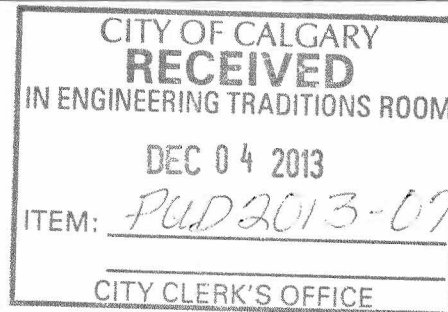


# Framework for Growth and Change



## Land Supply Sequencing Funding and Finance



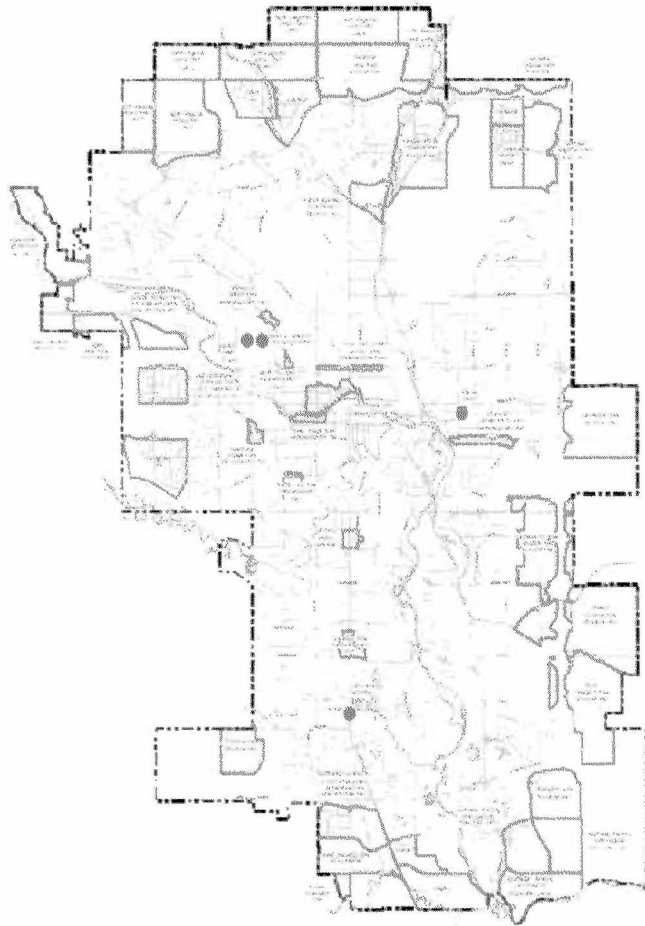
**PUD2013-0770**

**PUD2013-0771**

**PUD2013-0772**

December 4, 2013

# Making Growth Decisions



Lots of places  
we can grow

24 Developing Areas  
15 Developed Areas  
7 Industrial Areas

Limited dollars  
available for  
required  
Infrastructure  
and servicing

~ \$ 100 M for utility  
infrastructure  
in a developing area

# How to Inform Council on Growth Decisions

## Framework for Growth and Change

Assists Council in decision making that:

- Demonstrates fiscal responsibility
- Responds to the market
- Is transparent, accountable

# How to Inform Council on Growth Decisions

## Framework for Growth and Change

Developed with Council, Industry and other stakeholders reflecting:

- Council direction including MDP goals and objectives
- Market demand
- Consistent and vetted information
- Logical and transparent processes



# Framework for Growth and Change

## *Better Tools and Information for Council*

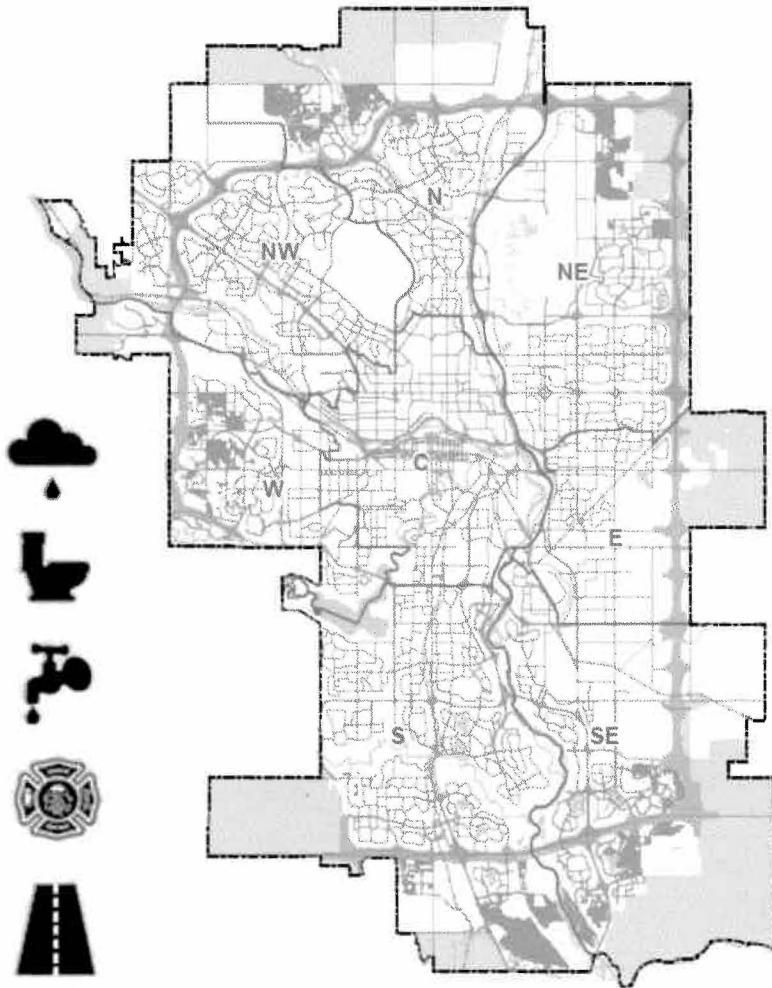
- Land Supply Targets balance market demand, choice, and flexibility
- Comparative Evaluation (including Capital and Operating Costs)
- Prioritized List of Growth Areas
- Aligned capital budgets

# Land Supply Strategy



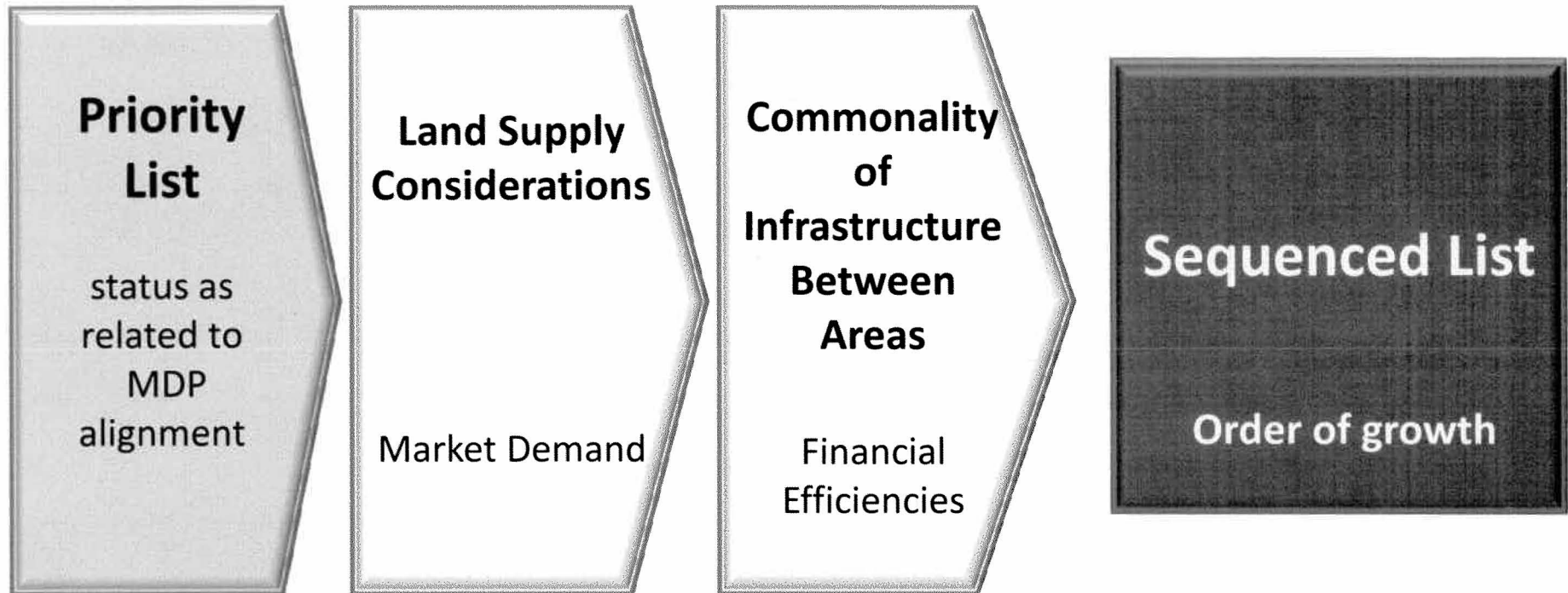
- Reflects, clarifies, and updates policy and Administrative practice
  - More comprehensive definition of serviced
  - Target at sub-city level
- Responds to level & location of Developed Areas supply
- Identifies priority work for Developed & Industrial Areas

# Land Supply Strategy



- Informs the sequencing of the MDP Alignment Lists
- Aligns infrastructure investment and balances market demand
- Initiates Market Intelligence Group

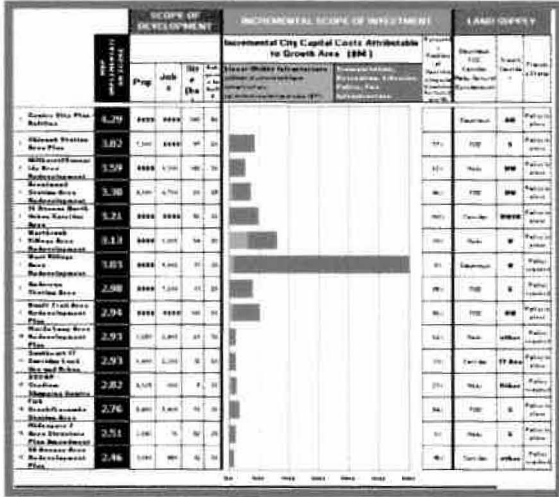
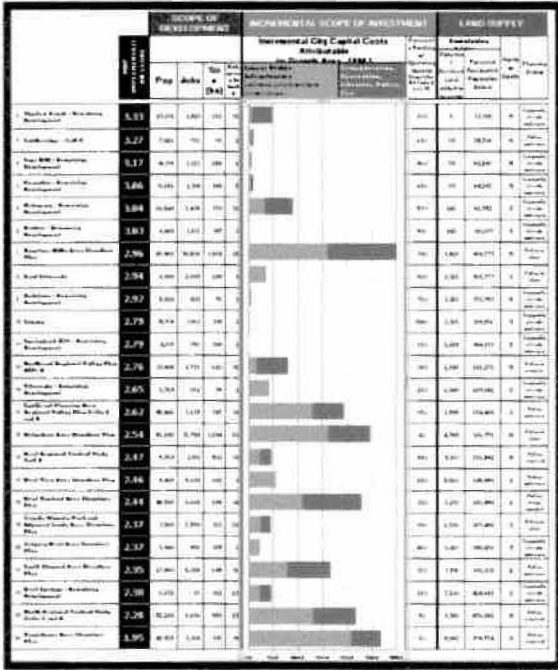
# Prioritized List to Sequenced List



## Sequencing Growth



Currently no changes (sequencing) to Developed and Industrial Lists



# SEQUENCING AREAS FOR SERVICED LAND SUPPLY

**#1 - Skyview Ranch**

(MDP #1)

**#2 – Redstone**

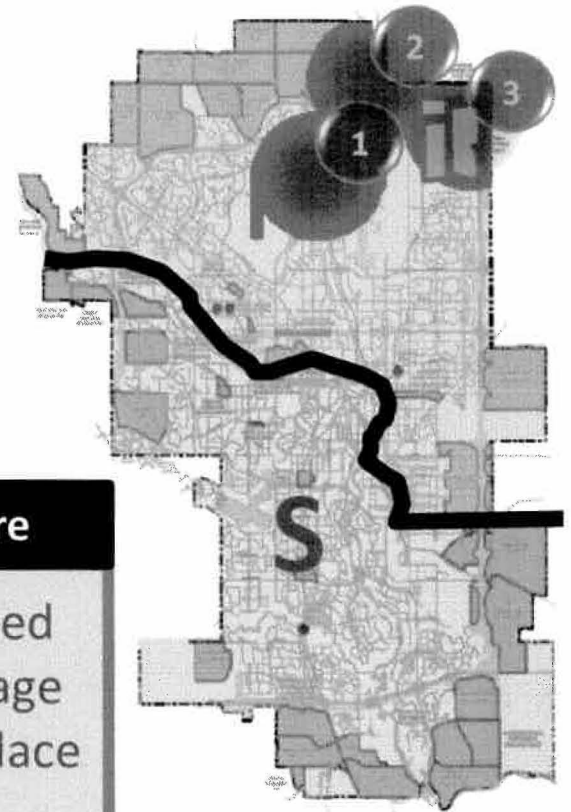
(MDP #8)

**#3 – Cornerstone (NE ASP:A)**

(MDP #12)

## Common Infrastructure

Cornerstone sequenced ahead to take advantage of utilities already in place from Skyview and Redstone





# SEQUENCING AREAS FOR SERVICED LAND SUPPLY

**#4 – Saddleridge Savannah** (MDP #2)

**#5 – Sage Hill** (MDP #3)

**#6 – Mahogany** (MDP #5)

**#7 – Walden** (MDP #6)

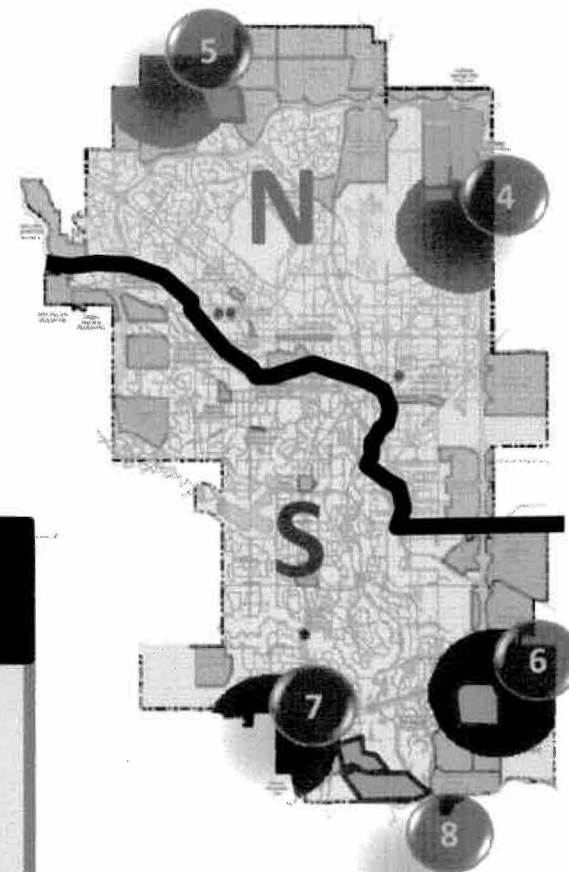
**#8 – Legacy** (MDP #10)

## Sequencing Order

No relative change from MDP Alignment Order

## Common Infrastructure of Walden and Legacy

Legacy sequenced ahead to take advantage of utilities already in place from Walden



# SEQUENCING AREAS FOR SERVICED LAND SUPPLY

**#9 – East Silverado** (MDP #9)

**#10 – Silverado** (MDP #14)

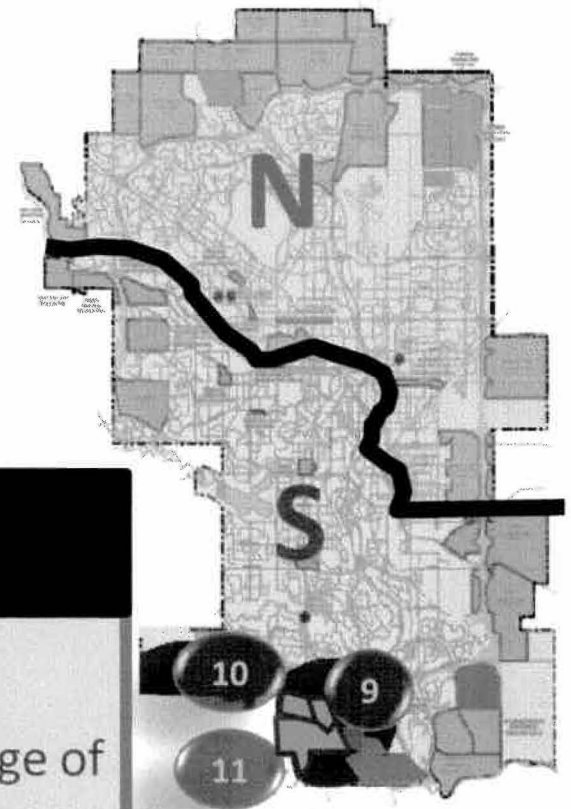
**#11 – West Macleod** (MDP #18)

## Land Supply Strategy

Maintain N/S balance of serviced land; south deficiency

## Common Infrastructure

Silverado and West Macleod sequenced ahead to take advantage of sanitary and storm utilities constructed for East Silverado



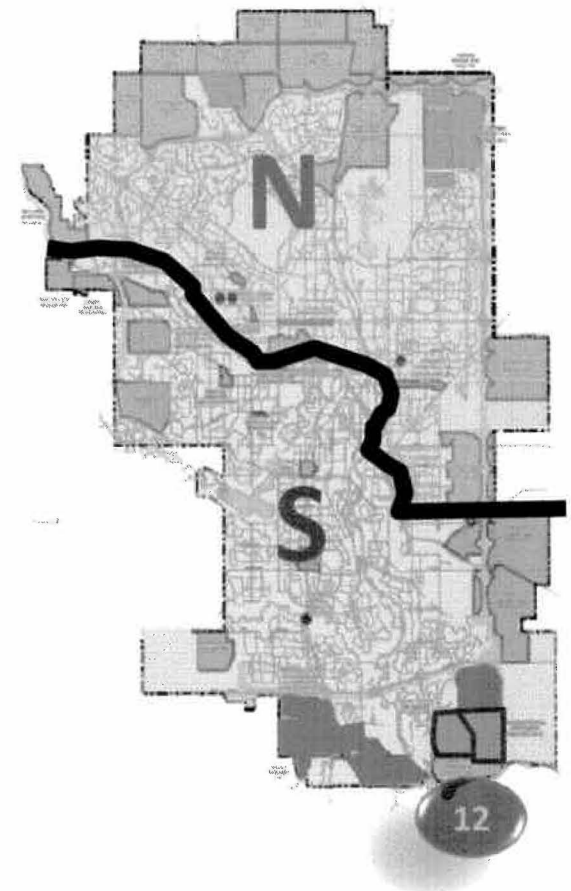


# SEQUENCING AREAS FOR SERVICED LAND SUPPLY

**#12 – Southeast Cells C and D** (MDP #13)

## Land Supply Strategy

Maintain N/S balance of serviced land;  
south deficiency



# SEQUENCING AREAS FOR SERVICED LAND SUPPLY

**#13 – Keystone**

(MDP #7)

**#14 – Evanston**

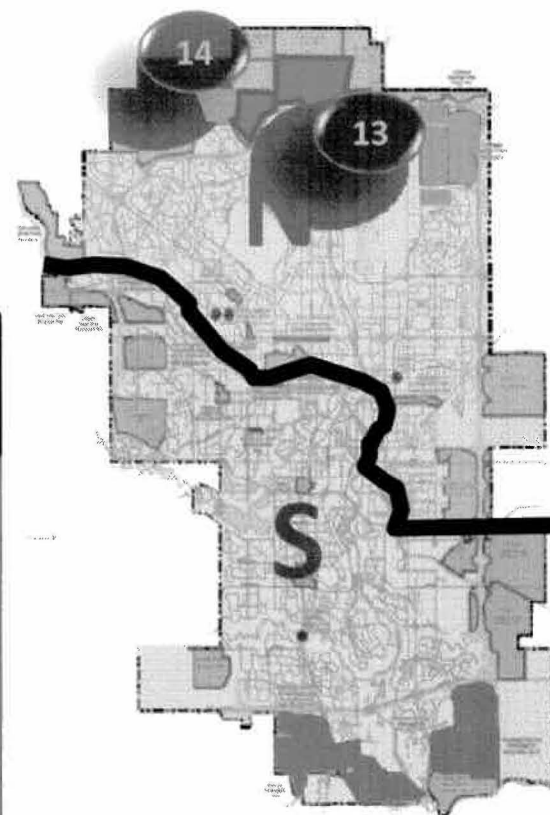
(MDP #4)

## Land Supply Strategy

Maintain N/S balance of serviced land; north deficiency

## Common Infrastructure

Evanston sequenced lower to coordinate with the sanitary trunk constructed for Keystone; temporary solution in place for Evanston to allow for continued build out

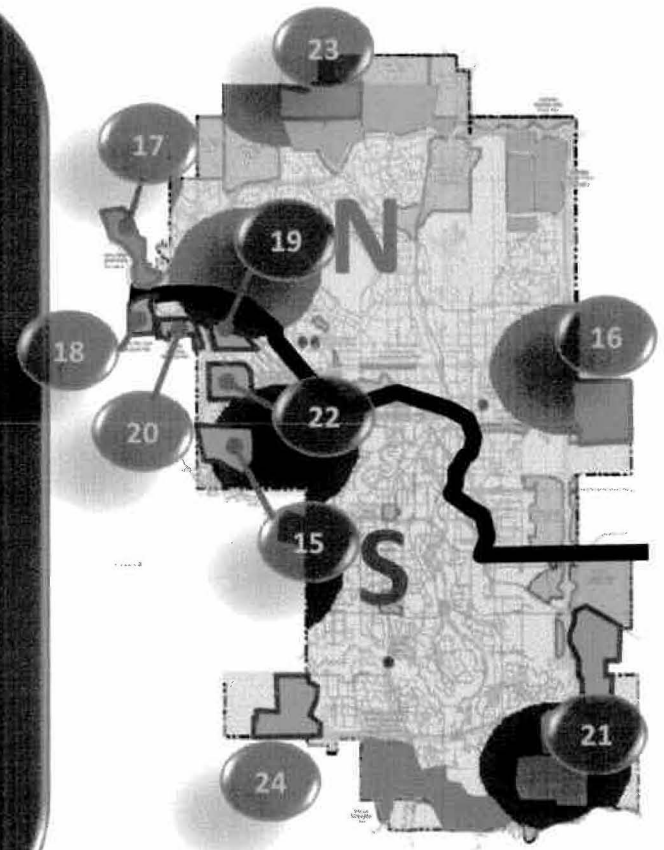


# SEQUENCING AREAS FOR SERVICED LAND SUPPLY

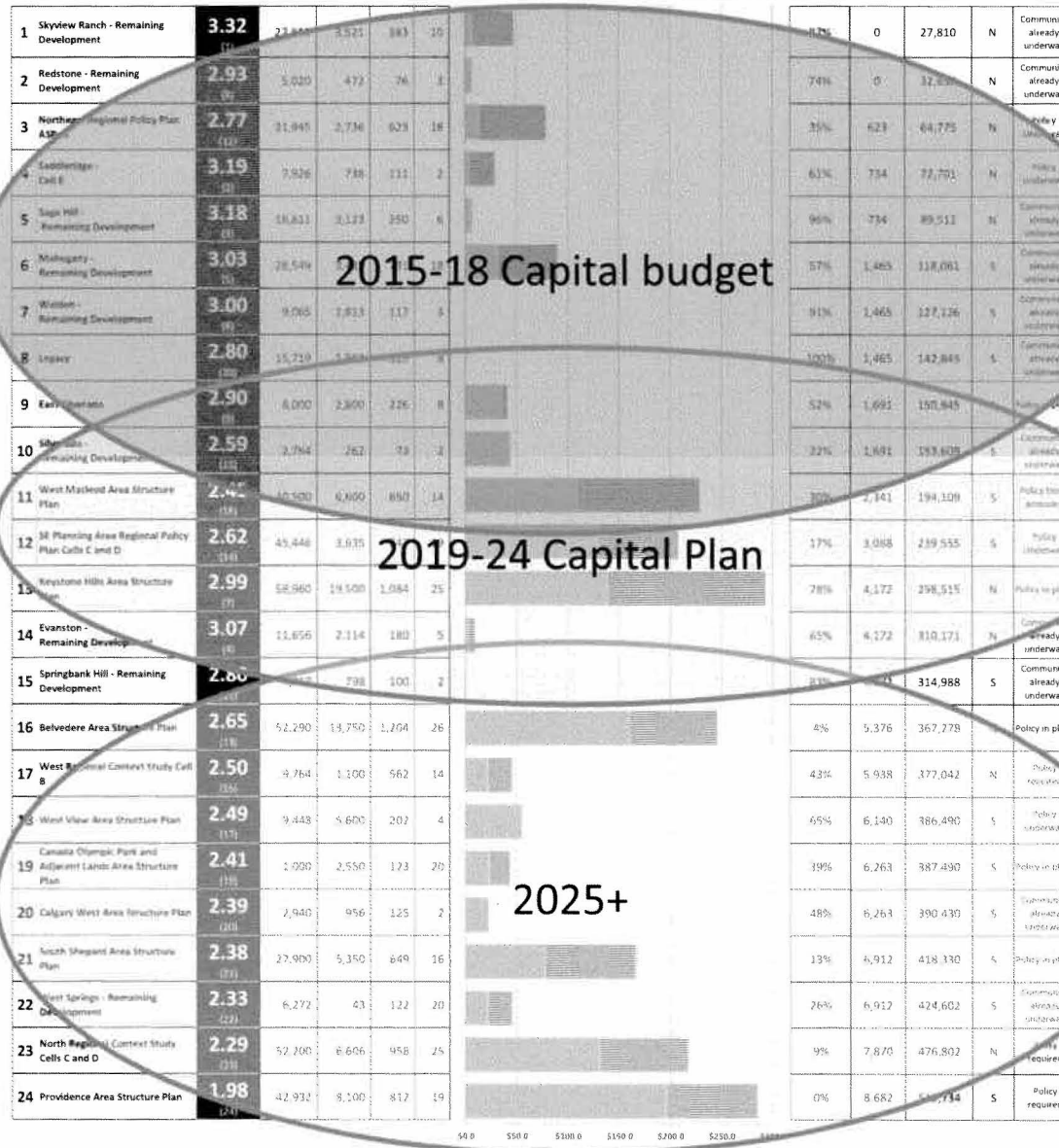
## Sequencing Order

No relative  
change from  
MDP  
Alignment  
Order

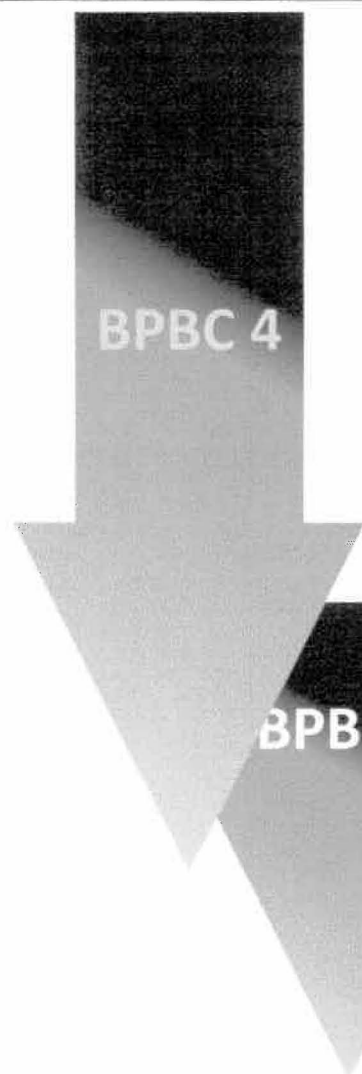
- |                                      |           |
|--------------------------------------|-----------|
| <b>#15 – Springbank Hill</b>         | (MDP #11) |
| <b>#16 – Belvedere</b>               | (MDP #15) |
| <b>#17 – West Regional Cell B</b>    | (MDP #16) |
| <b>#18 – West View</b>               | (MDP #17) |
| <b>#19 – COP</b>                     | (MDP #19) |
| <b>#20 – Calgary West</b>            | (MDP #20) |
| <b>#21 – South Shepard</b>           | (MDP #21) |
| <b>#22 – West Springs</b>            | (MDP #22) |
| <b>#23 – North RPP Cells C and D</b> | (MDP #23) |
| <b>#24 – Providence</b>              | (MDP #24) |



# Timing of Growth



# Timing of Growth



1	N	Skyview Ranch - Remaining Development	3.32
2	N	Redstone - Remaining Development	2.93
3	N	Northeast Regional Policy Plan ASP: A	2.77
4	N	Saddleridge Savannah	3.19
5	N	Sage Hill - Remaining Development	3.18
6	S	Mahogany - Remaining Development	3.03
7	S	Walden - Remaining Development	3.00
8	S	Legacy	2.80
9	S	East Silverado	2.90
10	S	Silverado - Remaining Development	2.59
11	S	West Macleod Area Structure Plan	2.45
12	S	Southeast Planning Area Regional Policy Plan Cells C and D	2.62
13	N	Keystone Hills Area Structure Plan	2.99
14	N	Evanston - Remaining Development	3.07



# Maintaining Adequate Land Supply

If capital funding is available for growth infrastructure in the appropriate years, the sequencing presented maintains the land supply targets for:



**Achieves Land Servicing within City's fiscal capacity, but subject to future business planning changes and Council decision**

**2-5 year land supply targets met**  
(based on full servicing)

**Some south areas moved ahead to maintain N/S balance**

# Alternate Funding and Financing



- Examination of different ways of funding infrastructure
- Discussions with Industry through Q3/Q4
- Additional work required

# Framework for Growth and Change

Logical and transparent information for fiscally responsible decisions



Simple tool to help Council

- decide where to grow next
- with consideration of City's funding ability

*Developed as a partnership with significant input from Council, stakeholders and Administration*



# NEXT STEPS



**Infrastructure  
Investment Priority  
(IIP) lists**

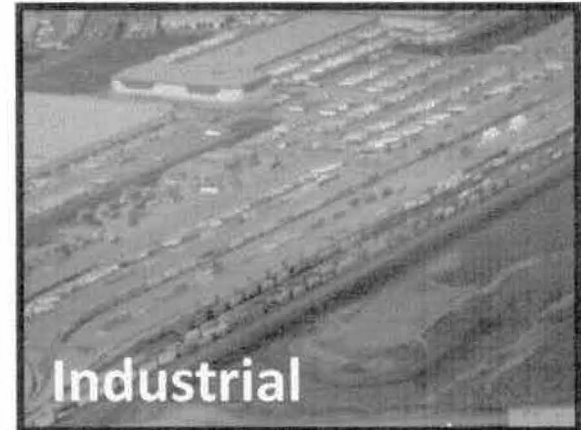
**Growth infrastructure  
included in capital  
budget**

**Alternate Funding and  
Financing**



**Refining  
Infrastructure  
Requirements**

**Capital budget  
Alignment (including  
maintenance)**



**Discussions  
With  
Industry**

Feeds into subsequent corporate  
recommendations and decision making

# Recommendations

*That the SPC on Planning and Urban Development recommends that Council:*

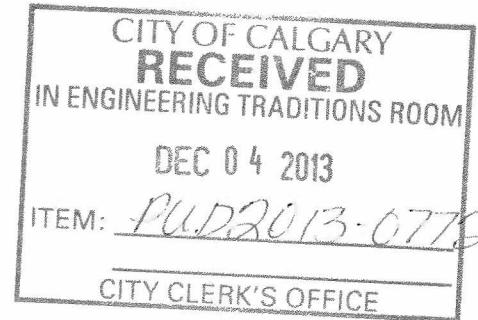
- PUD2013-0770  
*receive this report for information.*
- PUD2013-0771  
*receive this report for information.*
- PUD2013-0772
  1. *Approve the Land Supply Strategy outlined in Attachment 1;*
  2. *Direct Administration to monitor the performance of the Land Supply Strategy and report to Council through the SPC on Planning and Urban Development in Q4 2014.*



## December 4<sup>th</sup> PUD Meeting

**Agenda Item:** Growth Management Framework

1. Land Supply Strategy
2. Sequencing List
3. Funding and Financing



**Suggested Motions:**

### Processing Applications

Direct Administration to:

- a) Continue to work on engineering design and planning work in 2014 for areas on the Sequenced List proposed for construction in the 2015-2018 Capital Budget; and
- b) Continue to process Outline Plan/Land Use applications, up to the stage of being ready to proceed to CPC, submitted by Developers which have Funding and Financing proposals and which are seeking Outline Plan / Land Use approval.

### Alternative Funding and Financing

Direct Administration to continue to work with Industry on both alternative funding and financing systems, Permanent Area Contribution (PAC) hybrid and modified Construction Financing Agreement (CFA) and report back on the March 18 2014 PUD on the viability of either or both funding and financing submissions and their associated operating costs.

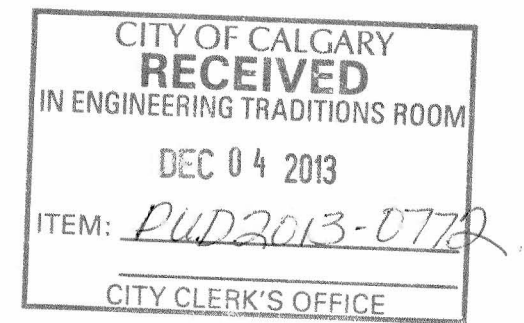
### Land Supply Strategy

Defer adoption of the Land Supply Strategy until a viable Funding and Financing solution is approved, as a Funding and Financing solution could materially affect the Land Supply Strategy and Sequenced List.



# Urban Development Institute - Calgary

## Report to SPC on PUD December 4th, 2013



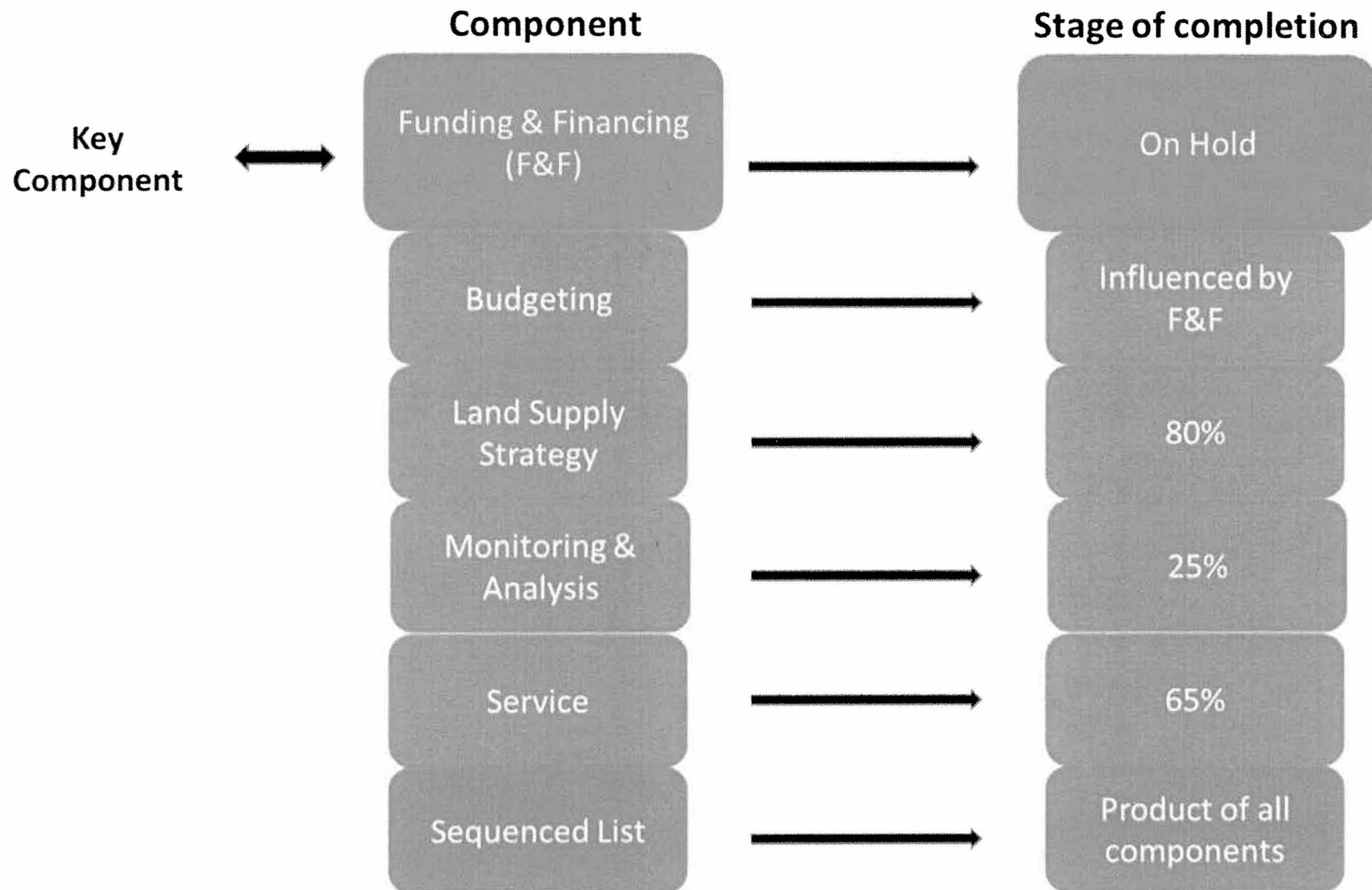


# Acknowledge

- UDI-Calgary (UDI) acknowledges the work of the entire growth management team.
- Looking forward to working with Ryan Vanderputten and his new team.
- UDI supports the principles of Growth Management
- Critical components must be resolved before Industry full support



## Growth Management Framework – Industry Status report





# Key GM component

- Funding and Financing (F&F) is key because:
  - Reduces financial risk to The City
  - Creates debt room for other MDP priorities
  - Maintains control for cost-of-growth equation
- On April 22 and May 13, 2012 Council directed Administration to examine alternate F&F options. Industry and Administration formed a special working group.
- Industry committed to a solution based on a **Permanent Area Contribution (PAC)** model.
- As late as April 10, 2013 Industry was informed traditional **Construction financing agreements (CFA's)** no longer considered.





## Key component... cont'd

- On August 8th, 2013 the industry made its submission to the City.
- With consideration to the **MGA**, The City legal department reviewed the submission.
- City informed Industry a hybrid PAC could not be tested until such time as the **Standard Development Agreement (SDA)** negotiations could commence.
- Discussion paper placed on the “back burner”.





# New direction for F&F !!

- On October 31 the City informed industry that they would consider CFA-like (construction financing agreements) proposals again.
- Creates an opportunity for Industry to work on a new F&F mechanism.
- Has potential to become a model which can be supported by Industry and Administration.
- Work has already begun on **“CFA 2.0”**



# Land Supply Strategy/Seq'd List

- UDI agrees with much of the Land Supply Strategy, if the City is the only financier; **with the exception of serviced land distribution.**
- Serviced land in **at least** 2 sectors in each half (north / south) of the city is critical to **choice and affordability for Calgarians.**
- Funding and financing (F&F) drives the Framework, especially a Land Supply Strategy (LSS) and Sequenced list.
- Cannot support adoption of a LSS until a F&F solution is arrived upon.



# Conclusion

- Funding & financing (F&F) will drive profound changes to all other growth management components.

## UDI Requests that ....

- UDI and Administration must work together towards March 18 PUD to ascertain viability of both UDI F&F discussion papers.
- UDI requests a deferral in adopting the Land Supply Strategy (LSS) until a decision on F&F is rendered.
- Amend the LSS to change the wording for how serviced land is distributed throughout Calgary.



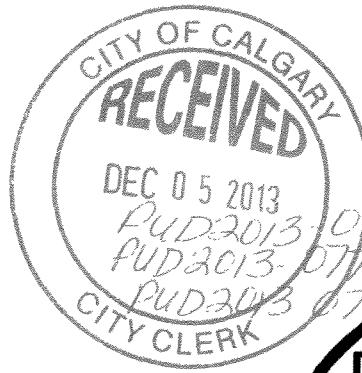
## UDI Requests that ....

- Simultaneously, UDI requests ....
  - Administration continue to process applications in the current sequenced list (in City 2014 budget). Will aid mid-term housing/lot crisis.
  - Administration continue to process customized F&F proposals currently in the system. Outline Plan / Land Use continue to circulate.

**UDI believes these requests will provide a positive outcome for growth management and for choice and affordability for Calgarians**



# Thank you



December 4<sup>th</sup>, 2013

To: Members of the Planning and Urban Development Standing Policy Committee

Re: **Comment on PUD2013-0772, Framework for Growth & Change: Land Supply Strategy (Updated)**

Dear Council Members,

The Federation of Calgary Communities presented at the December 4<sup>th</sup>, 2013 Planning and Urban Development Standing Policy Committee in regards PUD2013-0772, Framework for Growth and Change: Land Supply Strategy (Updated). Attached is the Federation's presentation.

Regards,

**Natasha Kuzmak, MEdes, RPP, MCIP**  
Urban Planner + Engagement Facilitator  
p: (403) 244-4111 ext. 210 f: (403) 244-4129  
w: [www.calgarycommunities.com](http://www.calgarycommunities.com)

Good morning,

My name is Natasha Kuzmak and I am an urban planner with the Federation of Calgary Communities, the support organization for 150 community associations. We cannot speak for every community, but we do try to represent a broad community perspective. The Federation is especially interested in this work, as it will affect the ability of communities to retain or reignite a sense of vitality through redevelopment, the addition of community amenities and services and public realm improvements. I would like to provide my high-level comments as they relate to the report being presented today.

Many developed communities are experiencing changing demographics such as declining population, fewer families, and costly redevelopment that prevents entry into the housing market by younger people. To revitalize some communities, they require reinvestment to provide assorted housing forms, community amenities and services, as well as other planning benefits, which can help to sustain thriving communities. Enabling sensitive redevelopment will address some of the challenges of vitality and continue to aid in completing communities.

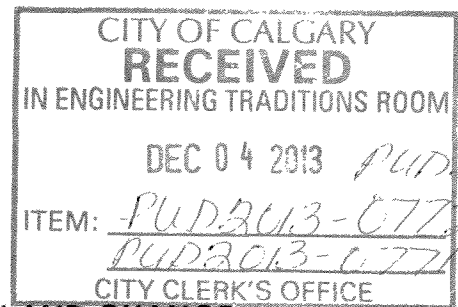
Administration has done a large amount of work on the Land Supply Strategy as it affects the Developing Areas. It is now time to place more attention on the Developed Areas. Redevelopment requires more sophistication and is more complex than is greenfield development, thus requires greater assistance. In order to achieve the population shift, as well as the population and job targets that are laid out in the Municipal Development Plan, it will be important to continue to shift the balance of development from greenfield to developed areas. This issue is reinforced in Core Indicator 1 of the Municipal Development Plan and Calgary Transportation Plan 2013 Monitoring Progress Report.

I want to recognize that Administration is doing some work to facilitate redevelopment, for example through the Corridor Program, however it is also important to find other opportunities to support Developed Area growth in a way that is sensitive to community needs and aspirations. To ease the shift from greenfield development to redevelopment, the Federation recommends that Administration add a Developed Area strategy to the Land Supply Strategy:

“Identify other limiting factors to development in the Developed Area and research opportunities and potential incentives to address those limiting factors.”

I understand that housing options and affordability are important issues. However, it is important to remember that redevelopment in the Developed Areas will also help in addressing these issues through diversifying housing forms, options and tenure. This redevelopment will help satisfy the needs of Calgarians, especially those who cannot afford property ownership.

Thank you for the opportunity to speak on this issue. The Federation looks forward to continue working with Administration on the Land Supply Strategy and other work in Framework for Growth and Change.



## Governance, Finance, and Infrastructure Group

### Submission on PUD2013-0770: FRAMEWORK FOR GROWTH AND CHANGE: SEQUENCING OF PRIORITY GROWTH AREAS

We want to emphasize what we said in September.

City Administration has accomplished a monumental task by bringing the *Framework for Growth & Change* to this level of development.

Administration has done what they were asked to do.

#### **Future Strengthening of the Framework - examples -**

- Include more developed area nodes & corridors to serve communities seeking higher levels of service.
- Ensure the land supply strategy allows development opportunities within both the built footprint of the city and greenfield sites, reflecting the MDP's goal of no more than 50% of population growth in developing areas.
- To meet the MDP, focus housing affordability on the needs of low-income residents.
- Secure a regional solution for industrial land supply.
- Solve the existing long-term capital and operating deficit.
- Develop a funding strategy that rewards existing communities for the taxes & user fees they have contributed to developing areas.
- Transfer development risk (e.g., "consumer choice" & "competitiveness") to those who benefit from development.
- Complete inclusion of all relevant costs including private and public, lagging and leading infrastructure, maintenance, and lifecycle community costs.
- Further revise metrics to more accurately reflect the City's targets (*MDP, 2020 Sustainability, imagine Calgary*), including thresholds that all areas must meet.

Although not perfect (see sidebar), the City now has a valuable pool of high-quality information on which to plan and deliver future infrastructure – certainly far better than what was available previously.

We look forward to the next budget since, with the information contained in the *Framework*, the new Council will be able to dramatically improve service delivery and fiscal responsibility.

## Sequencing Lists

You have been presented with three lists for sequencing development. Until the issues related to industrial areas are resolved, the industrial sequencing list should be kept separate.

However, for Council to make responsible decisions on sequencing – decisions that protect existing residents and benefit existing communities – the Developed and Developing sequencing lists must be considered



together. There is no convincing evidence and no compelling public interest to show that separating the two lists is necessary or desirable.

Once the two lists are examined together, Council can use the valuable information provided by Administration to make key strategic decisions and fine tune the budget next year.

For example, as shown in Table 1, Developing Areas score well on two factors: Readiness to Proceed and Planning in Place. Although their performance on factors such as City-Funded Costs and Access to Employment Opportunities is not very good, providing funds to service Developing Areas could be helpful if, near term, population growth is expected to ramp up considerably.

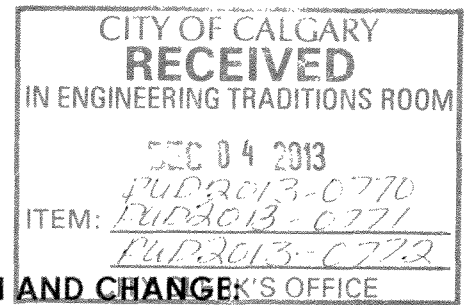
In contrast, Developed Areas score well on Capacity of Existing Infrastructure, City-Funded Costs, and other key City objectives (Table 2). Although additional planning effort is required in some areas and there is some uncertainty about readiness to proceed, investing in those Developed Areas, given sufficient lead time, will maximize the benefits from taxpayer funds.

There will, of course, be concerns if certain land supply targets are not achieved. As noted in our submission on the Land Supply Strategy, it is up to the private sector to respond with proposals to resolve any deficiencies in meeting land supply targets.

Table 1 Developing Areas Scoring		WEIGHTED CRITERIA SCORE								
		15%	15%	15%	15%	10%	10%	10%	5%	5%
		Access to Transit	Capacity of Existing Infrastructure	City-Funded Costs	Readiness to Proceed	Employment Opportunities	Community Services in Place	Planning in Place (Land Supply)	Innovation	Contiguous Growth
		Score	Score	Score	Score	Score	Score	Score	Score	Score
Skyview Ranch - Remaining Development	3.32	3.31	3.90	2.95	4.50	2.96	2.03	5.00	0.00	2.50
Redstone - Remaining Development	2.93	2.52	3.30	2.69	4.50	2.33	1.18	5.00	0.00	2.50
Northeast Regional Policy Plan ASP: A	2.77	3.07	2.10	2.92	4.75	2.72	1.76	2.00	1.00	3.00
Saddleridge Savannah	3.19	2.31	3.80	2.54	4.50	2.71	2.00	5.00	2.00	3.00
Sage Hill - Remaining Development	3.18	3.09	3.25	3.41	4.50	2.47	1.73	5.00	0.00	2.50
Mahogany - Remaining Development	3.03	1.84	2.95	3.16	5.00	2.14	1.48	5.00	2.00	2.50
Walden - Remaining Development	3.00	1.00	4.40	3.06	4.50	1.82	2.03	5.00	1.00	2.50
Legacy	2.80	1.00	4.15	3.28	4.50	1.24	1.16	5.00	0.00	2.50
East Silverado	2.90	2.36	2.20	3.71	3.50	2.67	2.87	3.00	3.00	2.50
Silverado - Remaining Development	2.59	1.50	1.70	1.53	5.00	2.67	2.42	5.00	0.00	2.50
West Macleod Area Structure Plan	2.45	1.59	0.75	2.90	5.00	2.19	1.72	3.00	2.00	2.50
Southeast Planning Area Regional Policy Plan Cells	2.62	2.47	2.95	2.93	3.75	2.50	1.82	2.00	1.00	2.50
Keystone Hills Area Structure Plan	2.99	2.80	0.75	3.20	5.00	2.99	2.08	3.00	5.00	3.50
Evanston - Remaining Development	3.07	1.55	4.00	3.04	5.00	2.30	1.78	5.00	0.00	2.50
Springbank Hill - Remaining Development	2.80	1.92	3.60	4.16	2.00	1.85	2.41	5.00	0.00	2.50
Belvedere Area Structure Plan	2.65	2.19	1.20	3.09	4.00	2.00	1.76	3.00	5.00	3.00
West Regional Context Study Cell B	2.50	1.00	3.20	3.13	4.50	1.20	1.55	1.00	3.00	4.00
West View Area Structure Plan	2.49	1.00	2.10	3.27	4.75	1.58	1.38	2.00	3.00	3.50
Canada Olympic Park and Adjacent Lands Area	2.41	1.35	2.50	3.98	3.00	2.25	2.37	2.00	0.00	2.50
Calgary West Area Structure Plan	2.39	1.00	2.00	3.71	4.00	2.04	1.59	3.00	0.00	2.50
South Shepard Area Structure Plan	2.38	1.00	1.90	2.85	4.00	1.73	1.46	3.00	2.00	4.00
West Springs - Remaining Development	2.33	1.00	3.55	2.31	2.50	2.68	2.31	3.00	0.00	2.50
North Regional Context Study Cells C and D	2.29	2.50	0.60	2.94	4.50	2.60	1.20	1.00	2.00	2.50
Providence Area Structure Plan	1.98	2.11	0.50	2.87	3.50	1.71	1.37	1.00	2.00	2.50
KEY		Score 4-5			Score 3-4					

Table 2 Developed Areas Scoring		WEIGHTED CRITERIA SCORE								
		15%	15%	15%	15%	10%	10%	10%	5%	5%
		Access to Transit	Capacity of Existing Infrastructure	City-Funded Costs	Readiness to Proceed	Employment Opportunities	Community Services in Place	Planning in Place (Land Supply)	Innovation	Contiguous Growth
		Score	Score	Score	Score	Score	Score	Score	Score	Score
Centre City Plan (including Beltline)	4.28	5.00	4.80	5.00	2.50	5.00	3.59	5.00	3.00	3.50
Chinook Station Area Plan	3.82	4.10	4.75	4.13	4.00	2.82	2.95	4.00	3.00	3.00
Hillhurst/Sunnyside Area Redevelopment Plan	3.60	3.70	4.30	3.29	2.50	4.79	3.79	3.00	4.00	3.50
Brentwood Station Area Redevelopment Plan	3.40	4.24	4.10	3.25	3.50	2.27	3.62	4.00	0.00	3.00
16 Avenue North Urban Corridor Area	3.23	4.50	4.50	3.59	2.00	3.48	3.44	2.00	0.00	3.00
Westbrook Village Area Redevelopment Plan	3.14	3.74	3.00	3.15	3.50	2.10	3.69	4.00	0.00	3.00
West Village Area Redevelopment Plan	3.04	3.89	2.50	2.42	1.50	5.00	2.91	5.00	0.00	4.00
Anderson Station Area	2.98	4.19	5.00	3.55	0.50	2.45	3.47	2.00	1.00	3.00
Banff Trail Area Redevelopment Plan	2.96	3.82	3.60	3.76	2.00	2.77	3.55	2.00	0.00	3.00
Southeast 17 Corridor Land Use and Urban Design Concept	2.94	3.97	4.30	3.52	2.00	2.08	3.08	2.00	0.00	3.00
Marda Loop Area Redevelopment Plan	2.92	2.55	4.75	3.18	2.25	2.47	3.12	3.00	0.00	3.00
SSCAP - Stadium Shopping Centre	2.84	2.99	4.60	2.95	1.50	2.37	3.44	3.00	0.00	3.00
Fish Creek/Lacombe Station Area	2.76	3.27	4.35	3.59	1.25	1.64	3.52	2.00	0.00	3.50
Midnapore 2 Area Structure Plan Amendment (Shawnee Slopes)	2.51	2.25	4.75	2.39	1.50	1.64	3.33	2.00	0.00	3.50
50 Avenue Area Redevelopment Plan	2.47	1.69	4.25	2.17	1.75	3.03	3.42	2.00	0.00	3.00
KEY		Score 4-5			Score 3-4					

**Governance, Finance, and Infrastructure Group**

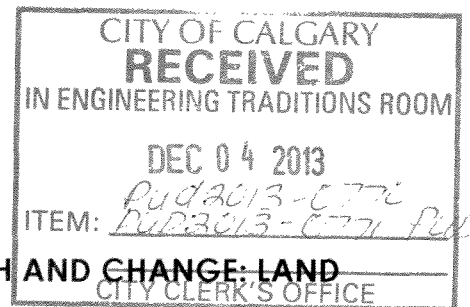


**Submission on PUD2013-0771: FRAMEWORK FOR GROWTH AND CHANGE  
EVALUATION OF A NEW FINANCING AND FUNDING SYSTEM**

We agree with Administration that there are significant risks to proceeding with the alternate financing and funding system proposed by UDI.

We also agree with UDI that there should be a roundtable discussion – not just on the costs of growth, but on the feasibility – pros and cons – of all financing and funding options. All interested stakeholders should be invited as well as experts who together can provide a detailed, balanced, and comprehensive assessment of the full, life-cycle costs of growth and the financial choices facing the City.

## Governance, Finance, & Infrastructure Group



### Submission on PUD2013-0772: FRAMEWORK FOR GROWTH AND CHANGE: LAND SUPPLY STRATEGY (UPDATED)

#### Land Supply and Consumer Choice

Calgarians are depending on you to ensure that City Council's decisions on land supply result in the most efficient use of tax dollars and the most effective services for existing communities – urban and suburban.

We are all in this together. Calgarians want decisions on land supply that will support, not harm other objectives. For example, the MDP principle on land supply is:

*"Maintain an optimally balanced land supply in Developed and Developing areas that ensures capacity for growth, consumer choice and competitive residential markets while also ensuring that The City can provide services to support the development of complete communities."*

To accomplish that, the City must balance accommodating growth with completing the communities that already exist. The communities we live in should not suffer from how Council manages growth. Instead, existing communities should benefit – substantially – from the investments Council makes.

The importance of balancing the City's objectives is also spelled out in the Terms of Reference for the Strategy:

*"... The Land Supply Strategy should consider market forces and ensure an adequate land supply is in place to meet the growth needs of the city (MDP, 5.2.3) ... optimizing the link between planning and servicing decisions (MDP, 5.2.5), and supporting development in strategic locations (MDP, 5.2.4)."*

A balance must be maintained between accommodating growth and supporting development in strategic locations, that is – as specified in the MDP, intensification of Developed Areas. Again, our communities should benefit rather than be shortchanged because of how Council invests to accommodate growth.

This means that it is not City Council's job to guarantee a certain amount of land supply based on a particular type of "consumer choice" for housing. This would be impossible given other City objectives. It would also be a disservice to those

of us who already live in Calgary and whose taxes would be used to subsidize certain lifestyles at the expense of our communities.

Council's job is to develop the City's position on a sequencing list for new infrastructure to accommodate growth – a position that will reflect the best options for keeping taxes low, completing existing communities, and maximizing the City's investment in infrastructure and services.

This may mean the City's sequencing list does not meet the land supply targets set out in this Strategy. If that is the case, then it is the responsibility of the private sector to bring to Council proposals that will match or exceed the benefits the sequencing list will provide. Council should not be tempted to do what development companies can do better: assess what it takes to satisfy consumer choice.

### **Land Supply and Housing Affordability**

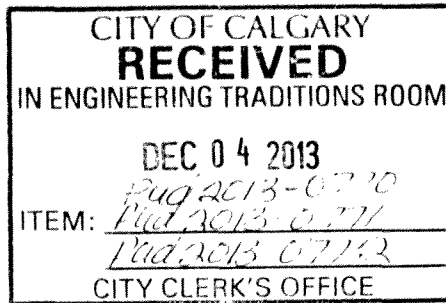
Much has been said about housing affordability. As we have noted before, we agree that housing affordability, as defined by the MDP, is an issue the City needs to address as part of the *Land Supply Strategy*. This means ensuring enough land supply for "Housing that meets the needs of households earning 65 per cent or less of the median household income in Calgary that are spending 30 per cent or more of their gross annual household income on shelter" (MDP, p. 6-2). This is Council's responsibility, nothing more, nothing less.

### **Land Supply and Industrial Areas**

The inordinate attention paid to the Developing vs. Developed debate has, we feel, resulted in a weak Industrial Areas portion of the Strategy. This is a disappointment because key issues have not been adequately addressed:

- underutilization of existing industrial land
- allocation of industrial land to uses that do not need to be in industrial areas
- integration of sustainability principles into industrial area policy
- inter-municipal competition for industrial development
- threats to Calgary's export-focused enterprises.

Council must ensure that work on those industrial land supply issues is a priority over the next year.



Friday, November 29, 2013

Dear Members of Council:

Hopewell Residential understands the City's concerns related to the financial sustainability of suburban growth and look forward to working with the new growth management team and Council to address them. While not opposed to the growth management framework in general, we have a significant concern with the proposed Sequenced List of Prioritized Growth Areas - Developing Areas. Our contention is that the sequenced list does not accurately prioritize developable areas due to the use of arbitrary ASP boundaries instead of infrastructure catchment boundaries.

Hopewell's land interests within the southern portion of the South Shepard ASP illustrate this concern. While the north portion of the ASP has significant infrastructure requirements, the south portion requires very little investment and would score much higher on a prioritized list if it was not contained within the same boundary as the northern lands.

City planners and members of the growth management team have expressed agreement with this approach; however staff resource allocations have not allowed this work to commence. We believe this work is imperative and will result in better value for the City's capital investment. Our request is that the areas be reviewed with respect to infrastructure catchment boundaries prior to approval of the Sequenced List and certainly prior to infrastructure spending commitments.

Sincerely,

**HOPEWELL RESIDENTIAL MANAGEMENT LP**

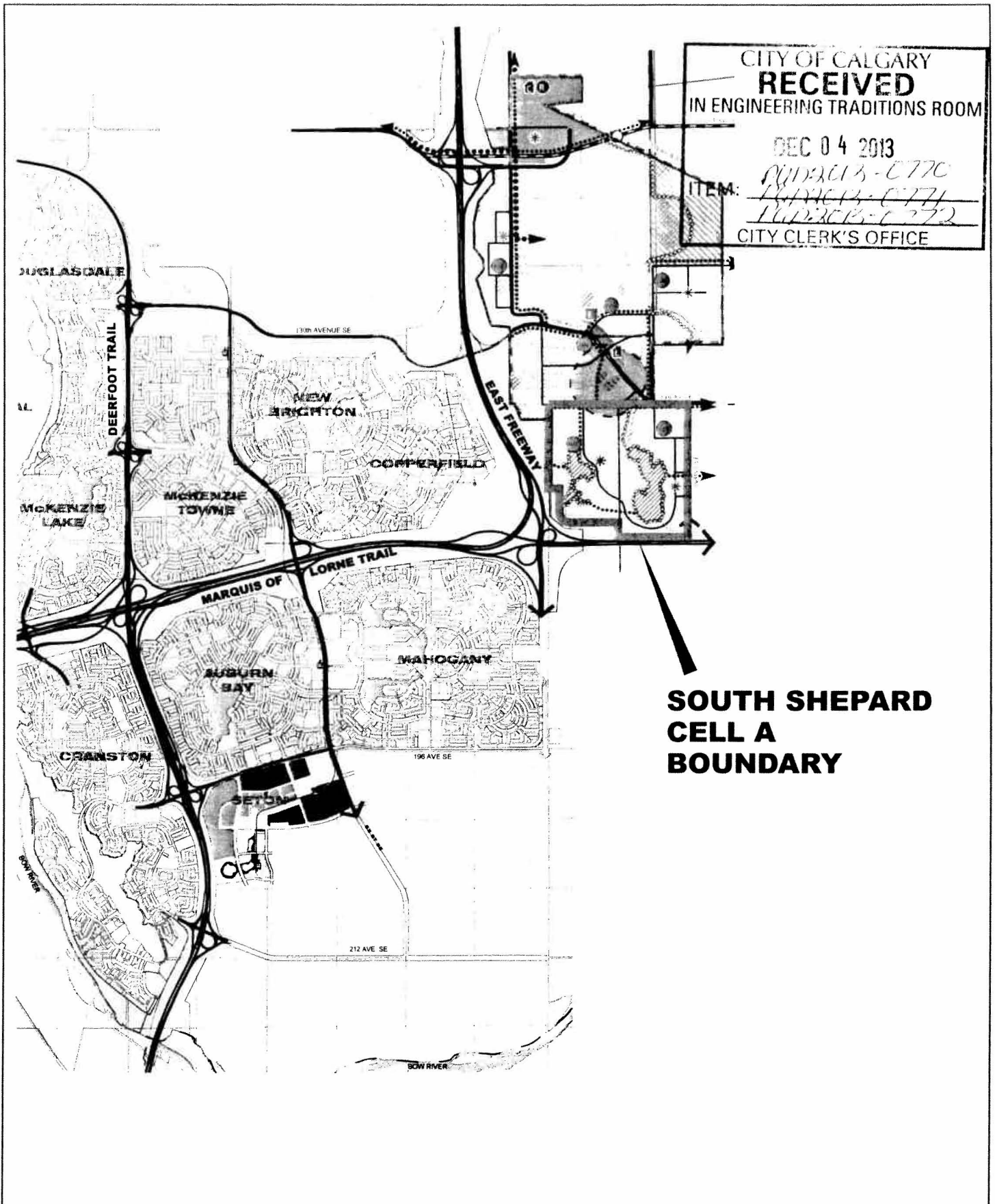
Darren Lockhart  
Senior Manager, Acquisitions and Planning

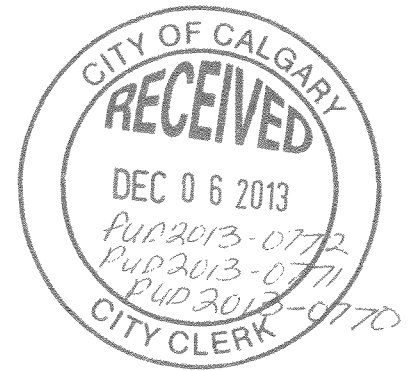
Cc: Chris Plosz, Vice President, Development - Hopewell Residential  
Ryan Vanderputten - Manager, Corporate Growth Management - City of Calgary  
Chris Jacyk - Team Leader, Corporate Growth Management Project - City of Calgary



# SOUTH SHEPARD CELL A

**Hopewell**  
RESIDENTIAL COMMUNITIES





December 6<sup>th</sup> 2013

Corrie Smillie  
P.O. Box 2100, Stn. M, #8007  
Calgary, AB  
T2P 2M5

Dear Corrie,

**Re: December 4<sup>th</sup> SPC PUD**

At the December 4<sup>th</sup> Standing Policy Committee meeting for Planning and Urban Development, I was provided the opportunity to speak to the committee. A request was made by Councilor Dianne Colley-Urquhart of me to provide copies of my comments to the committee. They are provided below. Thank you for the opportunity to speak.

*My name is Glynn Hendry, and I am the regional vice president for Qualico here in Calgary.*

*I've been in this industry for almost 30 years, the last 23 with Qualico. Qualico has been building communities and homes for over 60 years in Calgary where I directly employ over 300 people.*

*I am here, on behalf of Qualico, in support of the industry's position as set out by UDI on the Growth Management Framework.*

*I have three main points for your consideration:*

*First, It is absolutely essential that we arrive at a framework that works for both the industry and the city, and I believe we can do that. Housing choice and affordability are essential for quality-of-life in Calgary and we - city and industry - owe it to the citizens of this city to develop a blueprint that maintains that quality of life.*

*Second, I would add that this is about our ability for all of us to work together for the benefit of all Calgarians. Throughout my career I have seen very thoughtful research conducted, and reports created which are brought to meetings like these.*

*That is a great step in working together – taking into account many perspectives on how the city should grow. This process of Growth Management has been another good example of working together.*

*I confess to a level of concern, however, on how industry and the city's administration are able to reach agreement on ways forward from today. I would like to see us better harness the expertise we have in our industry, to be used collaboratively to achieve the goals of making Calgary better. I encourage our industry representatives and the growth management team to continue to seek solutions that will provide both parties with clarity and certainty for development in Calgary.*

*And finally, by being determined to work together, we can help ensure the best possible decisions are arrived at by our elected civic leaders. In particular, determining a funding & financing solution that allows industry to help the City with funding leading infrastructure. This kind of funding and financing solution reduces City risk and provides debt room for other initiatives. It also allows developers more flexibility, and results in greater housing choice and affordability for Calgarians - which Calgarians want and deserve.*

*Let us continue to work together so the way forward is as clear, methodical and sensible as possible.*

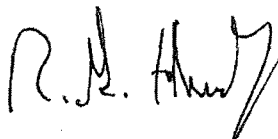
*Thank you.*

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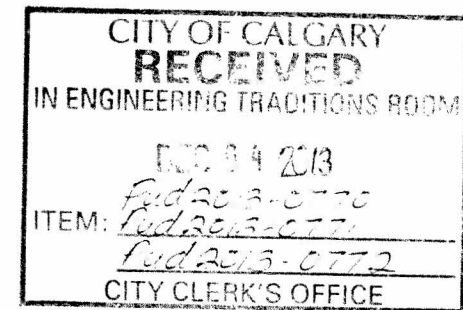
Should you have any comments or questions, please feel free to contact me.

Sincerely,

**Qualico Developments West Ltd.**

A handwritten signature in black ink, appearing to read 'R. Glynn Hendry', with a stylized flourish at the end.

**R. Glynn Hendry, P.Eng., MBA  
Regional Vice-President  
Calgary**



# Growth Management

Presentation to SPC Planning and Urban Development  
Doug Leighton MCIP  
VP Planning and Sustainability  
December 4, 2013

**Brookfield**  
Residential

# Brookfield Residential

*The Best Places to Call Home*

- In business for over 55 years – ongoing design and customer satisfaction awards
- International head office in Calgary - a major contributor to local economy
- One of North America's leading community and home builders – 11 markets
- Plan, design and create communities in new and established areas; build single family and multi-family homes; mixed use, commercial and retail developments
- Experience with Growth Management in multiple jurisdictions: understanding of what works and what doesn't



## Let's Start at the Start

- *“**Growth management** is a set of techniques used by government to ensure that as the population grows that there are services available to meet their demands...*
- *One technique is the imposition of impact fees. Impact fees are imposed to charge the owners of newly developed properties for the "impact" the new development will have on the community...” (Wikipedia)*
- In short: **how to fund and finance infrastructure is key to any successful Growth Management system**

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# A Short History of Growth Management

- Originated in US in 1970's – ongoing debate re: housing affordability
- Growth Management arrives here - 2009 **Municipal Development Plan**
- MDP Part 5 - **Framework For Growth and Change**

**Goal:** *“The City will provide leadership on growth and change...that achieves the best possible social, environmental and economic outcomes while operating within The City’s financial capacity.”*



## Funding and Finance (F&F)

- Current model: The City funds and finances growth infrastructure and collects later
- City debt risk issue identified 2011 – Council direction: shift risk to private sector
- Brookfield alternative F&F proposal June 2011
- UDI and City alternative F&F initiative April 2013
- Original motion: *work together*. Changed to “*review and assess a proposal from the Urban Development Institute (UDI) on an alternate Funding and Financing system*”
- UDI Alternative F&F Discussion Paper (August 2013) – now stalled
- Administration (November 2013): debt no longer key issue – other alternatives?

# East Keystone - F&F Trial Project

15 October 2012

MOTION ARISING, AS AMENDED, Moved by Alderman Stevenson, Seconded by Alderman Jones, that with respect to Report PUD2012-0690 the following be adopted, **as amended**:

That Council direct Administration to:

2. **Work with the East Keystone Landowners to evaluate and refine the Keystone East Alternate Financing Proposal, as a demonstration case for applying and implementing the Principles and Guidelines for Financing and Funding, and report back to the Priorities and Finance Committee with an assessment of the proposal prior to or in conjunction with the land use approvals.**

Opposed:

D. Farrell, B. Pincott

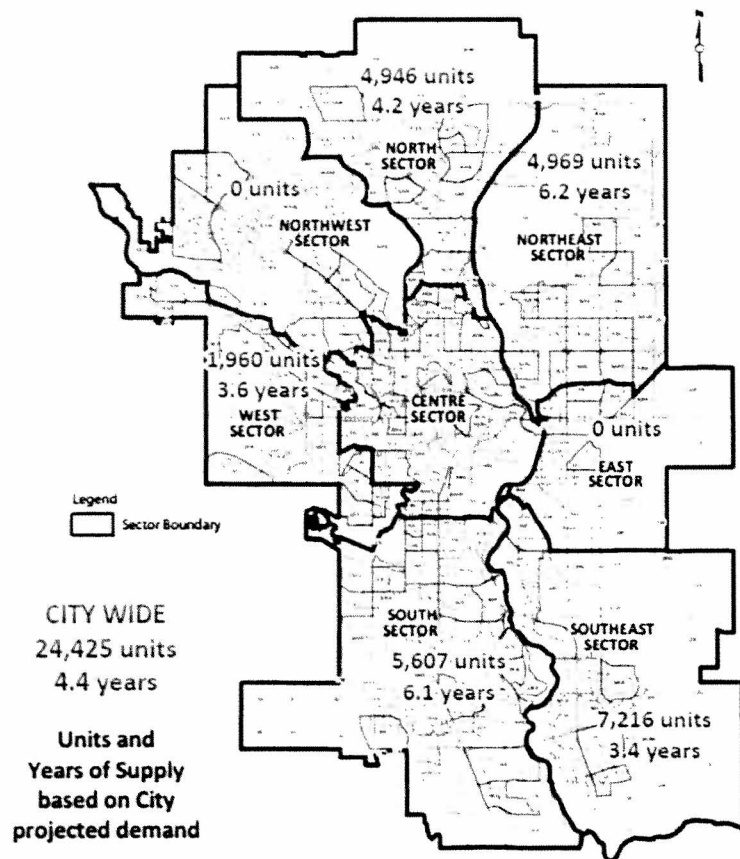
CARRIED

## Brookfield's Position

- Growth Management can be an excellent tool for integrating land use and infrastructure with funding and financing (F&F)
- Absolutely essential, however, to first arrive at a F&F alternative
- What has made Calgary competitive and attractive is that people can choose where to live, and a home type that they want and can afford
- Successful Growth Management is more than quantitative – it must support neighborhood and housing choice, affordability and livability
- Don't let *'perfect be the enemy of good'* – let's move on and test ideas through one or more trial projects

## EXISTING CITY SERVICING AVAILABLE FOR SINGLE FAMILY/ SEMI-DETACHED UNITS

as of OCTOBER 2013

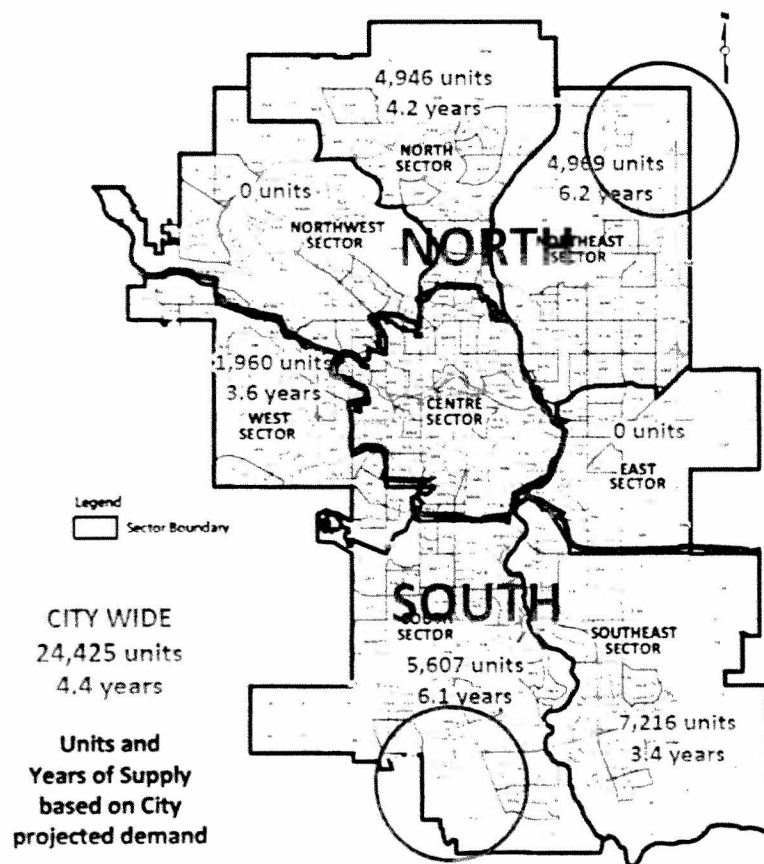


### Brookfield's Position:

- Retain the City's 8 planning sectors to ensure balanced land supply and consumer choice
- Create 'complete communities' in all sectors
- Plan for the future and look at the past (don't simply repeat current sectoral market share)
- Let the private sector help fund and finance infrastructure capital costs (as in other cities)
- Let private sector help recoup costs and share financial risk

## EXISTING CITY SERVICING AVAILABLE FOR SINGLE FAMILY/ SEMI-DETACHED UNITS

as of OCTOBER 2013



### Current Growth Management proposal:

- Collapse City's current 8 planning sectors into north and south with (maybe) 2 subsectors
- Minimal locational (sectoral) choice
- Focus growth into very few areas: 'communities completed faster' (to recoup City costs)
- City (taxpayer) would continue to fund and finance growth infrastructure and recoup later
- Some past ASP areas (e.g. Keystone) languish

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## Possible Funding and Financing Approach

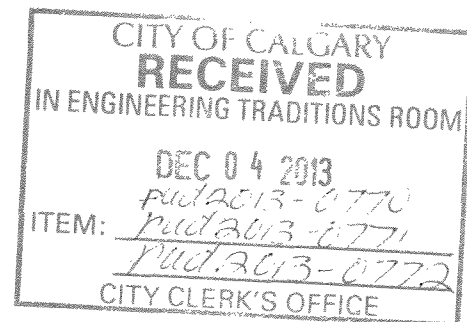
- Growth should pay for itself (both new and redevelopment)
- Risk should shift from City taxpayers to landowners / developers
- Landowners / developers should share risks of future cost recovery
- Model should address direct capital costs and larger regional costs
- Capital costs and operating costs need to be funded differently
- Let industry help fund the first; and work with City on the second
- We should work together on a model that allows for growth in all areas of the City and creates choice and affordability for Calgarians

# Recommendations

- 1) Defer Growth Management model until Funding and Financing resolved
- 2) Simplify Growth Management and combine variables with F&F as focus
- 3) Request Administration to *work with* UDI to create one combined F&F action plan to harness private sector investment and reduce City debt / risk
- 4) Provide direction to Administration - Growth Management must protect locational choice (8 sectors), affordability and livability
- 5) Ensure sufficient budget for infrastructure design; plus 2015 - 18 capital budget to support balanced land supply, choice and affordability
- 6) Request that Administration fast-track the East Keystone F&F trial project - to Priorities and Finance Committee by end of February



3 December 2013



Standing Policy Committee  
Planning and Urban Development  
P.O. Box 2100, Station M  
700 Macleod Trail South  
Calgary, AB T2P 2M5

**RE: Framework for Growth and Change: Sequencing of Priority Growth Areas**

The East and West Silverado and West Macleod landowners endorse the December 2013 Sequenced List of Developing Areas. We support the logic of prioritizing municipal servicing and growth in this area.

**1. Readiness to Proceed**

The landowners have been actively working with The City on planning and are ready to proceed with development to satisfy the public demand for housing in this sector of The City.

**2. Policy Planning in Place**

The Silverado ASP was approved in 2004. The West Macleod ASP was approved in 2009. Permanent servicing of the area has been planned but delayed since 2008.

**3. Complete the Community of Silverado**

Currently, 5,000 people live in the West Silverado community. It is serviced with temporary sanitation collection and pumping and a temporary stormwater management solution. Servicing will enable completion of the Silverado community.

**4. Integrated Planning and Servicing**

The entire area comprises one servicing catchment area and transportation servicing zone. The planned East Silverado and West Macleod LRT stations are immediately south of the existing Shawnessy LRT station. The City has already purchased land around the future West Macleod LRT station.

The area landowners look forward to working with The City to build great communities and neighbourhoods in this area of The City.



Wilf Richter, Mattamy Homes



Gerry Barron, United Communities



Marianne Wade, WestCreek Developments



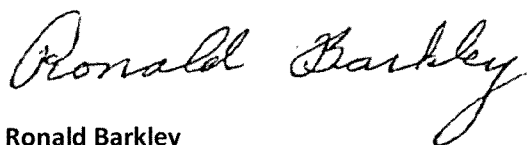
Nelson Chan, Citiland Spruce Meadows Venture Inc.



Highfield Investment Group, Dave Munro



John Dong

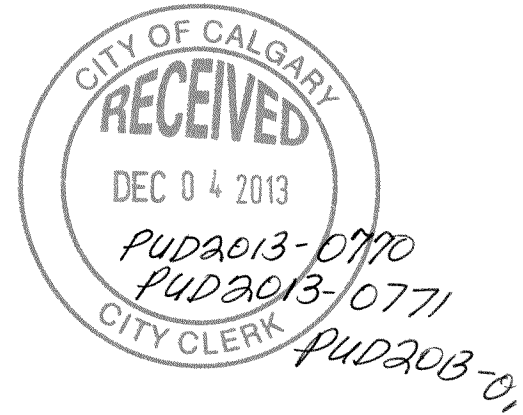


Ronald Barkley

# Growth Management Framework

Report to SPC - PUD

December 4, 2013



# Growth Management Framework

## Current:

- Panorama Hills in N
- Evanston in N
- Walden in SE
- Chaparral Valley in SE
- Shawnee Park – redevelopment in SW

## Future:

- Savanna in Saddleridge in NE
- Keystone Hills in N
- Rangeview in SE

# **Growth Management Framework**

- Volunteers
- Investment
- Acknowledgement

# Growth Management Framework

GMF should benefit:

- City
- Industry
- Calgarians

# Growth Management Framework

## Funding and Financing:

- GMF:
  - City finances growth
  - Retains risk
- Industry Proposal:
  - Developers finance growth
  - Transfers risk from City to developers



# **Growth Management Framework**

Funding and Financing:

Keystone Hills Proposals:

1. Hybrid PAC

1. Modified CFA

# **Growth Management Framework**

## **Land Supply Strategy:**

- Calgarians want choice and need affordability
- Maintain serviced land supply in all sectors of City
- Do not constrain to 4 sectors

# **Growth Management Framework**

## **Outline Plans:**

- Allow outline plans to circulate
- Approvals needed to avoid land supply depletion

# **Growth Management Framework**

## **Conclusions:**

- Defer the adoption of the Land Supply Strategy.
- Determine viability of the Hybrid PAC & Modified CFA funding and financing methods – March 18 PUD.
- Serviced land supply in all sectors of the City.
- Allow outline plans to circulate.
- Process developer funding and financing proposals.

**Questions?**

**PUD Presentation – December 4<sup>th</sup>, 2013**  
**By Greg Brown as Part of UDI Presentation**

**The Dispersion Imbalance**

- We interpolated the City graphics and made some assumptions to see what was happening in 2014-2024 assuming Council would finance the infrastructure which we feel the charts illustrate as being necessary to implement the proposed Land Supply Strategy.
- Total quality of serviced lot supply citywide and N/S has been addressed BUT Dispersion – Sectoral choice has not!

Why important to Calgarians? Choice ... Competition – Affordability – Innovation –

Ultimately, Livability

- Proposed plan is based on a 100% City financing model with current budgets but there is another way.
- If we can harness private enterprise and financing to provide more choice in more sectors, Calgarians can have the benefits while taxpayers and The City need not assume added costs or financial risk.
- Leading infrastructure is a capital investment which will be financially paid back. It is not a level of service or quality of life investment which will not be financially paid back.
- The City GMP will help make the choices for Calgarians. Is this the range of choice Calgarians looking for a new home would want?

**PUD Presentation – December 4<sup>th</sup>, 2013**  
**By Greg Brown as Part of UDI Presentation**

The question we ask Council: Can new home buyers afford more choice? **If they are willing to pay for the added choice, should they be offered more choice?**

- The new community choices would look completely different if we included the opportunity and encouragement of developer financing.
- **We're not finished** assessing the opportunity for integrating City and Developer financing.
- UDI needs more time to work with the Administration on an integrated financing model.

Sequenced Lists of Prioritized Growth Areas

Sequenced List  
Developing Areas

December 2013

Sequenced List Order	MDP Alignment Order	North/ South Sector		MDP ALIGNMENT SCORE
1	1	N	Skyview Ranch - Remaining Development	3.32
2	8	N	Redstone - Remaining Development	2.93
3	12	N	Northeast Regional Policy Plan ASP: A	2.77
4	2	N	Saddleridge Savannah	3.19
5	3	N	Sage Hill - Remaining Development	3.18
6	5	S	Mahogany - Remaining Development	3.03
7	6	S	Walden - Remaining Development	3.00
8	10	S	Legacy	2.80
9	9	S	East Silverado	2.90
10	15	S	Silverado - Remaining Development	2.59
11	18	S	West Macleod Area Structure Plan	2.45
12	14	S	Southeast Planning Area Regional Policy Plan Cells C and D	2.62
13	7	N	Keystone Hills Area Structure Plan	2.99
14	4	N	Evanston - Remaining Development	3.07
15	11	S	Springbank Hill - Remaining Development	2.80
16	13	N	Belvedere Area Structure Plan	2.65
17	16	N	West Regional Context Study Cell B	2.50
18	17	S	West View Area Structure Plan	2.49
19	19	S	Canada Olympic Park and Adjacent Lands Area Structure Plan	2.41
20	20	S	Calgary West Area Structure Plan	2.39
21	21	S	South Shepard Area Structure Plan	2.38
22	22	S	West Springs - Remaining Development	2.33
23	23	N	North Regional Context Study Cells C and D	2.29
24	24	S	Providence Area Structure Plan	1.98

WEIGHTED CRITERIA SCORE								
15%	15%	15%	15%	10%	10%	10%	5%	5%
Access to Transit	Capacity of Existing Infrastructure	City-Funded Costs	Readiness to Proceed	Employment Opportunities	Community Services in Place	Planning in Place (Land Supply)	Innovation	Contiguous Growth
Score	Score	Score	Score	Score	Score	Score	Score	Score
3.31	3.90	2.95	4.50	2.96	2.03	5.00	0.00	2.50
2.52	3.30	2.69	4.50	2.33	1.18	5.00	0.00	2.50
3.07	2.10	2.92	4.75	2.72	1.76	2.00	1.00	3.00
2.31	3.80	2.54	4.50	2.71	2.00	5.00	2.00	3.00
3.09	3.25	3.41	4.50	2.47	1.73	5.00	0.00	2.50
1.84	2.95	3.16	5.00	2.14	1.48	5.00	2.00	2.50
1.00	4.40	3.06	4.50	1.82	2.03	5.00	1.00	2.50
1.00	4.15	3.28	4.50	1.24	1.16	5.00	0.00	2.50
2.36	2.20	3.71	3.50	2.67	2.87	3.00	3.00	2.50
1.50	1.70	1.53	5.00	2.67	2.42	5.00	0.00	2.50
1.59	0.75	2.90	5.00	2.19	1.72	3.00	2.00	2.50
2.47	2.95	2.93	3.75	2.50	1.82	2.00	1.00	2.50
2.80	0.75	3.20	5.00	2.99	2.08	3.00	5.00	3.50
1.55	4.00	3.04	5.00	2.30	1.78	5.00	0.00	2.50
1.92	3.60	4.16	2.00	1.85	2.41	5.00	0.00	2.50
2.19	1.20	3.09	4.00	2.00	1.76	3.00	5.00	3.00
1.00	3.20	3.13	4.50	1.20	1.55	1.00	3.00	4.00
1.00	2.10	3.27	4.75	1.58	1.38	2.00	3.00	3.50
1.35	2.50	3.98	3.00	2.25	2.37	2.00	0.00	2.50
1.00	2.00	3.71	4.00	2.04	1.59	3.00	0.00	2.50
1.00	1.90	2.85	4.00	1.73	1.46	3.00	2.00	4.00
1.00	3.55	2.31	2.50	2.68	2.31	3.00	0.00	2.50
2.50	0.60	2.94	4.50	2.60	1.20	1.00	2.00	2.50
2.11	0.50	2.87	3.50	1.71	1.37	1.00	2.00	2.50

\*These lists will be used to inform the preparation of the 2015-2018 capital budgets and the 2015-2018 capital plans. Financing options will be presented through the BPBC4 reporting processes.

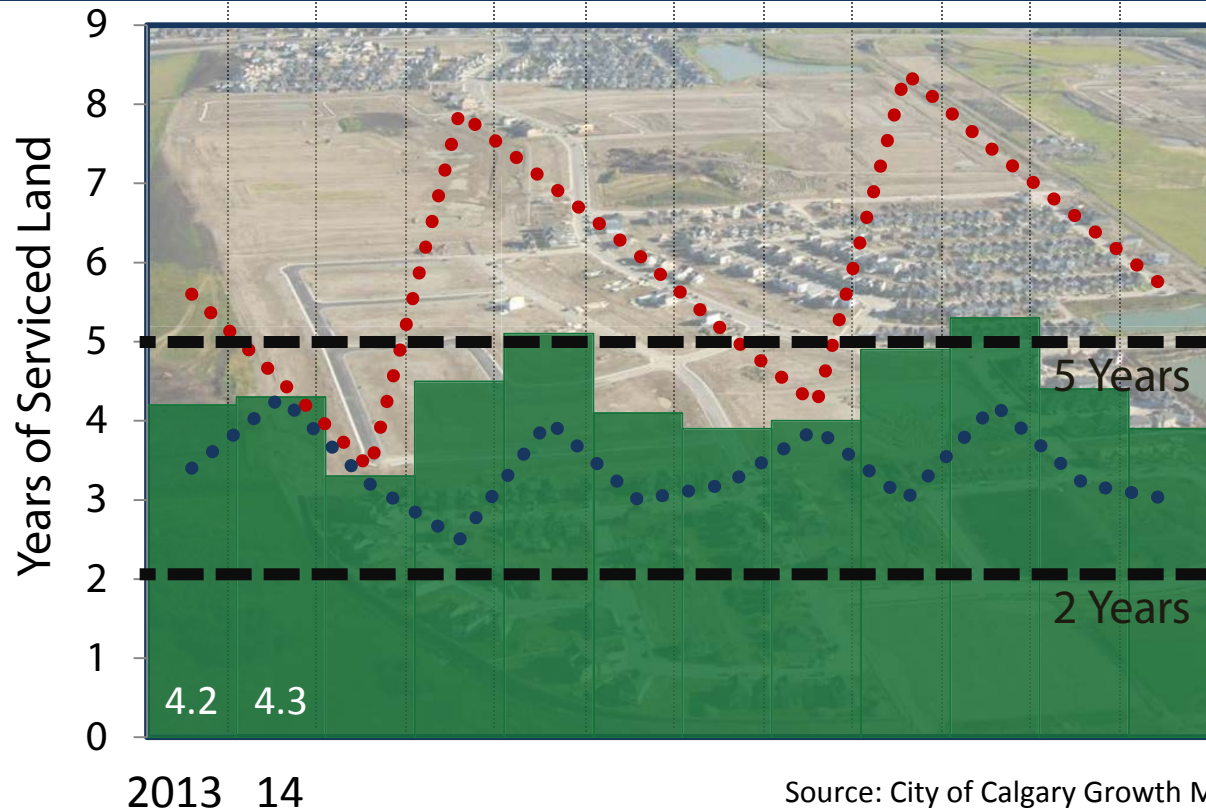
# Sequencing Areas for Serviced Land Supply

If capital funding is available for growth infrastructure in the appropriate years, the sequencing presented maintains the land supply targets for:

CITY WIDE

North

South



Achieves Land Servicing within City's fiscal capacity, but subject to future business planning changes and Council decision

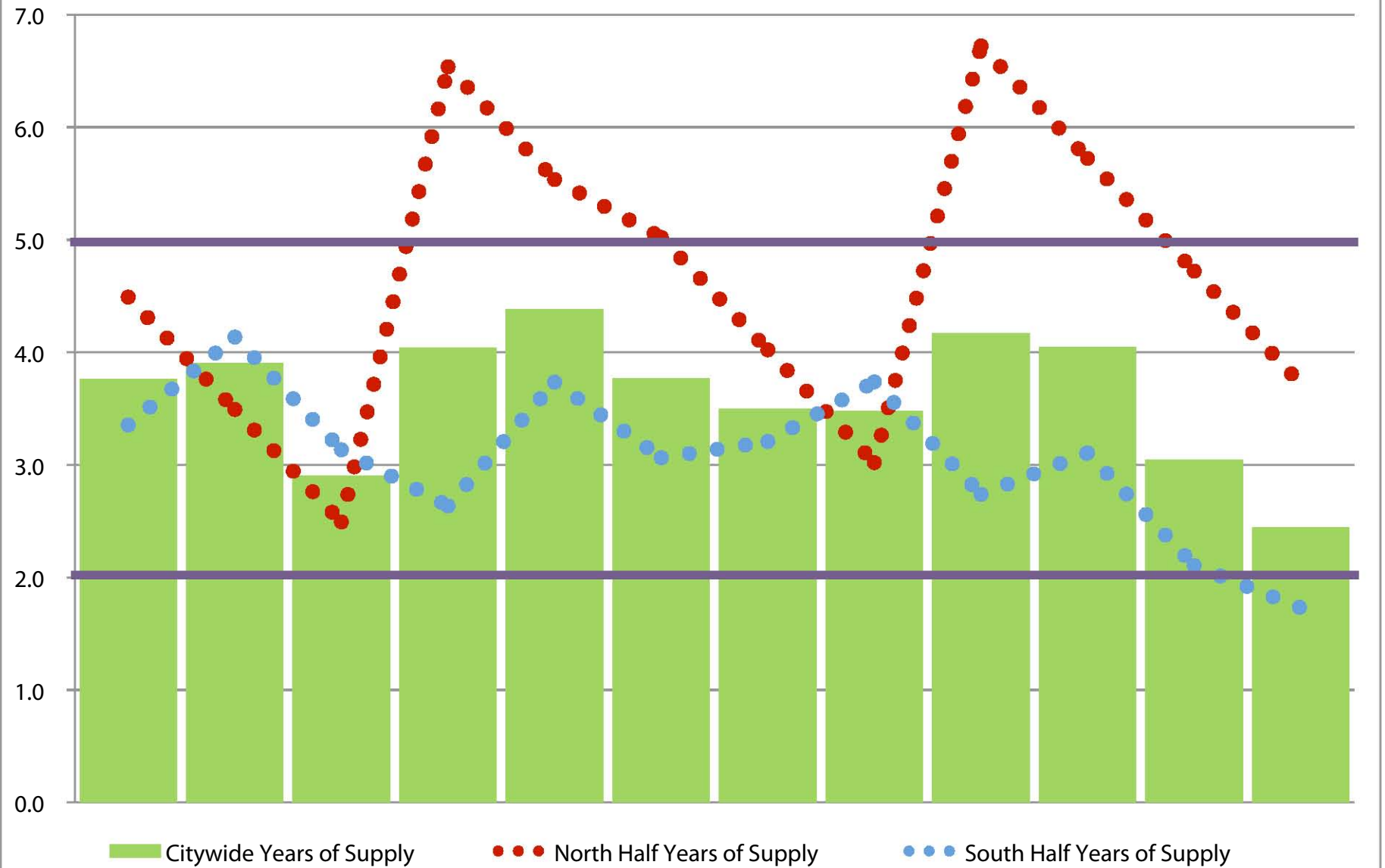
2-5 year land supply targets met  
(based on full servicing)

Some south areas moved ahead to maintain N/S balance

Source: City of Calgary Growth Management Framework Workshop Presentation  
November 15th, 2013



# Sequenced List - Years of Supply in Gross Residential Hectares SUBJECT TO CHANGE - NOT APPROVED BY COUNCIL



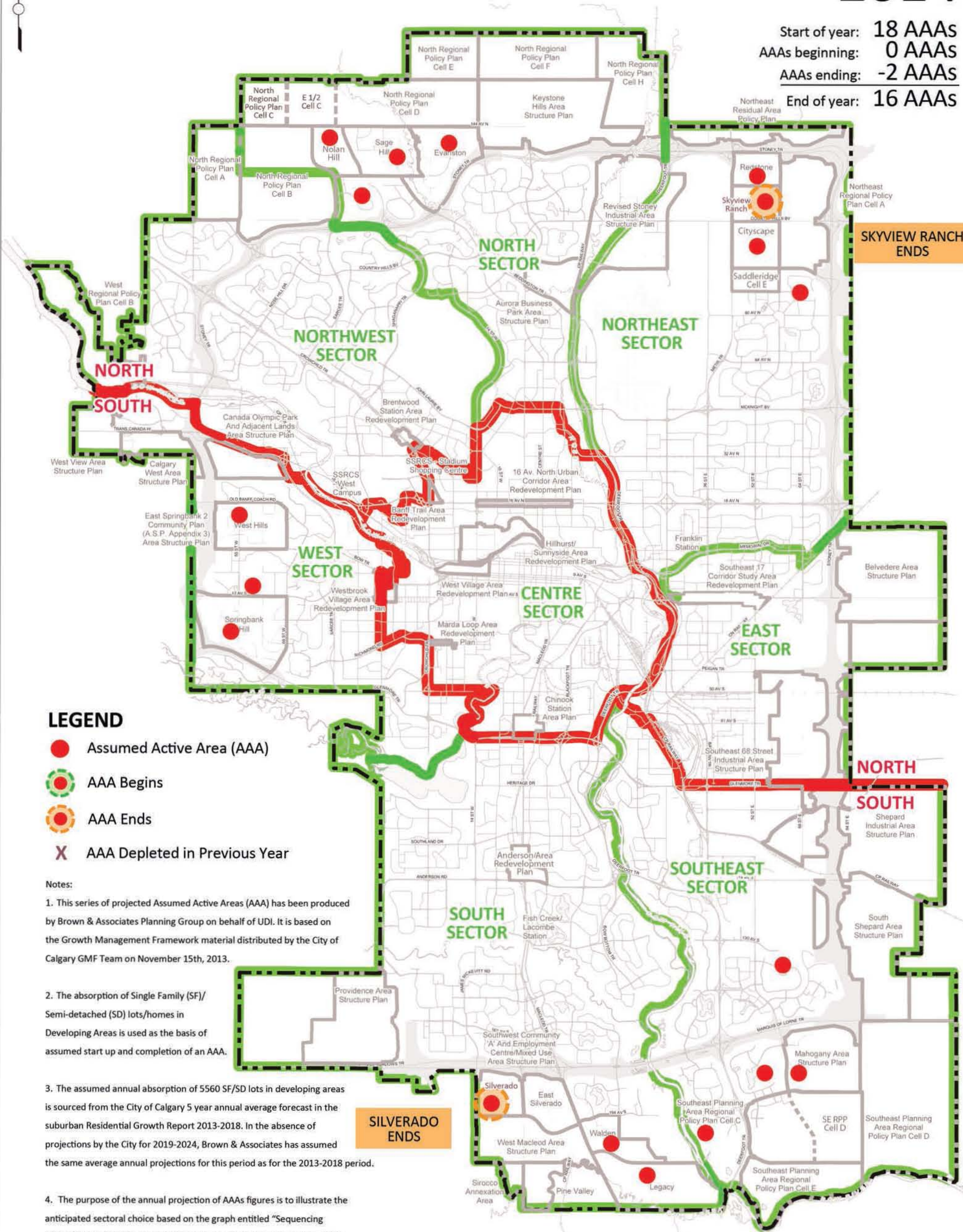


# Assumed Active Areas (AAAs) Serviced Land Supply

Assuming City Projected Absorptions in Developing Areas  
and City Council Approval of New Servicing for  
Developing Areas based on proposed  
Land Supply Strategy presented on Nov 15th, 2013

5 Active Sectors **2014**

Start of year: 18 AAAs  
AAAs beginning: 0 AAAs  
AAAs ending: -2 AAAs  
End of year: 16 AAAs



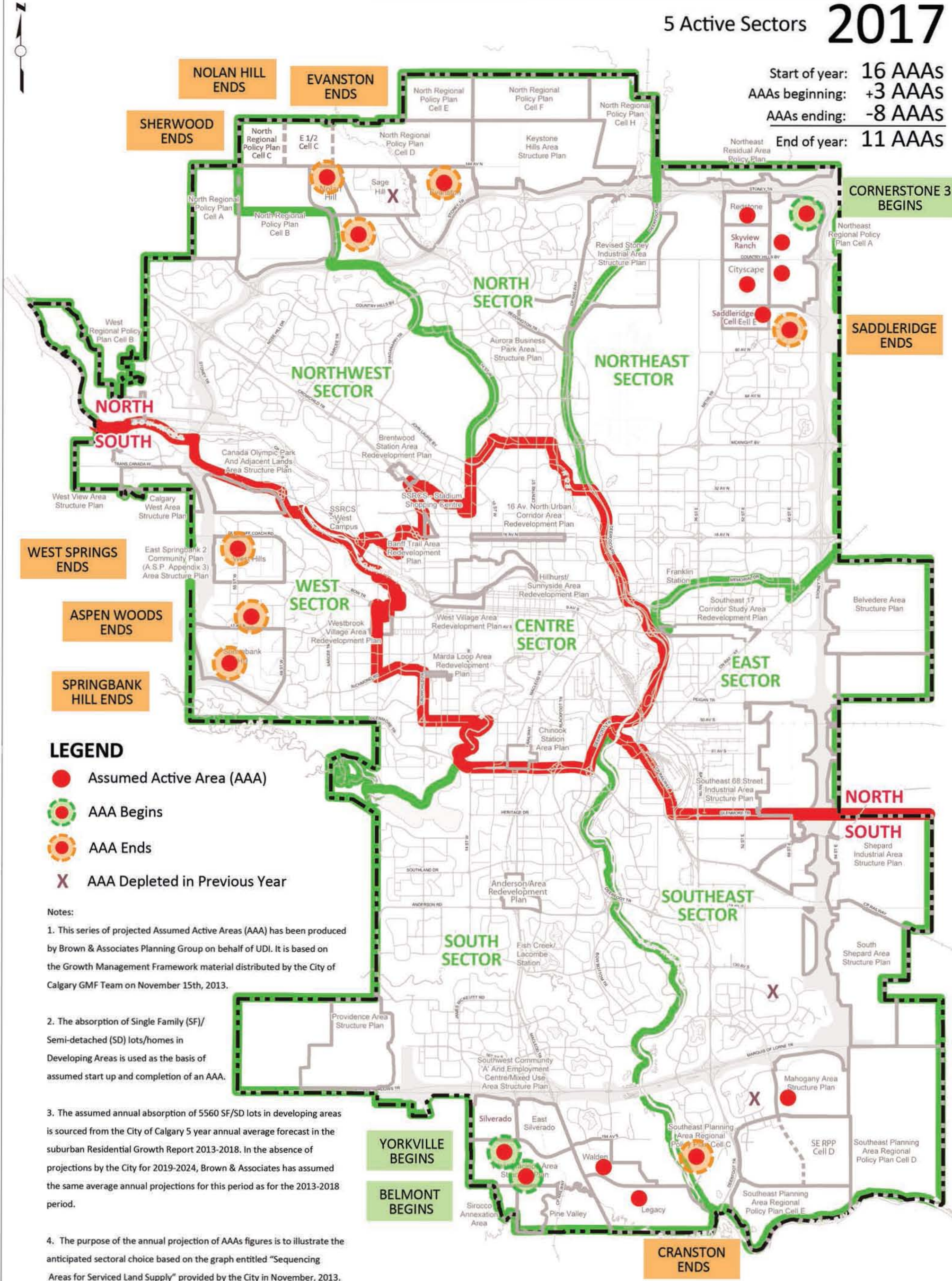


# Assumed Active Areas (AAAs) Serviced Land Supply

Assuming City Projected Absorptions in Developing Areas  
and City Council Approval of New Servicing for  
Developing Areas based on proposed  
Land Supply Strategy presented on Nov 15th, 2013

5 Active Sectors **2017**

Start of year: 16 AAAs  
AAAs beginning: +3 AAAs  
AAAs ending: -8 AAAs  
End of year: 11 AAAs



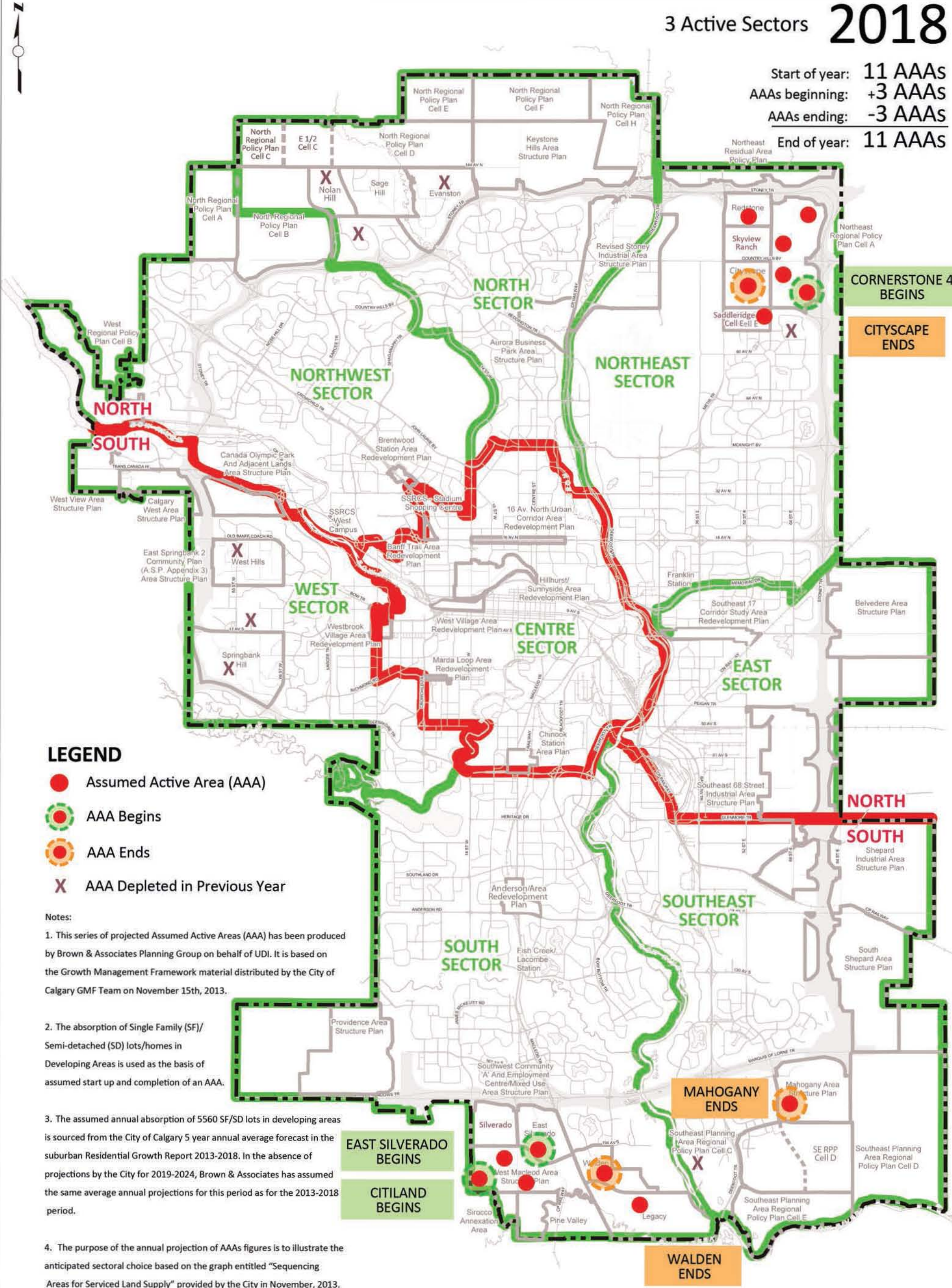


# Assumed Active Areas (AAAs) Serviced Land Supply

Assuming City Projected Absorptions in Developing Areas  
and City Council Approval of New Servicing for  
Developing Areas based on proposed  
Land Supply Strategy presented on Nov 15th, 2013

3 Active Sectors **2018**

Start of year: 11 AAAs  
AAAs beginning: +3 AAAs  
AAAs ending: -3 AAAs  
End of year: 11 AAAs





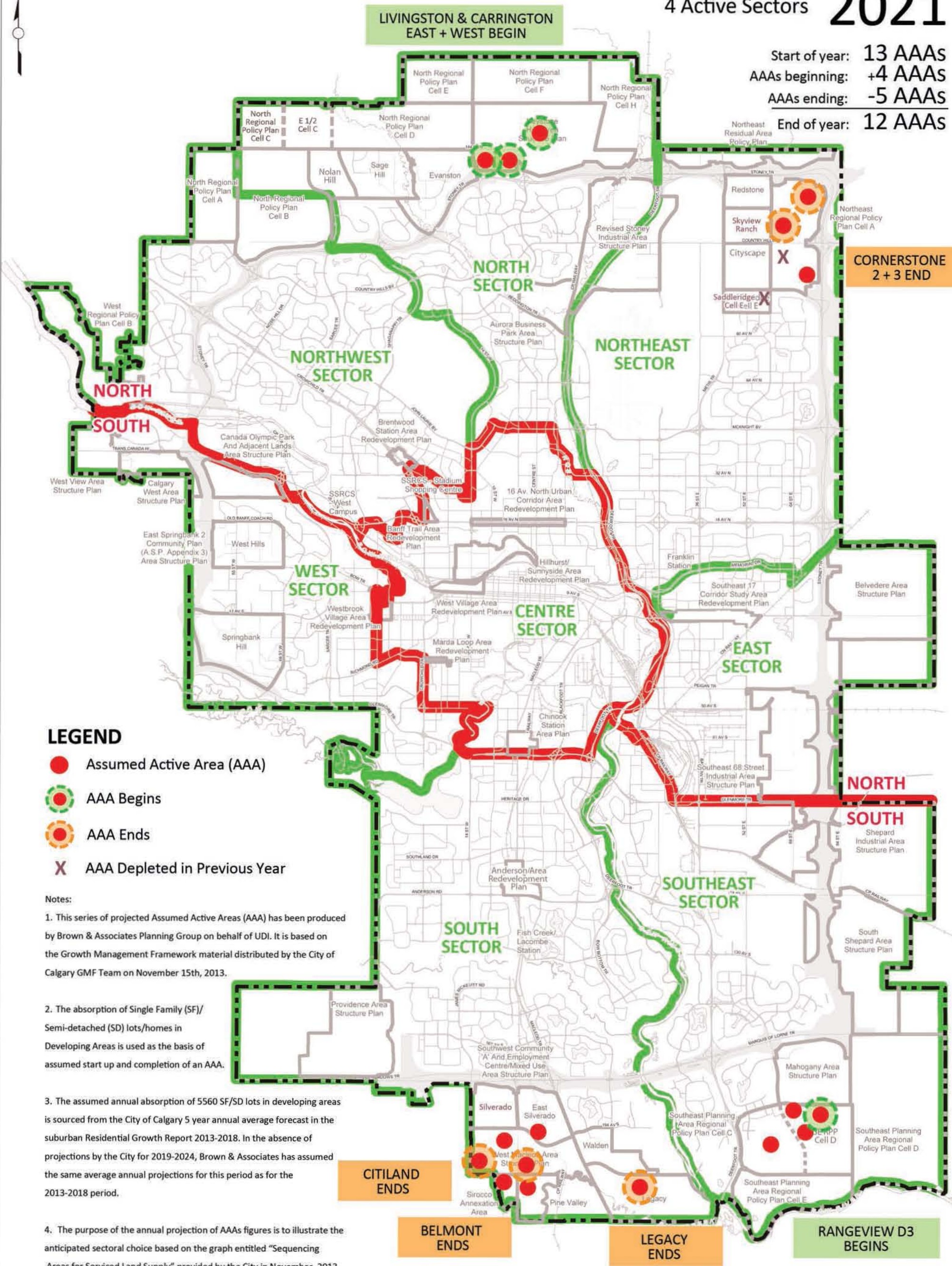
# Assumed Active Areas (AAAs) Serviced Land Supply

Assuming City Projected Absorptions in Developing Areas  
and City Council Approval of New Servicing for  
Developing Areas based on proposed  
Land Supply Strategy presented on Nov 15th, 2013



4 Active Sectors **2021**

Start of year: 13 AAAs  
AAAs beginning: +4 AAAs  
AAAs ending: -5 AAAs  
End of year: 12 AAAs



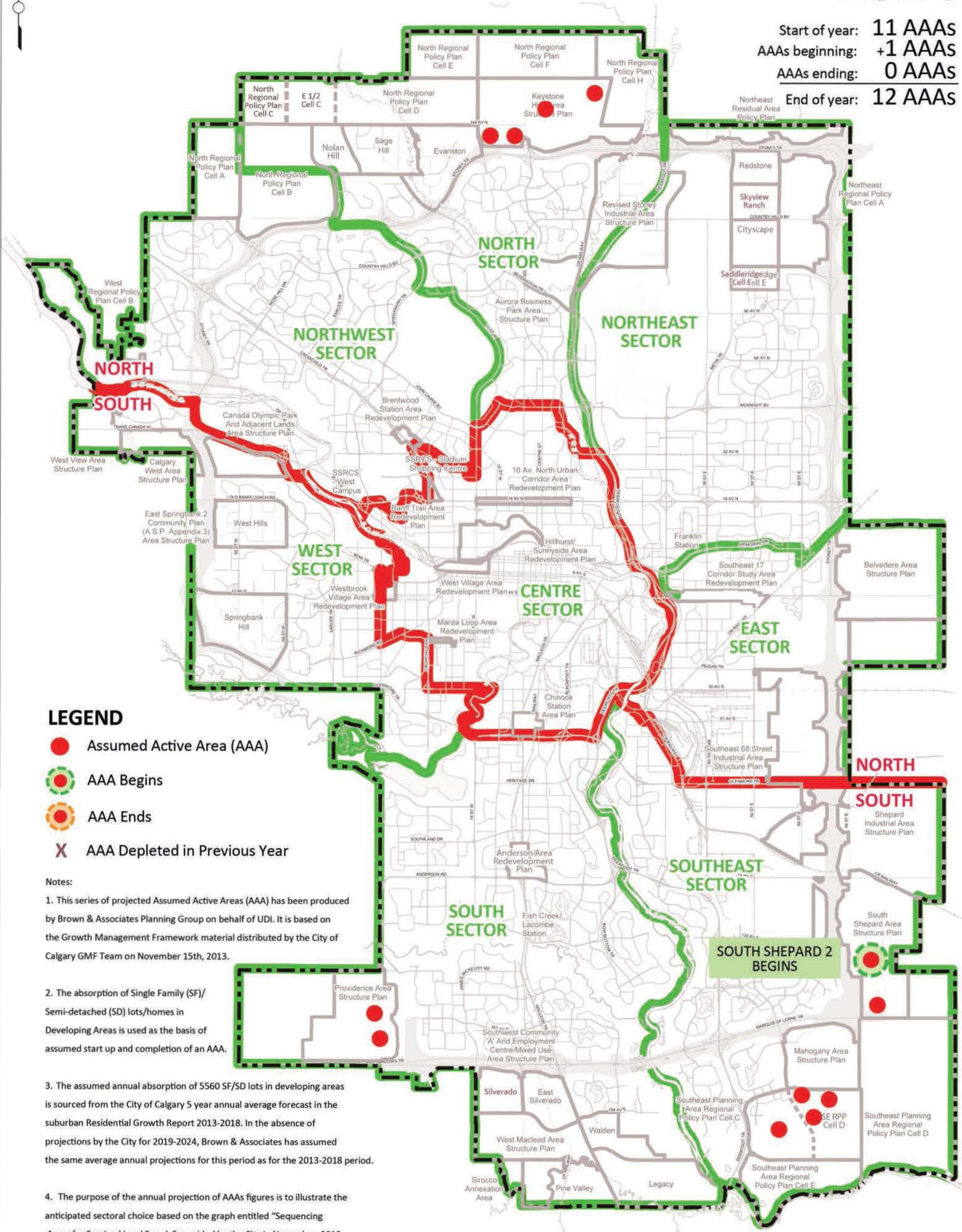


# Assumed Active Areas (AAAs) Serviced Land Supply

Assuming City Projected Absorptions in Developing Areas  
and City Council Approval of New Servicing for  
Developing Areas based on proposed  
Land Supply Strategy presented on Nov 15th, 2013

2024

Start of year: 11 AAAs  
AAAs beginning: +1 AAAs  
AAAs ending: 0 AAAs  
End of year: 12 AAAs



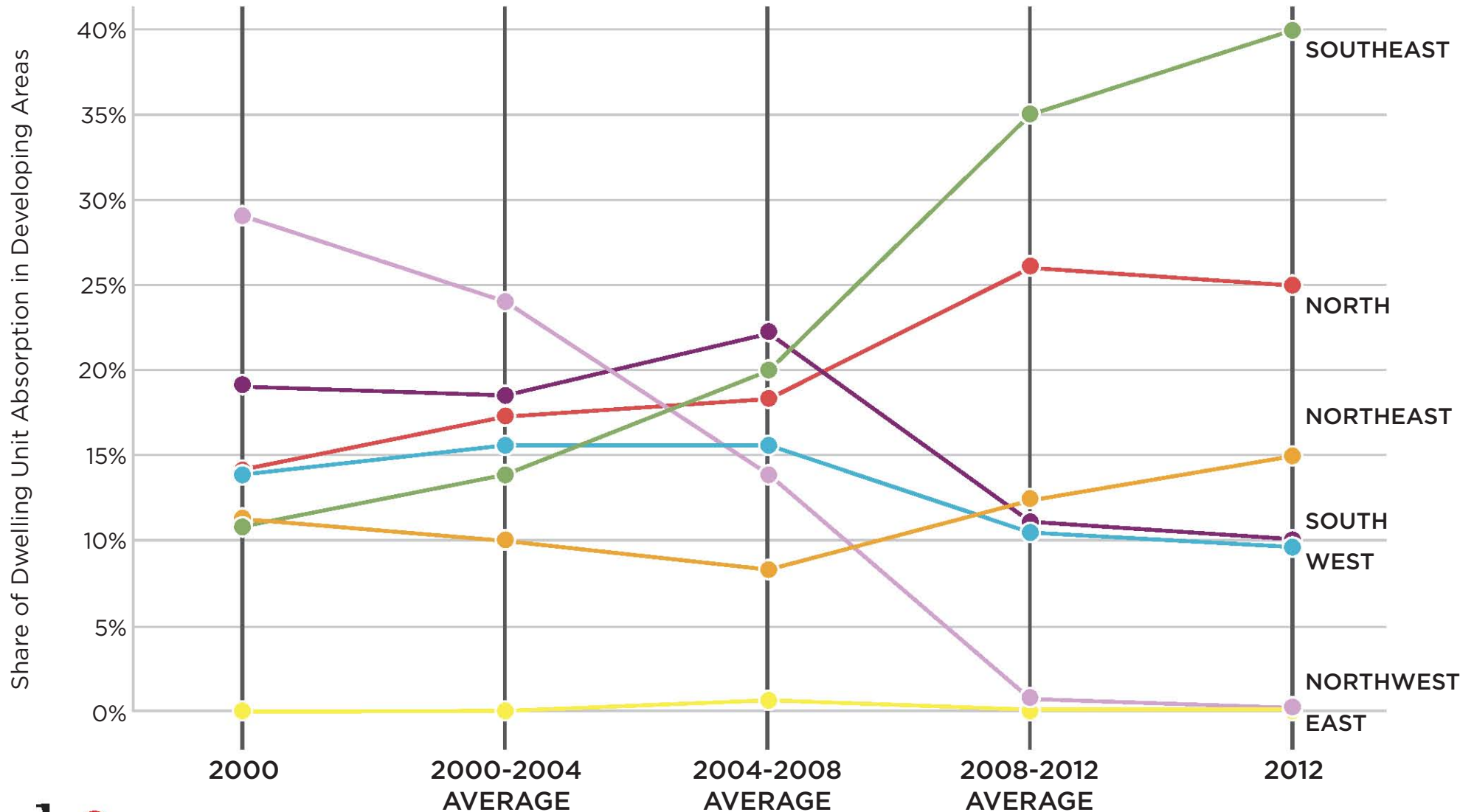
## LEGEND

- Assumed Active Area (AAA)
- AAA Begins
- AAA Ends
- X AAA Depleted in Previous Year

- Notes:
1. This series of projected Assumed Active Areas (AAA) has been produced by Brown & Associates Planning Group on behalf of UDI. It is based on the Growth Management Framework material distributed by the City of Calgary GMF Team on November 15th, 2013.
  2. The absorption of Single Family (SF)/Semi-detached (SD) lots/homes in Developing Areas is used as the basis of assumed start up and completion of an AAA.
  3. The assumed annual absorption of 5560 SF/SD lots in developing areas is sourced from the City of Calgary 5 year annual average forecast in the suburban Residential Growth Report 2013-2018. In the absence of projections by the City for 2019-2024, Brown & Associates has assumed the same average annual projections for this period as for the 2013-2018 period.
  4. The purpose of the annual projection of AAAs figures is to illustrate the anticipated sectoral choice based on the graph entitled "Sequencing Areas for Serviced Land Supply" provided by the City in November, 2013.



# HISTORICAL DISTRIBUTION OF DWELLING UNITS IN DEVELOPING (NEW) AREAS



## THE SERVICED LAND SUPPLY CHALLENGE

- Understanding land supply requires all talking the same language. Unfortunately, there is a lot of confusion on this issue.
- The Greenfield Unbuilt Residential Supply (2013) Table assembled by City Planning does an excellent job clarifying the various ways of thinking about land supply.
- Of most concern to the industry is block 3, highlighted in yellow, serviced or fully committed to be serviced supply of land for SF/SD lots.
- You see here 18,915 SF/SD lots, a 3.4 year supply and 24,976, a 4.5 year supply.
- The industry focusses on SF/SD lot supply because that is what drives the demand for new developing areas.
- The concern is that with this limited supply Council needs to make immediate decisions on new servicing – and that is what is included in 2015 and 2016 in the sequenced list and the funding chart.



## Greenfield Unbuilt Residential Supply (2013)

November 1, 2013 Estimates

Measure	Land (hectares)	SF/Semi Units	MF Units	Total Units	Population	SF/Semi Years of Supply
1 Approved ASP Supply	5,495	69,090	74,634	143,724	366,732	12.4
2 Approved ASP Supply With Outline Plan (Land Use in Place)	1,826	19,445	42,129	61,574	143,259	3.5
3 Approved ASP Supply	1,759	18,915	30,954	49,869	120,278	3.4
Serviced Supply (water, storm, sanitary)						
If we add serviced SF/Semi: = (6,061 units)						
(4,999 MAH, 773 SGH, 289 EVN)		24,976	38,620	63,596	155,799	4.5
4 Approved ASP Supply	1,294	13,785	27,534	41,319	96,851	2.5
With Outline Plan (Land Use) & Serviced						
(Includes vacant Tentative Plan & remaining OP land use areas)						
If we add serviced SF/Semi: = (6,061 units)						
(4,999 MAH, 773 SGH, 289 EVN)		19,846	35,200	55,046	132,372	3.6
5 Approved Tentative Plan Supply (Jan 2013)		6,695	4,365	11,060	30,387	1.2
Estimated Absorbed Units (BP) Jan to Nov 1		3,807	2,926	6,733	18,123	
Additional Approved Units (TP) to Jan. to Nov 1		1,872	1,225	3,097	8,505	
Remaining Unit Supply as of (November 1, 2013)		4,760	2,664	7,424	20,770	0.9
In Pipeline: Approval expected soon		644				0.1
Supply Total Once Approved		5,404				1.0
6 Remaining Capacity for Additional TP's		9,025	24,870	33,895	76,081	1.6
Within Serviced Land Use						
If we add serviced SF/Semi: = (6,061 units)						
(4,999 MAH, 773 SGH, 289 EVN)		15,086	32,536	47,622	111,602	2.7
7 Absorption Rate =		5,560	Single Family/Semi Unit Average Yearly Absorption			

Source: Geodemographics Division of Planning Development and Assessment Business Unit of the City of Calgary. Table was provided on December 3rd, 2013. The yellow highlighting was added to the City chart by Brown & Associates Planning Group.

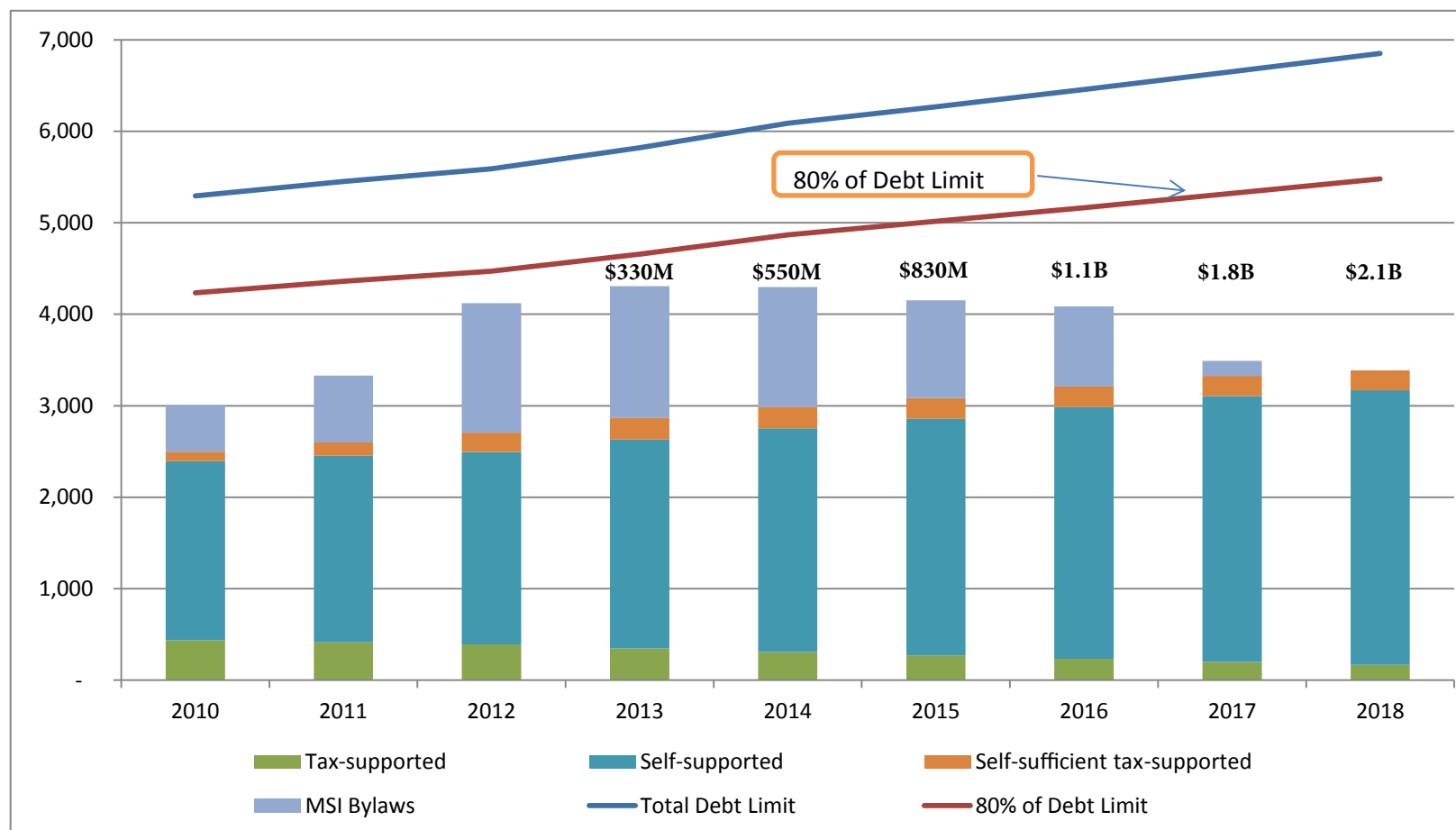
## ADDITIONAL DEBT ROOM BEFORE CITY HITS CITY IMPOSED 80% OF DEBT LIMIT

Municipal debt and debt service limits are defined in Section 271 of the Municipal Government Act (MGA) and Alberta Regulation #375/94. These regulations specify that The City of Calgary's total debt can be no more than twice its revenue (Figure 19), and debt servicing can be no more than 35% of revenue (Figure 20).

Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs.

**Figure 19: Debt Limit vs. Total Debt**  
(\$millions)

The City's total debt is below the debt limit threshold of 2.0 times revenue.



Source: City of Calgary Budget Package, Winter 2012-2013

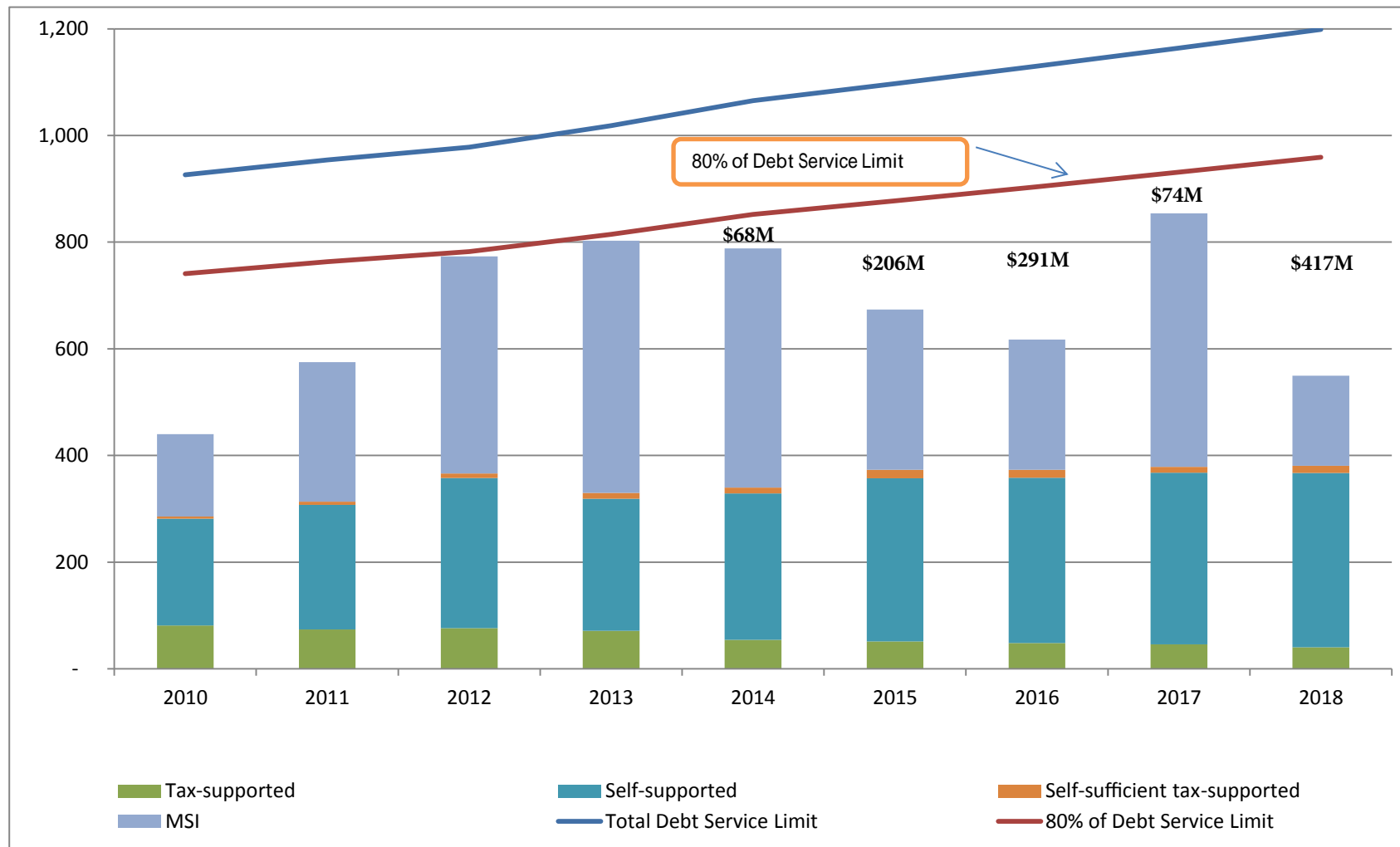
Notes: 1. The numbers in black between the top of the columns and the 80% of MGA limits were inserted by Brown & Associates Planning Group based on an interpolation of the base information.

# ADDITIONAL DEBT SERVICE ROOM BEFORE CITY HITS CITY IMPOSED 80% OF DEBT SERVICING LIMIT

**Figure 20: Debt Service Limit vs. Debt Servicing Charges (Principal & Interest)**

(\$millions)

The City's debt servicing is below the threshold of 0.35 times revenues.



Source: City of Calgary Budget Package, Winter 2012-2013

Notes: 1. The numbers in black between the top of the columns and the 80% of MGA limits were inserted by Brown & Associates Planning Group based on an interpolation of the base information.

21-Oct-2013

**Developing Areas: Net Present Value Benefit To The City Over 50 Years As Provided In City Growth Management Modelling Work**  
(Ranked by Total NPV)

	Summer/Fall 2013 NPV (50 yrs) (\$M)	Year in which area makes a positive contribution to City
Keystone Hills Area Structure Plan	423.4	Year 5
Mahogany - Remaining Development	303.2	Year 1
Belvedere Area Structure Plan	297.3	Year 6
East Silverado	225.7	Year 1
Southeast Planning Area Regional Policy Plan Cells C and D	208.9	Year 1
Legacy	205.8	Year 1
Providence Area Structure Plan	199.7	Year 14
West Macleod Area Structure Plan	173.6	Year 1
North Regional Context Study Cells C and D	173.3	Year 14
Sage Hill - Remaining Development	160.5	Year 1
Skyview Ranch - Remaining Development	154.9	Year 1
West View Area Structure Plan	151.1	Year 1
Canada Olympic Park and Adjacent Lands Area Structure Plan	143.5	Year 12
West Regional Context Study Cell B	136.1	Year 1
Calgary West Area Structure Plan	131.8	Year 1
Northeast Regional Policy Plan ASP: A	131.1	Year 1
South Shepard Area Structure Plan	105.6	Year 1
Springbank Hill - Remaining Development	86.5	Year 1
Redstone - Remaining Development	79.4	Year 1
Walden - Remaining Development	78.6	Year 1
West Springs - Remaining Development	72.7	Year 1
Evanston - Remaining Development	70.9	Year 1
Saddleridge - Cell E	47.1	Year 14
Silverado - Remaining Development	-7.1	Year 1
<b>Total</b>	<b>\$3.75 Billion</b>	

**Source:** Growth Management Framework, City Funded Costs Criteria Calculations for Growth Areas: City of Calgary, Summer/Fall 2013

**Notes:**

1. This summary documentation was assembled by Brown & Associates Planning Group to illustrate findings generated from the City Growth Management Framework.
2. The City provides the following clarifier on the assumptions spreadsheet for each growth area; "City Funded Costs Calculation – Costs are illustrative, only for the purpose of estimating and comparing the potential costs of growth areas as part of the Growth Management prioritization process, and cannot be used for any other purposes".
3. The NPV number is provided by the City for each Growth Area. It illustrates the Net Present Value for the first 50 years of the community "A" discount rate of 6% is used for the calculations. The "Cash Flow Positive" year is an interpolation by Brown & Associates Planning Group based on observation of the graphs. It is the year in which the City model indicates a cumulative positive financial contribution to the City of the projected development for the growth areas. The calculation assumes a capital cost principal payment of 4% per year for 25 years and a 6% annual interest payment on the outstanding principle for the required capital infrastructure. It only considers the revenues and costs utilized in the model. City staff have clarified it does not include all City costs.