may be referred to as the “2019 Rivers District Community Revitalization Levy Rate Bylaw”.
2. In this Bylaw, “incremental assessed value” has the same meaning as in section 381.1(a) of the Act;
3. The City of Calgary is hereby authorized to impose the following community revitalization levy rates on the incremental assessed value of taxable property located within the Rivers District as shown on the 2019 assessment roll of The City of Calgary:

	<b>Community Revitalization Levy</b>	<b>Taxable Incremental Assessment</b>	<b>Community Revitalization Levy Rate</b>
<b>MUNICIPAL EQUIVALENT</b>			
Residential	\$5,927,074	1,407,588,683	0.0042108
Farm land	0	0	0.0189394
Non-Residential	24,852,263	1,398,158,259	0.0177750
Machinery & Equipment	0	0	0.0177750
	<u>\$30,779,337</u>	<u>2,805,746,942</u>	
<b>PROVINCIAL EQUIVALENT</b>			
Residential	\$3,439,021	1,407,588,683	0.0024432
Farm land	0	0	0.0024432
Non-Residential	5,909,998	1,391,668,259	0.0042467
Machinery & Equipment	0	0	0.0000000
	<u>\$9,349,019</u>	<u>2,799,256,942</u>	
<b>Total Community Revitalization Levy</b>	<u><u>\$40,128,356</u></u>		



# PROPOSED

BYLAW NUMBER 15M2019

**Total Community  
Revitalization Levy Rate**

Residential	0.0066540
Farm land	0.0213826
Non-Residential	0.0220217
Machinery & Equipment	0.0177750

4. The taxes hereby authorized to be imposed, assessed and collected by the aforementioned community revitalization levy rates are hereby declared to be and become due and payable to The City of Calgary on the 28<sup>th</sup> day of June, 2019.
5. This Bylaw comes into force on the day 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

C2019-0382  
ATTACHMENT 6

## BYLAW NUMBER 16M2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AUTHORIZE THE COUNCIL OF THE CITY OF CALGARY TO IMPOSE A TAX IN RESPECT OF PROPERTY IN THE CITY OF CALGARY FOR 2019

\*\*\*\*\*

**WHEREAS** section 353 of the *Municipal Government Act*, R.S.A. 2000, c. M-26 ("the Act") provides that each council must pass a property tax bylaw annually;

**AND WHEREAS** the excess of the estimated expenses for municipal purposes over the estimated probable revenue for such municipal purposes for the year 2019 will be:

\$1,946,119,063

**AND WHEREAS** section 359 of the Act provides that if in any year the property tax imposed to pay the requisitions results in too little revenue being raised for that purpose, The City of Calgary ("The City") must increase its revenue for that purpose in the following year;

**AND WHEREAS** the property tax imposed by The City in the year 2018 was insufficient to raise the required funds for education purposes on account of assessment losses due to board decisions and assessor adjustments;

**AND WHEREAS** it is estimated that the excess of the funds required to be raised for education purposes under the *School Act*, R.S.A. 2000, c. S-3 over the grants in lieu of taxes and taxes collected from those properties annexed to The City from the Municipal District of Rocky View No. 44 and the Municipal District of Foothills No. 31 for education purposes for the year 2019, combined with the losses for education purposes in the year 2018, will be:

\$770,809,690

**AND WHEREAS** the total funds to be raised by property taxation for municipal and education purposes are the sum of the above two net amounts, which aggregates to:

\$2,716,928,753

**AND WHEREAS** the council of a municipality is required each year to impose on the assessed value of all taxable property, tax rates sufficient to meet the estimated expenditures, transfers and requisitions;

**AND WHEREAS** the tax rate to be established on certain areas annexed to The City is set by the Orders of the Board of Public Utility Commissioners of the Province of Alberta or Orders in Council under which the said areas were annexed to The City;

**AND WHEREAS** section 297 of the Act provides that the assessor must assign one or more of the following assessment classes to the property, including designated industrial property: residential, non-residential, farm land and machinery and equipment. The assessor may assign one or more sub-classes to a property if a council, by bylaw, divides the residential and non-residential classes into sub-classes;

# PROPOSED BYLAW NUMBER 16M2019

**AND WHEREAS** section 326(1)(a)(vi) of the Act includes the recovery of costs incurred for the preparation of assessments of designated industrial property as part of the requisition;

**AND WHEREAS** section 359.3 of the Act provides that the tax rate for the purposes of the requisition defined in section 326(1)(a)(vi) of the Act must be set by the Minister;

**AND WHEREAS** the assessed value of all property for the purpose of this Bylaw in the City of Calgary as shown on the 2019 assessment roll is:

	<b>Total Assessment</b>	<b>Non-Taxable Assessment</b>	<b>Taxable Assessment</b>
<b><u>MUNICIPAL</u></b>			
Residential	218,187,826,230	2,288,407,357	215,899,418,873
Farm Land	2,637,204	0	2,637,204
Non-Residential	80,671,951,861	22,291,711,068	58,380,240,793
Machinery & Equipment	354,850,000	354,850,000	0
	<u>299,217,265,295</u>	<u>24,934,968,425</u>	<u>274,282,296,870</u>
<b><u>EDUCATION</u></b>			
Residential	218,187,826,230	2,639,395,757	215,548,430,473
Farm Land	2,637,204	0	2,637,204
Non-Residential	80,671,951,861	23,174,289,670	57,497,662,191
Machinery & Equipment	354,850,000	0	354,850,000
	<u>299,217,265,295</u>	<u>25,813,685,427</u>	<u>273,403,579,868</u>

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

1. This bylaw may be referred to as the "2019 Property Tax Bylaw".
2. In this Bylaw,
  - (a) "designated industrial property" has the same meaning as in section 284(1)(f.01) of the Act;
  - (b) "farm land" means land used for farming operations as defined in the regulations passed under the Act;
  - (c) "machinery and equipment" has the same meaning as in section 284(1)(l) and 297(4)(a.1) of the Act;
  - (d) "Minister" has the same meaning as set out in section 1(1)(o) of the Act;
  - (e) "non-residential" has the same meaning as in section 297(4)(b) of the Act;
  - (f) "property" has the same meaning as in section 284(1)(r) of the Act;
  - (g) "requisition" has the same meaning as in section 326(1)(a) of the Act; and
  - (h) "residential" has the same meaning as in section 297(4)(c) of the Act.

# PROPOSED

## BYLAW NUMBER 16M2019

3. There shall be assessed, imposed and collected for the year 2019, on those properties annexed to The City from the Municipal District of Rocky View No. 44 and from the Municipal District of Foothills No. 31 which are still subject to the provisions of the following Board Orders, those rates which are provided in the said Board Orders:
- (a) Board Order No. 20027, dated the 4<sup>th</sup> day of June, 1957, as amended by Board Order No. 20407, dated the 29<sup>th</sup> day of August, 1957;
  - (b) Board Order No. 25860, dated the 29<sup>th</sup> day of December, 1961;
  - (c) Board Order No. 15820, dated the 29<sup>th</sup> day of September, 1964;
  - (d) Board Order No. 19137, dated the 26<sup>th</sup> day of July, 1989;
  - (e) Order in Council No. 487/95, dated the 1<sup>st</sup> day of July, 1995, as amended by Order in Council No. 638/95, dated September 27, 1995;
  - (f) Order in Council No. 486/2004, dated the 18<sup>th</sup> day of October, 2004, as amended by Order in Council No. 169/05, dated the 5<sup>th</sup> day of April 2005;
  - (g) Order in Council No. 52/2005, dated the 26<sup>th</sup> day of January, 2005; and
  - (h) Order in Council No. 333/2007, dated the 1<sup>st</sup> day of August, 2007.
4. The City Treasurer of The City is hereby authorized to impose the following rates of taxation on the assessed value of all taxable property as shown on the 2019 assessment roll of The City:

	<b>Tax Amount</b>	<b>Taxable Assessment</b>	<b>Tax Rate</b>
<b><u>MUNICIPAL</u></b>			
General Municipal:			
Residential	\$943,199,791	215,899,418,873	0.0043687
Farm Land	51,820	2,637,204	0.0196497
Non-Residential	1,002,867,452	58,380,240,793	0.0171782
Machinery & Equipment	0	0	0.0171782
Sub-Total Municipal Portion	\$1,946,119,063	<u>274,282,296,870</u>	
<b><u>EDUCATION</u></b>			
Alberta School Foundation Fund and Calgary Catholic Board of Education:			
Residential	\$526,627,925	215,548,430,473	0.0024432
Farm Land	6,443	2,637,204	0.0024432
Non-Residential	244,175,322	57,497,662,191	0.0042467
Machinery & Equipment	0	354,850,000	0.0000000
Sub-Total Education Portion	\$770,809,690	<u>273,403,579,868</u>	
<b>TOTAL TAX AMOUNT</b>	<b><u>\$2,716,928,753</u></b>		

5. For the purposes of collecting the portion of the requisition defined in section 326(1)(a)(vi) of the Act, the City Treasurer is hereby authorized to impose the tax rate of 0.0000786 on the assessed value of all taxable designated industrial property shown on

# PROPOSED BYLAW NUMBER 16M2019

the 2019 assessment roll of the City, as set by the Minister in Ministerial Order No.:  
MAG:010/19.

6. The taxes hereby authorized to be assessed, imposed and collected by these several rates are hereby declared to be and become due and payable to The City on the 28<sup>th</sup> day of June, 2019.
7. This Bylaw comes into force on the day 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

C2019-0382  
ATTACHMENT 7

## BYLAW NUMBER 17M2019

### BEING A BYLAW OF THE CITY OF CALGARY TO AUTHORIZE COUNCIL OF THE CITY OF CALGARY TO IMPOSE COMMUNITY REVITALIZATION LEVY RATES WITHIN THE RIVERS DISTRICT

\*\*\*\*\*

**WHEREAS** section 3 of the City of Calgary Rivers District Community Revitalization Levy Regulation (AR 232/2006) ("the Regulation") established a community revitalization levy area known as the Rivers District;

**AND WHEREAS** section 381.2 of the Municipal Government Act (R.S.A. 2000, c. M-26) ("the Act") authorizes a council to pass a bylaw to impose a levy in respect of the incremental assessed value of property in a community revitalization levy area to raise revenue to be used toward the payment of infrastructure and other costs associated with the redevelopment of property in the community revitalization levy area;

**AND WHEREAS** Council of The City of Calgary ("Council") passed Bylaw Number 27M2007 to authorize the imposition of a community revitalization levy in the Rivers District and which bylaw was approved by the Lieutenant Governor in Council on 2007 July 17;

**AND WHEREAS** pursuant to section 10 of AR 232/2006 Council is required to pass a community revitalization levy rate bylaw annually;

**AND WHEREAS** the estimated revenues required for the payment of infrastructure and other costs associated with the redevelopment of property in the Rivers District for the year 2019 will be:

\$39,516,194

**AND WHEREAS** Council is required each year to impose on the incremental assessed value of property within the Rivers District, community revitalization levy rates that are equal to or greater than the tax rates established annually for the corresponding property tax bylaw for each assessment class or sub-class of property referred to in section 297 of the Act;

**AND WHEREAS** the incremental assessed value of all property within the Rivers District in the City of Calgary as shown on the 2019 assessment roll is:

	<b>Total Incremental Assessment</b>	<b>Non-taxable Incremental Assessment</b>	<b>Taxable Incremental Assessment</b>
<b>MUNICIPAL EQUIVALENT</b>			
Residential	1,569,804,224	162,215,541	1,407,588,683
Farm land	0	0	0
Non-Residential	4,099,408,468	2,701,250,209	1,398,158,259
Machinery & Equipment	0	0	0
	<u>5,669,212,692</u>	<u>2,863,465,750</u>	<u>2,805,746,942</u>

# PROPOSED

BYLAW NUMBER 17M2019

	<b>Total Incremental Assessment</b>	<b>Non-taxable Incremental Assessment</b>	<b>Taxable Incremental Assessment</b>
<b>PROVINCIAL EQUIVALENT</b>			
Residential	1,569,804,224	162,215,541	1,407,588,683
Farm land	0	0	0
Non-Residential	4,099,408,468	2,707,740,209	1,391,668,259
Machinery & Equipment	0	0	0
	<u>5,669,212,692</u>	<u>2,869,955,750</u>	<u>2,799,256,942</u>

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

1. This Bylaw may be referred to as the “2019 Rivers District Community Revitalization Levy Rate Bylaw”.
2. In this Bylaw, “incremental assessed value” has the same meaning as in section 381.1(a) of the Act;
3. The City of Calgary is hereby authorized to impose the following community revitalization levy rates on the incremental assessed value of taxable property located within the Rivers District as shown on the 2019 assessment roll of The City of Calgary:

	<b>Community Revitalization Levy</b>	<b>Taxable Incremental Assessment</b>	<b>Community Revitalization Levy Rate</b>
<b>MUNICIPAL EQUIVALENT</b>			
Residential	\$6,149,333	1,407,588,683	0.0043687
Farm land	0	0	0.0196497
Non-Residential	24,017,842	1,398,158,259	0.0171782
Machinery & Equipment	0	0	0.0171782
	<u>\$30,167,175</u>	<u>2,805,746,942</u>	
<b>PROVINCIAL EQUIVALENT</b>			
Residential	\$3,439,021	1,407,588,683	0.0024432
Farm land	0	0	0.0024432
Non-Residential	5,909,998	1,391,668,259	0.0042467
Machinery & Equipment	0	0	0.0000000
	<u>\$9,349,019</u>	<u>2,799,256,942</u>	
<b>Total Community Revitalization Levy</b>	<u><u>\$39,516,194</u></u>		



# PROPOSED

BYLAW NUMBER 17M2019

**Total Community  
Revitalization Levy Rate**

Residential	0.0068119
Farm land	0.0220929
Non-Residential	0.0214249
Machinery & Equipment	0.0171782

4. The taxes hereby authorized to be imposed, assessed and collected by the  
aforementioned community revitalization levy rates are hereby declared to be and  
become due and payable to The City of Calgary on the 28<sup>th</sup> day of June, 2019.
5. This Bylaw comes into force on the day 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 2019 SPECIAL TAX BYLAW**

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### **EXECUTIVE SUMMARY**

In accordance with Section 382 of the Municipal Government Act (MGA), Council may pass a special tax bylaw to raise revenue for a specific service or purpose, including a boulevard tax and a recreational services tax. A special tax levy is one way that communities can raise funds to achieve an enhanced level of maintenance. Another way to achieve this is through a homeowner association that collects funds through a caveat on title. The special tax levy process was created to provide a self-funded mechanism for communities that desire, among other things, an enhanced level of boulevard maintenance around streets and parks. The available services include mowing and trimming; tree well and shrub bed maintenance; perennial and annual flowers; litter control; and snow removal. A number of communities participate annually in the levy process and have either an established long-term enhanced Landscape Maintenance Agreement (LMA) or Pathways Snow Removal Agreement (PSRA) with The City of Calgary.

This report is specific to the special tax levy process and provides an update on 2018 activities, the 2019 process, and requests three readings of the proposed 2019 Special Tax Bylaw for the 12 participating communities. The bylaw and maps for participating communities are included in Attachment 1. The 2019 Special Tax Bylaw Annual Budget Summary for participating communities is included in Attachment 2. Calgary Parks completed a review of the Enhanced Landscape Maintenance (ELM) Program two years ago and Council approved program amendments in March 2017 (CPS2017-0210). These amendments were completed in 2018 and Parks continues to provide support to improve communications, consistency, and clarity around the ELM Program.

### **ADMINISTRATION RECOMMENDATION:**

That Council give three readings to the proposed 2019 Special Tax Bylaw (Attachment 1).

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

Administration provides reports on special tax bylaws on an annual basis, with the most recent report (CPS2018-0250) receiving Council approval on 2018 March 19.

On 2017 March 13 Council approved CPS2017-0210 (Calgary Parks Enhanced Maintenance Program Review) and directed Administration to implement the proposed program amendments contained in 2017 and 2018.

On 1996 February 26, Council approved FB96-04, Christie Estates Special Tax Bylaw Evaluation, a special tax process and procedure.

### **BACKGROUND**

Calgary Parks has offered a process for the enhanced landscape maintenance of park spaces and boulevards in Calgary communities since 1996. In 1996, Council approved the Christie Estates Special Tax Bylaw as an acceptable method to collect funds for the enhancement of such spaces. The program was formalized in 2002, following an increase in community interest and Council support.

## **PROPOSED 2019 SPECIAL TAX BYLAW**

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This report is for the 2019 Special Tax Bylaw which allows a community to generate funds through a tax levy to enhance the landscape service beyond the standard level currently provided by Calgary Parks. With additional funding in place, a community group such as a community or HOA may then enter into the Enhanced Landscape Maintenance (ELM) program and become the 'operator' of the land. As operators, the community group may then enhance the landscape maintenance of public boulevards and parks (for example with additional mowing and flower planting, or increased litter pick up) or provide additional snow clearing on City pathways beyond the standard level currently provided by Calgary Parks. As mentioned, the majority of communities that participate in the ELM program are funded privately through a caveat on their property title, and are not subject to the special tax levy process.

Special tax levies and the associated Landscape Maintenance Agreement (LMA) or Pathways Snow Removal Agreement (PSRA) are established at the request of an organized community group such as a community or homeowner association. This process allows communities to generate sufficient funds required to facilitate additional park or other green-space maintenance services. A LMA or PSRA is established between The City and the participating community – the contract elements identify the specific land involved, define mutual roles and responsibilities and describe a set of maintenance guidelines. Calgary Parks closely monitors the services performed by the contractors that are retained and managed by ELM communities. This ensures that The City remains accountable for the level of service provided and for the City land and assets where the enhanced maintenance is being undertaken.

Following a request from a community group to establish an enhanced maintenance program, The City guides the group through a comprehensive engagement process to confirm and establish a tax levy for those homeowners. The community group petitions the property owners within the community and requires a two-thirds (2/3) majority in support of the petition to proceed with the tax levy. For communities with approved tax levies, Roads - Local Improvements Section annually mails notices to all the property owners in the affected communities to advise the property owners of the proposed special tax, along with their right to petition against the special tax.

Further, every five years, participating communities are required to re-evaluate their desire to continue in the program by holding a public meeting and community vote to confirm ongoing support for the tax levy. A 50 per cent plus one simple majority of the property owners in attendance is required. If this is not attained, then a petition process must be followed whereby 66.7% of the community support the cancellation of the special levy. The City liaises with the tax levy communities throughout the year to support the residents in meeting their reporting obligations as per requirement of the ELM program

There are 12 communities coming forward for approval in the city-wide special tax levy program in 2019 with this report (Attachment 1). The majority of these communities use the special tax levy for enhanced maintenance of boulevards around streets and parks, with one community (McKenzie Lake) only using the levy for snow removal on pathways. An annual budget summary for these communities is provided as Attachment 2.

## **PROPOSED 2019 SPECIAL TAX BYLAW**

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

Environmental sustainability and appropriate horticultural practices are priorities for The City. The City is committed to managing all special tax levy processes and enhanced maintenance agreements in accordance with current open space management best practices. Administration routinely engages tax levy communities regarding implementation of innovative and environmentally sustainable management practices.

The Special Tax Bylaw was consolidated in 2015 to streamline the approval process at Council. Proposed wording for the 2019 Special Tax Bylaw for the 12 communities continuing in the program is included in Attachment 1. The 2019 Special Tax Bylaw Annual Budget Summary lists the tax levy and total taxes collected in 2018, and the proposed tax levy and budget data for the 12 participant communities in 2019 (Attachment 2). The annual budget for each community is the product of the tax levy and total property count. Communities are asked each fall to consider maintaining, lowering or raising their levy for the following year.

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

Community homeowners are engaged through the initial survey required to establish the tax levy. Residents receive annual written notification and have further opportunity to review the program prior to the five-year renewal vote as described in the Background section above. The City also liaises with tax levy communities throughout the year as required. Participating communities are eligible to request an annual inflationary increase of up to three percent through the tax levy process. The 2019 Special Tax Bylaw - Annual Budget Summary identifies the three per cent inflationary requests that were received from Christie Park, Diamond Cove, Hawkwood, Patterson Hills and Valley Ridge. Communities with an operating surplus from a prior year may lower their tax levy rate until the surplus is depleted. Total revenue for the 2019 Special Tax Bylaw is approximately \$1.66 million. Further details including 2018 data are outlined in the annual budget summary (Attachment 2).

Calgary Parks provides direct oversight on the program and is The City liaison with special tax levy communities. The program is one of many ways Community Services works collectively to meet the needs of Calgary's communities. Program support is also provided by Calgary Roads and Law, and is supported by Community Services business units as needed.

### **Strategic Alignment**

This report aligns with One Calgary citizen priority *a Healthy and Green City* and the Parks and Open Space line of service. The report also aligns with the goals and objectives of the following documents:

- 2020 Sustainability Direction
- Calgary Open Space Plan
- Calgary Parks Enhanced Maintenance Program Review

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

#### **Social**

Community based landscape maintenance programs enhance the liveability of neighbourhoods and encourage collaboration and community pride among residents.

## **PROPOSED 2019 SPECIAL TAX BYLAW**

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### **Environmental**

Landscape maintenance programs incorporate The City's best practices of water management, integrated pest and turf management to support biodiversity within Calgary's urban ecosystem.

### **Economic (external)**

High quality park space favourably impacts the image and economy of Calgary and is associated with indirect benefits including increased land values and tax revenues.

### **Financial Capacity**

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

There are no operating budget implications as ELM communities receive an annual operating grant from The City that matches the baseline level of service that Calgary Parks would provide for landscape maintenance in the community.

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

There are no capital budget implications associated with the ELM program.

### **Risk Assessment**

The provisions within the enhanced LMA or PSRAs between The City and each community or homeowners association mitigate the associated risks to The Corporation. The overall Enhanced Maintenance Program Review that was recently approved by Council on 2017 March 13 further mitigates risks by having improved clarity, consistency, and communication around the program.

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

In accordance with Section 382 of the Municipal Government Act (MGA), Council may pass a special tax bylaw to raise revenue for a specific service or purpose, including a boulevard tax and a recreational services tax. In 2019, 12 communities have confirmed their desire to continue participating in the program.

### **ATTACHMENT(S)**

1. Attachment 1 – 2019 Special Tax Bylaw for Communities in the city of Calgary
2. Attachment 2 – 2019 Special Tax Bylaw – Annual Budget Summary

# PROPOSED

C2019-0447  
ATTACHMENT 1

## BYLAW NUMBER 18M2019

### **BEING A BYLAW OF THE CITY OF CALGARY FOR A 2019 SPECIAL TAX BYLAW FOR COMMUNITIES IN THE CITY OF CALGARY \*\*\*\*\***

**WHEREAS** Section 382(1) of the *Municipal Government Act* (R.S.A. 2000, c. M-26) authorizes a municipality to pass a special tax bylaw annually to raise revenue for a special service or purpose;

**AND WHEREAS** the residents of various communities within the City of Calgary have requested that a special tax be imposed on homeowners in these communities to raise funds to provide for enhanced maintenance of boulevards around streets and parks and snow removal on pathways;

### **NOW THEREFORE THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:**

1. This Bylaw may be cited as the "2019 Special Tax Bylaw".
2. This Bylaw is enacted for the sole purpose of raising revenue to provide for the costs of and ancillary to the enhanced maintenance of boulevards around streets and parks in specific communities and snow removal on pathways in the community of McKenzie Lake.
3. The areas of the municipality that will benefit from the services described in this Bylaw are identified in the maps attached hereto as Schedules "1-12" (the "Schedules").
4. The budgeted costs for the services provided to each community are set out in the attached Schedules and the ancillary costs referred to in paragraph 2 must not exceed \$2,000.00 for each community.
5. A tax for the year 2019 shall be imposed on each parcel of residential land benefiting from this Bylaw at the rates set out in the attached Schedules.
6. The use of the funds described in paragraph 2 shall be contingent on each of the benefiting communities entering into any agreements with The City of Calgary that are necessary to carry out The City of Calgary's auditing requirements and procedures.
7. The attached Schedules form part of this Bylaw.

# PROPOSED

BYLAW NUMBER 18M2019

8. 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 \_\_\_\_\_





## CHRISTIE PARK SCHEDULE 1

- Legend**
- COMMUNITY OUTLINE
  - ACTIVE SITE
  - INSTALLED SITE
  - PLANNED SITE

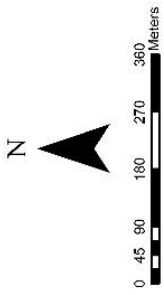
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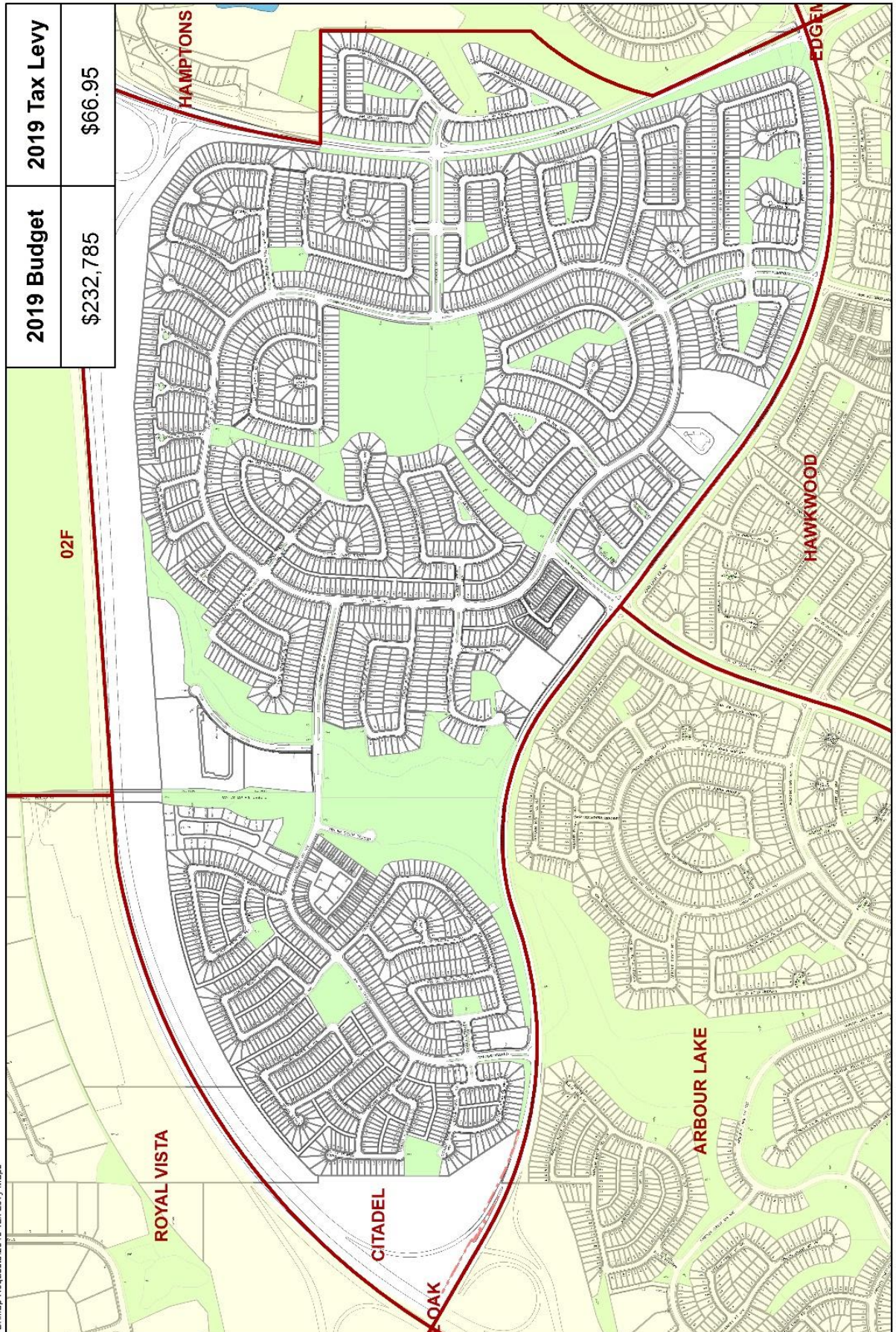


## CITADEL SCHEDULE 2

**Legend**

- COMMUNITY OUTLINE
- ACTIVE SITE
- INSTALLED SITE
- PLANNED SITE

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## DIAMOND COVE

### SCHEDULE 3




**Legend**

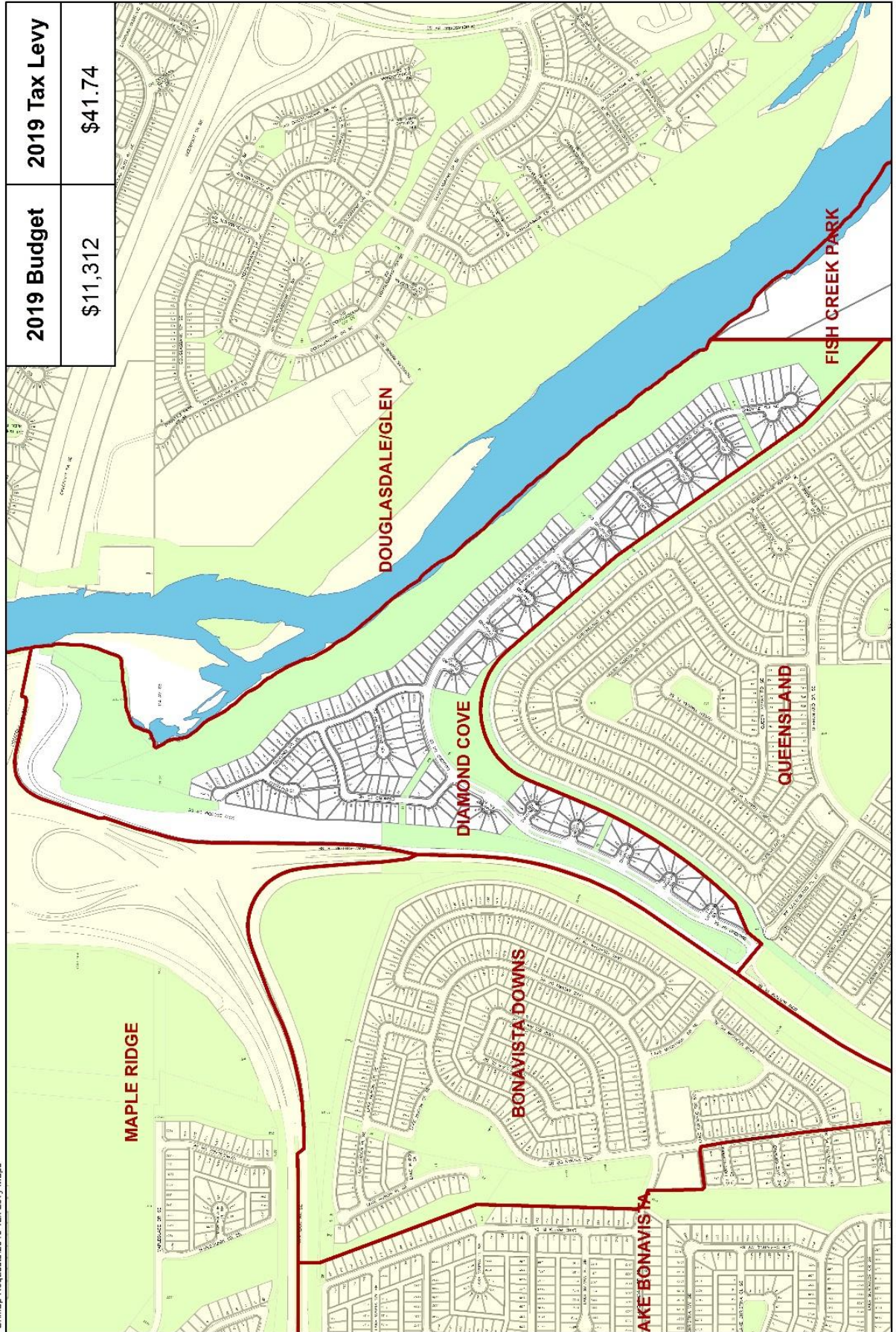
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 INSTALLED SITE

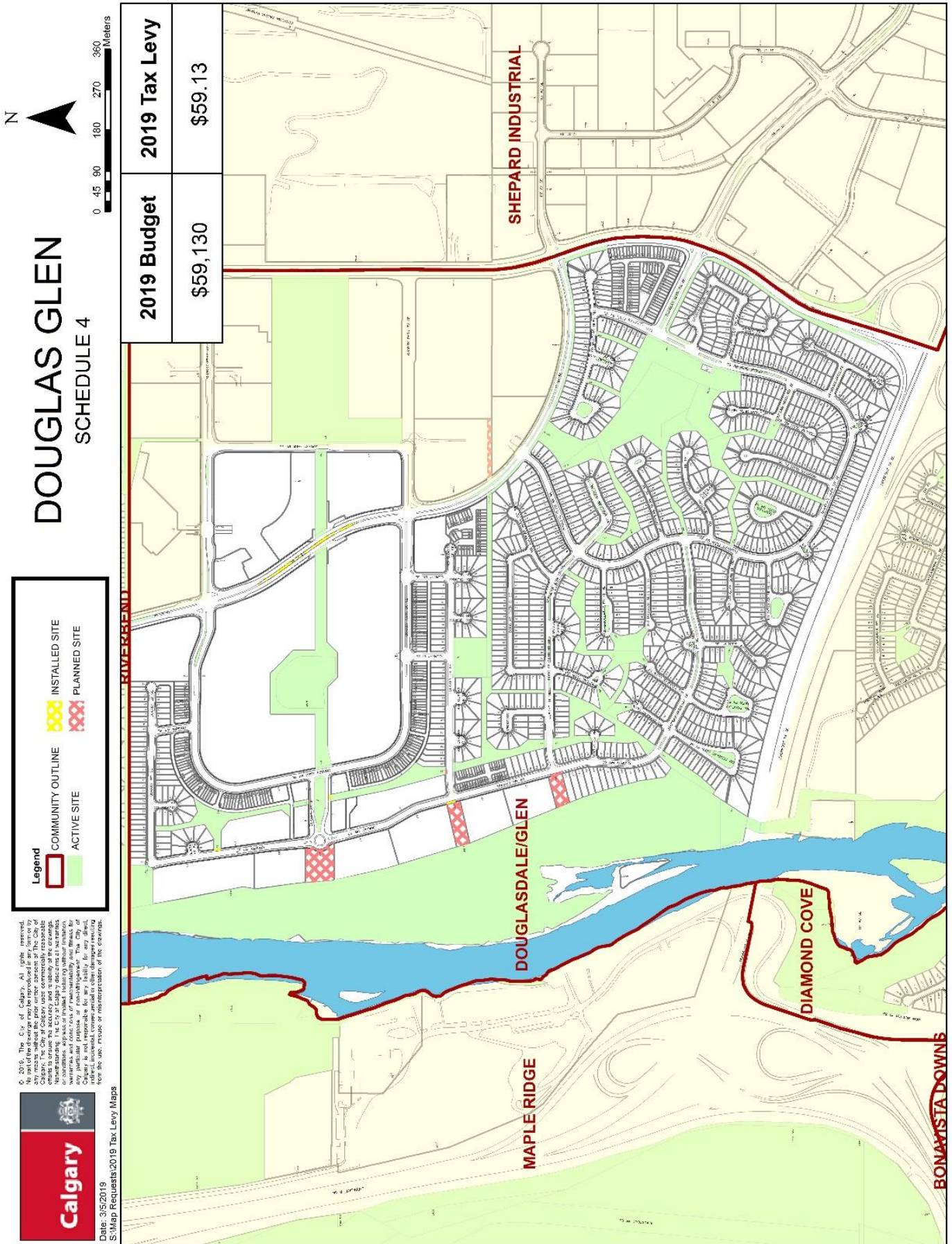
 ACTIVE SITE

 PLANNED SITE

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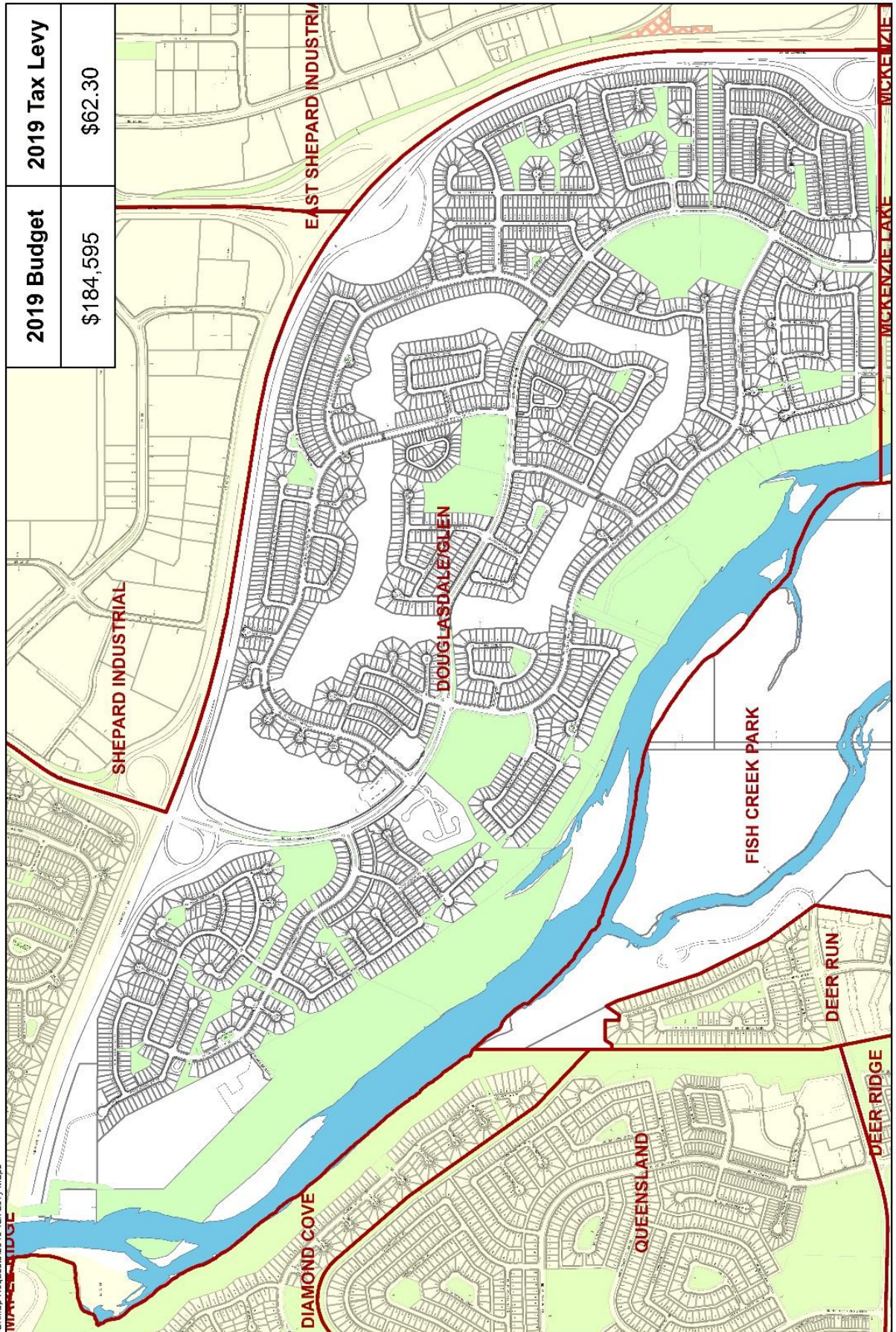
## DOUGLASDALE SCHEDULE 5

- Legend**
- COMMUNITY OUTLINE
  - ACTIVE SITE
  - INSTALLED SITE
  - PLANNED SITE

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**Calgary**

**EDGE MONT**  
SCHEDULE 6

0 95 190 380 570 760  
Meters



**Legend**

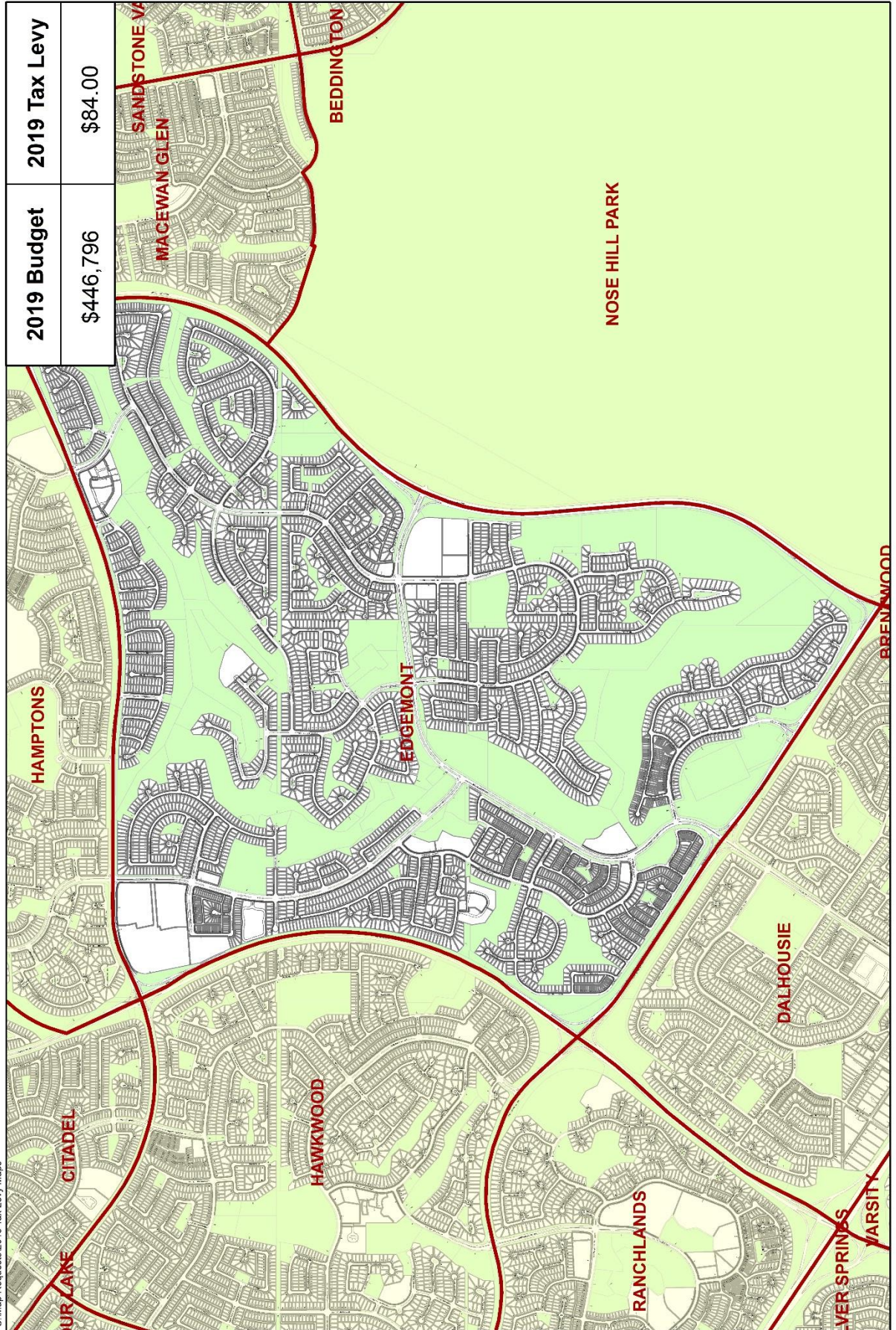
 COMMUNITY OUTLINE

 INSTALLED SITE

 ACTIVE SITE

 PLANNED SITE

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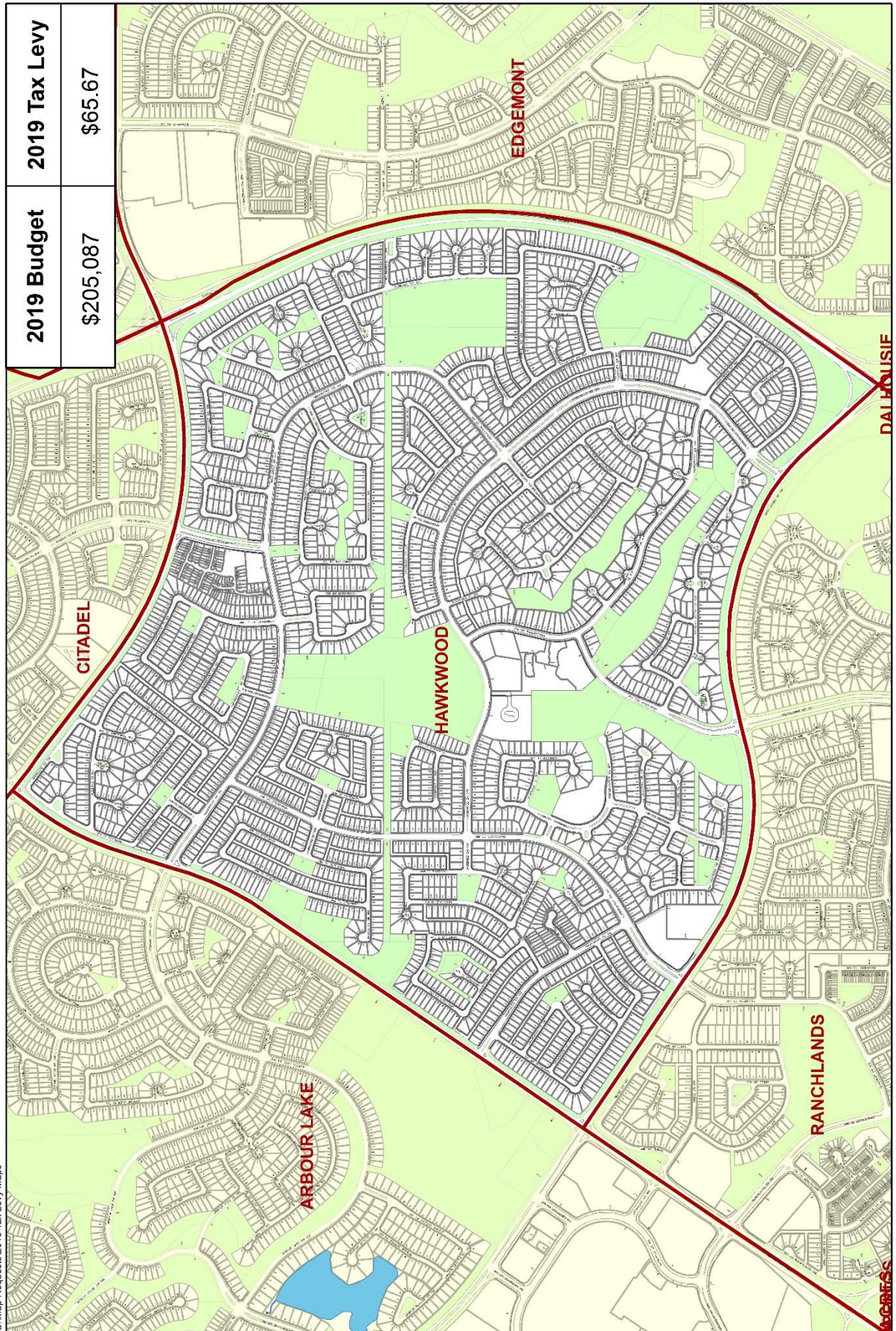
## HAWKWOOD SCHEDULE 7

- Legend**
- COMMUNITY OUTLINE
  - ACTIVE SITE
  - INSTALLED SITE
  - PLANNED SITE

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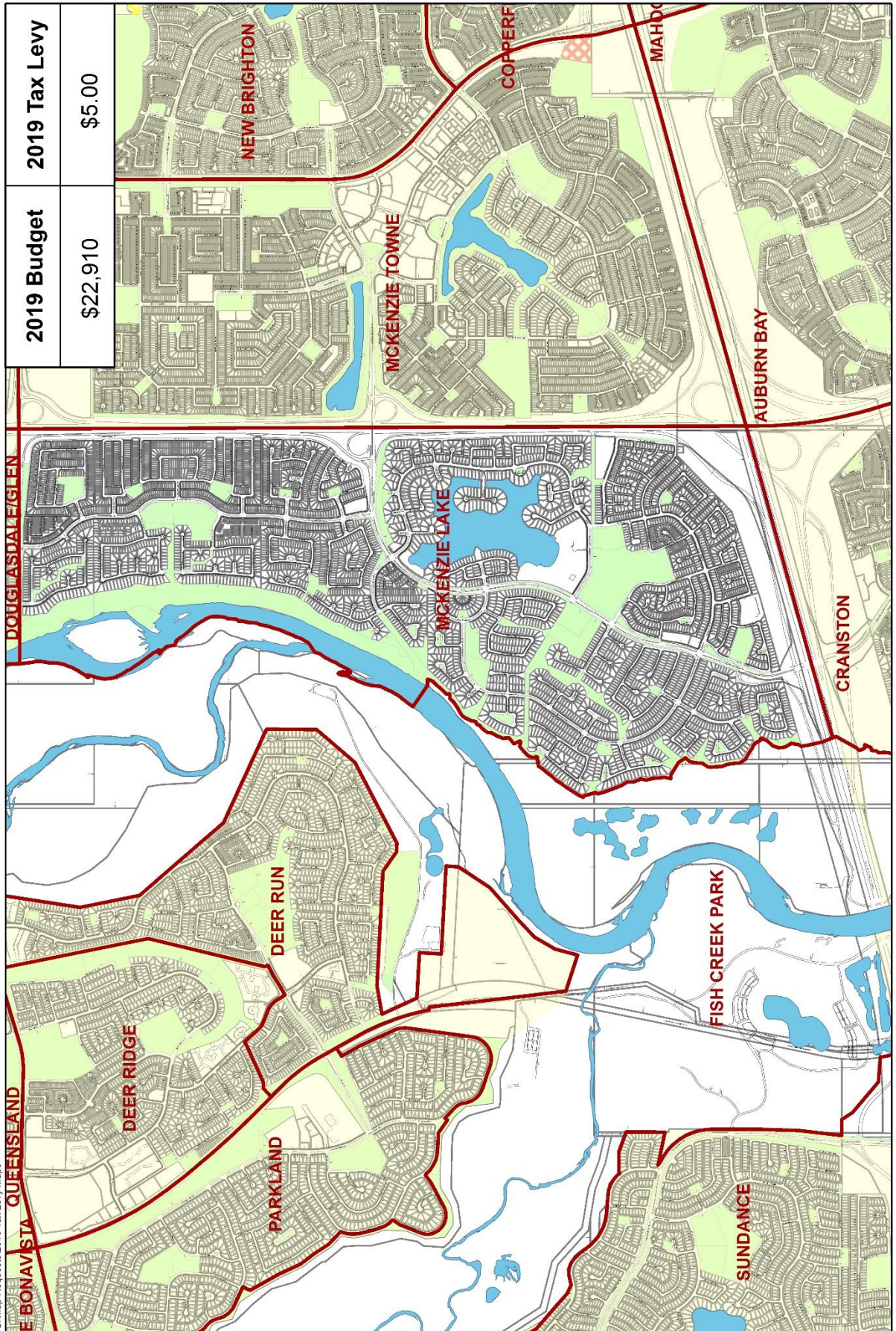
## MCKENZIE LAKE SCHEDULE 8

- Legend**
- COMMUNITY OUTLINE
  - ACTIVE SITE
  - INSTALLED SITE
  - PLANNED SITE

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**Calgary**

**PATTERSON**

**SCHEDULE 9**



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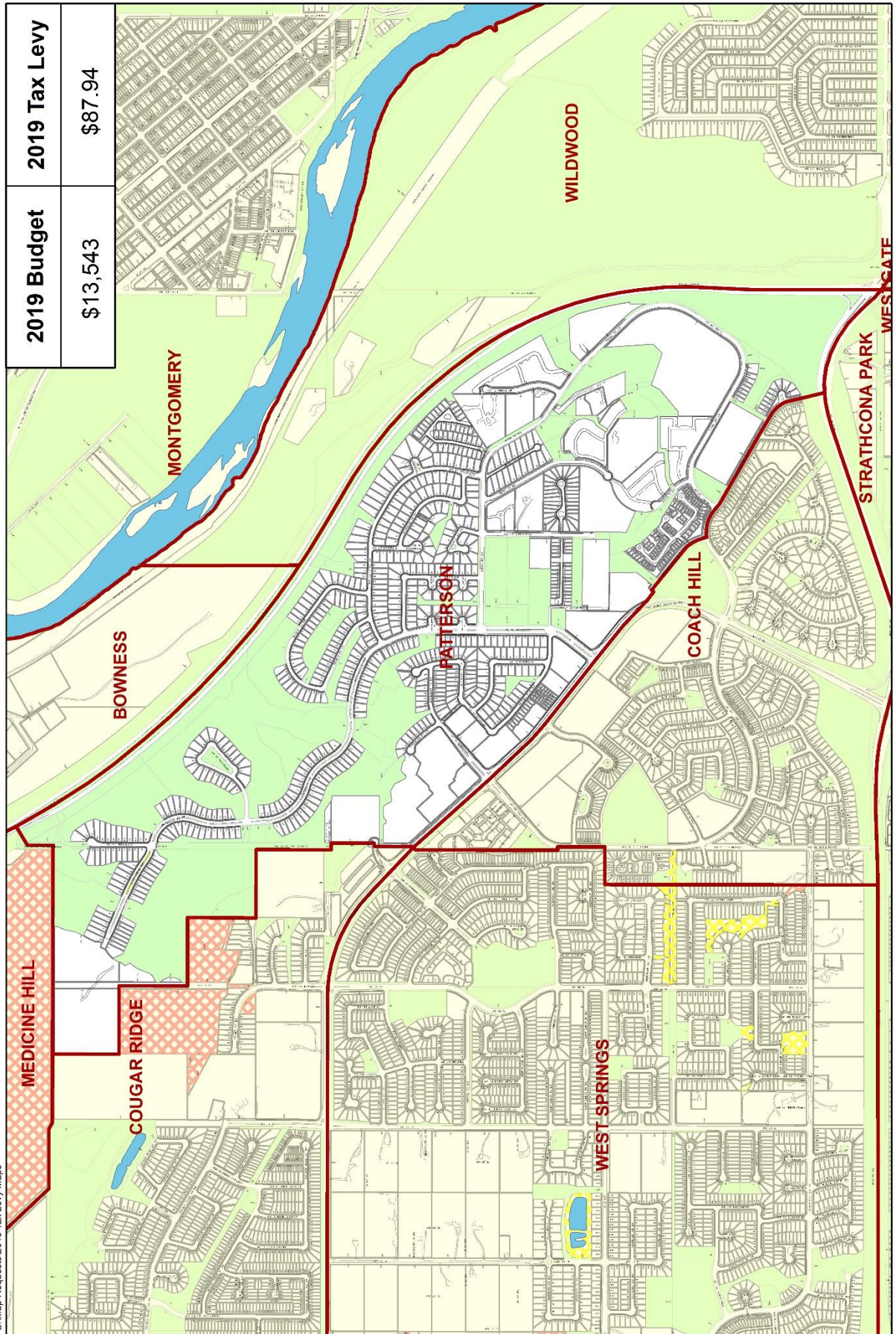
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- ACTIVE SITE

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Meters







## ROYAL OAK SCHEDULE 10

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Meters

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-  COMMUNITY OUTLINE
-  ACTIVE SITE
-  INSTALLED SITE
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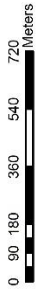
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## SCENIC ACRES

SCHEDULE 11

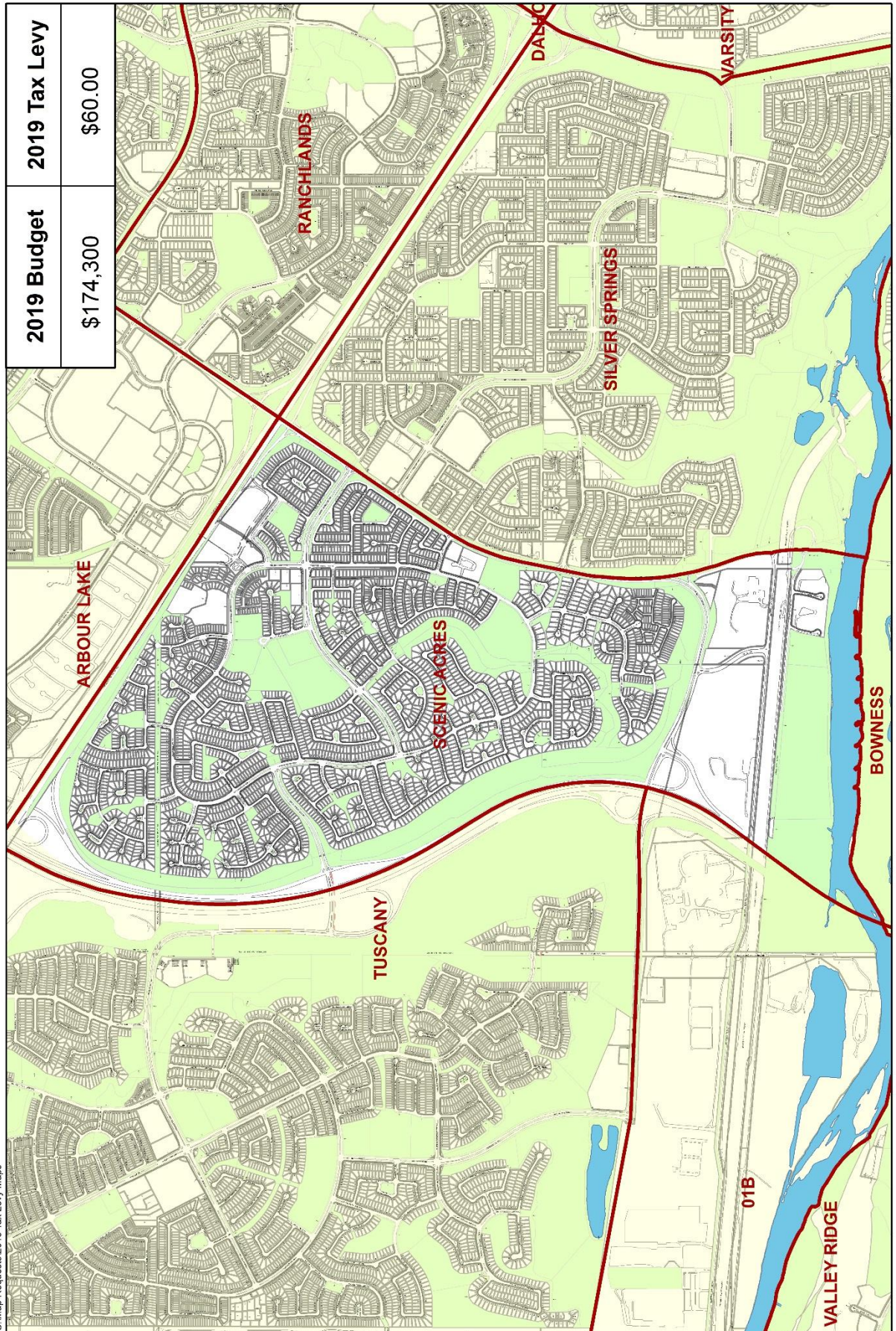
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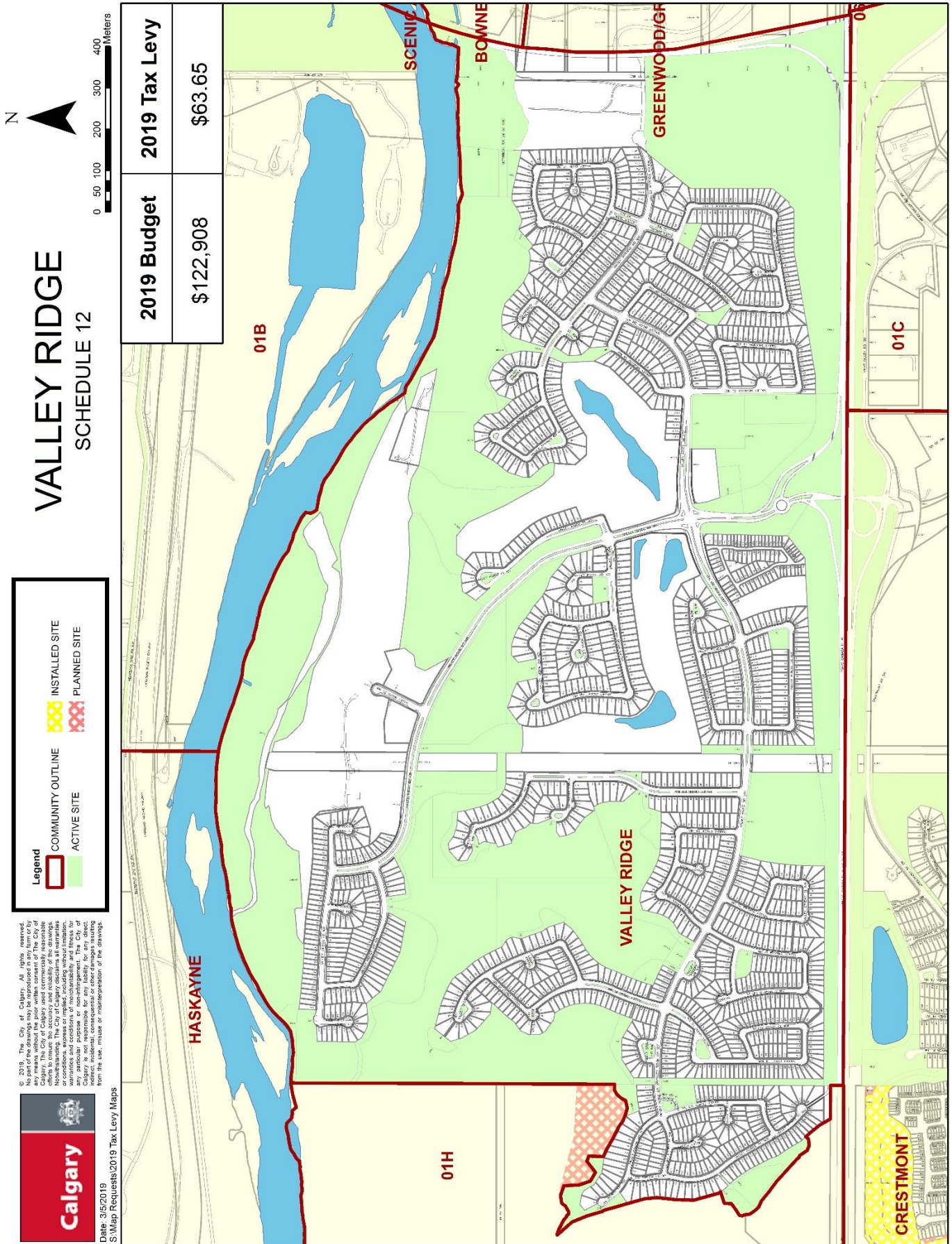
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**2019 Special Tax Bylaw - Annual Budget Summary**

<b>Community</b>	<b>First year of Tax Levy</b>	<b>Ward</b>	<b>2018 Tax Levy</b>	<b>2018 special taxes collected</b>	<b>2019 Levy Increase/ Decrease</b>	<b>2019 Tax Levy</b>	<b>2019 Property Count</b>	<b>2019 Budget</b>
Christie Park	1996	6	\$94.82	\$44,091	3%	\$97.67	465	\$45,417
Citadel	2000	2	\$66.95	\$232,785	0%	\$66.95	3477	\$232,785
Diamond Cove	1999	14	\$40.52	\$10,981	3%	\$41.74	271	\$11,312
Douglas Glen	2002	12	\$59.13	\$59,130	0%	\$59.13	1000	\$59,130
Douglasdale	2000	14	\$62.30	\$184,595	0%	\$62.30	2963	\$184,595
Edgemont	2016	4	\$84.00	\$446,796	0%	\$84.00	5319	\$446,796
Hawkwood	2005	2	\$63.76	\$199,122	3%	\$65.67	3123	\$205,087
McKenzie Lake*	2006	14	\$5.00	\$22,910	0%	\$5.00	4582	\$22,910
Patterson	1999	6	\$85.38	\$13,149	3%	\$87.94	154	\$13,543
Royal Oak	2011	1	\$225.11	\$142,945	0%	\$225.11	635	\$142,945
Scenic Acres	2013	1	\$60.00	\$174,300	0%	\$60.00	2905	\$174,300
Valley Ridge	2009	1	\$61.80	\$119,336	3%	\$63.65	1931	\$122,908
<b>Total</b>				<b>\$1,650,140</b>			<b>26,825</b>	<b>\$1,661,727</b>

\*McKenzie Lake only collects funds for snow removal



**Law and Legislative Services Report to  
Combined Meeting of Council  
2019 April 08**

**ISC: UNRESTRICTED  
C2019-0332**

**Subdivision and Development Appeal Board – Resignation**

---

**EXECUTIVE SUMMARY**

Administration received notification that Jason Yeo has resigned from the Subdivision and Development Appeal Board. This report recommends that the position remain vacant until 2019 December 31.

**ADMINISTRATION RECOMMENDATIONS:**

That Council:

1. Thank Jason Yeo for his application and interest to the Subdivision and Development Appeal Board; and
2. Direct that the position remain vacant until 2019 December 31.

**PREVIOUS COUNCIL DIRECTION / POLICY**

At the 2019 January 14 Combined Meeting, Council appointed Jason Yeo to the Subdivision and Development Appeal Board for completion of a one-year term expiring on 2019 December 31.

**BACKGROUND**

The Calgary Subdivision and Development Appeal Board (The Board) is a quasi-judicial board established in accordance with the *Municipal Government Act* and The City of Calgary Bylaw 25P95. The Board hears appeals regarding decisions made by The City of Calgary subdivision and development authorities and renders decisions based on the evidence presented. The Board is independent from The City of Calgary Planning Department and is comprised of citizen members.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Following the appointment of Jason Yeo and before he started his service as a member of The Board, Administration was made aware that the new appointee was not a resident of Calgary. The original application form did not indicate the city of residence for the applicant.

Residency within City limits is an essential eligibility criteria for The Board. Per report PAC2009-21, *“a member of the Subdivision and Development Appeal Board must have been a resident of the City of Calgary for at least six consecutive months immediately prior to his/her appointment”*. Based on this information, Administration reached out to Jason Yeo and he graciously offered his resignation.

**Stakeholder Engagement, Research and Communication**

Administration consulted with resource staff, who confirmed there is no quorum issues, no immediate requirement to fill the vacancy and the position may remain vacant until 2019 December 31. The position will be included in the 2019/2020 recruitment campaign for the Organizational Meeting of Council, at which time Council will make regular appointments to the Subdivision and Development Appeal Board.

Law and Legislative Services Report to  
Combined Meeting of Council  
2019 April 08

ISC: UNRESTRICTED  
C2019-0332

## **Subdivision and Development Appeal Board - Resignation**

---

### **Strategic Alignment**

This report aligns with Council's priority of a Well-Run City: "Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others" (One Calgary 2019-2022).

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

No social, environmental, or external economic implications have been identified.

### **Financial Capacity**

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

None.

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

None.

### **Risk Assessment**

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

### **REASON FOR RECOMMENDATIONS:**

Jason Yeo resigned from his position on the Subdivision and Development Appeal Board.

### **ATTACHMENT**

1. Subdivision and Development Appeal Board – composition





## Boards, Commissions & Committees

### Subdivision and Development Appeal Board



Bylaw

**Mandate:** To hear and determine appeals from decisions of the Subdivision or Development Authorities.

**Composition:** Minimum of 15, maximum of 25 Members

No person shall be appointed as a member of the Board:

- who is an employee of the City,
- who carries out subdivision or development powers, duties and functions on behalf of the City,
- who is a member of the Calgary Planning Commission, or
- who is a member of Council.

Vacancies on the Board, regardless of how the vacancy occurs, may be filled by resolution of Council at any time. A member of the Board who is appointed to fill a vacancy shall be appointed for a term which expires on December 31 of the year in which the appointment takes effect. In the event of a vacancy or vacancies, the Board may continue to operate and conduct business until the vacancy or vacancies are filled provided that quorum requirements are fulfilled.

**Term:** 1 or 2 years, effective January 1 to December 31

A member of the Board shall not serve more than a cumulative maximum of 10 years.

Any years served by a member of the Board prior to January 1, 2016 will not be included in the calculation of the maximum cumulative years.

**Term Expiry Month:** December

**Meetings:** **Weekly**

**Day:** Every Thursday

**Time:** 9:00 AM

**Location:** 1st Floor, Hearing Room  
1212 31 Ave NE

**Quorum:** 3 members of the Board

Notwithstanding the above, the quorum of the Board, or of a panel of the Board is one (1) member of the Board for procedural and jurisdictional matters in relation to an appeal.

**Resource Staff:**

McDougall, Libbey ((403) 268-5952<sup>5</sup>)

**Administrative** Libbey McDougall (Coordinator, Appeal Boards)

**Contact:** 1212 31 AV NE

Calgary AB T2E 7S8

Bus: (403) 268-5952<sup>5</sup>

E-mail: Libbey.McDougall@calgary.ca

**Reports To:** Council

**Website:** Subdivision and Development Appeal Board

Chair	Vice Chair	Member	Role	Current Appointment	Expiry Year
		Funmi Abiiba	Member	2018	2019
		Gary Belecki	Member	2018	2019
		Kristi Beunder	Member	2019	2019
		Katherine Camarta	Member	2014	2019
		Collin Campbell	Member	2019	2019
x		Bill Chomik	Member, Chair	2016	2019
		Tim Creelman	Member	2019	2019
		Carolyn Dahl Rees	Member	2017	2019
		Brent Foden	Member	2019	2019
		Sean MacLean	Member	2017	2020
		Paul Mazumdar	Member	2016	2019
		Robert Merchant	Member	2014	2019
	x	Michael Meredith	Member, 2nd Vice-Chair	2017	2019
		Gordon Murray	Member	2019	2019
		Andrew Orr	Member	2017	2019
		Rijalda Ozulu	Member	2018	2020
	x	Jim Palmer	Member, 1st Vice-Chair	2016	2020
		Nabeel Peermohamed	Member	2019	2019
		C. Michelle Pink	Member	2015	2019
		Tanisha Singh	Member	2019	2019
		Judy Steele	Member	2014	2020
		Jaydan Tait	Member	2015	2020
		Katherine Wagner	Member	2017	2020
		Jacob Weber	Member	2019	2019

**Transportation Report to  
Combined Meeting of Council  
2019 April 08**

**ISC: UNRESTRICTED  
C2019-0406**

**Supplementary Report to TT2019-0204**

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**EXECUTIVE SUMMARY**

Council directed Administration to review interim uses of a number of parcels of City-owned land, designated for building light rail transit (LRT) projects in the future. On 2019 March 20, TT2019-0204 was presented to the SPC on Transportation and Transit to summarize Administration's process for evaluating potential interim uses along future Blue Line and Green Line LRT rights-of-way (ROW).

This supplemental report addresses a request for further context and examples to be included around interim uses to be heard at Council along with the original report.

**ADMINISTRATION RECOMMENDATION:**

That the SPC on Transportation & Transit recommends that Council:

1. Receive this supplemental material to TT2019-0204 for information.

**PREVIOUS COUNCIL DIRECTION / POLICY**

The Standing Policy Committee on Transportation and Transit (SPC on T&T) approval of TT2019-0204 (2019 March 20) was amended to direct Administration to "return to the 2019 April 08 Combined Meeting of Council with a supplemental report that includes additional examples of potential sites."

**BACKGROUND**

On 2016 June 20, Council directed administration to serve approximately 15 per cent of weekday peak period CTrain passenger trips through park and ride as outlined in "A Review of Calgary Transit Park and Ride" (TT2016-0319). On 2017 July 24, Council mandated that similar targets be applied to all future park and ride and Transit Oriented Development (TOD) plans with the "Calgary Transit Park and Ride Review – Update" (TT2017-0547) report to Council.

Alignments have been established for each of the Blue Line and Green Line LRT, with rights-of-way being acquired along the corridors. These rights-of-way include a mix of long linear strips along the routes, larger parcels for future stations and park and ride lots, and small parcels that will be utilized during construction. These spaces are maintained by The City of Calgary and represent an opportunity to address some community needs in the interim.

TT2019-0204 provided the SPC on Transportation and Transit with an assessment of the potential for transportation and non-transportation uses of these spaces. This resulted in two recommendations for Council:

1. Direct Administration to include appropriate rapid transit expansion projects (per Attachment 1) for analysis in the upcoming RouteAhead Project Prioritization Report in Q3 of 2019;
2. Direct Administration to engage partners in potential pilot projects to test interim non-transportation uses of future transit rights-of-way and report back with findings no later than Q2 2021;

An additional recommendation was added during the committee meeting, requesting additional information on sites and potential projects evaluated in the course of this work.

Transportation Report to  
Combined Meeting of Council  
2019 April 08

ISC: UNRESTRICTED  
C2019-0406

## **Supplementary Report to TT2019-0204**

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

The SPC on Transportation and Transit directed administration to share more examples of the identified parcels of land that were considered in the analysis of the Interim Alternative Uses of Blue and Green Line LRT ROW (TT2019-0204) report. In line with Administration's previous report to the SPC on T&T, Attachment 1 highlights parcels of land that were identified as having significant potential for interim use. The examples showcased in Attachment 1 do not provide a full inventory of land holdings associated with the future LRT expansion projects.

The SPC on T&T also directed Administration to showcase more hypothetical project examples for interim alternative uses to better display the range of activation possibilities for City-owned parcels of land. Administration has prepared Attachment 2: Possibilities – Additional Example to showcase alternative uses for Site 4: Country Hills TOD site.

Attachment 2 demonstrates a hypothetical phased approach for activating Site 4, located at Harvest Hills Boulevard and 96 Ave N. Site 4 has been purchased to fulfill the Council-approved park and ride policy and to provide for efficient bus operations, including a bus terminal, in the vicinity of the future Green Line LRT extension. The site could be available for interim use for a number of years, though a portion of the site may be required to facilitate construction of the LRT in this area.

The hypothetical project example in Attachment 2 shows an evolving group of partners contributing to activation of portions of the site as it transitions over an extended period into a fully realized transit oriented development site served by the future LRT extension.

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

Not applicable.

### **Strategic Alignment**

See TT2019-0204 for a discussion of strategic alignment for this work.

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

See TT2019-0204 for a discussion of the sustainability factors relevant to this work.

### **Financial Capacity**

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

See TT2019-0204.

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

See TT2019-0204.

### **Risk Assessment**

See TT2019-0204.

Transportation Report to  
Combined Meeting of Council  
2019 April 08

ISC: UNRESTRICTED  
C2019-0406

### **Supplementary Report to TT2019-0204**

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

The two attachments provide additional context to the recommendations presented in TT2019-2024 and do not, in themselves, warrant additional recommendations.

**ATTACHMENT(S)**

1. Attachment 1: Parcels – Additional Example Sites
2. Attachment 2: Possibilities – Additional Example Project



# Saddle Ridge, 88 AV & 60 ST

## Site Profile

**Location**  
SW corner of 88 Avenue and 60 Street NE (Saddlehorn Drive to 88 Avenue NE)

**Municipal Address**  
170 Saddlehorn Close NE

**Size**  
9400 m<sup>2</sup>, 35 m x 270 m

**Land Classification**  
S-CRI (Special Purpose – City and Regional Infrastructure District)

**Existing Site Conditions**  
Narrow, level field adjacent to single family homes

**Utilities**  
Water lines east and south of site (connection to water feasible)  
Abandoned utility line west of site  
Stormwater line east of site

**Transportation Options**  
Site Accessible by all modes:  
By Car/Bike/Walk – 60 Street NE  
By Transit – Route 159 stop adjacent to site, routes 59 and 60 within a 2 minute walk, Saddletowne LRT Station 5 minute walk with access to routes 202, 23, 59, 60, 61, 68, 71, 85, 119, 145, 159 and Max Orange.  
Parking – Available on Saddlehorn Close NE (adjacent to site)

**Site Photos**



Site Map



LEGEND

- Future Blue LRT Line
- Saddlehorn Site

# Saddle Ridge, 88 AV & 60 ST

## Surrounding Context

**Community**  
Saddle Ridge

**Population within 600m of Site**  
5,939 people (2018)

### Existing Neighbourhood Amenities

Schools: Saddle Ridge School (public), Light of Christ School (separate), Nelson Mandela High School (public), Peter Loughheed School  
Genesis Centre (950 m)  
Saddletowne Library (950 m)  
Saddletown YMCA (950 m)  
Commercial area: Grocery store, pharmacy, restaurants, banks (approx. 700 m)

### Open Space Statistics

The amount of open space in Saddle Ridge is 8.82% and 1.6 hectares/1000 people (2013). Both are below City targets of 10% and 2 hectares/1000 people, however the community is still developing and has not reached full build out of population or jobs.

### Community Profiles

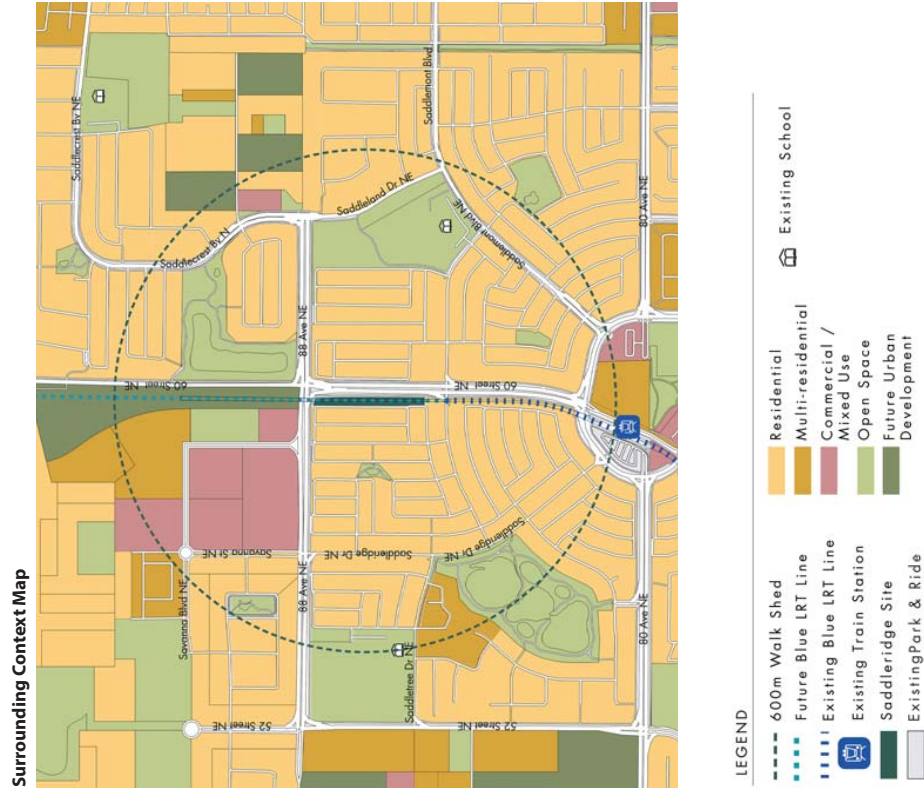
[Saddle Ridge Demographics](#)  
[Saddle Ridge Socio-economic Information](#)

### Community Considerations

The community of Saddle Ridge initially consisted of acreages, with an active community association since the late 1960s. The late 1990s saw urbanization of the area and, today, Saddle Ridge primarily refers to the community developed around the commercial hub formed by Saddletowne Circle. Expansion of the community's residential area continues to grow with the development of Savanna (located in NW corner of Saddle Ridge), although a number of acreages still remain. Saddle Ridge is also home to a growing industrial park, approximately 240 acres, located in the SW corner of the community which prides itself as a gateway to Calgary's International Airport and all major transit ways. The Saddle Ridge community is as diverse in its landscape as it is in its population with approximately 61% of residents identifying as new Canadians or non-permanent residents (National Household Survey, 2011).

Saddle Ridge is a bustling community yet residents feel it is currently lacking in landscaping, beautified green spaces/gardens, outdoor community gathering areas, sport/recreation amenities, accessible community programming for children and youth, walkability, and cleanliness. Saddle Ridge residents tend to gather at venues such as The Genesis Centre, Dashmesh Culture Centre, and religious centres. They are interested in seeing a community that is clean and litter-free, well-maintained with walkable streets that are accessible and safe for all ages, and a community that encourages connection through thoughtful infrastructure and public spaces.

## Parcels – Additional Example Sites





# Country Hills, Country Hills RD & Harvest Hills BV

## Site Profile

**Location**  
NW corner of Country Hills Road and Harvest Hills Boulevard N

**Municipal Address**  
9797 Harvest Hills Boulevard NW

**Size**  
18000 m<sup>2</sup>, approximately 220 m x 90 m

**Land Classification**  
S-CRI (Special Purpose – City and Regional Infrastructure District)

**Existing Site Conditions**  
Rectangular, level field adjacent to Church and parking lot

**Utilities**  
Water line along Harvest Hills Boulevard N and Country Hills Road NW (300 PVC and 400 PVC) that could service the site  
Storm/sanitary line along Harvest Hills Boulevard N

**Transportation Options**  
Site accessible by all modes:  
By Car/Bike/Walk – Harvest Hills Boulevard N (pathways along Harvest Hills)  
By Transit – Routes 88, 109, 114, 116, 142, 300, 301 within two minute walk  
Parking – Available parking lot adjacent to site

### Site Photos



# Country Hills, Country Hills RD & Harvest Hills BV

## Surrounding Context

### Community

Country Hills

**Population within 600m of Site**  
2,737 people (2018)

### Existing Neighbourhood Amenities

- Ascension of our Lord Elementary and Junior High School (separate) (850m)
- Harvest Hills Alliance Church (50 m)
- Country Hills Golf Club (300 m)
- Harvest Hills Community Garden & Ice Rink (1000 m)
- Harvest Hills Hub (1300 m)
- Country Hills Library (1500 m)
- Vivo for Healthier Generations (1500 m)
- Commercial Area: Grocery store, restaurants, personal services, liquor store, banks (60 - 300m)

### Open Space Statistics

The amount of open space in Country Hills is 13% (2018) and 3.1 hectares/1000 people (2013). Both are above city targets for open space of 10% and 2 hectares/1000 people.

### Community Profiles

- [Country Hills Demographics](#)
- [Country Hills Socio-economic Information](#)

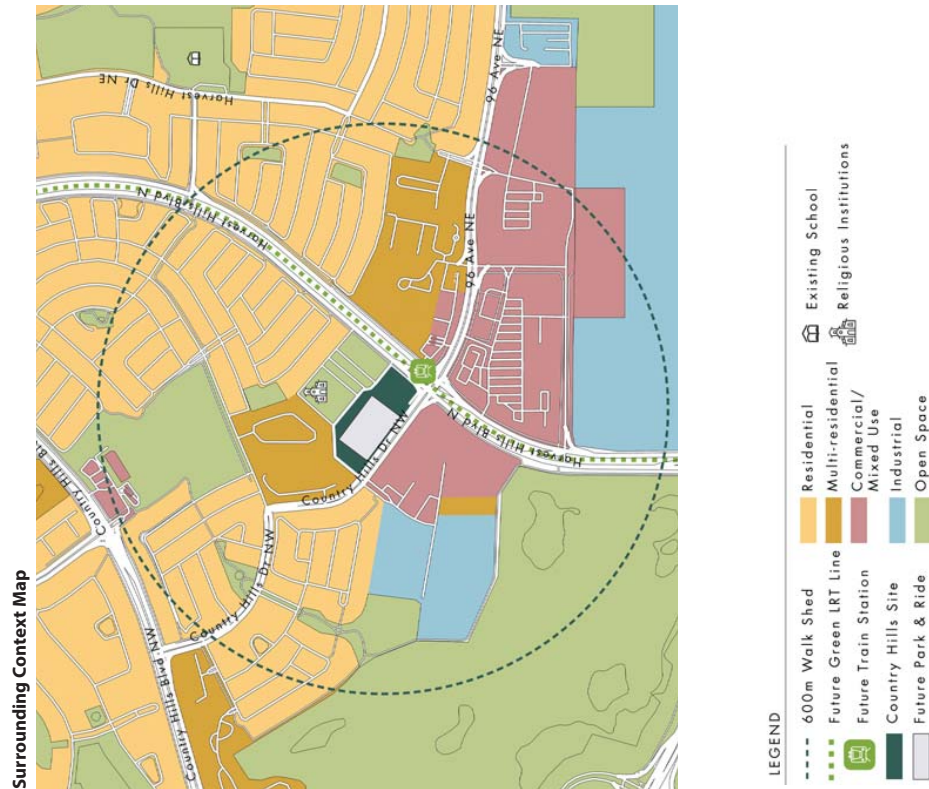
### Community Considerations

The communities of Harvest Hills and Country Hills were established in 1990. Harvest Hills is undergoing redevelopment in the area that was once the Harvest Hills golf course. There is still a private golf course in Country Hills. Both communities have access to small business areas and strip malls. Residents typically access VIVO for various recreation activities, as well as the Calgary Public Library.

Harvest Hills has a community garden, outdoor ice rink and the newly completed Harvest Hills Hub. The Harvest Hills Hub is more than a revitalized playground, it is a place where community can gather and plans are underway to run a variety of programs at this space in 2019.

Northern Hills Community Association (NHCA) represents the communities of Harvest Hills and Country Hills, along with the communities of Coventry Hills, Panorama Hills and Country Hills Village. The vision of the community association is that these communities will be vibrant, diverse, inclusive and sustainable. NHCA's mission is to enhance the quality of life by enriching and empowering the diverse communities through advocacy, education and provision of opportunities for engagement. NHCA operates out of VIVO and partners closely with VIVO and other community partners to bring a variety of programming to the communities they represent.

## Parcels – Additional Example Sites



# Harvest Hills, Harvest Hills BV (Median)

## Site Profile

**Location**  
Harvest Hills Boulevard N (median)

**Municipal Address**  
1 Harvest Oak Drive NE & 10552 Harvest Hills Boulevard NE

**Size**  
6900 m<sup>2</sup>

**Land Classification**  
R-C1 (Residential - Contextual One Dwelling District)

**Existing Site Conditions**  
Long and narrow field with trees and vegetation inbetween busy roadway

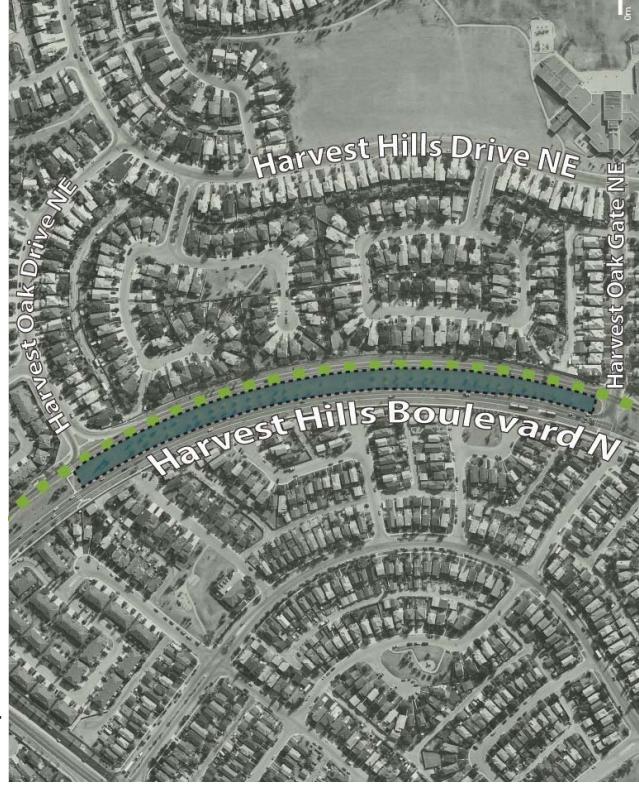
**Utilities**  
Water line along Harvest Hills Boulevard N (300 PVC) that could service the site  
Storm/sanitary line along Harvest Hills Boulevard N

**Transportation Options**  
Site accessible by all modes:  
By Car/Bike/Walk – Harvest Hills Boulevard N (pathways along Harvest Hills west side)  
By Transit – Routes 88, 109, 116, 301 adjacent to site  
Parking – Available parking on adjacent streets: Country Hills Place and Country Hills Circle NW

### Site Photos



Site Map



LEGEND

- Future Green LRT Line
- Harvest Hills Site



# Harvest Hills, Harvest Hills BV (Median)

## Surrounding Context

**Community**  
Harvest Hills

**Population within 600m of Site**  
4,702 people (2018)

### Existing Neighbourhood Amenities

Ascension of our Lord Elementary and Junior High School (separate)  
Harvest Hills Alliance Church (400 m)  
Harvest Hills Community Garden & Ice Rink (600 m)  
Harvest Hills Community Hub (1000 m)  
Country Hills Library (1000 m)  
Vivo for Healthier Generations (1000 m)  
Commercial Area north of site: Grocery stores, restaurants, hardware stores, cinema, banks (400 - 600 m)  
Commercial Area south of site: Grocery store, restaurants, personal service, liquor store, banks (600 - 800 m)

### Open Space Statistics

The amount of open space in Harvest Hills is 10.29% (2018) and 2.4 hectares/1000 people (2013). Both are above City targets of 10% and 2 hectares/1000 people.

### Community Profiles

[Harvest Hills Demographics](#)  
[Harvest Hills Socio-economic Information](#)

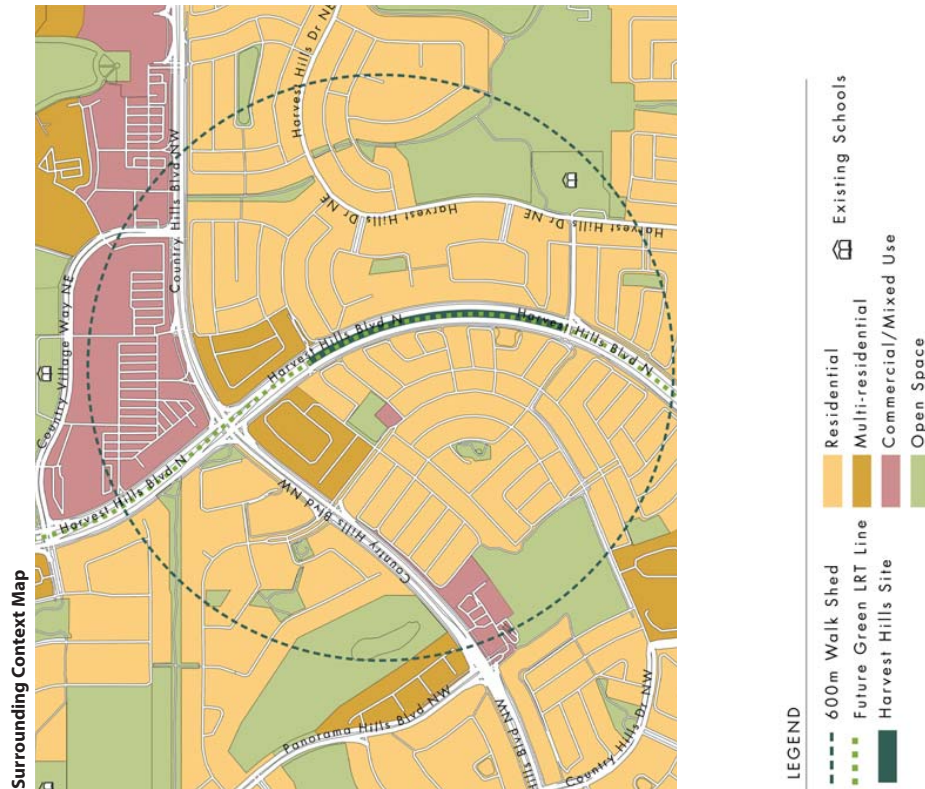
### Community Considerations

The communities of Harvest Hills and Country Hills were established in 1990. Harvest Hills is undergoing redevelopment in the area that was once the Harvest Hills golf course. There is still a private golf course in Country Hills. Both communities have access to small business areas and strip malls. Residents typically access VIVO for various recreation activities, as well as the Calgary Public Library.

Harvest Hills has a community garden, outdoor ice rink and the newly completed Harvest Hills Hub. The Harvest Hills Hub is more than a revitalized playground, it is a place where community can gather and plans are underway to run a variety of programs at this space in 2019.

Northern Hills Community Association (NHCA) represents the communities of Harvest Hills and Country Hills, along with the communities of Coventry Hills, Panorama Hills and Country Hills Village. The vision of the community association is that these communities will be vibrant, diverse, inclusive and sustainable. NHCA's mission is to enhance the quality of life by enriching and empowering the diverse communities through advocacy, education and provision of opportunities for engagement. NHCA operates out of VIVO and partners closely with VIVO and other community partners to bring a variety of programming to the communities they represent.

## Parcels – Additional Example Sites



# Auburn Bay, 52 ST & Auburn Bay AV SE

## Site Profile

### Location

NW corner of 52 Street and Auburn Bay Avenue SE

### Municipal Address

40 Auburn Meadows Street SE

### Size

8450 m<sup>2</sup>, 65m x 130m

### Land Classification

S-CRI (Special Purpose – City and Regional Infrastructure District)

### Existing Site Conditions

Rectangular level field buffered by greenspace and adjacent to residential

### Utilities

Water line along Auburn Bay Avenue SE, south of site (400 PVC) and water line along Auburn Meadows Street SE, west of site (200 PVC) that could service the site  
Storm/sanitary line along 52 Street SE

### Transportation Options

Site accessible by all modes:

By Car/Bike/Walk – 52 Street SE

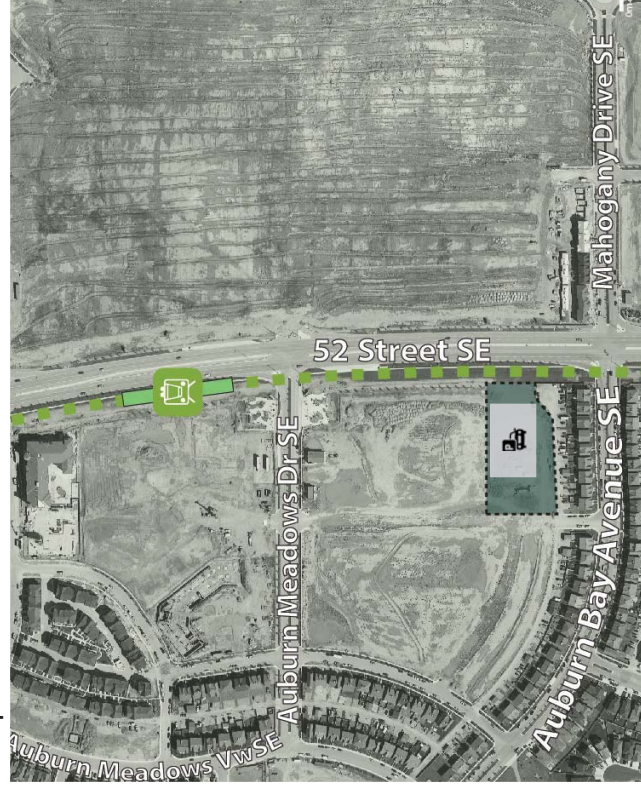
By Transit – Route 302 bus stop just North of site, 3 minute walk

Parking – Available along Auburn Bay Avenue SE

### Site Photos



Site Map



LEGEND

- Future Green LRT Line
- Future Train Station
- Auburn Bay Site
- Future Park & Ride

# Auburn Bay, 52 ST & Auburn Bay AV SE

## Surrounding Context

**Community**  
Auburn Bay

**Population within 600m of Site**  
4,259 people (2018)

### Existing Neighbourhood Amenities

Prince of Peace School (separate) (350 m)  
Auburn Bay Residents Association (1050 m)  
Seton Recreation Facility (1200 m)  
Brookfield Residential Seton YMCA (1200 m)  
Commercial area: Grocery stores, restaurants, banks, pharmacy, personal service (300 - 800 m)

### Open Space Statistics

The amount of open space in Auburn Bay is 9.92% (2018) and 3.9 hectares/1000 people (2013). City targets for open space are 10% and 2 hectares/1000 people.

### Community Profiles

[Auburn Bay Demographics](#)  
[Auburn Bay Socio-economic Information](#)

### Community Considerations

The community of Auburn Bay is a suburban community in the south-east quadrant of Calgary, bounded by Seton Boulevard to the south, Deerfoot Trail to the west, 52 Street SE to the east and Stoney Trail to the north. Auburn Bay development is nearing completion with limited multi-family construction remaining.

The community was designed to be an 'at home vacation' destination with a Residents Association maintaining a facility, private 13-acre park, a 43-acre freshwater lake, skating areas and a splash park. Auburn Bay boasts an off leash dog park, Auburn House Residents Association facility with recreational programming and gathering spaces and a pathway trail system designed to encourage residents to be active outdoors. There are several local schools within the community that are already bursting at the seams, with Auburn Bay having the largest number of preschool aged children in the city.

The South Health Campus (hospital) is located immediately to the south of the community, along with the brand new Brookfield Residential Seton YMCA, a large new area high school and many commercial shopping opportunities within and surrounding the community.

The community is well positioned for quick access with Stoney Trail, Deerfoot Trail, and a future Green Line LRT station (Auburn Station) putting the rest of the city within easy reach.

## Parcels – Additional Example Sites







## PLACE-MAKING POSSIBILITIES

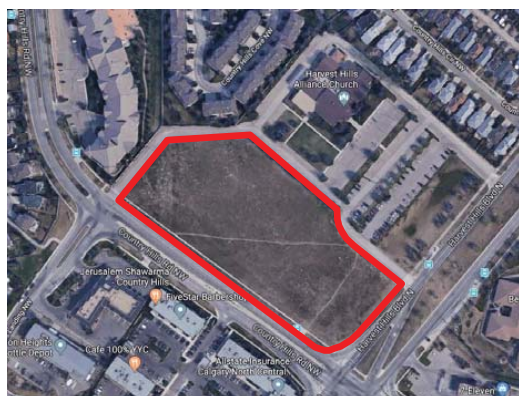
A framework for evaluating project ideas and sample ideas for activating future transit rights-of-way

### SITE 4

### COUNTRY HILLS TOD SITE

#### LOCATION

Land has been purchased in the community of Country Hills to fulfil Council-approved park and ride policy and provide for efficient bus operations, at a site on Harvest Hills Boulevard and Country Hills Road / 96 Avenue N. In this hypothetical project example, it is supposed that this large parcel is fully available for a period of ten years, after which increasing bus ridership in the area requires the development of a transit hub in advance of full LRT implementation.



#### INTENT

Today, there is a stop for Route 301 BRT adjacent to this site. Some Calgary Transit customers have an informal relationship with the adjacent church, and are able to park at the church site on weekdays. The parking supply at the church site (~240 stalls) matches the peak weekday supply of 225-250 stalls required in the ultimate configuration by the City's park and ride strategy. The ultimate design will also include a bus terminal. In this project example, it is supposed that the adjacent church partners with the City on a shared parking agreement to unlock the adjacent land for a mix of other uses that benefit the church community as well as area residents and nearby retail businesses.

#### PROPOSED USES FOR SUBJECT SITE

This demonstration concept for the site shows an evolving group of partners contributing to activation of portions of the site as it transitions over an extended period into a fully developed Transit Oriented Design Site. The proposal combines multi-generational active living opportunities, redevelopment potential as well as temporary and long term transportation uses including a future bus loop and parking. Layering the opportunities in phases shows the value, flexibility and scale of the parcel that would otherwise be kept empty for a period of ten or more years.

#### SCREENING CRITERIA / PARTNERS

Screening Criteria	
Easy to remove or accommodates LRT (has an exit strategy)	Community group or partner will own / operate / maintain / (hands off approach)
Yes	Yes

In this case, the subsequent phases are increasingly complex. Screening and review of the partner relationship would be scheduled at each phase to show that obligations are being met and sufficiently resourced. The exit strategy involves a gradual evolution of the site rather than a single project which terminates when LRT arrives. The following pages demonstrate an imagined phasing of uses that supports a vital community hub throughout the transition process.

#### SITE SCORING

Scoring was performed on a practice cricket pitch which a sports organization is imagined to have proposed as a Phase 2 addition to previous activation of the site (community garden, container park/outdoor stage, and playground). The scoring assumes the organization has done work to demonstrate a reasonable market and catchment for the use, and found support with the surrounding community. This sample demonstrates the complexity of creating a rigid scoring system as a variety of complementary uses may each resonate with different stakeholders.

	SCORING					TOTAL
	Family & Diversity Friendly (fun and inclusive)	High Return On Investment (low cost or high bang for buck)	Longevity / Sustainability (upfront efforts be rewarded long term)	Feasible (easy to implement / maintain)	Meets community or ecological need (someone will want it)	
Practice Cricket Pitch	High	High	High	High	High	High

## SITE 4

### Urban Design Concept (Phased Approach)

#### PHASE 1



In this sample project, the evolution of this site starts with a series of uses that speak to the needs of the church community and adjacent residences: community gardens, a container square that can function as a small outdoor stage, a playground and an introspective garden.

The ideas include exploring a more formal relationship with Harvest Hills Alliance Church around joint uses and management of the lands.

#### PRECEDENTS



Precedent for Phase I shows how community gardens and containers can quickly define a space and create patterns of movement and development that get replicated as permanent developments are implemented.







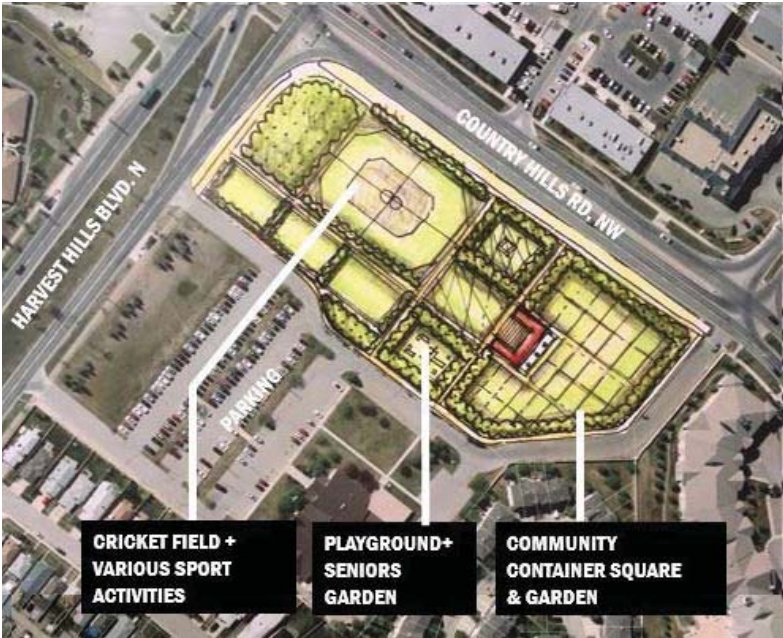
# PLACE-MAKING POSSIBILITIES

A framework for evaluating project ideas and sample ideas for activating future transit rights-of way

## SITE 4

### COUNTRY HILLS TOD SITE

#### PHASE 2



Phase 2 expands uses through the entire site and focuses on more active uses, including a practice cricket pitch and space for volleyball/ badminton courts or picnic sites.

The uses for this portion of the site would limit hard infrastructure to facilitate construction of future phases of the site and the adjacent Green Line station.

#### PRECEDENTS



Small athletic spaces can support many diverse interests as well as small and large gatherings.

Understanding community age, makeup and preferences is key to success.

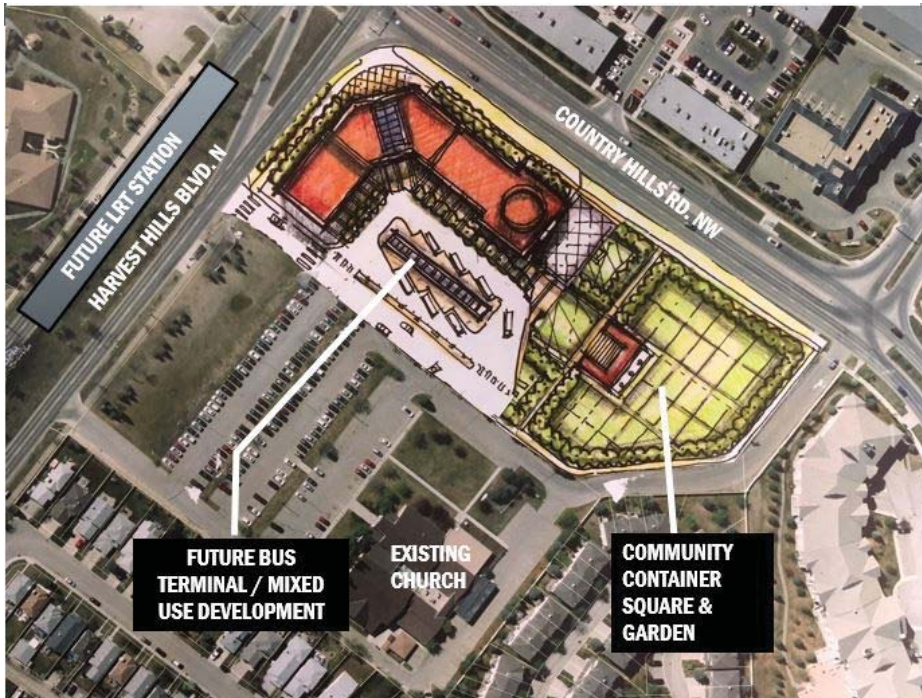




## SITE 4

### Urban Design Concept (Phased Approach)

#### PHASE 3



Phase 3 starts to bring in heavier infrastructure and investment including retail and a bus terminal.

The evolution supports a logical parcelling of the site, creating urban edges and a vibrant experience near transit service.

Observation of the early operations can assist in determining if a shared parking agreement with the adjacent church site can support the level of demand, or if a portion of the site is needed for surface or structured parking.

#### PRECEDENTS



Depending on the local market, a variety of scales of development can be built.

Design can anticipate future transit needs, including an integrated bus loop.







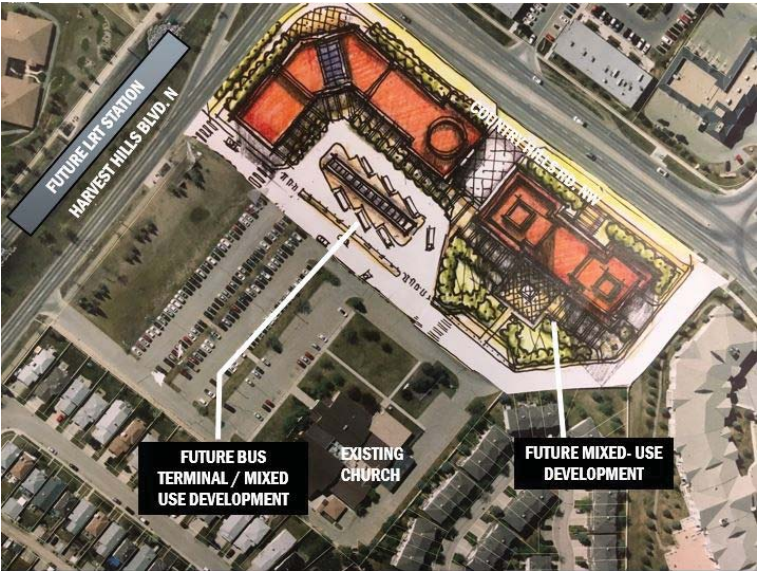
# PLACE-MAKING POSSIBILITIES

A framework for evaluating project ideas and sample ideas for activating future transit rights-of way

## SITE 4

### COUNTRY HILLS TOD SITE

#### PHASE 4



Phase 4 introduces more development with a mixed-use or residential development. At this point, the last of the interim uses drop away or are integrated into development proposals. The arrival of LRT service during this phase would build on the travel patterns established by the transit hub, while structured parking associated with mixed-use development is combined with the ongoing shared parking strategy to accommodate site parking needs.

Learnings from the ten year experiment with the site may inform development plans for open space on the adjacent church site or for future community association-owned amenities.

#### PRECEDENTS



The precedent that helps describe Phase 4 show the mixing of public and private realm along pedestrian spaces.





Law and Legislative Services Report to  
Combined Meeting of Council  
2019 April 08

ISC: UNRESTRICTED  
C2019-0183

## Calgary Awards Selection

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### EXECUTIVE SUMMARY

The Calgary Awards is the pinnacle awards program for citizens, recognizing their outstanding achievements and contributions in making Calgary a great place to live. The 2018 recipients were selected following an assessment by juries. The recipients will be invited to an Awards Presentation in June to be recognized by Council.

#### ADMINISTRATION RECOMMENDATIONS:

That Council:

1. Ratify the 2018 Calgary Awards recipients as recommended by the selection juries and outlined in confidential Attachment 2;
2. Direct that Attachments 2 and 3 remain confidential under Section 17(4) (g) of the Freedom of Information and Protection of Privacy Act (FOIP) until the Calgary Awards Presentation on 2019 June 12 and to be released on 2019 June 13.

### PREVIOUS COUNCIL DIRECTION / POLICY

As per the *Recognitions by Council Policy* (CP2018-02, section 5.7.3), Council ratifies the Calgary Awards recipients as selected by the juries.

### BACKGROUND

**The Community Achievement Awards:** recognizes outstanding contributions and achievements in community life and provides an opportunity to honour Calgary's exceptional citizens;

**The Environmental Achievement Award:** recognizes environmental achievement contributions that reduce the impact on and/or restore our city's natural environment;

**The International Achievement Award:** recognizes an outstanding individual who has achieved international acclaim;

**The Award for Accessibility:** recognizes buildings or facilities that exceed minimum requirements for accessibility by persons with disabilities;

**The W.O. Mitchell Book Prize:** recognizes literary achievement by a Calgary author.

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

A thorough process is in place for receiving Calgary Awards nominations and compiling information for the juries' review.

The City Clerk's Office secures jury members based on a selection process. Jury members represent a diverse cross-section of community leaders, former Members of Council, Senior City Administration, and past award recipients.

**Law and Legislative Services Report to  
Combined Meeting of Council  
2019 April 08**

**ISC: UNRESTRICTED  
C2019-0183**

## **Calgary Awards Selection**

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All nominations were reviewed to ensure eligibility requirements were met. Jury members received the nominations for review, then met to discuss and select the recipients.

The four juries are as follows (jury members are listed in Attachment 1):

- The Community Achievement Awards & The International Achievement Award Jury
- The Environmental Achievement Award Jury
- The Award for Accessibility Jury
- The W.O. Mitchell Book Prize Jury

Juries selected the Calgary Awards recipients as noted in confidential Attachment 2. A list of nominations received is in confidential Attachment 3.

Following Council ratification, Administration will notify the recipients and prepare for the Awards Presentation on 2019 June 12.

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

The City Clerk's Office works with Customer Service & Communications to create a marketing and advertising plan to promote The Calgary Awards Program. Promotion is done internally at The City, and externally to citizens through radio, TV, print, social media, and display units. Brochures/postcards were sent to community associations, businesses, schools, organizations, as well as past nominators, recipients and those interested and/or engaged in making improvements in the community related to advocacy, arts, commerce, the environment and accessibility.

The City Clerk's Office liaises with stakeholders, which included Council members, City business units and external partners, regarding specific awards and criteria.

An annual review is conducted by the City Clerk's Office, and administrative adjustments are made to aspects of the Program as needed.

## **Strategic Alignment**

The Calgary Awards Program contributes to 'A well-run city', through the Council and committee support service line. Through its award categories, it also contributes to 'A city of inspiring neighbourhoods', and 'A healthy and green city'.

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

No implications were identified.

## **Financial Capacity**

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

Costs incurred are budgeted in the City Clerk's Office.

Law and Legislative Services Report to  
Combined Meeting of Council  
2019 April 08

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C2019-0183

## **Calgary Awards Selection**

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

No financial impact to current or future capital budget.

### **Risk Assessment**

If the approval of any award is delayed, it may impact notification and preparation for The Calgary Awards Presentation. Should Council wish to delay the approval of any award, Administration requests Council approve the remaining recipients.

### **REASONS FOR RECOMMENDATIONS:**

The Calgary Awards Program maintains a thorough and fair review process. The recipients selected for Council ratification were subject to this review process and selected for recognition by the juries.

### **ATTACHMENT(S)**

1. Attachment 1 – 2018 Calgary Awards Jury Members
2. Attachment 2 – Confidential 2018 Calgary Awards Recipients with Background Information
3. Attachment 3 – Confidential 2018 Calgary Awards Listing of Nominees by Award Category





## **2018 CALGARY AWARDS JURY MEMBERS**

### **Community Achievement Awards and The International Achievement Award**

*Nine people were recruited and participated on this jury.*

#### **Award Recipients from previous years**

- ◆ J. Murray McCann (Citizen of the Year 2017)
- ◆ Becky Scott (Commerce 2015)
- ◆ Patty McLeod (Community Advocate 2015)

#### **Former Member of Council**

- ◆ Brian Pincott

#### **Community Representatives**

- ◆ Tim Mah, Calgary Arts Development
- ◆ Pam Heard, Calgary Heritage Authority

#### **Senior City Administrators**

- ◆ Richard Hinse, Director, Calgary Community Standards
- ◆ Melanie Hulsker, Director, Calgary Neighbourhoods

#### **Mayor's Office**

- ◆ Nancy Close, Community Relations Coordinator

*City staff facilitator of the jury:* Anne Sashikata, Trish Zimmerman, Nathalie MacInnis and Leanne Makinson, Citizen Recognitions and Protocol, City Clerk's Office.

### **The Environmental Achievement Award**

*Five people were recruited and participated on this jury.*

#### **Former Member of Council**

- ◆ Bob Hawkesworth

#### **Community Representatives**

- ◆ Ed Ma, Suncor Energy Inc.
- ◆ Helen Corbett, All One Sky Development
- ◆ Jay Campo, University of Calgary – Office of Sustainability

#### **Senior City Administrator**

- ◆ Chris Collier, Director, Environmental & Safety Management

*City staff advisor:* Jen Silverthorn Koleszar, Environmental & Safety Management

*City staff facilitators of the jury:* Anne Sashikata, Trish Zimmerman and Leanne Makinson, Citizen Recognitions and Protocol, City Clerk's Office.

### **The Award for Accessibility**

*Ten people were recruited for this jury, but they did not meet since there were no nominations received.*

#### **Community Representatives**

- ◆ Cal Schuler
- ◆ Peter Quaiattini
- ◆ Deb Bignell
- ◆ Phil Dack
- ◆ Patrick Almond
- ◆ Sean Crump
- ◆ John Latter
- ◆ Polina Tertyshnaya
- ◆ Harold Crittenden
- ◆ Kathy Harrison

*City staff advisors:* Leanne Squair, Calgary Neighbourhoods & Patrick Sweet, Calgary Building Services

### **The City of Calgary W.O. Mitchell Book Prize**

The City of Calgary W.O. Mitchell Book Prize was juried by the Writers' Guild of Alberta based on an agreement with the Writers' Guild when the Award was first established in 1996. The three-person jury from the Canadian literary community is comprised of a Calgarian, an Albertan from outside Calgary and a Canadian from outside Alberta.

- ◆ Julie Sedivy, Calgary, AB
- ◆ Jaspreet Singh, Edmonton, AB
- ◆ Lori Nielsen Glenn, Halifax, NS



**Report Number:** C2019-0446

**Meeting:** Combined Meeting of Council

**Meeting Date:** 2019 April 08

## NOTICE OF MOTION

**RE: School Safe Zones**

**Sponsoring Councillor(s):** Councillor Farrell

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WHEREAS the *Protecting Choice for Women Accessing Health Care Act* safeguards both women who access abortion services and abortion clinic staff from protests, interference, bullying, and intimidation;

AND WHEREAS the legislation establishes a 50-meter protester-free zone around Alberta's two non-hospital abortion clinics – Kensington Clinic in Calgary and Woman's Health Options in Edmonton;

AND WHEREAS children, as minors, should also feel psychologically safe when accessing schools, which includes being protected from harmful expression or protest conducted by public interest groups that interferes, bullies, intimidates, or conveys hateful views;

AND WHEREAS recent events highlighted the use of such harmful expression to target children and schools;

AND WHEREAS there are currently no City of Calgary bylaws that specifically address the safeguarding of children accessing schools from harmful expression;

AND WHEREAS there is a need to balance the rights of persons of all ages to peacefully protest, with the rights of children to be safeguarded from harmful expression;

NOW THEREFORE BE IT RESOLVED that City Council directs City Administration, in collaboration with Calgary school boards and school districts, to review concerns regarding exposure to harmful expression around school sites;

AND FURTHER BE IT RESOLVED that City Administration undertake a review of whether the City of Calgary has the jurisdiction required to enact a constitutionally defensible bylaw that establishes a safe zone around schools where harmful expression would be prohibited;

AND FURTHER BE IT RESOLVED that City Administration return to Council with recommendations on how best to safeguard children accessing schools from harmful expressions, reporting through the Standing Policy Committee on Community and Protective Services no later than Q4 2019.





**Report Number:** C2019-0448  
**Meeting:** Combined Meeting of Council  
**Meeting Date:** 2019 April 08

## MOTION ARISING

### RE: WASTE MANAGEMENT STORAGE SITE OPERATIONAL PRACTICES

**Sponsoring Councillor(s): COUNCILLOR COLLEY-URQUHART**

**WHEREAS** public expectations for safe and environmentally responsible waste management continue to expand, including services and facilities to support garbage disposal, hazardous waste management, recyclables diversion, and composting;

**AND WHEREAS** Waste Management Storage Sites are facilities where material other than hazardous waste is collected or received from multiple sources, sorted, and then either sold for recycling or sent to landfill;

**AND WHEREAS** operational practices at these sites, including stockpiling materials, may present a risk to public safety and the environment through garbage landslides, fires, and site contamination;

**AND WHEREAS** there is a potential for Waste Management Storage Sites to adversely impact adjacent properties, present safety and environmental risks to landowners, and increase financial liability to municipalities;

**AND WHEREAS** these sites are currently regulated by an uncoordinated set of oversight authorities by Alberta Environment and Parks through notification requirements under the *Activities Designation Regulation*, and by municipal authorities through land use amendments, subdivisions, development permits, business licensing, and enforcement of the *Alberta Fire Code*; with neither Alberta Environment and Parks or municipalities have specific operating guidelines or codes of practice for Waste Management Storage Sites;

**AND WHEREAS** in contrast, landfills and hazardous waste storage sites operate under an approval, a registration, a standard and/or code of practice, and oversight of the Province.

### **NOW THEREFORE BE IT RESOLVED THAT**

The AUMA advocate with the Government of Alberta to work with municipalities to:

- a) Develop the operational guidelines and management practices for the approval and operation of Waste Management Storage Sites;
- b) Clarify the classification of sites; and
- c) Clarify the roles and authorities of municipalities and the provincial government, to improve public safety and environmental performance.

## **LETTER BACKGROUNDER:**

Appropriate solid waste management is important to all Albertans. Public expectations for safe and environmentally responsible waste management continue to expand, including services and facilities to support garbage disposal, hazardous waste management, recyclables diversion, and composting. This creates new business opportunities in waste management. However, municipalities need to be able to ensure that companies operating within their boundaries do so safely, while adhering to regulatory requirements and reasonable standards.

Waste Management Storage Sites are regulated under the *Activities Designation Regulation* and require a notification to Alberta Environment and Parks. No provincial environmental legislation applies specifically to the operation of these sites, other than general environmental provisions. While Alberta Environment and Parks does have the ability to inspect sites, this is not done routinely. Municipal authorities for these sites are limited to land use amendments, subdivisions, development permits, business licensing, and enforcement of the *Alberta Fire Code*. The *Alberta Fire Code* does contain requirements for stockpile content, height, and separation distance. This uncoordinated set of oversight authorities leads to confusion in jurisdiction, and may contribute to risks to public safety, environmental performance, and financial liability.

There are challenges in defining and identifying Waste Management Storage Sites in a municipality, due to the various land uses under which they were granted approval, different terminology in regulations, and limited coordination with Alberta Environment and Parks with municipal approvals. This may result in gaps in applying the setback requirements for new and existing sites under the *Subdivision and Development Regulation*.

Challenges with operational management of Waste Management Storage Sites can be a concern for all municipalities. The City of Calgary is undertaking work in 2019 to identify potential policy and regulatory controls for Waste Management Storage Sites. However, without a coordinated provincial approach, improvements in one jurisdiction could serve to shift the problem to other municipalities, or create an inconsistent system for businesses. Poor operational practices at sites may impact adjacent landowners, create financial liabilities for landowners and the municipality, resulting in public safety risks to citizens and emergency responders or environmental contamination.

Waste Management Storage Sites provide many positive benefits to municipalities, and their continued safe and environmentally responsible operation should be supported. Businesses in the growing waste management sector support citizen and industry recycling efforts and support the economic well-being of municipalities.