

**Response to 2013 June 10 Motion Arising  
(with Respect to CPC2013-061)**

Intent: To better understand and encourage a healthy mix of uses and community vibrancy by investigating tools to better manage social disorder and community disruption associated with the proliferation of drinking establishments.

Following an internal review of this matter, Administration notes the following:

- Based on previous Council reports, specifically, CPC2013-061, Administration has suggested various Land Use Bylaw and other policy tools to address proliferation of uses in areas such as 17 Avenue SW.
- Current licensed restaurant and drinking establishment use definitions and size limitations are still appropriate. The issue has been successfully managed throughout most areas of The City without the need for additional bylaw rules and policies. The Business Licence Bylaw is also being amended to align with the definitions in the Land Use Bylaw to improve coordination, regulation and enforcement.
- Both the Calgary Police Service and Animal and Bylaw Services feel they have adequate tools to manage issues of social disorder; however, additional resources for enforcement would be beneficial in certain instances or times of year. Additional resources for data collection may also help with better understanding the nature of the establishments, patrons and the patterns of behavior.
- Process improvements are underway to provide a “complete enforcement service” including:
  - A new business license circulation to Animal and Bylaw Services (to better link infractions to business operations performance)
  - “One window intake” refinement of the 311 Customer Service Request system to flag and triage joint service requests and the development of a new Coordinated Response Team to respond to these customer service requests
  - Enhanced officer safety with sharing information on violent dogs and support more fulsome and proactive investigations by sharing bylaw enforcement files
- There is a general sense that there needs to be more accountability on the part of operators and landlords with respect to the off-site impacts of their patrons. More could be done to link Business License and Development Permit approvals and renewals to both the operators and the landlords that benefit financially from restaurant and drinking establishment tenants.
- There may be merit in considering collecting higher business revitalization zone levies from restaurant and drinking establishments to help pay for additional enforcement and clean-up.

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- Good Neighbour agreements between communities and operators may be another way to manage off-site externalities. Pursuing more legal status for such agreements may be another avenue worth pursuing. If licenses (Provincial or City) could be tied to performance under such agreements, this may be a way to establish accountability.
- A better understanding of the needs and preferences of local residents with respect to current and evolving business mix along corridors or in areas with restaurant and drinking establishments is necessary to determine the extent to which action is required. Engagement to date has been minimal and more formalized surveys and focus groups would be useful.
- A proper retail study would be helpful to determine the actual market for various types of businesses within a corridor catchment or trade area. This could include an assessment of both the local market needs and preferences and the more regional market.
- In addition to considering the question of the impacts of the concentration of certain types of hospitality uses, it is equally important to consider ways to ensure that daily and weekly needs of local residents can be met within convenient walking distances from population concentrations.

### **Summary**

Based on research from other cities, there is no one recipe for a successful corridor that balances local with regional needs and night time vitality with residential amenity and services. Most cities do strive to find this balance. Increasingly more efforts are being placed on collaborative, multi-stakeholder efforts to implement common strategies that are based on local neighbourhood context. Each corridor or area needs the ability to evolve in a way that suits local residents and businesses. The Land Use Bylaw and area redevelopment plan policies are not the best way of achieving this as they can be rigid, difficult to amend and establishing rules to fix one perceived problem (e.g. concentration of licensed restaurants) can result in another (e.g. entrenching certain businesses and not allowing for natural business turnover).

More research and data collection is necessary to better understand the issues and the views and observations of local residents and businesses. Spending time now to better understand the dynamics of these areas could pay dividends in assisting to develop collaborative strategies to address concerns related to retail mix and social disorder. It is proposed that this be done within the context of Phase 1 of the overall Corridor Program. In the meantime significant process improvements are being undertaken to improve enforcement of bylaws related to licensed restaurant and drinking establishments and to link business operation performance to license approvals and renewals.