

Letters from Landowners

Nose Creek ASP – Comments to Developer-Funded Model Process



May 26, 2016

Jamal Ramjohn RPP, MCIP
Manager | Community Planning (North)
Planning & Development
The City of Calgary | Mail code: #8076

RE: Comments on Developer-Funded Model for Area Structure Plans

Dear Jamal,

Thank you for inviting GWL Realty Advisors to comment on the recently adopted developer-funded model to facilitate the preparation of Areas Structure Plans (ASPs) for new development areas. Representing bclMC, the major landowner in our plan area, we had the benefit of working with a team of dedicated Planning staff (Joyce Tang and Breanne Harder) who professionally managed the project for the Nose Creek Area Structure Plan and guided our process to a successful conclusion.

While the overall planning process for the developer-funded ASPs was successful (all ASPs were adopted by Council by the set intended date, Dec. 2015), it proved to be a learning experience for City Administration, Landowners and consultants involved. Below please find some thoughts based on our experience with the developer-funded model.

On the positive side:

- Developer-funded model allowed development groups to advance planning for their lands with support of dedicated teams of Administration staff
- Good to have a target end-date set by Council, it kept Administration staff focused on finding answers/solutions to issues to maintain project on track
- Regularly schedule of meeting was beneficial to all to sustain commitment
- Administration was open to innovative approaches and ideas, though final outcome was not as progressive as discussions during the planning process
- Participation of representatives from other City Departments improved understanding of conflicting issues and provided setting for a collaborative approach to find compromised solutions

Issues to work on:

- Coordinated Project Timelines: initial timelines were set by Administration staff without possibility of adjustment to landowners' programming of funding: created behind-schedule tensions amongst the team from the start
- "City-controlled process": this was too often emphasized to argue Administration's position when different views were expressed by landowners; created unnecessary tension in an already tight schedule
- Keep Technical Discussions Technical: unwillingness of City Parks Department to have transparent technical conversations led to overspending on required studies (biophysical inventory): no significant difference was demonstrated between the report prepared by Parks' preferred consultant and the report prepared by the initial consultant. Landowner group was always under threat of project rescheduling when questioning Parks' position.
- Allow Landowner/Consultant Input: Transportation modelling could have been a more collaborative approach with landowners and consultant; lengthy "black box" process remained

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- Closer coordination with groups working on adjacent planning areas could have been facilitated, avoiding significant adjustments to the initially agreed-upon plan concept, thus avoiding delays;
- Internal Coordination Needed: Scope changes in studies required by City Departments impacted resources required from landowner group; no clear explanation of scope change was provided (i.e. Water Resources, Parks)
- Transparent and Timely Communication: communication between Administration staff and landowner group could be improved to avoid surprises that can potentially erode trust building
- Upcoming/New City Policies and Procedures: Uncertainty about implications of policies/procedures being considered by City: rail risk assessment; wetland monitoring data; oil & gas infrastructure; growth management overlay

Future application of developer-funded model:

- City data on recently approved ASPs should provide for improved information regarding costs and timeline for potential developer groups
- Prepare a complete single set of terms of reference for required studies with previously agreed-upon scopes with participating City Departments
- Provide a set of "best practice" items early in the planning process that City would be willing to support in new planning areas
- Propose a conflict resolution protocol to be followed by the project team when difficult issues arise

I trust the above provides valuable feedback to support the enhancement of the City's planning processes. Should you have any questions or would like to discuss, please contact me at your convenience.

Sincerely,



Rick Charlton
VP, Asset Management
(403)777-5898

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June 8, 2016

Jamal Ramjohn
Planning & Development
The City of Calgary
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P.O. Box 2100, Stn. M
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**RE: Developer Funded Area Structure Plan Process
Providence and Glacier Ridge Area Structure Plans**

Dear Mr. Ramjohn,

As you are aware, Qualico Communities is a landowner within the Providence and Glacier Ridge Area Structure Plans (ASP's). We were active participants in the planning processes, and shared proportionally in the costs to complete the projects with the other participating landowners in these areas. We want to take this opportunity to compliment those individuals from City of Calgary Administration (Jill Sonogo, Jordan Furness) who were tasked with completing these ASP's in the timely manner in which they were done. We believe that the City has done a great job of implementing the Developer Funded Model for the completion of ASP's, and the objectives were met within the stated timeframe and budget.

Based on this initiative, the following comments are provided to assist the City in refining this process for the next round of Developer Funded ASP's:

- The City should have a "Team Lead" for ASP projects; who has the authority to make the final decision on multi departmental issues. In the past we have seen the delegated departmental point person defer decisions to their team, which causes undue delays and longer processing times that keeps the files from moving forward.
- The degree of detail in current ASP's can be too prescriptive, given that ASP's have a 10-30 year time horizon. We believe that the planning policy and guidelines should be kept at a high level. This will allow flexibility to adapt to changing market conditions and City policies without having to redo or amend current ASP's.
- When new policies are introduced in ASP's, the City should ensure consistency with existing bylaws and planning policies.

In addition to the comments above, we believe that one of the City's highest planning priorities is to have all land within the City's boundaries with approved ASP planning status. This would enable Council and Administration to make informed decisions on future infrastructure and growth for the City and the surrounding region. The industry and the City have already addressed the cost and resource issues associated with doing this work by implementing the Developer Funded ASP model.

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Lastly, the Growth Management Overlay "GMO" process should be refined. Currently, removal of the GMO for each stage of development requires Council approval of an ASP amendment. This represents additional time and cost to both the City and the development industry. We believe that growth management should be addressed concurrently with the approval of ASP's, rather than with Outline Plan and Land Use applications. This would provide the "certainty" that the industry is looking for in the early planning stages.

We thank you for allowing Qualico an opportunity to comment on this initiative, and we look forward to working with the City on improving this process for the next ASP work program.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ben Mercer".

Ben Mercer
Planning Manager, Qualico Communities

Cc: Mr. Garrett Wohlberg, Qualico Communities
Mr. Claudio Palumbo, Qualico Communities



June 9, 2016

Attention: Jamal Ramjohn, Manager, Community Planning North

Dear Mr. Ramjohn:

Re: Developer Funded ASP Model

Thank you for the opportunity to provide feedback with respect to the developer funded ASP process.

First, although the process was called “developer-funded”, we believe the process could more aptly be described as a “collaborative ASP” process. The ability for landowners, developers and the City to work as partners and collaborators not only resulted in a smoother process, we strongly believe it resulted in a better outcome. It doesn’t and didn’t matter who paid for the plan’s creation. We were the lead developer of the last developer-funded ASP, in Providence. We were proud, as we know the people at the City that worked on the plan, that Calgary Planning Commission recognized the ASP as “the best they had seen”. This was a direct result of this process.

As city-builders we all have differing roles in the process, however, we all ultimately have the same goal, which is to help build a great city for people. Coming to the table with a collaborative outlook was truly the secret to the program’s success.

Second, we feel the regulatory framework around the developer-funded ASP, including the (collaboratively created) New Community Planning Guidebook, played an important role in being able to effectively streamline and focus the purpose of the ASP, which is to look at site specific considerations, while consolidating common policy in the guidebook.

Finally, the short timelines created a sense of urgency of “let’s just get it done” that was helpful to the process. ASP team members felt empowered to do what was necessary to make decisions and move the plan forward, largely in part because of the firm timelines attached to the project.

Thank you once again for the opportunity to participate in the process, and provide this feedback.

Yours truly,

Josh White, MPI
Manager, Planning and Development
Dream Development

Suite 100, 1167 Kensington Crescent N.W.
Calgary, T2N 1X7



June 10, 2016

RE: Developer Funded Area Structure Plans

To Jamal Ramjohn:

Ronmor Developers recently participated in two developer funded Area Structure Plans: Providence ASP and Glacier Ridge ASP. Ronmor was the lead funder and largest landholder in the Glacier Ridge ASP.

We want to express how constructive the process was from beginning to end. Despite the size and complexity of these areas, the strict timeline was met and the final product was applauded by Calgary Planning Commission and Council.

The most important factor in the success of the developer funded ASP's was the collaborative approach, which was kick started by the file managers. The City of Calgary administration and staff were always available to discuss matters with any stakeholder. As a result, they were organized and well-prepared to make important decisions at each meeting in order to keep the process moving. The City ensured that the public was engaged and that each landowner, consultant, and city department had an opportunity to express all comments and concerns.

Ronmor is very pleased with the end result. Not only were the ASP's conducted in a timely fashion, but they were also thorough and innovative. We are proud to have been a part of the developer funded ASP's and we look forward to bringing future land through similar processes.

Sincerely,

A handwritten signature in black ink, appearing to read "Jay German", written over a horizontal line.

Jay German
Vice President, Land Development

A handwritten signature in blue ink, appearing to read "Harrison Zivot", written over a horizontal line.

Harrison Zivot
Development Manager



June 27, 2016

Walton Development and Management LP ("Walton")
605-5th Avenue SW
Calgary, AB T2P 3H5

Attn: Jamal Ramjohn

Re: Developer Funded ASP Model

Dear Mr. Ramjohn:

As you are aware, Walton participated as a lead developer during the 'pilot project' developer funded ASP process for the Cornerstone ASP between 2013-2014. Walton, working collaboratively with the City's Law Department, helped establish the legal framework by which developers pay for the resources, supporting studies and services required to complete Area Structure plans within a prescribed timeline. Overall, Walton is extremely pleased with the process, including but not limited to:

- a comprehensive public engagement process that ensured all stakeholder concerns and objectives were addressed;
- quality of product that reflected both Corporate and developer goals and objectives;
- timely completion of work; and
- collaborative process, demonstrated leadership and committed resources throughout the project lifecycle

Thank you for this opportunity to offer feedback on the Developer Funded ASP process. Walton believes the framework that has been established for this process has delivered quality results within desired timelines. The collaborative nature and commitment to process between developer, consultant and City staff has been a key component to the overall success of this project.

Yours truly,

WALTON DEVELOPMENT AND MANAGEMENT (Alberta) LP
By its general partner Walton Development and Management (Alberta) GP Ltd.

Josh Hagen,
General Manager, Calgary

WALTON DEVELOPMENT AND MANAGEMENT (ALBERTA) LP

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June 30th 2016

The City of Calgary
Planning and Development

Attn: Mr. Jamal Ramjohn
Manager, Community Planning (North)

RE: Haskayne Developer-Funded Area Structure Plan

Jamal,

Thank you very much for providing Brookfield the opportunity to share our feedback on the Haskayne Developer Funded ASP process.

Overall, Brookfield was pleased with the process – we achieved Council approval and met the goals/targets set by Council for Developer-Funded ASP's. From day one there was a strong willingness on the part of Administration to work collaboratively with the ASP landowners, and deliver an ASP that both Administration and the landowner group were supportive of. The Developer-Funded ASP process allows the landowners to be at the table and to be part of the ongoing discussion throughout the length of the process. The previous City led ASP process put the landowner group in a reactionary position. The Developer-Funded model has allowed the ASP landowners to be engaged in the process and I think the result is a much more collaborative, supported plan.

We recognize that the Developer-Funded ASP model is still relatively young in nature and the City is eager for feedback from all participants in an effort to improve the process going forward. With this in mind, below we have identified a number of significant areas where we felt the process really excelled and provided a mechanism for delivering a well thought out, collaborative ASP that met Council, Administration and landowner goals. We have also identified a number of items we feel could have been more collaborative, which could have led to a more mutually supported ASP prior to being presented to Calgary Planning Commission and City Council.

Those elements of the Developer-Funded ASP process we felt were well conceived and managed, and let to a strong collaborative process include:

- ASP was well led by Administration, and kept on target and achieved **timelines** set out by Council.
- **Budget, budget tracking** and end of **project reconciliation** was appreciated. This facilitated managing costs amongst the landowner group.
- Weekly/bi-weekly **touch points** with File Manager and TAC members were extremely helpful to stay on task and ensure tasks and responsibilities remained top of mind for all involved.
- The **public engagement** process was very well conceived and delivered. There was a significant amount of planning and collaboration to ensure the City and landowners provided a 'unified' vision to the public.



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- Willingness and eagerness of file manager and TAC members to **visit and tour the site**, as well as support use of 3D modelling to understand topographic and grading nuances of the site.
- Despite potential landowner differences, Administration did a good job of ensuring **inputs from all landowners were given equal consideration** and that the plan was a result of collaborative effort.

Areas of the Developer-Funded process we feel could be improved upon to deliver an ASP of greater collaboration and support include:

- **Key TAC members and Senior Management** were not at the discussion table early to help resolve major issues and maintain timelines. Much time/effort/money was spent by all involved prior to them becoming engaged and helping to resolve matters. A suggestion would be to make them available throughout the process as key decisions become challenging between Administration and Landowners. This would help resolve all major issues at the draft stage prior to moving to CPC and City Council.
- Further consideration should be given to how to work with **challenging landowners**. This is a tough issue as all should be engaged in the process (if desired), but if not contributing to the cost of the ASP, how to engage so they do not adversely impact an otherwise positive process.
- **Clarification of certain ASP elements** (Risk management, Fire, rail policy) prior to commencing the ASP process would be helpful, so that these issues can be identified early in the process, and not left to the latter stages only once they have been identified and a process to work through them has been created.
- Mechanism to deal with **outstanding issues** earlier in the process so that all can be dealt with prior to reaching CPC and Council. Perhaps an overall Chair or Facilitator could be involved when the File Manager/Administration and the landowner group cannot agree on a major issue. This individual could lead the ASP process, or only become engaged when necessary.
- Clarification on **Growth Management** items and overlay in advance of or early in the ASP process (when possible). Clarity would be helpful early in the process so that GMO items and the overlay itself could be addressed (if possible) during the ASP and not left to be resolved prior to the next level of detailed planning.
- Ongoing reminder that ASP's are documents at a **conceptual level** and ASP land use plans are likely to evolve as more detailed planning and land use work is completed. A balance needs to be struck between too little and too much detail at the ASP level.
- All pertinent **decisions** should have been made collaboratively and not solely by Administration with the landowner group being informed once the decision had been made with no prior dialogue. All parties should be made aware of the necessary decisions to be made and have an equal opportunity to make comment.

Jamal, thanks again to you and Administration for providing Brookfield an opportunity to share our thoughts on the Developer-Funded Area Structure Plan Process. Again, Brookfield was pleased with the overall process and outcome - the collaborative approach delivered a strong ASP that, despite a few issues that had to be resolved through CPC and City Council, was well supported by all landowners and City Administration.

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Residential

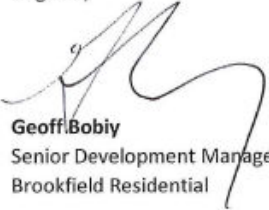
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Should you wish to discuss further, or if you have any follow up questions to this letter, please do not hesitate to get in touch.

Thanks again.

Regards,



Geoff Bobiy
Senior Development Manager
Brookfield Residential