

BYLAW NUMBER 2M2019

**BEING A BYLAW OF THE CITY OF CALGARY TO AMEND
THE RIVERS DISTRICT COMMUNITY REVITALIZATION LEVY
BYLAW 27M2007**

WHEREAS Council passed Bylaw 27M2007, The Rivers District Community Revitalization Levy Bylaw in 2007 which authorized a community revitalization levy for the Rivers District;

AND WHEREAS the current term of the Rivers District Community Revitalization Levy is 20 years from the year in which the levy was passed;

AND WHEREAS Bill 31, the *Miscellaneous Statutes Amendment Act*, recently amended section 381.4(2) of the *Municipal Government Act* to allow for a community revitalization levy to be in place for a maximum of 40 years.

AND WHEREAS Council of the City of Calgary ("Council") would like to extend the term an additional 20 years and to add to the list of Initial Projects and Other Projects within the Rivers District Community Revitalization Plan;

AND WHEREAS a community revitalization plan extension has been prepared for the Rivers District ("The Rivers District Community Revitalization Plan Extension") and is attached hereto as Schedule "B" to this Bylaw;

AND WHEREAS section 191(2) of the *Municipal Government Act* states that an amendment to a bylaw must be made in the same way as the original bylaw and is subject to the same consents, conditions and advertising requirements that apply to the passing of the original bylaw;

AND WHEREAS this bylaw has been advertised in accordance with section 606 *Municipal Government Act* and Council has held a public hearing on the Rivers District Community Revitalization Plan Extension as required by section 4(1)(b) of the *City of Calgary Rivers District Community Revitalization Levy Regulation*;

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS
FOLLOWS:**

1. This Bylaw may be cited as "The Rivers District Community Revitalization Levy Amending Bylaw Number 1".
2. Bylaw 27M2007, The Rivers District Community Revitalization Levy Bylaw, is hereby amended.
3. Section 4 is deleted and replaced with the following:

"4. (1) The Rivers District Community Revitalization Plan:

- (a) which contains the information required by section 4(2) of the Regulation; and
- (b) which is updated and amended by the Rivers District Community Revitalization Plan Extension, attached hereto as Schedule “B”;

is attached hereto as Schedule “A” and forms part of this Bylaw.

- (2) If there is any conflict or inconsistency between the Rivers District Community Revitalization Plan and the Rivers District Community Revitalization Plan Extension, the latter prevails.”
- 4. The Rivers District Community Revitalization Plan Extension, attached hereto as Schedule “B”, is added to Bylaw 27M2007 as Schedule “B” and forms part of that Bylaw.
- 5. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME THIS ____ DAY OF _____, 2019.

READ A SECOND TIME THIS ____ DAY OF _____, 2019.

READ A THIRD TIME THIS ____ DAY OF _____, 2019.

MAYOR
SIGNED THIS ____ DAY OF _____, 2019.

CITY CLERK
SIGNED THIS ____ DAY OF _____, 2019.

APPROVED by the Lieutenant Governor
in Council in accordance with section
381.2 of the *Municipal Government Act*
on _____.

SCHEDULE B



Rivers District Community Revitalization Plan Extension

January 2019



Rivers District Community Revitalization Plan Extension 2028–2047

January 2019

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BACKGROUND

The Rivers District Community Revitalization Plan (the “Plan”) outlines a public infrastructure program that began the reclamation, redevelopment and revitalization of this underdeveloped inner-city area in 2007. The Plan was needed because much of the area had been stagnant for many decades, even as other parts of Calgary had been redeveloped.

Attracting private- and public-sector investment and development in the District required extensive public infrastructure along with a sustainable funding source that would not add to citizens’ tax burden. On July 17, 2007, the Lieutenant Governor in Council approved the bylaw passed by Council (#27M2007) to authorize the imposition of a Community Revitalization Levy (CRL) in the Rivers District. The CRL is a financing mechanism designed to provide up to 20 years of stable funding necessary to achieve economic, social and environmental objectives for the Rivers District.

The infrastructure projects planned for the District were delineated into two phases. The initial phase included only those projects required to kick-start the redevelopment of East Village and RiverWalk – namely, infrastructure upgrades (including road raising and floodproofing) and the regional pathway network. Large-scale private development in the northern portions of East Village began because of these projects. The East Village infrastructure upgrade work started in 2007 and the bulk of that work has been completed, leaving a few sections that will be completed within the next four to five years. Other completed infrastructure projects include the 4th Street SE Underpass, RiverWalk Stage 1, George C. King Bridge, St. Patrick’s Island, the Elbow River Traverse, public art installations and five additional public parks and open spaces. Reclamation of all heritage buildings and historic landmarks in East Village is now complete, and construction of the New Central Library (NCL) is nearly done.

The Plan was designed to provide self-sustaining funding for the Rivers District redevelopment without affecting The City’s operating and capital budgets. A significant component of the Plan involves the Provincial portion of the property tax levies. For the 20-year period of the CRL, the Province agreed to forgo a portion of its property tax revenues in the Rivers District, enabling The City to leverage this contribution to fund redevelopment projects.

Since 2006, residential and non-residential property assessments in the Rivers District have significantly increased from \$328 million and \$647 million to approximately \$1.2 billion and \$1.8 billion, respectively. For 2017, the Rivers District generated \$40.2 million (including \$7.8 million from residential properties and \$32.4 million from non-residential properties). An estimated \$1.6–1.9 billion in residential assessment value will be added to the Rivers District over the next 10 years, in addition to an estimated \$0–0.1 billion in new non-residential assessment value over the same period. As a result of these estimated increases in assessment value, the CRL will generate an estimated \$725–925 million to fund the Plan.

The Plan requires that The City borrow to front-end the cost of the projects. Borrowing bylaws totaling \$275.5 million have been approved by Council to fund work in East Village. As of December 31, 2017, \$249.5 million was advanced against these borrowing bylaws. It is anticipated that further borrowings will be put forward to The City of Calgary Council for approval when new projects require funding.

The City established Calgary Municipal Land Corporation (CMLC) on February 22, 2007, to implement and execute this Plan. The CRL is being levied and collected by The City through the property tax system. The City delegates responsibilities and authorities for administration, project management and project

delivery related to this Plan to CMLC. All administrative and project management costs related to CMLC and the use of City resources to execute this Plan are to be covered by the CRL.

EXECUTIVE SUMMARY

While the current Rivers District Community Revitalization Plan Update (“the Plan”) outlines a public infrastructure program that began in 2007, the CRL Extension 2028-2047, describes public infrastructure and placemaking investment within East Victoria Park, a neighbourhood of the Rivers District, and allows for the modernization of critical infrastructure and cultural amenities.

With approval of its 2017–2019 Business Plan and corresponding with the second 10-year term of CRL collection and investment, CMLC – a wholly owned subsidiary of the City of Calgary – started taking the placemaking approach that succeeded in East Village to the neighbouring community of East Victoria Park.

Another neighbourhood at a turning point in its history, East Victoria Park is the next natural step in the effort to revitalize the Rivers District. While spotty development here and there has helped the community to some degree, it’s not enough. To truly transform Victoria Park and steer the Rivers District toward its full potential, bold moves and are needed.

This is a major opportunity for a major vision. With the Glenbow Museum, Studio Bell, New Central Library, TELUS Spark, Calgary Zoo and Fort Calgary all close by, Victoria Park is already surrounded by powerful players in arts, culture and entertainment (historic corridor along 11th Avenue). This is a district with entertainment in its DNA. By building on its history (and welcoming new ideas for development) as home to the Calgary Stampede and Calgary Flames, Victoria Park has the potential to evolve into a world-class cultural and entertainment destination.

In 2016, CMLC began work on a plan that identified the key infrastructure and community initiatives required to successfully rejuvenate East Victoria Park. Almost 30 pre-existing plans, concepts and bylaw guidelines had been espoused for the area. The Rivers District Master Plan vision considers the aforementioned concepts while bringing forward a modern urban vision for what is Calgary’s original entertainment and cultural district; including the Calgary Stampede’s envisioned expansion and the City’s quest for a viable site for a new arena and arena centre. It will complement the work that has taken place in East Village.

Ultimately, The City and CMLC imagine East Victoria Park as a vibrant, high-density, mixed-use community that draws on the beauty of its natural surroundings, the strength of its cultural heritage and the vitality of its entertainment roots.

The Master Plan aspires to integrate the existing urban fabric (including several heritage buildings, the Stampede grounds and the Elbow River) and reshape the community of East Victoria Park as an active, walkable, accessible community with enhanced connections to adjacent neighbourhoods.



Figure 1: The Rivers District

PART I: CONTEXT AND PLAN DESCRIPTION

1. The Need for the Plan

As previously stated, the Rivers District Community Revitalization Plan (“the Plan”) outlined a public infrastructure program, for Calgary’s east end, that commenced in 2007 and has facilitated the reclamation, redevelopment and revitalization of the area.

Over the past 11 years, CMLC has worked to turn East Village into a vibrant neighbourhood by implementing the infrastructure program defined in the Plan. CMLC has now completed the lion’s share of planned infrastructure upgrades and public realm improvements in East Village and its outer fringes. The upgrades have resulted in significant land development and the neighbourhood is now primed for build-out by 2027.

East Victoria Park is the final portion of the district that requires substantial infrastructure upgrades to spur urban renewal. Over the past decade the area has experienced limited development but overall remains stagnant. Critical public infrastructure upgrades will encourage private sector development, ensure the timely build out of the neighbourhood and ultimately fulfill the original Rivers District vision.

For East Victoria Park, CMLC is currently articulating another bold 20-year vision that will help attract more than 8,000 new residents and add approximately four million square feet of absorbable mixed-use development. This master-plan vision is being designed with enough flexibility to imagine and integrate viable, economically sustainable major developments like a new event centre, expansion of the BMO Centre and Stampede Trail retail street as well as the LRT Green Line extension. CMLC's forward-thinking approach to the RDMP allows the master-plan vision to guide and accommodate, over time (as investment grows and development progresses), the variety of entertainment and cultural amenities and uses imagined for Calgary's Cultural and Entertainment District.

This part of downtown Calgary, which includes the Saddledome, Stampede Park and BMO Centre, has long stood as the city's entertainment epicentre. Rather than reinventing it as something it simply isn't, East Victoria Park is imagined as a vibrant, high-density, mixed-use community that draws on the spirit of entertainment that resides in its DNA as well as its rich cultural and indigenous history and historical buildings. Integrating the existing urban fabric (including several heritage buildings, Stampede Park and the Elbow River) and reshaping the area as an active, walkable, accessible community with enhanced connections to adjacent neighbourhoods are among CMLC's most important goals.

In East Victoria Park, CMLC has the opportunity to infuse new energy and new life into the District and attract the ideas and types of development that respect the community's history and envisioned future.

Looking back to the successes of East Village, major investment into infrastructure was required by one body. Completing these infrastructure upgrades piecemeal wouldn't have been enough to change the community. CMLC invested in upgrading the streetscapes by creating a thematic approach to street design with street furniture, trees, and unique landscaping while simultaneously remediating the road right of way, flood proofing to the 1:100-year flood level and completing deep utility upgrades including district energy connections. Vehicular carriage ways were narrowed, and sidewalks were widened to place emphasis on creating a walkable community. Calgary's first inner city storm water pond was constructed. Further to this, emphasis on the public realm and open space was critical - parks and plazas, such as RiverWalk were built prior to the first land sale. Infrastructure connections to the community were created to knit the community back into its surrounding neighbours. These connections including a 4th Street underpass, a pedestrian and bike bridge connecting St. Patrick's island and the community of Bridgeland, and a traverse connecting East Village to Inglewood have physically reconnected the community on all sides. Land sale agreements for future development partners included subsidies to remediate parcels. These improvements signaled to the private development community two critical pieces of information: East Village was development ready and offered a unique, one-of-a-kind neighbourhood in Calgary appealing to future buyers.

Meanwhile, portions of East Victoria Park have little appeal to developers as major redevelopment is cost-prohibitive. Beyond their high costs, large-scale infrastructure upgrades like transportation infrastructure and public realm improvements cannot be undertaken piecemeal. Given the amount of planned future density and mix of residential and commercial uses, the existing transportation network is viewed by potential developers as insufficient. The development industry does not believe commercial

tenants and residents will be attracted to the community due to anticipated traffic congestion resulting from very few ingress and egress routes. In other words, the community is isolated. No single developer can afford the transportation solutions that would address this issue. Further to this, the area requires upgrading the streetscapes, flood proofing roads to the 1:100-year flood level, completing deep utility upgrades, providing public amenities and transportation connections to the community, remediating roads and providing subsidies through land sales for future buyers to clean up contamination, and redeveloping the VPTC.

Comprehensive public infrastructure improvements catalyze private sector investment and redevelopment. CMLC is so convinced of this, significant funds and focus in East Victoria Park has already been invested. In 2016, CMLC forecast that \$150 million could be invested into several crucial infrastructure improvements in the area (including the 17th Avenue SE Extension, 5th Street Underpass, 4th Street SE streetscape improvements/placemaking, Green Line interface work and more).

2. Rivers District: Legal Boundary Description

The City of Calgary Rivers District Community Revitalization Levy Area ("Rivers District") comprises all lands within the following boundaries:

- North: right bank of Bow River
- East and south: left bank of Elbow River
- West: commencing where Elbow River's left bank intersects the west side of 1st Street SE; north along the west side of 1st Street SE to 7th Avenue SE; west along the south side of 7th Avenue SE to Centre Street; north along the west side of Centre Street to 5th Avenue SE; east along the north side of 5th Avenue SE to 1st Street SE; north along the west side of 1st Street SE to the Bow River.

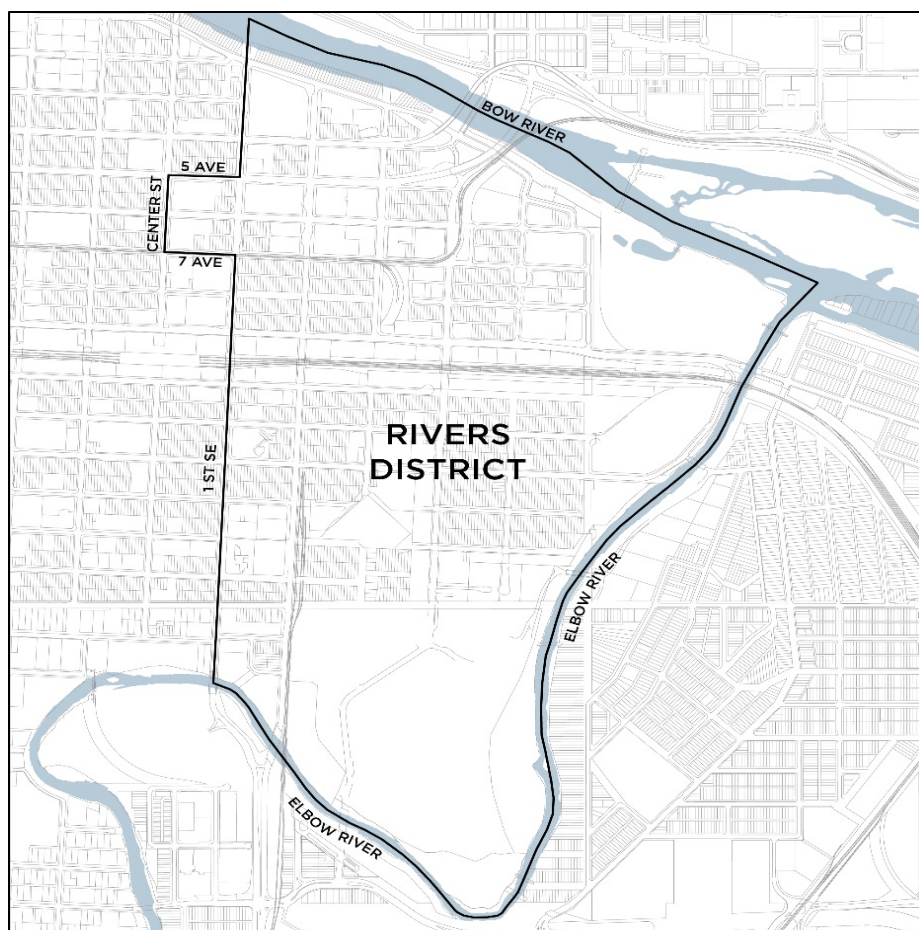


Figure 2: The City of Calgary Rivers District Community Revitalization Levy Area

3. Legislative Context

a. Municipal Government Act

Council may pass a Community Revitalization Levy Bylaw in accordance with Part 10 Division 4.1 of the Municipal Government Act M-26 RSA 2000 (“MGA”). The MGA authorizes Council to impose a levy in respect to the incremental assessed value of property in a community revitalization 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.

To take effect, the Community Revitalization Levy Bylaw requires the Lieutenant Governor in Council’s approval.

b. City of Calgary Rivers District Community Revitalization Levy Regulation

The Lieutenant Governor in Council enacted The City of Calgary Rivers District Community Revitalization Levy Regulation, Alta Reg. 232/2006 (the “Regulation”), on September 27, 2006. The Regulation specifies that prior to passing a Community Revitalization Levy Bylaw in respect of the Rivers District (as defined in the Regulation), Council must prepare and hold one or more public hearings on a Community Revitalization Plan. In addition to identifying everything the Plan must address, the Regulation specifies how to prepare a Community Revitalization Levy Rate Bylaw and calculate the levy rate.

On July 17, 2007, the Lieutenant Governor in Council approved the bylaw passed by Council (#27M2007) to authorize a Community Revitalization Levy in the Rivers District (the “Bylaw”). In accordance with the Regulation, the Bylaw will terminate on the earliest of the following:

- At the end of a period of 20 years from the year in which the Bylaw was approved by the Lieutenant Governor in Council
- The date that all borrowings for the Rivers District are repaid or recovered from the revenues associated with the Community Revitalization Plan
- An earlier date specified by the Lieutenant Governor in Council.

It is anticipated that the Bylaw will terminate in 2028 if an extension is not granted.

4. Rivers District Master Plan

The Rivers District Master Plan (RDMP) is a visionary land-use and planning document created by CMLC and set to be released to the public in Q4 2018.

For East Victoria Park (the area bounded by 1st Street SE, the CPR tracks and the Elbow River), the Plan identifies how land should develop over the next 20 years. The intent is to attract private investment into the area through strategic infrastructure improvements and placemaking initiatives.

To establish a framework for the RDMP, CMLC conducted several comprehensive studies including a transportation study (motorized vehicles; active modes; arena-specific post-event traffic), environmental site assessments, site servicing studies (flood protection; potable water; sanitary and storm), historical reviews, market demand and absorption rates for commercial and residential uses, demographic and psychographic studies of future residents, crime prevention through design review, open space studies and, of course, placemaking.

The RDMP also considered 29 other land-use plans written by key stakeholders including The City of Calgary, Remington Development Corporation, Calgary Stampede and the Victoria Park BIA. Further, beginning in fall 2015, CMLC engaged key stakeholders to gather input on the Plan vision. These stakeholders represent major landowners in the area, 350 businesses, residents and The City of Calgary land-use planning and implementation team. In 2017, the following stakeholders reconvened to envision the next steps for the Rivers District:

- Calgary Stampede
- Beltline Neighbourhoods Association
- City of Calgary Ward 8
- City of Calgary
- Calgary Sport and Entertainment Corporation
- Remington Development Corporation
- Victoria Park Business Improvement Area
- Ramsay Community Association
- Inglewood Community Association

5. Alignment with Existing Policy and Bylaws

a. Provincial Land Use Policies

The Province of Alberta established regional planning as a priority through the adoption of the Alberta Land Use Framework (LUF) (2008) and the Alberta Land Stewardship Act (ALSA) (2009). ALSA requires that each region will develop and implement a regional plan. The MGA (630.2) requires that statutory plans be consistent with an applicable ALSA regional plan.

The South Saskatchewan Regional Plan 2014–2024 (SSRP) is an important step in stewarding sustainable regional planning in Alberta. Adopted in 2014, the SSRP establishes a 10-year vision for the region and aligns provincial policies at the regional level to balance economic, environmental and social goals. The plan aligns and integrates existing provincial policies/strategies and provides a high-level policy framework and long-term commitment to efficient land use planning and environmental stewardship.

The City of Calgary Rivers District Community Revitalization Levy Regulation, Section 4(3), specifies that a Community Revitalization Plan must comply with an applicable regional plan established under ALSA. The statutory plans and City policies that the Community Revitalization Plan will implement have been prepared in consideration of the SSRP. Area Redevelopment Plans for the East Village and Beltline communities within the Rivers District contain policies supporting efficient use of land, creation of high-quality residential environments, provision of a wide range of housing types and intensification of development. They also promote sustainability and protection of natural resources.

b. City of Calgary Plans and Policies

City of Calgary Municipal Development Plan (Bylaw 24P2009) contains policies that will shape how Calgary grows and develops over the next 30 to 60 years. The Plan aims to build a city where people can choose from a variety of housing types in numerous unique communities. The vision and objectives of the Plan are presented in more detail in Area Redevelopment Plans and other City policy documents summarized in this section. The MGA requires that all statutory plans be consistent.

City of Calgary Land Use Bylaw (1P2007) regulates and controls land use and development. Each precinct within the Rivers District has a range of land-use districts that implement applicable plan policies. Some areas of the Rivers District are designated Direct Control (DC) to address unique circumstances and policies of plans within each precinct.

c. Calgary Environmental Policy

The City of Calgary's Environmental Policy (2012) states that The City will lead and inspire actions to conserve, protect and enhance the environment for all Calgarians and the regional community; integrate environmental principles and performance objectives into all decision-making processes to enhance environmental sustainability for present and future generations; and recognizes that environmental stewardship is the shared responsibility of government, business, communities and individual citizens.

d. Calgary Transportation Plan

Calgary Transportation Plan (CTP) supports providing Calgarians with a variety of safe, convenient, affordable and attractive transportation options. Adopted in conjunction with the Municipal Development Plan in 2009, the CTP's core principle is environmental, economic and social sustainability. The Plan focuses on developing a fast and frequent Primary Transit Network, creating complete streets in complete communities, providing more choice to citizens, and linking land use and transportation decisions to optimize infrastructure investments.

e. Calgary's Centre City Plan

Calgary's Centre City Plan provides a broad policy framework and general planning policies and concepts for all Centre City neighbourhoods. Its intent is to guide development by providing an overall framework for the Centre City open space system; a comprehensive movement and access system for pedestrian,

bicycle, transit and motor vehicles; and urban design provisions addressing building design and the public realm.

Within Centre City, the Rivers District encompasses East Village and the eastern portion of the Beltline; and within Centre City, the East Village and Beltline Area Redevelopment Plans stand alone with respect to land use and planning matters. They dovetail seamlessly with the Centre City Plan, which envisions a strong downtown surrounded by vital mixed-use neighbourhoods.

[f. East Village Area Redevelopment Plan](#)

East Village Area Redevelopment Plan (ARP) was originally adopted by City Council in 2005 (Bylaw 24P2004) and updated in 2010 (Bylaw 10P2010) and 2014 (Bylaw 6P2014). Comprising approximately 113 acres including the 30-acre Fort Calgary site, the area had approximately 49 developable acres when redevelopment began in 2007.

[g. Beltline Area Redevelopment Plan](#)

Beltline Area Redevelopment Plan was approved by City Council in 2006 (Bylaw 2P2006). It relates to the area south of the CPR tracks, west of the Elbow River, east of 14th Street SW and north of 17th Avenue SW, including Stampede Park. The Rivers District includes that portion of the Beltline east of 1st Street SE—the primary study area in CMLC’s Rivers District Master Plan (RDMP)—identified in the ARP amendment as the East Victoria Park Plan. It envisions higher intensity mixed-use development surrounding the new Green Line LRT stations. Active frontages are required along 4th Street SE, where a new festival street will require wide sidewalks sufficient for before- and after-event traffic.

[h. Land Use Bylaw](#)

This section identifies each land-use district for the Rivers District that implements the vision of each City policy.

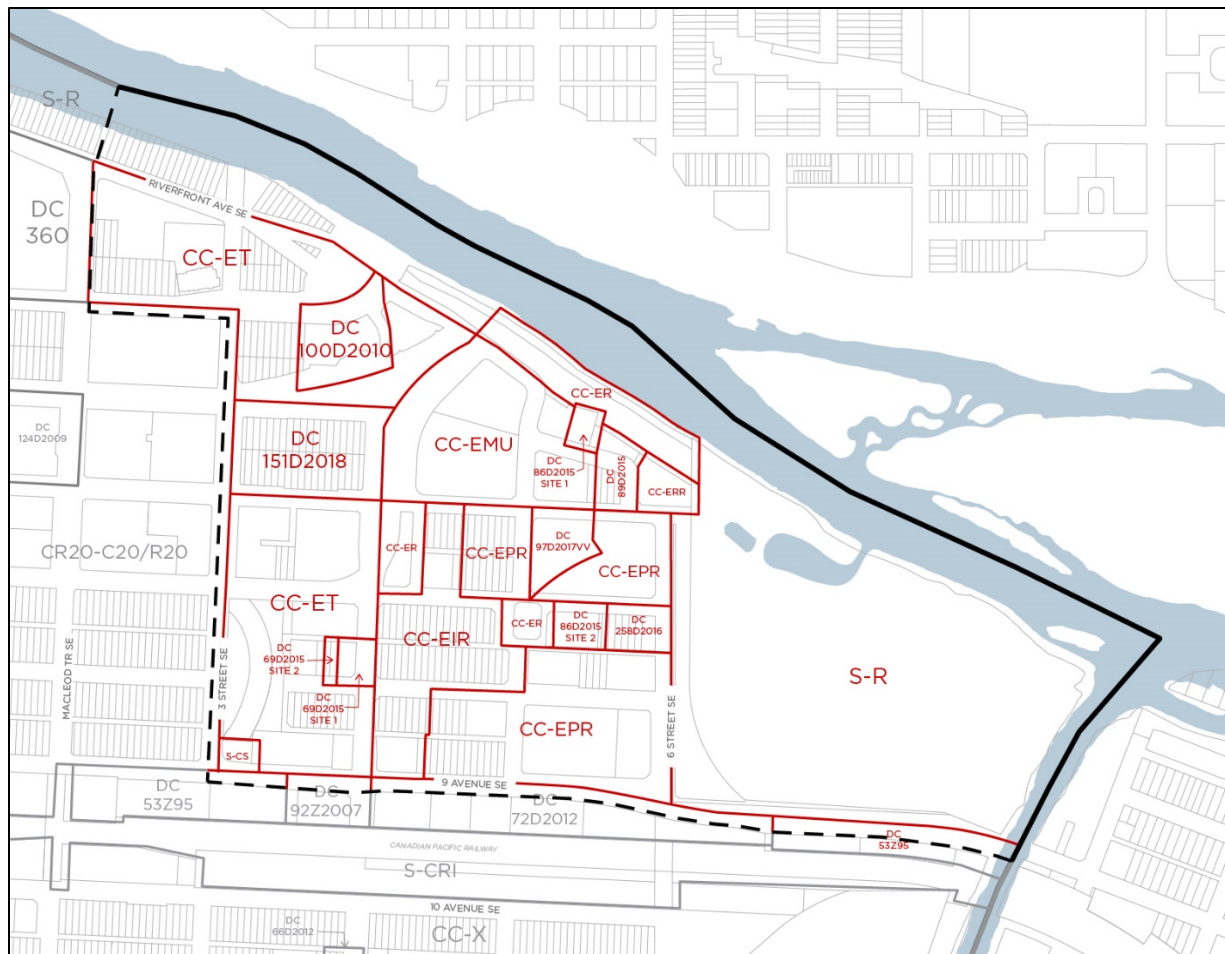


Figure 5: East Village Land Use Designations

Areas designated as Centre City East Village Recreational District (CC-ER) are intended for a multi-use plaza for information and formal public activities.

The northeast portions of East Village are based on the Centre City East Village Mixed Use Districts (CC-EMU), which allows for a mix of commercial and residential uses and buildings oriented to the street at grade.

The Centre City East Village Transition District (CC-ET) provides an important transition between the higher density commercial and office uses of the downtown core and the more residential character of East Village. This district allows for a mix of uses including office, commercial, institutional and residential. The Direct Control District 100D2010 in the transition areas allows for the same uses as CC-ET with the addition of Emergency Shelter.

The Centre City East Village Primarily Residential District (CC-EPR) allows for mainly residential uses with a limited range of support commercial uses on the ground floor. The building form in this district is street-oriented at grade. The Centre City East Village Integrated Residential District (CC-EIR) is a mixed-use district with residential and a broad range of support commercial uses integrated. This district allows for higher density than CC-EPR.

The parcel north of 6th Avenue SE and east of Confluence Way SE is designated as Centre City East Village River Residential District (CC-ERR). Development on this signature site will combine high visibility with direct riverfront views. The use is mainly residential with support commercial on the ground floor.

Fort Calgary is designated as a Special Purpose Recreation (S-R) District, which accommodates a range of indoor and outdoor recreation uses. The strip of land south of 9th Avenue SE, north of the CPR tracks and east of 4th Street SE (see Figure 6) is designated as Direct Control District 72D2012. This DC provides for a mix of uses in a transitional area bridging centre city communities adjacent to the rail corridor. The development contains a mix of uses (primarily commercial) with varying building massing established through a maximum FAR for individual parcels.

The parcel south of 9th Avenue SE and west of 4th Street SE is designated as Direct Control District 9222007. This DC allows for Utility Building where water or steam, sewage treatment or disposal, public transportation, irrigation, drainage, fuel electric power, heat, waste management, water heating and cooling for the purpose of district energy and telecommunications are provided for public consumption, benefit, convenience or use. A portion of this land-use district is anticipated to change in Q3 2018. CMLC applied for a land-use re-designation to update the eastern portion of this district and adjacent parcels to align with the Centre City Transition (CC-ET) district in support of a new 9th Avenue Parkade and innovation centre.

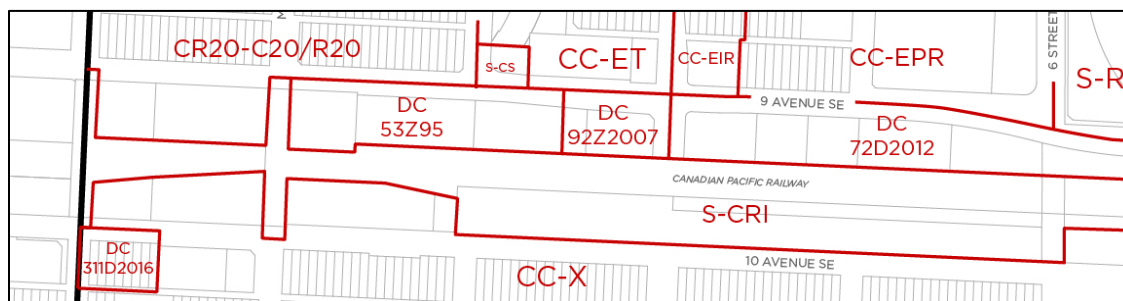


Figure 6: 9th Avenue South Side Land Use Designations

The portion of the downtown core within the Rivers District is largely within the Commercial Residential District (CR20-C20/R20) as shown in Figure 6. The Land Use Bylaw 1P2007 was amended to replace CM-2 Downtown Business District with the new CR20-C20/R20 District.

The CR20-C20/R20 District provides for a mix of commercial, residential and cultural uses that contribute to downtown's role as Calgary's predominant destination for business, retail, entertainment and cultural activities. The district also allows for intensive high-rise, high-density development that is pedestrian-oriented at grade and provides a high-quality public realm.

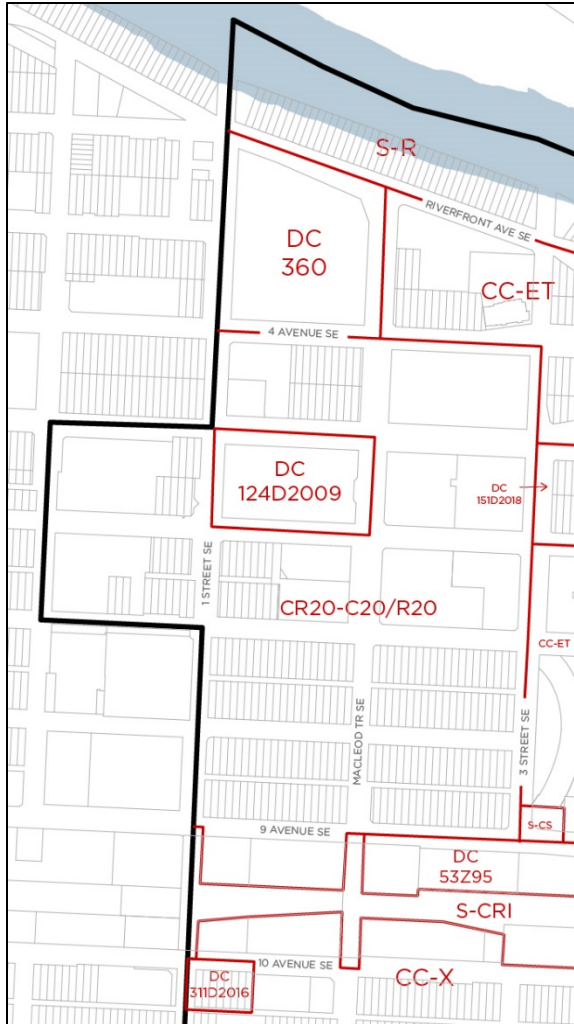


Figure 7: East Downtown Land Use Designations

The portion of Beltline within the Rivers District is governed by Part 11: Centre City Districts of the Land Use Bylaw 1P2007 as well as numerous site-specific Direct Control Districts.

Lands south of the CPR tracks, north of 12th Avenue SE and east of 1st Street SE, as well as some parcels east of Macleod Trail SE, are designated as Centre City Mixed Use Districts (CC-X) as shown in Figure 7. This district provides for a mix of commercial, residential and a limited range of light industrial uses. Intensity is measured by FAR or Floor Area Ratio, and there is no maximum height. It also provides the opportunity for a density bonus over and above base density to achieve mixed use, public benefit and amenities within the same community.

There are also multiple Direct Control Districts scattered throughout the Beltline area including Stampede Park.

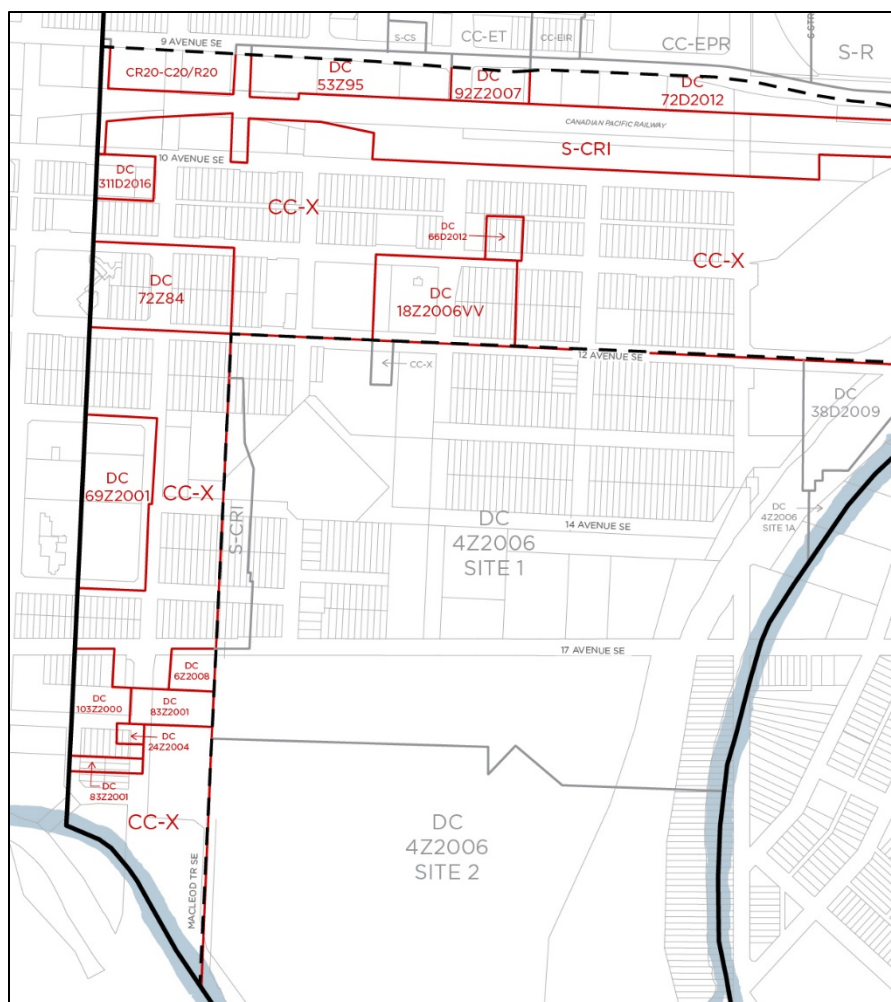


Figure 8: Beltline Land Use Designations

The Calgary Stampede lands are within DC District 422006, which recognizes the unique land-use requirements of Stampede Park. The DC District provides for the redevelopment of Stampede Park as a year-round, multi-use facility and integrates a broad range of uses including open spaces, entertainment, gaming, education, interpretative, exhibition, agricultural, recreation and commercial facilities. Provisions in the District address the community context and the adjacent Elbow River environment.

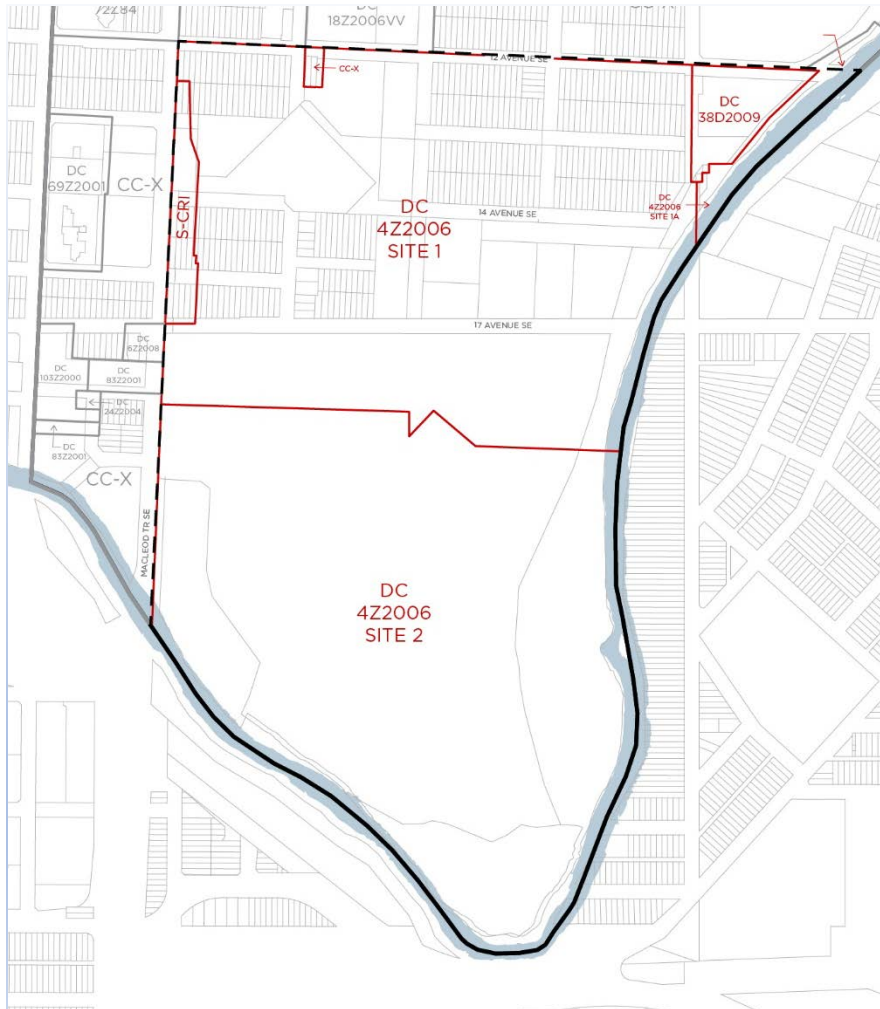


Figure 9: Stampede Park Land Use Designations

i. Debt Policy Framework

In November 2006, Council approved self-sufficient, tax-supported debt capacity of \$150 million, \$75 million in each of 2007 and 2008, of which \$135 million is dedicated to Calgary Municipal Land Corporation (FCS2006-42). In July 2008, Council approved \$100 million annually in self-sufficient tax-supported debt capacity between 2009 and 2013; \$500 million in total (FCS2008-24). In February 2012, Council reduced the approved self-sufficient tax supported debt capacity by up to \$250 million (allocated to the Recreation Centres), leaving total approved capacity at \$400 million (C2012-10).

In general, debt issued under the Rivers District Community Revitalization Plan is “self-sufficient, tax-supported debt”—debt assumed by non-utility operations that ordinarily generate sufficient cash to fund all obligations. In the event of a shortfall, tax support is a source of contingency funds. The debt policy of The City of Calgary complies with the debt capacity limits set out in MGA and, in fact, provides for more conservative debt capacity policies to prudently manage the City’s debt.

These debts enable timely projects in the Rivers District that become catalysts for investment and redevelopment in the area. The actual debt capacity required ultimately depends on the projects Council approves to be undertaken in the Rivers District.

j. Investment Policy

In May 2013, Council approved The City's Investment Policy, which complies with the requirements of the Municipal Government Act including the Major Cities Investment Regulation. All CRL funds are invested according to these policies.

k. Civic Partner Plans

Within the Rivers District are several key civic partners including Calgary Stampede, Fort Calgary, the National Music Centre, Calgary Saddledome, and Calgary Public Library. These organizations promote the city's image, its cultural and historic identity; support a diverse array of arts, culture and sport opportunities in Calgary; support activities of key economic development partners; and provide access to library resources. Here are the summarized proposals of CMLC's Rivers District civic partners:

The Calgary Stampede Master Plan has already seen the completion of the Nutrien Western Event Centre and the greening of ENMAX Park, and construction progress on the new Youth Campus. It also considers commercial, residential and recreational development including Ramsay Exchange/Erlton Station Transit-Oriented Development, 17th Avenue Crossing, Stampede Trail retail and the expansion of conference spaces at BMO Centre (whose proposed \$500-million expansion would double the current size, create 1,800 construction jobs, add full-time positions related to operations and make Calgary an international destination for conferences, trade shows and conventions).

Calgary Public Library has been eagerly watching construction of the New Central Library (NCL) in East Village. The City of Calgary committed \$175 million to construction of the NCL; CMLC contributed \$70 million from the CRL for a total of \$245 million. The project is being delivered by CMLC on behalf of The City of Calgary, and Calgary Public Library will be the tenant when construction is complete in November 2018.

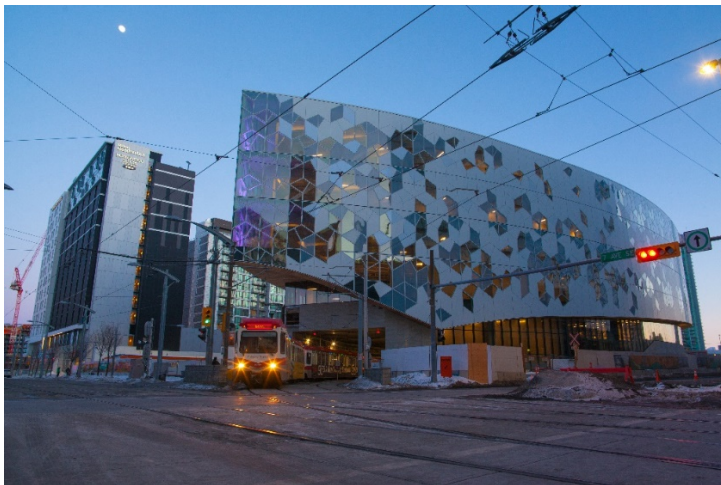


Figure 3: Calgary's New Central Library

Calgary Sports and Entertainment Corporation (CSEC) aspires to build a modern event centre/arena facility in Calgary. Both West Village and East Victoria Park have been well examined as potential locations. While City of Calgary and CSEC work through project details, the RDMP does contemplate an event centre/arena facility ultimately being located in East Victoria Park.

6. Plan Objectives: Rivers District Community Revitalization Extension

The overall objective of the Rivers District Community Revitalization Extension 2028-2047 is to provide a public infrastructure program to help kick-start urban renewal through creating opportunities for private sector development and redevelopment. In addition, it aims to improve the quality of life for the residents and other objectives that will enable quality city building including sustainability, improved physical and social environments, and the creation of future employment opportunities.

7. Existing Socioeconomic Conditions

This section presents information on current social, economic and development conditions within the Rivers District. The information is based on the most current data available from The City of Calgary Civic Census, The City of Calgary Planning & Development Department, the 2011 Census of Canada and the 2011 National Household Survey.

a. Social Conditions

The Rivers District contains the entire neighbourhood of East Village plus parts of Chinatown, Beltline and the downtown core. Wherever data is available, figures refer to the Rivers District boundary area.

Population + Dwelling Units

According to The City of Calgary's census data up to 2018, the Plan area has approximately 3,543 residents (2005: 2,159 residents) and 7,420 jobs. The largest increase in age cohort was young adults aged 25 to 34 years. Children under the age of 19 and seniors showed no significant increases. Overall, the proportion of young adults and seniors in East Victoria Park has been increasing since 2011.

Non-Market Housing

The 2011 National Household Survey data for Census Tract 8250042.00 indicates that 15% of households owned their dwelling (2001: 2.6% - from the 2001 Canada Census), while 85% were renter households (2001: 96.7%). For comparison, in the greater Centre City, 28% of households own (2001: 18.8%) while 72% rent (2001: 81.5%); while for Calgary as a whole, the figures are reversed: 69% own (2001: 69.3%) while 31% rent (2001: 30.7%).

The Rivers District contains a significant number of non-market housing units (2001: 1,229 units).

Homelessness

According to the Calgary Homeless Foundation's 2018 Point-in-Time Count Report, 2911 people were found to be homeless on the night of the count (2004: 2,597 people enumerated by The City of Calgary). Of the total number of homeless people enumerated, 47% (1,374) stayed in emergency shelters, while 51% (1,478) stayed in short-term supportive housing, making up 98% (2004: 94% (2,440) stayed in facilities). Less than one percent (44) of homeless individuals were rough sleepers, meaning they do not access shelters on a regular basis but primarily sleep outside (2004: 4.9% (127 people)). According to the Shelter Capacity Report 2016, Calgary has 12 emergency homeless shelters with 1,949 beds. Data on homeless persons are not reported by community district, so specific statistics are not available for the Rivers District area.

Crime

The Rivers District incorporates the entire community of Downtown East Village as well as portions of the communities of Beltline, Downtown Commercial Core and Chinatown. When looking at selected crime categories in these communities, the number of crime incidents in 2018, compared to the five-

year average in the communities of Beltline, Downtown Commercial Core and Downtown East Village, registered increases of 27%, 38% and 33% respectively, while the community of Chinatown remained average. In the community of Beltline, social disorder, theft from vehicles, assault (Non-domestic) and commercial break and enters accounted for the increase. The increase in Downtown East Village was due to upticks in social disorder, violence 'other' (non-domestic) and commercial break and enters.

When considering the population increases experienced in all four communities since 2013, the rates show a more favourable trajectory. Between 2013 and 2018, crime rates have fallen by 40% in East Village, remained stable in the Beltline and Chinatown and have seen an increase of 28% in the Downtown Commercial Core. However, in 2018, East Village experience an increase of a 39% increase YOY, the first significant increase since 2013.

Fire Department Emergency Responses

The Calgary Fire Department (CFD) collects data on various emergency incidents that it responds to.

CFD responded to 258 assaults in the East Village from 2013 to August 2018 (August 2004 to July 2005: 99 assaults – Calgary Police Services). This compares with a response to 2795 assaults in all remaining areas of the downtown (August 2004 to July 2005: 27 assaults).

The CFD collects data on overdoses they respond to and volume of needle pick-ups. Figure 5 depicts the combined volume of overdoses and needle pick-ups from 2006 to 2016 (2002 to 2004: 56 narcotics overdoses in East Village and eastern portion of Beltline – Emergency Medical Services). The frequency and volume of incidents is greatest in the communities of East Village and the eastern portion of Beltline, both within the Rivers District.

Community Services

Community services within the Rivers District area include the Calgary Drop-in & Rehab Centre, the Salvation Army Centre of Hope, Calgary Alpha House, the Safe Communities Opportunity and Resource Centre (SORCe), and The Alexandra Centre Society.

b. Economic Conditions

Economic conditions are represented with information relating to income, employment, property assessments, property taxes, land uses, and development activity.

Household Income

The information in this subsection is from the 2016 National Household Survey and pertains to Census Tract 8250042.00. Income data gathered through the 2016 National Household Survey has a reference year of 2015. The median household total income in East Village Census Tract 8250042.00 was \$37,344 in 2015 up from \$20,138 in 2010 (2000: \$16,334 – from The City of Calgary Civic Census and the 2001 Canada Census). This remains well below the median household total income in for the greater city Calgary as a whole, which was \$97,334 in 2015 (2000: \$57,879). It is important to recognize, however, that a higher proportion of households in the Rivers District area are persons living alone, whereas in Calgary as a whole, households with more than one income earner are more common.

In Census Tract 8250042.00, 1075 persons were considered to be in low income in 2015 (2000: 62.2% (822 persons)). Low-income is based on the low-income measure after-tax (LIM-AT), which is a dollar threshold which is 50% of the median income of households, after household size is considered. The

prevalence of low-income in Census Tract 8250042.00 was 30% in 2015, higher than the 9.3% low income prevalence for Calgary as a whole (2000: 14.8%).

Employment

Data in this subsection is from the 2016 Census of Canada and pertains to Census Tract 8250042.00. The adult labour force participation rate was 57% in 2016 (2000: 26.9% - from The City of Calgary Civic Census and the 2001 Canada Census). In comparison, the labour force participation rate for Calgary as a whole was 73% for the same year. The unemployment rate of East Village was 8.9% in 2016 (2000: 11.9%), which was lower than the unemployment rate of 9.5% (2000: 4.0%) for Calgary overall.

Property Assessment and Taxes

In 2006, there were 333 residential property assessment accounts (condominium) within the Rivers District. These properties had a median assessment value of \$162,500. As of 2016, the Rivers District has grown to 3,198 condominium accounts with a median assessment value of \$341,000. This represents a growth in number of accounts of 860% and an increase in median value of 110% over the past 10 years. During the same period, the community of Eau Claire has experienced growth in the number of property assessment accounts by 9% and an increase in median value of 56%. Downtown West experienced growth in the number of property assessment accounts of 48% and an increase in median value of 52%.

As a result of this growth and appreciation, the median residential (condominium) tax levy in Rivers District has increased from \$1,196 to \$2,105. This figure compares to increases of \$2,377 to \$3,118 within Eau Claire and \$1,774 to \$2,260 within Downtown West.

Since 2006, the residential assessment base within the Rivers District has grown from approximately \$328 million to \$1.2 billion. The non-residential assessment base has grown from approximately \$647 million to \$1.8 billion. In the same period, property tax generated from residential property has risen from approximately \$1.8 million to \$7.7 million. Property tax generated from non-residential property has risen from approximately \$7.8 million to \$32.4 million. c. Development Conditions

Existing Uses

The Rivers District encompasses approximately 504 acres. Of these, The City of Calgary owns 203 (40.4%).

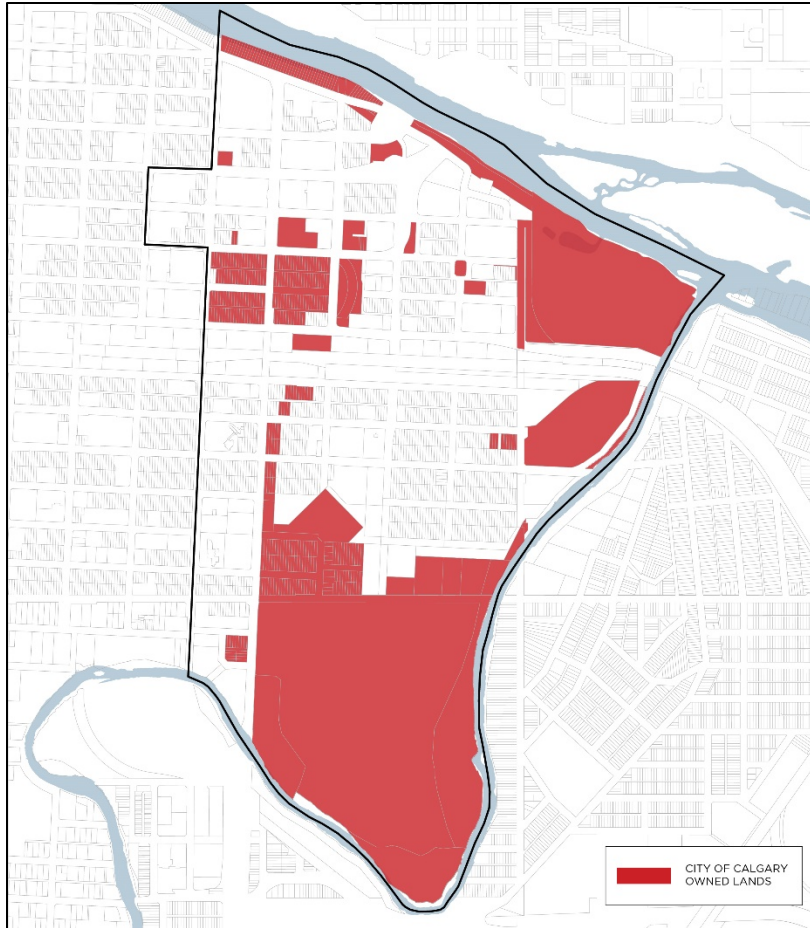


Figure 4: Rivers District City Land Ownership

c. Development Activity

For the five years before the CRL was implemented (2002-2007), The City of Calgary issued only one commercial and two residential development permits for East Village.

Development activity has substantially increased in the Rivers District. During the five years from 2011 to 2016, The City of Calgary approved 18 commercial development permits, two residential development permits and 15 mixed-use development permits within the Rivers District. Eight commercial building permits have been issued in this area for this same period. Over \$2B of private investment has been attracted into East Village (alone) as a result of the public infrastructure investment.

8. Infrastructure and Redevelopment Measures: East Victoria Park

Today, the Rivers District still requires upgrades and improvements to existing infrastructure, particularly in East Victoria Park in order to stimulate redevelopment as evidenced in the stagnant condition of development in the district today and similar to the East Village in 2007. Without a concerted approach to the area, East Victoria Park won't revitalize in the near future.

The following sections will focus on existing infrastructure conditions and proposed redevelopment measures for East Victoria Park. This includes upgrading the streetscapes, flood proofing roads to the

1:100-year flood level, completing deep utility upgrades, providing public amenities and transportation connections to the community, remediating roads and providing subsidies through land sales for future buyers to clean up contamination, and redeveloping the VPTC.

Applying the success and lessons learned of East Village, recommended infrastructure investment focuses on creating a neighbourhood that signals to the private development industry that East Victoria Park is the most attractive community to invest in as it is development ready and provides a unique inner-city living opportunity that is guided by a 20-year master plan unlike any other neighbourhood in Calgary.

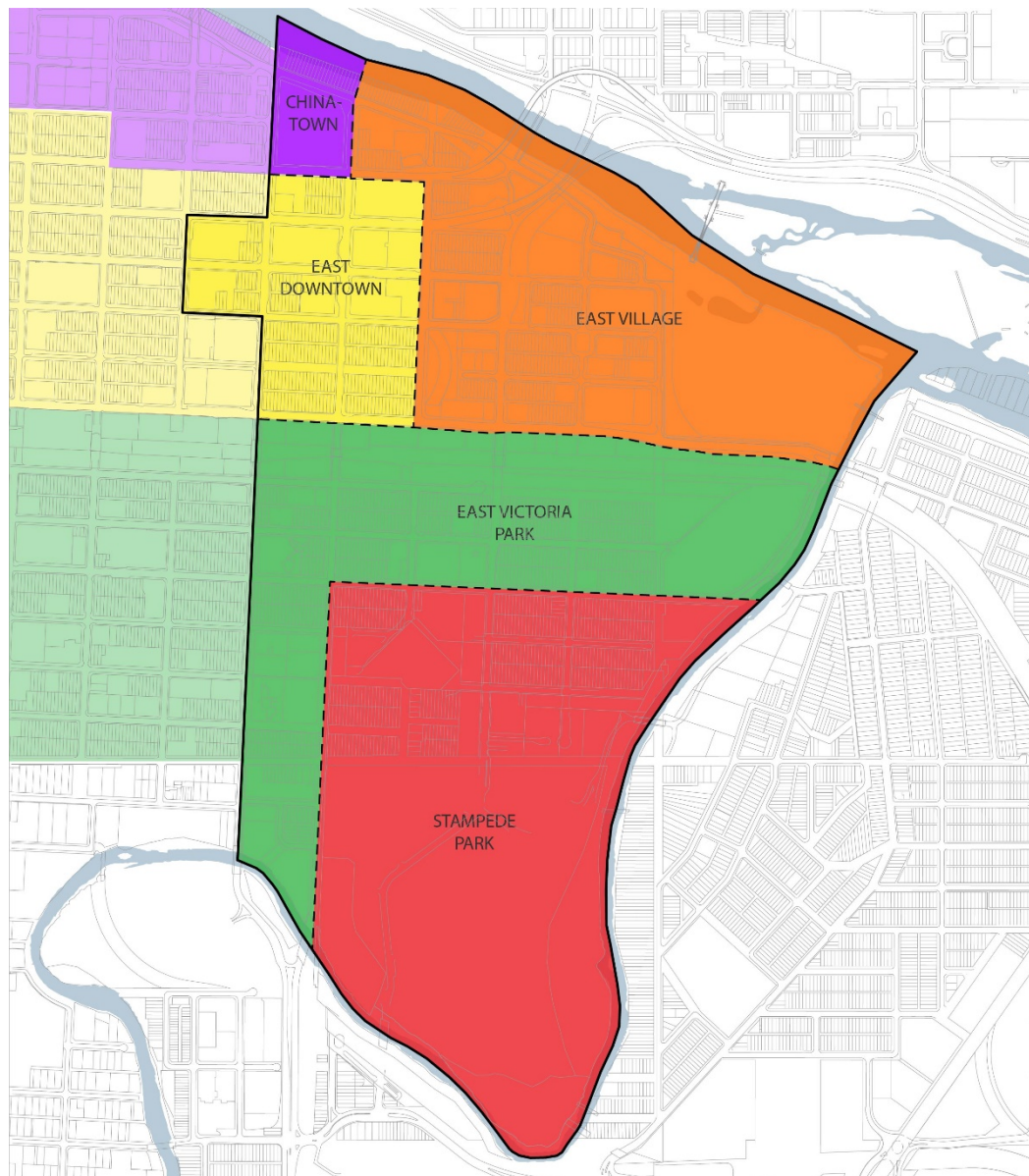


Figure 10: Rivers District Sub-Areas

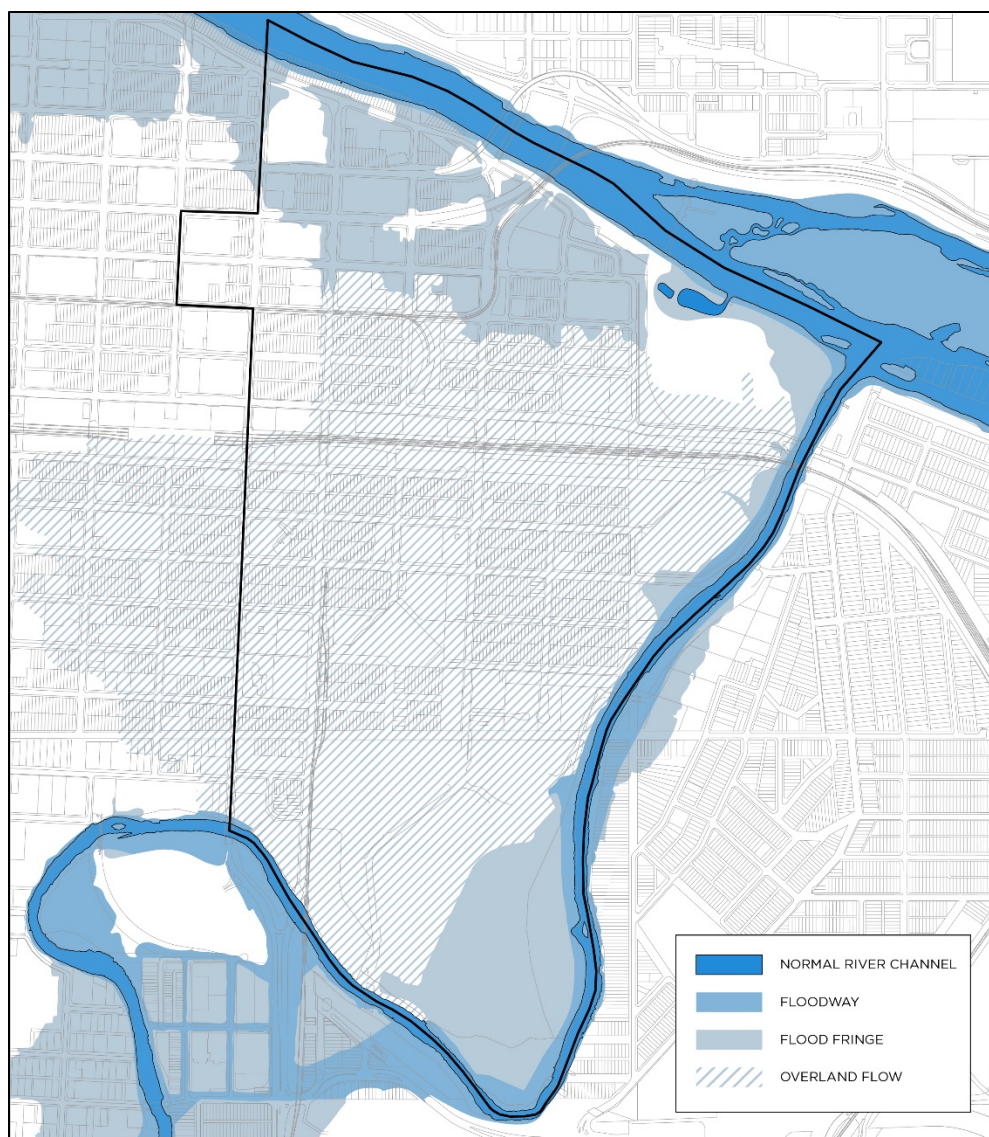


Figure 11: Rivers District Floodplain

a. Flood Protection: Current State

The majority of East Victoria Park is located within the Overland Flow area with the exception of the southern tip of Stampede Park, where a small portion of land is located within the Flood Fringe area. See Figure 11. Over 60% of the lands in East Victoria Park were affected by the 2013 flood.

City of Calgary Land Use Bylaw

Under the City of Calgary Land Use Bylaw 1P2007, new buildings located in the Overland Flow area or the Flood Fringe area must meet the following criteria:

In the Overland Flow area, buildings must be designed to prevent structural damage by floodwaters. The first floor of all buildings, along with mechanical and electrical must be at least 0.3 metres above the highest grade on the street abutting the parcel that contains the building. A sewer back-up valve must be installed in the building.

In the Flood Fringe area, buildings must be designed to prevent structural damage by floodwaters. The first floor of all buildings must be at or above the designated flood level, as must all electrical and mechanical equipment.

b. Flood Protection/Road Improvements – Future Projects

As noted earlier, East Victoria Park is located almost entirely within the Overland Flow area. The only exception is the southern tip of Stampede Park, where a small portion of land is located within the Flood Fringe area. Raising all roads is the most effective means to address floodproofing. This will further enable future development to provide at-grade access to the street, eliminating the need for ramps and staircases to building entrances. Further to this, road raising will enable emergency responders to service Victoria Park in the event of a flood. Completing this work piecemeal—developments phase in a road one block at a time—is not an option as the street needs to be designed in its entirety. Having the majority of the road network in the overland flow area is a barrier to development. Individual development companies can't coordinate or afford to take on the task of raising large sections of the road network. As is the case with East Village, road raising must be completed in coordination with streetscaping and deep utility upgrades to eliminate redundant costs. Comprehensive road raising/floodproofing and utility upgrades prepare individual properties for redevelopment and will incent the development community to build in the area.

Approximately 9,000 linear metres of road lie within the Overland Flow area within East Victoria Park. This includes public roads and privately owned but publicly accessible roads.

c. Utilities: Current State

CMLC completed the Victoria Park Site Servicing Study (2017) to support the land use and density projections for the Rivers District Master Plan. Significant to this study was the identification of the redevelopment of the Victoria Park Transit Centre site, along with vacant lands north of 11th Avenue SE, and east of 4th Street SE. These two large consolidated parcels (11 acres each) will not be redeveloped without significant investment into infrastructure thereby creating serviceable parcels, attractive to builders and their tenants. Without this investment, catalytic redevelopment won't take place.

Utilities in East Victoria Park comprise a combination of private and public system infrastructure. This is due in part to Calgary Stampede's infrastructure system, where all utilities (water, stormwater and sanitary) are privately or publicly owned and maintained. Generally, buildings within Stampede Park owned and operated by entities other than Calgary Stampede are serviced by publicly owned and operated utilities. Further, some utilities (water and sanitary) that pass through the Park to support the city-wide system are publicly owned and operated.

Storm Sewers + Stormwater Management

In both East Village and East Victoria Park, the existing storm sewer systems are at the downstream end of larger overall drainage areas. Two primary storm trunks pass through East Victoria Park, one on 11th Avenue SE, the other on 14th Avenue SE. The stormwater system in East Victoria park is in reasonably good condition. Approximately half of the stormwater pipes are 50 years or older. It is anticipated that approximately 15% of these pipes will require replacement or rehabilitation over the next 25 years. Local stormwater drains to one of several outfalls on the Elbow River without stormwater treatment. An opportunity exists to combine two of the main trunks to provide joint stormwater treatment.

As it stands, roads haven't been designed to address water runoff volumes. The City's runoff volume target for the area is 90mm. The current water runoff situation is another barrier to redevelopment that requires intervention beyond what individual developers can coordinate or afford. This is another reason the area has not been redeveloped to date. Again, comprehensive road raising/floodproofing and utility upgrades will incent redevelopment.

Sanitary Sewers

The sanitary sewer network that services East Victoria Park falls within the Inner-City/Glenmore sanitary catchment as defined by the City of Calgary. Three major sanitary trunks convey sewage from upstream areas through Victoria Park from the south and west toward the northeast corner, where they combine and split again to cross the Elbow River through two siphons and eventually flow to the Bonnybrook Wastewater Treatment Plant. To redevelop vacant lands east of 4th Street and north of 12th Avenue (including the Victoria Park Transit Centre) new pipes must be installed to service newly created development parcels. To accommodate full build-out of Victoria Park, the following sanitary pipes are expected to require replacement:

- Macleod Trail S between 13th and 14th Avenues: 250mm sewer
- 1st Street SE between 17th and 18th Avenues: 300mm sewer
- 18th Avenue SE between 1st Street and Macleod Trail S; and Macleod Trail S between 17th and 18th Avenues: 750mm sewer
- 14th Avenue SE between 4th and 6th Streets; and 6th Street SE between 12th and 14th Avenues: 750mm sewer
- 6th Street SE between 11th and 12th Avenues: 900mm sewer
- 7th Street SE between 9th and 12th Avenues: 900mm sewer

Water Distribution System

The potable water system in East Victoria Park requires upgrading in addition to the construction of new water mains to service the redevelopment of Victoria Park Transit Centre, and vacant lands north of 11th Avenue, east of 4th Street SE. To realize build-out of the community the following network will require upgrading:

- 12th Avenue SE between 1st Street and Macleod Trail: 150mm line
- 13th Avenue SE between 1st Street and Macleod Trail: 150mm line
- 16th Avenue and 18th Avenue between 1st Street SE and Macleod Trail: 150mm line
- 1st Street SE between 16th and 18th Avenues: 150mm line
- 4th Street and 5th Street SE between 12th and 14th Avenues: 150mm line
- 14th Avenue SE between 4th and 5th Streets: 150mm line
- 7th Street SE between 12th and 19th Avenues: private
- 12th Avenue SE between 6th and 7th Streets: private mains

Shallow Utilities

The shallow utility electrical network has enough capacity to service the redeveloped Victoria Park. Telephone and gas servicing, however, will require substantial upgrades to create serviced parcels.

District Energy

The downtown District Energy Centre was completed in 2009. District Energy installations have been completed in portions of East Village as a way to incentivize redevelopment. No utilities for District Energy have been installed in East Victoria Park, though it would be an additional diverse energy source for the community.

d. Utilities: Future Projects

Storm Sewers + Stormwater Management

Combining two stormwater outfalls along the Elbow River near 14 Ave SE, will enable stormwater treatment via a stormwater pond. Constructing a pond will alleviate the burden on the private market to provide oil grit separator (OGS) on each trunk. The provision of multiple OGSs is a significant cost that the private market has not been willing to take on, and hence a barrier to redevelopment in the area. Similar to the East Village, this additional infrastructure is a financial incentive to attract investment into a community. As well, provides an opportunity to create an environmentally attractive amenity to residents creating a showpiece for sustainable development.

Water runoff volumes must also be controlled by diverting water into tree trenches or rain gardens. This will be addressed through the redesign and construction of each ROW. Addressing water runoff volumes through ROW design alleviates the financial burden on the private market while simultaneously created an attractive amenity to residents.

Sanitary Sewers

As East Victoria Park grows, significant replacement of the sanitary system will be required. New mains will need to be constructed to service the redevelopment of the VPTC lands and the adjacent vacant lands east of 4th Street SE and north of 11th Avenue SE as new ROW's are constructed. To achieve full build out of the area and incentivise development the following pipes will require upgrading:

- Macleod Trail S between 13th and 14th Avenues: 250mm sewer to 300mm sewer
- 1st Street SE between 17th and 18th Avenues: 300mm sewer to 900mm sewer
- 18th Avenue SE between 1st Street and Macleod Trail S; and Macleod Trail S between 17th and 18th Avenues: 750mm sewer to 900mm sewer
- 14th Avenue SE between 4th and 6th Streets; and 6th Street SE between 12th and 14th Avenues: 750mm sewer to 900mm sewer
- 6th Street SE between 11th and 12th Avenues: 900mm sewer to 1,200mm sewer
- 7th Street SE between 9th and 12th Avenues: twin existing 900mm sewer to 1,050-1,350mm sewer

To enable development of the VPTC lands, and vacant lands east of 4th Street and north of 11th Avenue the following new infrastructure is required:

- 5th Street, 6th Street, and 6A Street between 11th Avenue and 12th Avenue SE: three new 250mm sewers
- 12th Avenue, between 6th Street and 6A Street: one new 250mm sewer

Priority of upgrades should be placed to coincide with the phasing of each ROW.

Water Distribution System

Similar to the Sanitary Sewers, the potable water system requires significant replacement unlock redevelopment and attract private investment in the area. In addition, new pipes will be required to service the redevelopment of the VPTC lands and the creation of new ROW's to service the lands east of 4th Street SE and north of 11th Avenue SE. This includes:

- 12th Avenue SE between 1st Street and Macleod Trail: replace 150mm line with 250mm
- 13th Avenue SE between 1st Street and Macleod Trail: replace 150mm line with 300mm
- 16th Avenue and 18th Avenue between 1st Street SE and Macleod Trail: replace 150mm line with 250mm
- 1st Street SE between 16th and 18th Avenues: replace 150mm line with 250mm
- 4th Street and 5th Street SE between 12th and 14th Avenues: replace 150mm line with 300mm
- 14th Avenue SE between 4th and 5th Streets: replace 150mm line with 300mm
- 7th Street SE between 12th and 19th Avenues: upsize private mains to 250mm to tie into feeder-main
- 12th Avenue SE between 6th and 7th Streets: upsize private mains to 250mm to tie into feeder-main
- To enable development of the VPTC lands, and vacant lands east of 4th Street and north of 11th Avenue the following new infrastructure is required: 5th Street and 6th Street SE between 10th and 11th Avenues: construct new 250 mm line
- 11th Avenue SE between 6th and 7th Streets: construct new 250 mm line

District Energy

Through the coordinated redesign and construction of each ROW, potential exists for incorporation of a District Energy distribution system when roads are raised, utilities are replaced and new streetscaping is provided.

Underground Utility Costs

Table 2 summarizes costs for underground utility upgrades in East Victoria Park. Direct costs of flood protection through road raising are included in the road costs in the following section. The project costs are for design and construction. They include all consultant costs to prepare plans and associated studies, demolition and grading costs, construction costs and construction project management fees.

Underground utilities in the Beltline and East Downtown portion of the levy district will require upgrading. Further study is required to identify specific utility requirements.

Following this work, cost estimates will be prepared.

e. Transportation: Current State

Bounded by a railway corridor, the Elbow River, and Calgary Stampede Park the transportation network is disjointed, and at times, isolates development parcels.

Roads

The condition of Victoria Park's existing road infrastructure is variable. A consistent streetscape aesthetic doesn't exist signaling to users that they are entering a new community. Sidewalk sizes are variable, and at times, non-existent. 4th Street SE and 11th Avenue SE have a poor quality of sidewalks and aren't accessible for a variety of users. Access to the community to the east is limited to one entry

point, MacDonald Bridge, while access from the south only has two entries (Macleod Trail and 1st Street SE). Large swaths of undeveloped land (those located east of 4th Street and north of 11th Avenue SE) will require new roads to create attractive developable parcels that can be serviced. Further, portions of roads will need to be replaced due to utility upgrading and road-raising for flood control.

Transit

The City of Calgary is constructing the Green Line—a new 46-kilometre light rail transit line. The Green Line includes one transit stop in Victoria Park—4th Street Station. The location of the line links 10th Avenue SE over 4th Street SE following the CPR tracks until it crosses the Elbow River. The City of Calgary is working closely with CMLC to integrate the LRT station with a 5th Street SE underpass while integrating a high-quality transit station design into the urban fabric.

Victoria Park Transit Centre (VPTC)

The VPTC occupies an 11-acre site bounded by the Elbow River, CP Rail and 6 Street SE. The VPTC operates as a light industrial use, providing shelter/maintenance to 300 buses. The VPTC is a current use and will remain in operation until a suitable new storage and maintenance facility is constructed to accommodate the roles and functions of the existing facility. Relocation of the VPTC will require Council approval.

The site, adjacent to the Elbow River and Elbow River Pathway, occupies prime real estate adjacent to two residential communities—Ramsay and East Village—and a school—the Calgary Arts Academy education centre located in the Stampede’s Youth Campus. The unique location is a prime opportunity for redevelopment of commercial/residential projects that create an active river frontage connecting the public realm to commercial at grade amenities such as restaurants, cafes, and retail and to Calgary’s extensive regional pathway system.

In 2016, CMLC completed an environmental review of the land to understand existing environment impacts and an order of magnitude to remediate the site. Hydrocarbon, and petroleum hydrocarbon and light non-aqueous phase liquid (LNAPL) contamination is suspected on the site. Historical operation of a fueling lane, former diesel, waste oil and gasoline underground storage tanks have impacted the soil and groundwater quality significantly in the southwest portion of the site. Environmental remediation and risk management practices will need to be implemented for this to occur.

Future redevelopment of the site will require new road right of ways, shallow and deep utilities, public amenities (such as parks, plazas and pathways), along with significant remediation and ongoing ground water monitoring.

Given the location and size of the site, the redevelopment of the VPTC property is considered a catalyst to the entire community of East Victoria Park.



Figure 12: Victoria Park Transit Centre Map

f. Transportation: Future Projects

Road Right of Way

The Rivers District Master Plan seeks to optimize accessibility and permeability for all modes of transportation—pedestrian, bicycle, transit and vehicular—through planned cross-sections and network connections that provide internal connectivity while accommodating regional accessibility. Applying lessons learned from East Village, investing in infrastructure that provides connections to the community and through the community is key to unlocking development and attracting private investment. As such, the plan identifies a number of key transportation infrastructure initiatives to stimulate development and support the network capacity.

- Remove the 7th Street SE underpass connection (as part of the 9th Avenue bridge project), creating the opportunity to improve pedestrian/cycling facilities along Elbow River by extending RiverWalk,
- Create a new north-south crossing (all modes) across the CP railway tracks at 5th Street SE. The current lack of connectivity has inhibited redevelopment in East Victoria Park. This additional crossing will be a catalyst for redevelopment. A new underpass at 5th Street has the primary advantage of connecting south directly to 17th Avenue, providing full continuity of two streets (4th and 5th) from 9th to 17th Avenues, thus allowing and creating value for development at several additional east-west streets (11th, 12th, 13th, 14th, 15th),
- Create 15th Avenue SE east of 4th Street for continuity, to improve access into the Stampede Grounds, and to enable Stampede Trail to operate as a festival street and BMO Convention Centre to have back-of-house access,
- Extend 17th Avenue SE into Stampede Park—an essential pedestrian desire line,
- Redesign 4th Street SE—a.k.a. Stampede Trail—to create a premier festival street,

- Extend 11th Avenue SE to the east to provide permeability and in and through the neighbourhood,
- Create 6A Street connecting 12th Avenue SE to the CPR tracks, also providing vital permeability to meet traffic demands at maximum buildout, and services to adjacent parcels.
- Extend 6th Street SE from 11th Avenue to the CPR tracks, creating developable adjacent parcels by providing access, permeability, and services.

Victoria Park Transit Centre

The relocation of the Victoria Park Transit Centre will unlock premier land for mixed-use redevelopment. Further, the site could provide affordable housing for Calgarians. CMLC completed public engagement from Feb-Oct in 2018 on the master plan vision for East Victoria Park. Feedback highlighted the importance of ensuring affordable housing is available in the area so that there can be a variety of demographics and incomes living within the community. As well, creating a stronger connection to the Elbow River was a common theme identified. As highlighted earlier, significant investment into this site is required to unlock developable potential and respond to public engagement feedback. This includes new road right of ways, shallow and deep utilities, public amenities, and remediation. The cost to complete the remediation alone is too high and the private sector would determine that it's not economically feasible to redevelop the property. Further to this, the project will also need to take into consideration coordination with the City on the timing of relocation of the Victoria Park Transit Centre.

Redevelopment will not occur on the VPTC site without government intervention from a master developer like CMLC.

Streetscape Improvements

Streetscapes will be an integral part of the open space system in the East Victoria Park. This will require redesign of some existing streets to create a high-quality pedestrian environment that encourages pedestrian movement—shopping, walking to work, attending an entertainment event—and provides connectors to pathway systems, transit, downtown and adjacent communities. Applying the key successes of East Village, creating a consistent design language that signals to the user they are entering into a unique community supports wayfinding, and creates a community brand that the private market can leverage through condominium sales and commercial retail unit leases.

Streetscape improvements should be complete in conjunction with flood proofing and deep shallow utility upgrades.

Cycling Infrastructure

Commuting by bicycle is becoming increasingly popular. The Rivers District bicycle network capitalizes on proximity to Elbow River and Bow River Multi-Use Pathway and the LRT line by providing on-street bike lanes and off-street facilities that integrate with and connect to the adjacent bicycle network. To support this, CMLC proposes to continue the 12th Avenue SE Cycle Track as a two-way track east of 4th Street to the MacDonald Bridge and Elbow River and to connect future cycling infrastructure on 4th Street SE from 9th to 12th Avenue.

g. Community Parks: Current State

The portion of the East Victoria Park within the Rivers District north of Stampede Park has one public open space: Enoch Park. The Elbow River is the major natural amenity in the community, providing a

natural park on the eastern edge. South of 12th Avenue SE is one open space within the boundaries of Stampede Park: Rundle Ruins (privately owned by the Calgary Stampede).

Regional Open Space

No regional open spaces exist in East Victoria Park.

Pathway System

The Elbow River pathway is more fragmented than the East Village condition prior to CMLC's involvement. The pathway connects from 9th Avenue SE to 14 Avenue SE adjacent to the Elbow River with maintenance responsibility divided between the City of Calgary and the Calgary Stampede. Its quality varies widely. Its width is often constrained under bridges and adjacent to the river banks and slopes and is discontinuous on the west side of the river forcing users to ride on the sidewalk or connect through the vehicle lane. The width of the asphalt pathway is under 2.5 metres providing the capacity of two side-by-side cyclists moving in the opposite direction.

h. Community Parks and Pathway Systems: Future Projects

The following summarizes open space plan for East Victoria Park:

Elbow River North Park: RiverWalk Stage 2

Providing active modes connections to and through the community was a critical piece of infrastructure that helped activate East Village. Enhancing active modes pathways will be required to make this community successful by bringing people to and through the neighbourhood.

To achieve this, CMLC proposes to close 7th Street SE and extend RiverWalk from 9th Avenue SE to 12th Avenue SE. Here, a portion of the park engages Calgarians with the river in a new way by bringing the city to the river. This is done by creating a river's edge promenade activated with restaurant patios, small shops, local services, residents and co-work office spaces. The river's edge is 'laid back' to create a large sweeping lawn, terraced lawn steps or a beach that slopes down to water's edge creating an inviting public space to relax and enjoy the river. The park becomes a destination, not only along the regional trail, but for visitors and residents of Victoria Park and the surrounding neighborhoods and can provide amenities like bicycle maintenance facilities, an ice cream stand, or even a local brewery.

Elbow River South Park: RiverWalk Stage 3

South of 12th Avenue, RiverWalk is imagined to take on a much more subdued character with more naturalized edges that frame the RiverWalk as it connects south to 17th Avenue. Immediately south of 12th Avenue the RiverWalk trail meanders past the Youth Campus open space that could be used for flexible informal activities such as pic-up soccer, volleyball, kick ball, frisbee and lawn games. South of the open space, the trail connects to the Youth Campus amphitheater and interior plaza as it continues south to connect with the 17th Avenue Promenade.

10th Avenue Linear Park + Pathway

This linear park connects the Elbow River, and RiverWalk to the Green Line LRT Station. In the place of a 10th Avenue right-of-way, this linear park serves as a green link from the mixed-use neighborhood to the station and regional trail system. Serving as the neighborhood's 'backyard', this park aims to serve the needs of local residents and can include amenities such as a dog park, lawn space for yard games, strolling paths, and community gardens.

Arena Plaza

'Arena Plaza' is a year-round gathering space for the district abutting 14th Avenue and 4th Street SE. It's intimate scale, shade elements, paving materials and active edges all contribute to a place that is comfortable and occupiable year-round, with and without programming. In addition to everyday functionality, the design of the plaza should also consider the wide range of functions it will support, including the Stampede 10-Day Event, Arena and Convention Venue events, weekend festivals, farmers markets and art shows, concerts, etc. The plaza should have a cohesive relationship to the arena and be designed to host game day celebrations and events while allowing space for crowd ingress and egress. Curbless edges between surrounding streets and the plaza should be considered to create greater flexibility and a stronger relationship to surrounding architecture.

Light Rail Mews

A new transit walkway should be incorporated with the future Green Line LRT Station between 4th Street and 5th Street, connecting transit users south, to 11th Avenue. This will be a new 'front door' to Victoria Park and East Village. The plaza should announce arrival at a special district and create a safe and inviting environment that intuitively connects to the surrounding neighborhoods. The mews will provide retail, café, and restaurant opportunities as people arrive or depart from the Cultural and Entertainment district.

Dog Park

Dog parks serve as both a functional space for dogs to socialize and play, but also as a community builder for residents. While dogs play, pet owners can socialize, build relationships and exchange community information. East Victoria Park doesn't have any dog parks. A future urban dog park (+/-1,200 m2) is identified as a future infrastructure amenity for the community.

Pocket Parks

To increase the greenspace accessible to residents in East Victoria Park, a series of pocket parks are identified in the Master Plan. They will create a variety of outdoor spaces to support a diverse residential community.

h. Heritage Resources: Current State

There are a number of buildings in East Victoria Park that have either been designated under the Historical Resources Act or are included in the City of Calgary Inventory of Potential Heritage sites. Protected resources include:

- Fire Hall No. 2
- Dafoe Terrace
- Victoria Bungalow School
- Victoria Sandstone School
- Fairey Terrace
- Louise Block

i. Heritage Resources: Future Work

Enoch House

For East Victoria Park, the Enoch House (while not noted as a Heritage Resource) is noted by the City of Calgary as a building of 'historical significance' depicting an era of single family development at the turn

of the 20th century in Calgary's downtown core. The home will be benefitted by a placemaking intervention which may see the home moved or included in a more comprehensive block development.

Built in 1904 in Victoria Park, the Enoch Sales House is the only surviving example of the substantial and stylish homes built in the early 1900s for managerial and merchant classes. Although not a legally protected municipal, provincial, or federal heritage building, the City of Calgary does identify Enoch as a building of significant heritage value under the Inventory of Evaluated Historic Resources. Architectural characteristics of the house include a dominant front-facing gable, bay and oriel windows, and a hip roof.

j. Parking: Current State

There were a large number of surface parking lots located throughout East Village prior to development. Some lots provided monthly parking available to the public while others, such as the Police parkade, have restricted access. Many of the parking lots were approved with limited- time, temporary development permits.

A large number of surface, structured, and on-street public parking spaces are located within and adjacent to the plan area. The availability of public parking heavily impacts traffic volumes, particularly event traffic. This section reviews existing parking supplies, future parking supplies, and future parking demand. A total of approximately 8,700 public parking stalls are currently available for use near the Stampede Grounds.

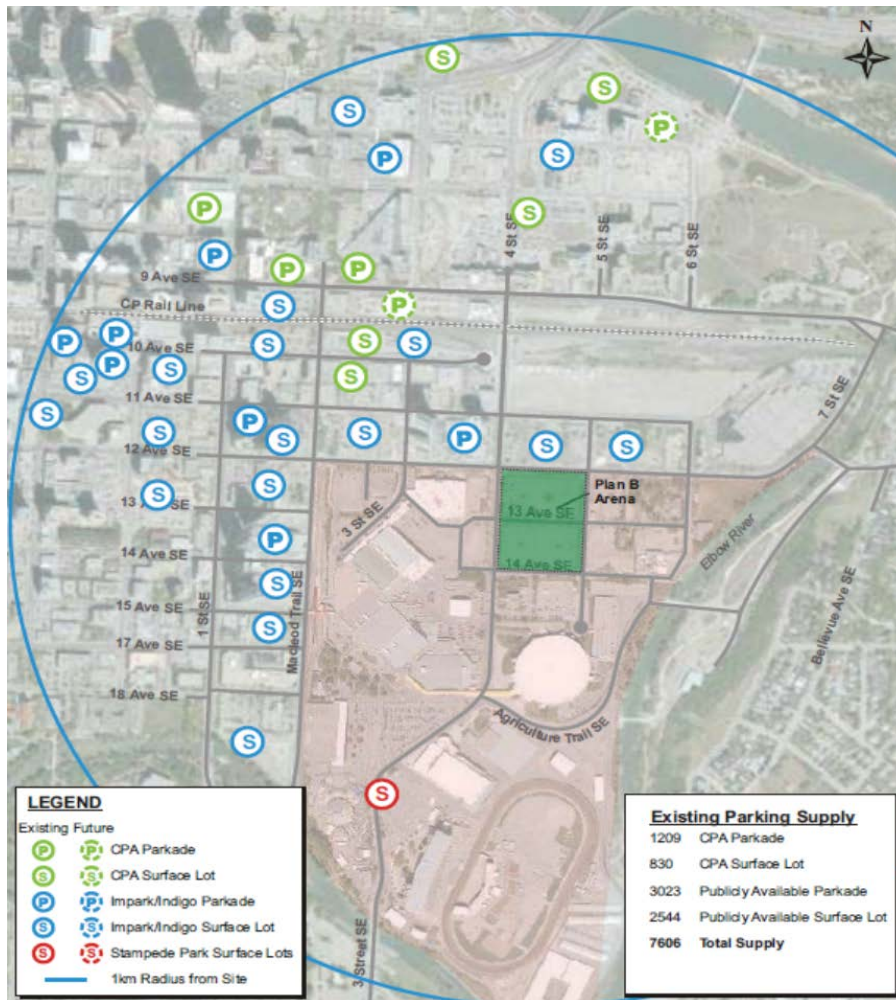


Figure 13: Rivers District Existing Parking

k. Parking: Future Projects

East Village is currently undergoing considerable redevelopment, while the Rivers District Master Plan seeks to extend this level of redevelopment into East Victoria Park. There are three known new public parkades that will be developed within a kilometre of the centre of the East Victoria Park community (Alt Hotel Parkade – 103 stalls; RioCan Commercial Parkade – 356 stalls; CPA 9th Avenue Parkade – 510 stalls).

If existing surface lots are redeveloped into office uses it is expected that parking will be provided in a parkade with potential shared use due to events occurring after office peaks. Surface lots redeveloped into residential uses are not expected to include public parking.

The addition of the potential new arena would result in an approximate loss of 750 stalls. Additional redevelopment and expansion of the BMO Centre will further impact the existing parking supply. Event traffic volumes into Stampede Park will be dependent on whether these stalls are replaced by structured parking (volumes will decrease with the reduction of parking).

Further, the addition of the 4th Street Green Line station will allow people access the community and move through the community. Modes are anticipated to shift away from the use of vehicles and towards transit, cycling and walking.

l. Environment: Current State

CMLC has reviewed over 20 environmental contamination reports for East Victoria Park. Lands north of 12th Avenue SE have historical activities that have significant environmental issues of concern, specifically site at 1075 7th Street SE (Victoria Park Transit Centre), along with the lands adjacent, and south of the CP tracks. These parcels are known to have had historical operations of fueling lane, diesel, waste and gasoline underground Storage Tank, truck terminals, truck maintenance garage tool house and scale house, and fueling area. With the redevelopment of the VPTC site along with the adjacent undeveloped 11-acre site (located north of 11th Avenue, and east of 4th Street SE) significant remediation will need to occur both with redevelopment and with the create of new ROW's in these parcels.

m. Environmental Remediation: Future Projects

It is estimated that environmental remediation costs in Victoria Park could be in the range of \$10 to \$15 million. These costs represent a worst-case scenario in the remediation of lands in the area but does not consider risk management or removal of materials due to construction or developer activity, as the final site usages are unknown at this time. Applying the successes of East Village, remediating lands that require new ROW's is critical to realizing the public infrastructure investment is realized. Further to this, through land sales, CMLC provided subsidies to developers to clean up and redevelop contaminated sites. Without these incentives, East Victoria Park revitalization will be challenged.

n. Additional Projects: Redevelopment Measures

Affordable Housing

The Rivers District Master Plan envisions East Victoria Park as a community that welcomes all residents, supporting social sustainability. By providing affordable housing, East Victoria Park will be able to support a range of demographics in the area. Building on the success of East Village, market solutions for affordable housing—such as condominiums with no parking, or density bonusing provisions in the land use bylaw—will enable East Victoria Park to increase the affordable housing stock.

o. Public Art

The Centre City Plan public art strategy identifies possible locations for public art. The locations include key intersections, river connection points, 4th Street Underpass, bridge crossings, major parks, transit/pedestrian linkages and street connections into Fort Calgary.

The public art strategy encompasses East Village, the Beltline (including East Victoria Park) and East Downtown.

p. Overhead Powerline

10th Avenue

The existing overhead powerline paralleling 10th Avenue is a visual constraint within the Beltline and is considered incompatible with high-density residential development.

Redevelopment in the Beltline, new LRT right-of-way requirements and open space initiatives along the CPR corridor provide an opportunity for the powerline to be placed underground.

Discussions between the City's Green Line team and ENMAX have commenced. It is anticipated the overhead power lines will be buried by 2020.

Arts Commons

The Arts Commons program consists of Arts Commons South and Arts Commons North. Arts Commons North is an expansion on the northwest corner of Olympic Plaza that will house a 1,200-seat road-house style theater, a black box theatre and multiuse theatre space. Arts Commons South is a major renovation and retrofit of existing facilities, including transformational architecture of public space and facades.

Olympic Plaza

The Project aims to re-energize Olympic Plaza by unifying it with Stephen Avenue to the south, City Hall Plaza to the east and the adjacent Arts Commons proposed expansion. The new Olympic Plaza will unite both civic and cultural institutions and reinvigorate this important public site as the "Cultural Heart" of the City.

q. BMO Convention Centre expansion (Stampede Convention Venue)

The expansion of the Stampede Convention Venue will provide a competitive event and convention destination to the North American and global markets. The facility will be a catalyst for new hotel, residential, retail and commercial development projects that are connected and integrated with the Rivers District. Calgary Stampede is striving to create innovative, flexible and highly functional spaces which are adaptable and can provide a year-round gathering place for Calgarians and global visitors.

9. Plan Benefits

This Plan outlines significant public infrastructure upgrades in the Rivers District. Infrastructure development stimulated significant private and public investment during the first 10 years of the current 20-year period of the Community Revitalization Levy Bylaw. Current investment includes commercial, residential and institutional/educational developments.

Approximately \$5.6–6.6 billion in new residential assessment value and \$2.7–4.3 billion in non-residential assessment value will be added into the Rivers District over the 40 years from 2007 to 2047.

As stated previously, the CRL will provide a dedicated source of financing to enable expedited replacement and refurbishment of the aging infrastructure in the Rivers District. This goal is being accomplished without a general tax increase to all citizens of Calgary (as the CRL is designed to provide self-sustaining funding for the Rivers District redevelopment with no impact on the City's operating and capital budgets and with no increased levy specific to the Rivers District).

East Village and East Victoria Park residents will benefit as the area continues to redevelop. New commercial uses are bringing services to a currently underserved area. New housing developments are increasing the vibrancy and diversity of the district, making commercial ventures and community services more viable. The increase in permanent residents may also help reduce certain crimes (such as person and property crimes).

Redevelopment and densification will have positive impacts well beyond the District. Repopulation of the inner city reduces growth and infrastructure pressures on the city's periphery, eases pressure and congestion on the city's greater road network, provides self-sustaining funding for redevelopment and increases use of community facilities.

For the District's environmentally contaminated sites, redevelopment provides the opportunity to remediate and bring them into productive uses.

The infrastructure development outlined in this Plan includes both regional and local open spaces and parks, some of which have already been completed. The quality of life for local residents has been and will continue to be improved with increased access to quality parks. Citizens and visitors are already benefiting as regional open spaces are becoming better linked and public gathering places bring people together.

Redevelopment and densification bring economic benefits to nearby communities, as an increased inner-city population will support existing business areas such as Atlantic Avenue (Inglewood), Centre Avenue (Bridgeland/Riverside) and Victoria Crossing (Beltline).

10. Plan Risks

a. Economic Climate

As with any project whose timeline spans decades, this Community Revitalization Plan has inherent risks. The Plan anticipates a moderately healthy economy with increasing property values. It also anticipates a relatively measured build-out to maximize tax revenue increases. However, economies have cycles, and Calgary is currently weathering the second economic downturn since the inception of the Plan.

Economic slowdown typically brings, at best, stagnant property values with sporadic development or, at worst, reduced property values and no development. As a result, the incremental increases in tax revenues needed to fulfill the debt repayments associated with the Plan would be at risk of not being realized. To date, the slowdown has not significantly impacted redevelopment plans; however, it has hindered CMLC's land sales program, and developers are delaying bringing new products online.

b. Cost Escalations

The proposed infrastructure program will be affected by construction cost escalations. The proposed costs will determine the level of borrowing, and any increased borrowing will affect the term of the Plan and the levy district. Cost escalation allowances of approximately 20% per year have been included in the cost estimates.

11. Redevelopment Phasing

The proposed phasing of infrastructure improvements in Victoria Park is project-based. They are not sequential, as projects in different phases may be undertaken concurrently.

a. Initial Projects

Projects in the initial phase of this Plan are the BMO Convention Centre expansion and East Victoria Park infrastructure, which includes utility upgrades, creation of new rights-of-way and streetscape improvements. The East Victoria Park infrastructure projects and the BMO Convention Centre expansion will occur first and are intended to remove existing redevelopment barriers. These projects will also trigger the private-sector investment necessary to support the district and achieve the Master Plan vision. The initial phase also includes the 17th Avenue SE extension, Stampede Trail, 5th Street SE underpass and parks and open spaces. These other projects will be phased over the next 5 to 10 years.

The first portion of the RiverWalk was completed in East Village in conjunction with other project work. While the RiverWalk is an Initial Project, construction of certain stretches of the RiverWalk are tied to routing that cannot be established independently of other projects (such as relocation of the Victoria Park Transit Centre and Stampede Park improvements).

b. Other Projects

Other projects include public art and wayfinding, heritage building restoration, park development, environmental remediation and other infrastructure work. Infrastructure work will commence as design work proceeds and priorities are established.

Other projects being considered and/or in preliminary stages include ongoing environmental remediation, infrastructure work within the Beltline, Victoria Park Transit Centre relocation, further park redevelopment, Art Commons redevelopment and Olympic Plaza.

12. Redevelopment Impacts and Proposed Mitigation Measures

The Rivers District population is forecast to increase from the current 6,388 to between 20,000 and 30,560 at full build-out. The Plan will add up to 8 million square feet of development, with approximately 21,700 dwellings in the District. While most of the area will be redeveloped for residential use, it will include significant new office, retail, hotel, and entertainment uses along with increased employment opportunities.

East Village has seen an increase in new residential and commercial development - nearly 1200 new residential units - which is having positive impacts in the area. In addition to new development, all existing residential and institutional uses (including large social service agencies such as the Calgary Drop-In and Rehabilitation Centre and the Salvation Army Centre of Hope) are expected to remain in the District. Displacing existing residents or clients of social service agencies is neither viable nor desirable. Rather, the solution lies in planning and accommodating these populations with the new wave of population entering the District. Communities are successful, healthy and viable when they balance issues related to socioeconomic, sustainability and accessibility concerns. No residents will need to relocate as part of this plan.

As the District redevelops, the area may continue to experience social exclusion. Alternatively, social issues could be shifted to surrounding communities. Social exclusion is manifested by poverty, lack of employment, low levels of education and crime and is fueled by lack of access to often poor-quality community resources and services. Social exclusion will be mitigated by providing amenities such as parks, local shopping, programming and educational venues. Such amenities will attract new residents and more visitors to the area, increase social interaction and improve overall quality of life.

The tax impacts of carrying out the Rivers District Community Revitalization Plan and the new property values expected in the project area are addressed in Part II: Finance.

13. Role of Private Sector Developers in Redevelopment

The CRL is based on the premise that The City, through CMLC, will limit its participation to the provision of the infrastructure needed to attract the private sector. CMLC will also be involved in the development of public assets in the District, such as the BMO Convention Centre Expansion and heritage building restoration.

Over the 40-year period of the CRL, private developers will invest an estimated \$8–11 billion in new developments in the area. To date, approximately \$2.8 billion in planned investment has already been realized in East Village. These investments are bringing residents, businesses and visitors into the area.

CMLC is kick-starting the renewal of East Victoria Park and benefitting Stampede Park by investing in infrastructure like the 17th Avenue extension, 4th Street SE/Stampede Trail retail street, utility upgrades and the BMO Convention Centre expansion.

PART II: FINANCE

14. The Community Revitalization Levy (CRL)

The Community Revitalization Levy (CRL) results from Provincial legislation that enables The City to segregate tax revenues in the Rivers District for a maximum 20-year period and direct them towards paying for the required infrastructure in the area. This Plan supports an extension of this time period to 40 years. In general, The City segregates tax increase revenues amounts that would otherwise be charged, as the municipal and provincial portions of property taxes will now be labelled a Community Revitalization Levy. The CRL will be used to cover the costs associated with the infrastructure upgrading and redevelopment work in the Rivers District. The CRL thereby facilitates the advancement of projects that would otherwise need to be delayed because of the City's funding constraints.

The process related to the CRL follows these basic steps noted below:

- The CRL area has been established by The City and the Province, in 2007.
- Property assessment values were frozen in 2007 at a base level at the beginning of the initial 20-year CRL period. This base property assessment amount is subject to the normal municipal and provincial property tax rates and would continue to flow to the general revenues of both the Municipal and Provincial governments each year.
- Beginning in the first year of the 40-year CRL period, a CRL rate is established on an annual basis, which is equal to the municipal and provincial tax rates being levied by The City and the Province. This CRL rate is then applied to the incremental assessed value above the base assessment level established at the beginning of the redevelopment effort. In other words, the CRL is levied on increased assessment value over and above the base level resulting from market value changes, new developments or other improvements in the Rivers District. The property owners in the Rivers District will pay an equal rate of taxes as the combined property tax and CRL will be the same as the property tax in a property assessed at the same value outside the Rivers District.
- CRL amounts are accounted for in a separate fund and, as specified in the CRL regulation, are used to fund the redevelopment efforts in the Rivers District.
- At the end of the 40-year CRL period, all property tax revenues in the Rivers District will then flow into The City's and the Province's general revenues.

During the 40-year period of the CRL, the Province has agreed to forgo a portion of their property tax revenues in the Rivers District, thereby enabling The City to leverage this contribution to fund redevelopment projects.

The Rivers District is designed to not draw any resources from The City's operating and capital budgets and to provide self-sustaining funding for Rivers District redevelopment.

15. Financial Assumptions

The Rivers District Community Revitalization Plan will cover a period of 40 years, and as such, several important financial assumptions were made to allow for reasonable financial modeling of the project during this long period. These financial assumptions are an integral part of the financial analysis of the CRL. The assumptions have been stated upfront to ensure there is a clear understanding of the assumptions and limitations of the financial analysis undertaken. Any material variation on the assumptions noted below may have an impact on the financial projections for the redevelopment project.

a. Assessment Growth

It is assumed that assessment values in the Rivers District will grow at the average assessment rate of The City of Calgary as a whole, therefore there will not be any further positive or negative impacts resulting from revenue neutral calculations. Section 17 further discusses the projected changes in incremental assessed value.

b. Beltline Community Investment Fund

Under the Beltline Area Redevelopment Plan, certain amounts will be collected from developers to fund public realm amenities. It is unknown at this time whether any of these amounts will be applicable to projects undertaken in the Rivers District; therefore, no amounts are included in the financial projections at this time.

c. City Advances

No City advances are anticipated in this Plan since the collection of the Community Revitalization Levy has already commenced

d. Contribution of City-Owned Land

A portion of the lands owned by The City of Calgary in the Rivers District were transferred to CMLC. These lands were transferred beginning in 2008 at book value with mortgages held by the City. The last batch of land within East Village was transferred in 2011.

The mortgages are due on the earlier of December 31, 2019 or when CMLC closes a sale of the related land to a third party. The balance of these mortgages at December 31, 2017 was \$8.5 million and are secured by land and are non-interest bearing.

No additional contributions of land are anticipated in this Plan.

e. Cost Estimates and Escalation Provisions

The cost estimates provided in this Plan are order of magnitude costing and costs to date have been included in the current estimate. Cost estimates for the initial projects were based on preliminary engineering assessments and design concepts only and are subject to changes as detailed designs are prepared.

A contingency escalation of 15% has been applied to all cost estimates for the initial projects, which are Victoria Park infrastructure. The cost estimates, which have been supplied by the consultants for these projects to date, include cost escalations due to construction timing and phasing of the projects over several years.

f. Debt – Amortizing

It is assumed that wherever possible, regular amortizing debt will be used to match debt repayments to projected cashflows while minimizing interest costs. This type of debt may be used in conjunction with specific lump sum principal repayments negotiated at the start of a loan to future optimize CMLC's debt structure.

g. Debt – Structured

It is assumed that certain projects undertaken in the Rivers District will be financed through structured debt in order to better match the cashflows associated with the CRL.

Structured debt utilizes interest only payments for the first half of the debt term and the principal is only amortized over the last half of the term. This type of debt will result in greater interest charges for a project like the BMO Convention Centre expansion but facilitate debt servicing costs before the CRL extension starts while cashflows are constrained.

h. The Bow Building

The Bow building was completed and opened in 2012. The Bow is a 58-storey, 247-metre, crescent shaped skyscraper with 158,000-square-metre (1,700,000 sq. ft.) of office space.

The total incremental property taxes collected from The Bow in 2018 are approximately \$19 million of which \$16 million contributes to CRL Revenues and \$3 million contributes to Business Tax Revenues. This represents approximately 48% of the total CRL Revenues.

i. Interest Rates

It is assumed that the following interest rates are reasonable projections for interest rates for various products over the following terms:

20-year structured debt	4.50%
20-year regular amortizing debt	4.25%
15-year structured debt	4.50%
15-year regular amortizing debt	4.25%
10-year regular amortizing debt	4.50%
5-year regular amortizing debt	4.50%

j. Investment Income

Temporary excess funds on hand are to be invested by CMLC according to the City's investment policy and the investment income earned will be used in the Rivers District, in accordance with The Regulation.

k. Land Sales

The Board of Directors of CMLC approve the timing of land sales associated with the Rivers District.

l. Timeline

The City of Calgary is eligible to collect the CRL from the Rivers District over a total 40-year period. The original River District CRL was approved by the Province for tax assessments and has been frozen to the values on December 31, 2007. Therefore, the current 20-year period of the CRL will run from 2008 to 2027. The anticipated extension will run for an additional 20 years to 2047. The financial analysis has been modelled around this timeline.

16. Plan Costs

Initial Projects

Infrastructure Projects of East Victoria Park includes projects required to redevelop Victoria Park portion of the Rivers District. These projects focus on infrastructure upgrading to attract investment into the area and to enable the maximum buildout.

Estimated costing for Infrastructure Projects is based upon the Rivers District Master Plan vision and uses 2018 cost estimates.

The costs are not based on a complete design and additional costs may be identified as detailed design work proceeds and input is received from the public and key stakeholders.

Initial Projects

Initial Projects	Estimated Costs
BMO Convention & Trade Centre Expansion	\$335,000,000
Victoria Park Infrastructure Projects:	
Underground Utilities	\$40,000,000
Streetscape Improvements	\$50,000,000
Parks and Open Space	\$50,000,000
Total Initial Costs	\$475,000,000

Table 1: Initial Project Costs

It is anticipated that subsequent to the approval of this Plan by Council and the Province, work on these projects will commence in 2019.

Underground utilities and streetscape improvements will be delivered in coordination with road raising (flood proofing). All three projects are critical to unlocking the development potential of this area and attracting private investment. As noted above, several sanitary sewers, potable water systems will require replacement with increased density. Further to this, raising all roads will flood proof, enable future development to provide at-grade access to the street, and enable emergency responders to service Victoria Park in the event of a flood.

Other Projects

Other projects can contribute to placemaking and redevelopment efforts of East Victoria Park. Public art contributes to a vibrant cultural scene making the neighbourhood more inviting; the relocation of the Victoria Park Transit Centre will unlock premium land for a potential mixed-use redevelopment project; remediating the environmental conditions from historic industrial uses will additionally free-up inner city land for redevelopment; rehabilitating historic buildings in East Victoria Park will breathe life into the historic warehouse district creating an authentic neighbourhood.

Remediating lands north of 12th Avenue will unlock redevelopment that otherwise wouldn't be possible in this area. These parcels have historical industrial operations that will require extensive and costly remediation.

Other projects may commence after the initial projects are underway. These projects are prospective in nature and have not been scoped in detail. The cost estimates reflect total costs for these projects and are intended only to provide an order of magnitude level of the potential costs. These projects will be limited by the amount of funds available from the Community Revitalization Levy.

Other Projects

Community Building Projects	Estimated Costs (Range)
<ul style="list-style-type: none">Arts CommonsPublic ArtVictoria Park Transit CentreRemediation – EnvironmentalHistorical Building Rehabilitation	<ul style="list-style-type: none">(\$200M)(\$2M - \$5M)(\$50M - \$55M)(\$10M - \$15M)(\$3M - \$5M)
Total Community Building Projects	(\$265M - \$280M)

Table 2: Other Projects Costs

Land

The City acquired substantial parcels of land as the Rivers District was being prepared for redevelopment. Portions of this land have been and will be used to reconfigure streets and add park space. Figure 4 identifies City owned properties in the Rivers District. Further land acquisitions may be required to complete the new street configurations or to assemble contiguous parcels of land for development.

a. Borrowing Costs

The costs of borrowing associated with the Rivers District consist of interest charges over the life of the project. The costs of borrowing are estimated based on the projects that have been identified above and future projects that have not been defined yet.

An estimate of the potential magnitude of reasonable borrowings and related interest costs supportable under the Plan is found in the table below. An estimate of \$475–\$755 million in projects could be undertaken and funded by debt. The repayments would then be covered by the Community Revitalization Levy over the term of the Plan. No contributions from general tax revenues are anticipated to be required to fund the debt repayments.

	Low	High
Principal	\$475 million	\$755 million
Interest	\$250 million	\$400 million
Total	\$725 million	\$1.155 million

Table 3: Borrowing Costs

Depending upon specific future cashflow timing associated with the Rivers District, the potential exists to use cash on hand to fund projects rather than borrowed funds, therefore minimizing borrowing costs.

b. Other Costs

Administrative and project management costs associated with the Rivers District have been considered in the financial analysis and include CMLC officers and directors, project management, operating costs, rent, marketing, and estimates for service level agreements which may be entered into with certain City departments or other external consultants.

17. Plan Revenues

a. Community Revitalization Levies

The Community Revitalization Levy will continue to be imposed on all properties located in the Rivers District. Assuming the Province approves this Plan, the 2008 Assessment Roll will continue to form the

baseline assessment. The Levy will then be applied to the incremental assessed value starting with the 2008 Assessment Notice and will continue for 40 years thereafter.

The CRL is being levied and collected in accordance with the process outlined in Section 14. According to CMLC's consultant's estimates, the Community Revitalization Levy is estimated to generate between \$1 Billion and \$1.3 Billion over 20 years as summarized in the following table:

Scenario	Estimated Community Revitalization Levy
Low	\$1 Billion
High	\$1.3 Billion

Table 4: Community Revitalization Levy Revenue

The low scenario projections for CRL over the 40-year period represent approximately \$5.6 billion in incremental growth in the residential assessment base for tax paying parcels over the 40-year period plus an additional \$2.7 billion in incremental growth in non-residential taxable assessments. The assessment figures are all in \$2018 and do not include any inflation that will occur over the projection period. In addition, the assessment figures exclude property assessments for parcels that are exempt from property tax (and do not contribute to the CRL). Estimated growth in non-taxable assessments is not available for Years 11 to 40.

The high scenario projections for CRL represent approximately \$6.6 billion in incremental growth in the residential assessment base for tax paying parcels over the 40-year period plus an additional \$4.3 billion in incremental growth in non-residential taxable assessment base. The assessment figures are all in \$2018 and do not include any inflation that will occur over the projection period. In addition, the assessment figures exclude property assessments for parcels that are exempt from property tax (and do not contribute to the CRL).

In the low scenario projections, taxable assessment growth is estimated to be phased in over the 40-year time period in the following manner, of which Years 1-10 have already been realized

(\$ Billions)	Years 1-10	Years 11-20	Years 21-30	Years 31-40
Residential	\$1.2	\$1.6	\$1.4	\$1.4
Non-residential	\$1.8	\$0.0	\$0.5	\$0.4

Table 5: Low Scenario Assessment Growth Phasing

Key assumptions in the low scenario are that office development is limited until Year 20 (2027) due to the large amount of existing vacant office space in Downtown Calgary, limited institutional construction proceeds during the CRL period, and there is no positive impact on commercial demand due to institutional development.

In the high scenario projections, taxable assessment growth is estimated to be phased in over the 40-year time period in the following manner of which Years 1-10 have already been realized:

(\$ Billions)	Years 1-10	Years 11-20	Years 21-30	Years 31-40
Residential	\$1.2	\$1.9	\$1.7	\$1.8
Non-residential	\$1.8	\$0.1	\$1.2	\$1.2

Table 6: High Scenario Assessment Growth Phasing

Key assumptions in the high scenario are that the proposed new Arena and the Convention Centre expansion both proceed (although these are assumed to be exempt from property taxes). The high scenario also assumes a larger amount of private sector office and commercial space construction due to the increased institutional development and a stronger overall office market.

b. Land Dispositions

It is estimated that approximately 13 acres of land will potentially be available for sale for development in the Rivers District. This land is located in the both East Village and East Victoria Park. Figure 4 identifies City owned properties in the Rivers District.

c. Cost Recoveries

The East Victoria Park infrastructure improvements are comprised of four components as follows:

- Underground utilities
- Surface improvements
- Sidewalk & streetscape
- Parks & open space (including public art)

Cost estimates for the infrastructure improvements are provided in Section 16 of this Plan. This section addresses the funding of infrastructure improvements and identifies the costs that can be recovered from developers and costs that would ultimately be CRL funded. The proposed funding program reflects recent work on inner city infrastructure funding in the Cost of Growth Study. While certain improvements may be front-ended and constructed through the Rivers District redevelopment, it is intended that aside from extraordinary infrastructure costs, developer costs/levies in East Village would be similar to those in other inner-city areas.

d. CRL Funded Costs

In the initial projects, the highest infrastructure cost in Victoria Park will be for the BMO Convention Centre Expansion.

Streetscapes will also be an integral part of the open space system in the Victoria Park. This requires redesign of some existing streets is required to create a thematic, high quality pedestrian environment that encouraged pedestrian movements – shopping, walking to work, window-shopping, and as connectors to pathway systems, transit, the downtown, and adjacent communities. It is understood that enhancing the pedestrian environment will contribute to a safe, vibrant area. This will also be funded by CRL.

As a general principle, any upgrades to the main sanitary sewer trunk system were to be financed by CRL.

Stormwater runoff is generally not related to increased population and density and as such, upgrades to storm sewer facilities are considered a CRL cost. The stormwater system costs include the wetland that was constructed to improve stormwater quality.

With regard to road, sidewalk and utility improvements where roads abut City-owned lands such as LRT rights of way, the cost of improvements is being borne by the CRL, as there is no opportunity for recovery from an adjacent developer.

e. Special Infrastructure Considerations

Active frontages are required along 4th Street SE, where a new festival street will require wide sidewalks sufficient for before- and after-event traffic. East Victoria Park will have its own placemaking and streetscaping design aesthetic, described and supported by the ARP and community design guideline. Private developers will integrate the design aesthetic of the community into their private developments to support the Cultural and Entertainment vision that has been espoused within the master plan vision.

The BMO Convention Centre Expansion will pay for infrastructure improvements in the same manner as private development. Similarly, any City-initiated development in Victoria Park is anticipated to pay applicable infrastructure costs for boundary roads, sidewalks and associated utility improvements.

f. Other Revenue Sources

Other revenue sources such as provincial or federal grant programs will be used where available.

Interest income on cash balances on hand is another source of funds available to the Rivers District.

18. Projected Borrowings and Repayment

a. Amount of Borrowing in Each Scenario

It has been assumed that depending on cashflows specifically for a project like the BMO Convention Centre expansion funds would be borrowed using simple structured debt where interest only payments are made for the first half of the term and then a blended principal and interest payment is made for the second half of the term. Regular amortizing debt is assumed to be used for all other borrowings. The final borrowing terms and structuring of the debt will be tailored to the timing of each project and may result in a more customized structured debt product.

b. Timing

The first borrowing occurred in 2008 and borrowing will continue to occur on a quarterly basis depending on the need as redevelopment progresses. CMLC has issued a total of \$249.5 million in debentures from The City of Calgary through arrangements with Alberta Capital Finance Authority as at December 31, 2017.

c. Impact of CRL Borrowings on The City of Calgary's Debt Capacity

In November 2006, Council approved self-sufficient tax supported debt capacity in the amount of \$150 million, \$75 million in each of 2007 and 2008, of which \$135 million is dedicated to Calgary Municipal Land Corporation (FCS2006-42). In July 2008, Council approved \$100 million annually in self-sufficient tax-supported debt capacity between 2009 and 2013; \$500 million in total (FCS2008-24). In February 2012, Council reduced the approved self-sufficient tax supported debt capacity by up to \$250 million (allocated to the Recreation Centres), leaving total approved capacity at \$400 million (C2012-10).

Borrowing bylaws totalling \$275.5 million in borrowings have been approved by Council to cover work in the East Village. As at December 31, 2017, \$249.5 million had been advanced against these borrowing bylaws.

Further borrowings for major projects including the BMO expansion will be put forward to Council for approval when these projects require financing.

d. Source

The majority of borrowings take place through Alberta Capital Finance Authority, but in specific circumstances if flexible borrowing arrangements are required, other financial institutions or capital markets may be utilized by CMLC.

19. Shortfall Funding

If a situation were to arise where insufficient revenues were generated from the Community Revitalization Levy, general tax revenues would be a backstop to fund any borrowing costs that remain.

In addition, as not all projects are undertaken at the commencement of the 20-year extension CRL period, as indicated above, there is the ability to adjust the Plan and to not undertake additional projects if the projected cashflows will not support them.

20. Community Revitalization Levy Fund

All funds collected through the CRL will be accounted for separately in a Community Revitalization Levy Fund and invested by CMLC in money markets or short-term fixed income products.

Schedule 1: Definitions

Where possible, the terms used in this Plan match definitions used in the Municipal Government Act, The City of Calgary Rivers District Community Revitalization Levy Regulation, City of Calgary Land Use Bylaw 2P80 and applicable statutory plans.

affordable housing • housing that adequately suits the needs of low- and moderate-income households at costs below those generally found in the Calgary market. It takes a number of forms: emergency shelters, transitional housing, non-market rental (also known as social or subsidized housing), formal and informal rental, and affordable home ownership. Affordable housing projects are targeted to households with 65 percent or less of the area median income (City of Calgary, 2002), meaning households with a before-tax income of \$37,621 per year or less (Statistics Canada, 2003a)

council • the council of The City of Calgary

district energy • provides buildings with heating or cooling energy produced and distributed by a central plant. A network of underground pipes connects the central plant to individual buildings. Thermal energy is distributed to the buildings and returns via the pipes to the central plant to be heated or cooled again

floodplain • lands abutting the floodway that would be inundated by floodwaters of a magnitude likely to occur once in one hundred years

floodway • the river channel and adjoining lands that would provide the pathway for flood waters in the event of a flood of a magnitude likely to occur once in one hundred years

non-market housing • housing that receives some government funding in order to support individuals or families who cannot afford to pay market rent. Subsidization mechanisms may include rent supplement programs; government owned or financed housing projects and units; or projects developed by non-profit, co-operatives, and other benevolent agencies

overland flow area • lands abutting the floodway or the floodplain that would be inundated by shallow overland waters in the event of a flood of a magnitude likely to occur once in one hundred years

plus 15 system or **+15 system** • an above-grade public pedestrian circulation system that includes +15 walkways, +15 bridges, +15 lane links and connecting stairs from grade

Rivers District • The City of Calgary Rivers District community revitalization area

regional pathway system • a City-wide linear network that facilitates non-motorized movement for recreation and transportation purposes. The regional pathway is hard-surfaced, typically asphalt and located off-street. It is a multi-use facility and no one user or type of user is to be given elevated status

streetscape • all the elements that make up the physical environment of a street and define its character (including paving, trees, lighting, building type, style, setback, pedestrian amenities, street furniture, etc.)

transit-oriented, transit-friendly or transit-supportive • elements of urban form and design that make transit more accessible and efficient

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