

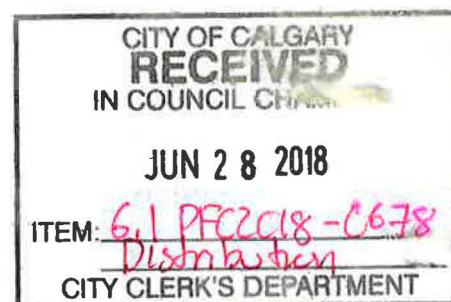


WEST BELVEDERE

EMERGENCY RESPONSE STATION BUSINESS CASE ONE CALGARY (2019-2022) / THE CITY OF CALGARY

CONTENTS

- » Executive Summary
- » The Corporate Project Management Framework
- » Business Case Evaluation



PREPARED IN PARTNERSHIP WITH

TriStar Communities Inc., Truman Homes, Lansdowne Equity Ventures Ltd.,
Minto Communities, RioCan, The City of Calgary Real Estate & Development
Services, Helmer Family, Zahmol

27 JUNE 2018

WEST BELVEDERE

EXECUTIVE SUMMARY

Truman Homes, TriStar, Helmer Family, Lansdowne Equity Ventures, RioCan, City of Calgary Real Estate & Development Services, Minto Group, & Zahmol

THE ASK

- » Investment in the capital cost for an Emergency Response Station:
 - 7 minute response time for lands;
 - New station reinforces existing eastern Calgary Emergency Response Stations (including parts of Abbeydale and Applewood that are currently outside of the 7 minute response time);
 - Capital cost: \$2.0M;
 - Proposal to build a temporary station that transitions to a permanent station.
- » The investment unlocks significant growth potential of $\pm 2,536$ dwelling units for the first phase of development, and $\pm 7,250$ upon full build-out:
 - Annual tax revenue: \$2.8M (\$9.1M full build-out)
 - Offsite levies: \$48.1M (\$138.1M full build-out)

WHY SHOULD CALGARY GROW HERE?

- » The lands are contiguous, well located and readily serviced:
 - Located beside Calgary's "skinny middle" within 15 minutes of City's Employment Core (nearest of the 2019-2022 Business Case Areas);
 - In close proximity to vital transportation infrastructure, and community facilities;
 - Balances growth in the City by building homes close to existing employment centres.
- » Significant existing investment in infrastructure and East Hills Shopping Centre:
 - Proposed development vision provides critical mass of residential units to support East Hills.
- » Calgary has a clear vision for the lands - outlined in the Belvedere ASP (2013).
- » Development capitalizes on recent \$208.0M investment in BRT and Streetscape improvements along International Avenue (17 AV NE).
- » Opportunity for City to strategically foster and capture growth in the East Sector (currently captured by Chestermere as no residential supply exists or is projected within this City quadrant).

DEVELOPMENT VISION

- » To see Belvedere grow into a series of walkable and connected neighbourhoods with greater housing choices, more shops and services, new employment opportunities, and high-quality open space & facilities.
- » To support a more diverse, prosperous and healthy community with a range of housing choices (including affordable and attainable options) in Calgary's East Sector.
- » To develop a complete community with a higher proposed density and intensity than the City target:
 - Proposed intensity: ± 67 (MDP target is 60);
 - Proposed density: ± 10 upa/25 uph (ASP target is 8 upa/20 uph).

WHY INVEST IN INFRASTRUCTURE HERE?

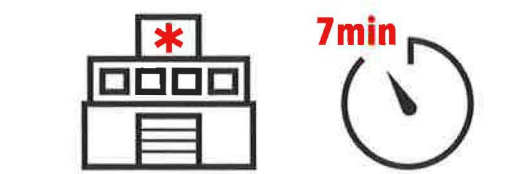
- » No additional infrastructure investment beyond the Emergency Response Station is required for this first phase of development.
- » Proposal takes advantage of existing servicing infrastructure investment, including:
 - \$5.0M sanitary (City of Calgary);
 - \$1.3M in stormwater (City of Calgary);
 - Significant investment in Stoney Trail (Province of Alberta);
 - Developer funds front-ended over-sized deep utility in anticipation of full build out.

WHAT MAKES THIS PROPOSAL UNIQUE?

- » Relatively modest investment on the side of the City enables the first phase of development ($\pm 2,536$ dwelling units).
- » West Belvedere Landowners Group includes highly successful, experienced and well financed developers with a proven track record of quality city building outcomes:
 - History of landowner collaboration and working with the City for over a decade to annex, plan and enable development on these lands;
 - Landowners are fully prepared to begin development once the temporary Emergency Response Station funding is in place and the Growth Management Overlay is removed.

WEST BELVEDERE

EMERGENCY RESPONSE STATION



\$2.0M Capital Cost[†]
[†] Temporary Facility

INITIAL BUILD OUT (2019-2022 BUDGET)

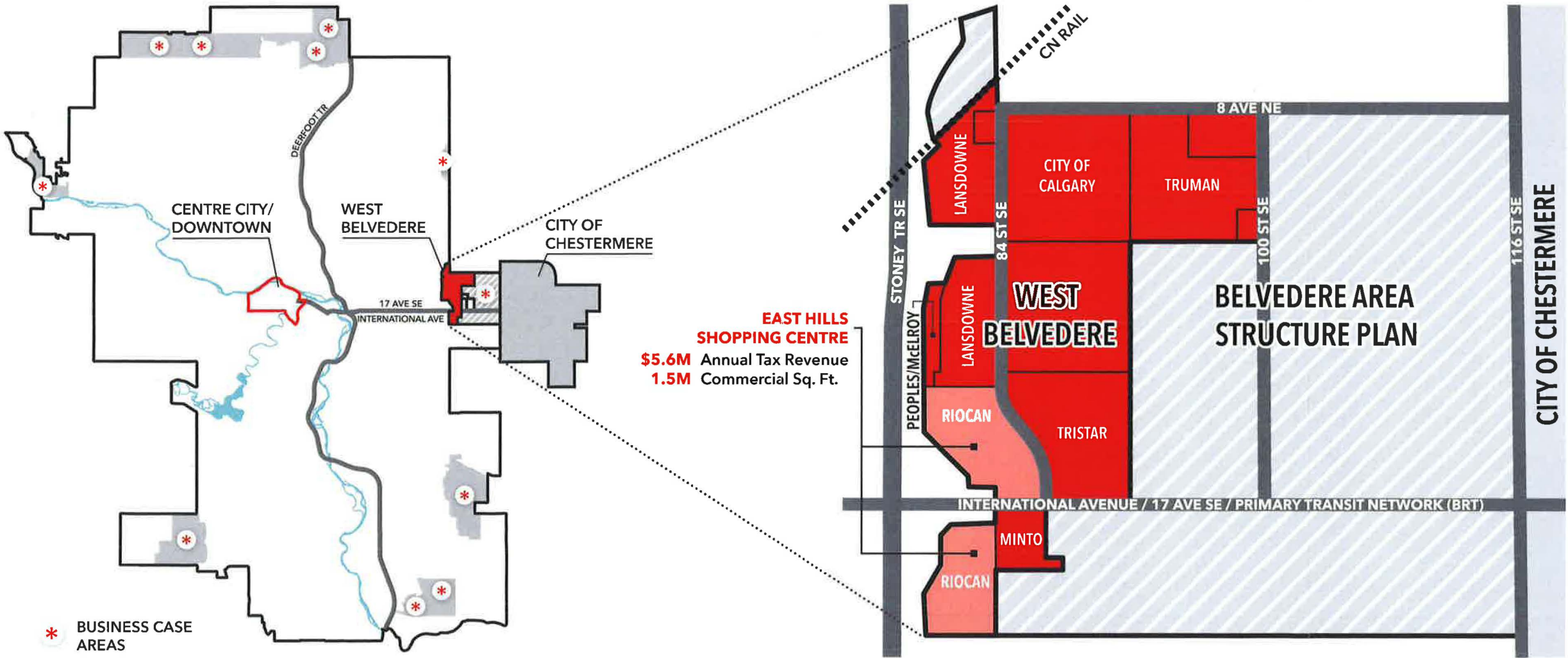


\$2.8M Annual Tax Revenue
\$48.1M Off-Site Levies Paid
2,536 Dwelling Units
3,971 Construction Jobs

FULL BUILD OUT



\$9.1M Annual Tax Revenue
\$138.1M Off-Site Levies Paid
7,250 Dwelling Units
335K Commercial Sq. Ft.
11,750 Construction Jobs



CPMF Business Case

OPTIONAL FIELDS (-----)

(403) 268-5929	Matthew Sheldrake	May 03, 2018
Author contact information (above)	Document author name (above)	Document date
	West Belvedere Emergency Response Station	
Program name (above)	Project name (above)	Record # (above)
Program # (above)	Project # (above)	Dept ID (above)

1. OVERVIEW

Provide content (below)

Business Unit (BU) /
division responsible

Calgary Growth Strategies (PD), in consultation with Transportation Planning (T) and Water Resources (UEP), and the Calgary Fire Department.

Executive summary

On 2018 March 19, Council directed that Administration bring forward recommendations in Q2 2018 that increase the level of City commitment and investment in new communities, and do so by prioritizing the 12 business cases submitted to The City in 2017. Of these 12, two are unique (Rangeview and West Belvedere) in that they were brought forward by Calgary Growth Strategies in consultation with participating landowners. These two represent the two areas selected, but not funded, during the Capital Investment Plan discussions in 2016-2017. The remainder were prepared by developers without City involvement.

This is an updated version of the business case for the investment required to initiate development in West Belvedere. This business case was first prepared to seek funding as part of the 2017 Capital Investment Plan; it was ultimately not supported by Infrastructure Calgary due to operating funding constraints. Through this updated business case, funding is being sought through the Council direction on the increased allocation for new community growth in the One Calgary (2019-2022) service plan and budget.

The western portion of the Belvedere Area Structure Plan in southeast Calgary has been identified as an area in which new infrastructure will help deliver on the goals of delivering strategic growth, facilitating market demand, and prudently managed City financial capacity. The purpose of this Business Case is to present a rationale to Council to approve emergency services (Fire) for the area.

These investments will produce an immediate benefit: stimulate the economy through triggering new jobs and public/private investment. The legacy benefits are supporting short, medium and long term housing supply, choice and competition in east Calgary, realizing the vision outlined in the ASP, and positioning growth to take advantage of current and future public investments.

CPMF Business Case

OPTIONAL FIELDS (- - - - -)

Project location	This Business Case was developed using a Triple Bottom Line (TBL) approach, as well as with an aim to ensure alignment with the Municipal Development Plan (MDP). Particularly, this Business Case will show how investments in West Belvedere will deliver on the strategic growth goals of Council policy alignment, meeting market demand, and prudently managing City finances..	
Location identifier	E (East)	
Project type	G - Growth	
Business unit identifier	Calgary Growth Strategies	
Division name	Growth Strategy	
Project Manager (PM)	Matthew Sheldrake	
PM contact information	403 268 5929 matthew.sheldrake@calgary.ca	
Form modified by / contact info.	Changes made	Date modified
Matthew Sheldrake	First version	Dec 19, 2016
	Second version	Jan 25, 2017
Stacy McFarlane	Third version	May 02, 2018
		Click here to enter a date.

CPMF Business Case

OPTIONAL FIELDS (-----)

2. OPPORTUNITY

Provide content (below)

Strategic policy alignment

Investment in the infrastructure required for West Belvedere is in alignment with several Council approved policies and priorities

- **Municipal Development Plan and Calgary Transportation Plan** – both the MDP and CTP encourage transit supportive development, and the adjacency to the 17 Avenue SE Urban Corridor is a positive aspect of Belvedere.
- The West Belvedere area is well positioned to deliver on all seven MDP goals:
 - A prosperous economy through increased private development and job creation
 - A compact city through proposed mixed uses and higher density development
 - Great communities by matching residential and non-residential uses; through linkages to 17 Avenue and other east Calgary communities
 - Good urban design as contemplated in the Area Structure Plan and 17 Avenue Urban Corridor
 - Connecting the city via existing transit service and future BRT on the 17 Avenue Urban Corridor; also the closest new community area to the downtown
 - Greening the city through adherence to modern environmental policies and natural area retention
 - Managing growth and change by providing additional competition and choice in the new community market, and leveraging existing City investments
- **Belvedere Area Structure Plan (ASP)** – sets the development framework for four communities. Two of these communities are located in West Belvedere, and these communities include four neighbourhoods, as well as a super regional retail centre. The entire ASP will accommodate 61,000 people and 9,700 jobs at full build out.

Scope statement

The scope of this business case is to identify the leading infrastructure and service investments required to begin development in West Belvedere, and to recommend that Council fund these investments in the One Calgary (2019-2022) service plan and budget. Aligning investments ensures that infrastructure and service capacity hurdles are removed together and development can commence. This, in turn, will trigger the private investments in development and start the process of cost recovery through property taxes and off-site levies.

Expected benefits

Strategic Benefits

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OPTIONAL FIELDS (-----)

- New Emergency Response coverage helps to reinforce and improve coverage in east Calgary – the location is a priority for the Calgary Fire Department
- Provides a residential base to support existing super regional retail centre, as well as a balance and support for jobs-heavy development in east Calgary.
- For West Belvedere, Fire coverage is the outstanding City service required to begin development in the area. Leverages existing investments in the area, including \$5.0M for sanitary and \$1.3M for storm from The City, and the East Freeway (Stoney Trail) from the Province
- Increased serviced growth capacity in the east planning sector, which currently does not have any serviced land or active new community development.
- Helps support the visions set out in the Municipal Development Plan, Belvedere ASP and the 17 Avenue SE Corridor between Stoney Trail and Chestermere

Market Demand Benefits

- Introduce housing supply, choice and competition to east Calgary for the first time in 20 years, balancing the 17 Avenue corridor and growth in Chestermere
- Developers have demonstrated commitment by investing in planning studies and, in one case, making an Outline Plan/Land Use application in order to resolve planning issues and accelerate development timelines
- Through the development of this business case, City departments have confirmed infrastructure capacity availability levels

City Financial Benefits

- Leverage existing investments made by The City in East Hills, and investment made by the Province for Stoney Trail
- Takes advantage of existing infrastructure capacity
- Fire Hall can be phased, allowing for matching of property tax revenue and activity to the introduction of service.
- Fire Hall helps support existing Fire Halls in east Calgary
- While the initial investment is for operating costs, development will generate off-site levies which will eventually support capital investments required to open up development capacity beyond the initial 2000 units.

Preliminary stakeholder identification

Citizens (current residents in Applewood Park and Abbeydale)

Developers/Landowners

- TriStar
- Truman Homes

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OPTIONAL FIELDS (-----)

- Helmer Family
- Lansdowne Equities
- RioCan
- Minto Developments
- City of Calgary Real Estate & Development Services
- Zahmol (*not involved in Business Case process*)

City Departments

- Transportation
- Utilities and Environmental Protection
- Planning and Development
- Finance
- Calgary Fire Department

Administration and stakeholders have used a collaborative approach to build the Business Case for West Belvedere. Understanding that some infrastructure issues would require further clarity before solutions can be recommended to Council, City representatives met with a small group of stakeholders to summarize key information, address unresolved infrastructure questions, and refine the rationale for investments in West Belvedere. Particularly, these stakeholders have provided their unique insight into market trends, amenity delivery, phasing, and construction in order to provide Council with a comprehensive assessment of the costs and benefits of investing in West Belvedere.

Representatives from this group have met numerous times to inform and contribute to the development of this business case.

Proposed start date

TBD

Estimated duration

Planning (2019-2020); Delivery (2021-2022)

New resources required
(number of FTE's)

TBD

Change in City owned
asset

City would retain ownership throughout of constructed assets, with the exception of possibly renting space from a third party to facilitate the delivery of a temporary Emergency Response station.

Impact on Tangible Capital
Assets (TCA)

?

Project history

An Emergency Reponse Station in was identified in 2016 as a critical asset necessary to open up the west part of Belvedere for development. Further, the Fire Department has supported this investment as it not only provides capacity for

CPMF Business Case

OPTIONAL FIELDS (-----)



	<p>growth, but also helps reinforce coverage in east Calgary. For this reason, Fire has identified this station as a top priority for growth.</p> <p>Conversations have occurred with benefitting developers about locating a temporary station in a commercial or residential venue. They are open to helping facilitate this within their development. This would provide cost effective coverage until such time as a new, permanent station is justified.</p>
Business need	<p>The business need is addressed from a corporate perspective. The benefit is the Emergency Response Station complements previous Provincial and City capital investments in the area, in order to unlock development potential in east Calgary.</p> <p>From a business need standpoint, the Emergency Response Station is required to provide new coverage to West Belvedere, as well as provide support for other east Calgary Emergency Response Stations that currently experience higher than average workloads.</p> <p>Following Council direction on emergency response in new communities, the station can be phased in as development initiates, allowing for a practical incremental solution to meet the Citywide 7 min/90% target. A temporary station can be phased in to provide coverage to the existing East Hills shopping centre and new housing as it is constructed. This incremental approach mitigates any inefficiency of introducing a station before a critical mass of population and employment is nearby, yet does introduce the station as the area continues to build in order to match service to need and work towards the long-term targets.</p> <p>This investment was not budgeted for in Action Plan (2015-2018) but is being considered in the OneCalgary 2019-2022 budget.</p>
Economic	<p>The economic benefit arising from the proposed investments comes from two sources:</p> <ul style="list-style-type: none"> • Private investment: developers have indicated that, with the development capacity created through these and other investments, they will collectively invest in the construction of 2,000 new single family equivalent units. • Population Growth: Once fully absorbed, the development in West Belvedere could add up to \$1.0B to the property tax base, and generate approximately \$36M in capital deposits for the Off-site Levy program. Further commercial growth north and south of 17th Avenue (East Hills) would be in addition to this.
Social	<p>The social benefit of this investment would be increased Emergency Response protection in east Calgary, providing new, affordable housing choices in an</p>

CPMF Business Case

OPTIONAL FIELDS (-----)

	underserved area of the city, and matching residential development to the adjacent commercial development and nearby industrial development, which helps to foster a balance of jobs and housing and sustainable transportation.
Environmental	<p>The environmental case for these investments is predicated on responsible development of the benefiting lands, and encouraging healthy behaviours post development.</p> <p>Many environmental questions will be asked and answered during the Outline Plan process, regarding issues such as biological impact, wetland management, retention of environmentally significant features. Green corridors and open space locations have been established. The ASP sets the framework for these patterns.</p>

3. DECISION

Provide content (below)

Assumptions

Key assumptions:

- This project is focused on building capacity for future growth. Investing in greenfield growth is desirable, given the share of growth over the last five years (60%) and MDP objective for growth (50%) indicate there is an anticipated market. Also, despite the economic downturn, growth in greenfield areas has continued.

Options analysis

Options other than West Belvedere

- Other unfunded greenfield areas were considered, however none were felt to capture the strategic growth potential and benefit to existing residents.

Risk analysis

There are two major risks. The first is related to operating costs:

- If operating cost expenses are determined to be constrained, this project will face greater scrutiny, as it involves an significant operating (as opposed to capital) investment.
- This is mitigated by the ability to phase in the station and costs as the development proceeds and supports the investment through a growing tax base.

The second is related to the more detailed technical work that is still to come:

- There are outstanding technical analyses that would normally be completed during the Outline Plan stage. This is most acute for transportation capacity and stormwater capacity. The ultimate removal area for the GMO may be different depending on engineering and financial conclusions.

CPMF Business Case

OPTIONAL FIELDS (-----)



Municipality benchmark
analysis

Cross-dependencies

Success criteria

Recommendations

Constraints

Calgary Fire Department

Private investment is realized, City costs are recovered and City services are run efficiently.

WEST BELVEDERE

EMERGENCY RESPONSE STATION BUSINESS CASE EVALUATION

Truman Homes, TriStar, Helmer Family, Lansdowne Equity Ventures, RioCan, City of Calgary Real Estate & Development Services, Minto Group, & Zahmol

STRATEGIC ALIGNMENT MDP/CTP

I PROSPEROUS ECONOMY

How many temporary construction jobs are expected from development in the Business Case Area?

- » The total number of temporary construction jobs are estimated to be about 11,750 person-years at full anticipated build out - *Refer to table 6.*

How many future jobs/permanent jobs are expected within the Business Case Area?

- » The 335,000.0 sq. ft. of retail proposed by the West Belvedere Landowner Group for the Business Case Area equates to approximately 840 full time commercial/retail jobs. Should the commercial area build out with a mix of office, medical and retail, the number of jobs would be higher - *Refer to Figure 1.*
- » The proposed Emergency Response Station will result in approximately 20 full time positions.

How does the Business Case Area support innovative economic diversification for Calgary?

- » East Hills Shopping Centre represents a major investment in infrastructure for the City. East Hills currently exists in isolation east of Stoney TR E, however the Business Case Area surrounds the East Hills Shopping Centre to the north, south and west. The proposed development vision provides a critical mass of residential growth to support the mostly built out Super Regional Retail Centre - *Refer to Figure 1.*
- » The vision of the West Belvedere Landowner Group for the Business Case Area is to build a complete and diverse community, with ample housing choices, job opportunities, and quality open space and facilities.

I COMPACT CITY

Is the Business Case Area contiguous?

- » Yes, the lands are comprised of a series of contiguous properties with eight individual landowners, located on the western portion of the identified Belvedere Area Structure Plan area - *Refer to Figure 1.*
- » The lands represent a logical continuation of the development that is mostly built out in the adjacent East Hills Shopping Centre, a Super Regional Retail Centre with over 880,000 commercial square footage and +/- 2,210 jobs. The proposed future development would provide a residential base to support the shopping centre - *Refer to Innovative Economic Diversification response above.*

Is the Business Case Area logically serviceable?

- » This Business Case is seeking capital and operational funding for an Emergency Response Station. The Station will enable development within West Belvedere up to 2000 equivalent single-detached dwelling units. To develop the envisioned intensity of the greater West Belvedere area, additional regional transportation infrastructure improvements are required.
- » Some portions of the Business Case Area have servicing in place, while other areas require servicing investment to build out the development vision. The existing City investment in servicing includes \$5.0 million in sanitary and \$1.3 million in stormwater, and the Province has invested significant funds in Stoney Trail.
- » Over \$145 million of private investment in local infrastructure is already in place through the development of East Hills Shopping Centre, including investment in an oversized sanitary line intended to support the proposed development vision at full build out.
- » Potable water servicing is readily available in the area with a third main crossing of Stoney Trail being proposed by the Developers (non-capital infrastructure) at Memorial DR E.

EMERGENCY RESPONSE STATION BUSINESS CASE EVALUATION

How does the Business Case Area meet the intensity target of 60 people and jobs per gross developable hectare?

- » The proposed mix of commercial and residential lands result in +/- 840 jobs and +/- 18,600 people, over the estimated developable area of 290 ha (716 ac). The resulting intensity is +/- 67 jobs and people per gross hectare. - Refer to Figure 1
- » The Belvedere Area Structure Plan has a stated density goal of 8 upa (20 uph) in the Residential Land Use Areas. The West Belvedere Landowner Group intends to develop at a higher overall density, the proposed minimum density for the Business Case Area is 10 upa (25 uph) based on emerging applications for land use redesignation and outline plans as well as conceptual design work undertaken for the Business Case Area.

I GREAT COMMUNITIES

Is the Business Case Area greater than 40 hectares? If larger than 75 hectares, what is the plan to accommodate multiple neighbourhoods?

- » The Business Case Area is 322 ha (797 ac) comprised of a group of landowners working collaboratively to propose a well considered comprehensive development vision - Truman Homes, TriStar, Helmer Family, Lansdowne Equity Ventures, RioCan, City of Calgary Real Estate & Development Services, Minto Group, and Zahmol.
- » The Business Case Area will accommodate multiple neighbourhoods. Landowners intend to develop these neighbourhoods in alignment with the MDP and Developing Area Guidebook goals and principles in mind. The proposed comprehensive development includes places for residents to live, work and play within each neighbourhood through a robust mix of uses.
- » Future neighbourhoods are accessible via 17 AV SE and Stoney Trail, providing convenient and quick access to Calgary's City Centre and other areas of the city.

How does the Business Case Area include non-residential development, or leverage adjacent non-residential development?

- » East Hills Shopping Centre represents a major investment in infrastructure for the City. East Hills currently exists in isolation east of Stoney TR E, however, the Business Case Area surrounds the East Hills Shopping Centre to the north, south and east. The proposed development vision provides a critical mass of residential growth to support the mostly built out Super Regional Retail Centre - Refer to Figure 1.

How does the Business Case Area integrate Neighbourhood Activity Centres (NAC), a Community Activity Centre (CAC), and/or leverage a Major Activity Centre (MAC)?

- » The Business Case Area proposal includes a minimum of three Neighbourhood Activity Centres located along Arterial and Collector standard roads – and accessible by future transit and pathway networks. These NACs are in alignment with the intent of Land Use Concept within the Belvedere Area Structure Plan – a statutory document that was approved by Council in 2013. The surrounding residential lands will add to the feasibility of these NACs - Refer to Figure 1.
- » While still in early planning stages, the landowners intend to follow the MDP direction on Neighbourhood Activity Centre land use, transportation and urban design – to create mixed use, well connected and well designed centres of activity for future residents.

How does the Business Case Area support City facilities, such as libraries and recreation centres?

- » The Business Case Area includes at least three Joint Use Sites to be designated as Municipal Reserve and intended to accommodate a range of City Facilities - Refer to Figure 1.
- » The Belvedere Area Structure Plan proposes four schools for the Business Case Area to be accommodated within the provided Municipal Reserve lands.
- » A future library site is identified to the east of the Business Case Area. Landowners within the Business Case Area are receptive to a locating a library within their lands.

EMERGENCY RESPONSE STATION

BUSINESS CASE EVALUATION

» In the early years of development, residents of West Belvedere will have convenient access to existing Calgary facilities including: Village Square Leisure Centre and Public Library, Forest Lawn Public Library, Bob Bahan Aquatic and Fitness Centre, Calgary Soccer Centre, Elliston Park, Great Plains Recreation Facility, Ernie Starr Arena and East Calgary Twin Arenas.

I GOOD URBAN DESIGN

How does the Business Case Area meet or exceed the MDP intensity target of 60 people and jobs per gross developable hectare?

» A minimum intensity of 67 (as described above) is proposed within the Business Case Area. The intensity is achieved by providing a range of housing choices (including single family, townhouses, rowhouses and multi-residential dwelling units), and developing diverse commercial lands that support job creation (Community Retail 2 Centre, Neighbourhood Activity Centre, and mixed-use corridors) to foster a complete community.

How does the Business Case Area demonstrate innovation or a new approach for development in Calgary (e.g. LEED, BREAM)?

» The majority of the landowners-developers within Business Case Area are in the early stages of conceptual design. Detailed consideration will be given to best practice design and development strategies aligned with the MDP's Sustainability Principles for Land Use and Mobility and at the appropriate application and implementation stages.

I CONNECTING THE CITY

How does the business case connect to the rest of the city via walking and cycling networks?

» The proposed development will include Regional Pathways and Green Corridors as planned in the Belvedere Area Structure Plan. A Green Corridor along 17 AV SE and a Regional Pathway along Memorial Drive NE will connect West Belvedere to the City. In addition, a north-south Green Corridor is planned along 84 ST W.

» Development of West Belvedere completes a node and provides a mixed use community in East Calgary. At present, the Riocan East Hills commercial centre is the only major development in the area and cannot, in and of itself, create the connectivity to an Active Modes network, nor can it support substantive changes in transit usage. However, the proposed development of residential uses adjacent to this site provides an opportunity to complete Active Modes connections to this otherwise isolated site.

How does the Business Case Area integrate with the Primary Transit Network in the MDP/CTP?

» The critical mass provided by the proposed residential development has the benefit of accelerating the eventual arrival of enhanced transit serve to the overall area, including both the East Hills site and the residential that accompanies it. Put another way, residential alone will have some ability to draw transit, just as commercial alone will have a similar draw. However, combining the two provides a value added increase in transit opportunity that is greater than the sum of the parts. In short, the best thing to be done to make Active Modes and Transit more prevalent in this area would be to allow as much residential use as can be absorbed in as short a time as possible.

» The Primary Transit Network notes a BRT station west of the site on 17 AV SE. The end point of that project depends on how and when density arrives to support extensions of the line. The presence of a community by itself, or a regional shopping centre by itself provides some degree of attraction. But combining the two in a cohesive mix, with the presence of top drawer transit facilities such as quality bus stops, waiting areas, transfer locations and adjacent passenger services will serve to accelerate the timing for the viability of that extension.

EMERGENCY RESPONSE STATION BUSINESS CASE EVALUATION

I GREENING THE CITY

How does the business case help deliver quality public spaces or open spaces for residents/employees?

- » The Business Case Area will provide a minimum of 10% Open Space as Municipal Reserve (and Joint Use Sites) in addition to the lands dedicated as environment reserve – those that are identified as including wetlands and drainage courses (with applicable setbacks) - *Refer to Figure 1.*
- » The West Belvedere Landowner Group plans to preserve and enhance the environmental reserve lands by integrating them into the comprehensive Open Space network for the enjoyment of future residents - *Refer to Figure 1.*
- » In alignment with the Area Structure Plan, the Open Space network will be integrated with the Green Corridor network – enhancing accessibility to these public spaces through a range of active transportation modes - *Refer to Figure 1.*
- » The existing East Hills Shopping Centre will benefit from the provision of formal Open Space and integration with the Green Corridor network.

I MANAGING GROWTH AND CHANGE

How does the Business Case Area use existing municipal infrastructure or deliver on current municipal strategies and initiatives?

- » The existing City investment in servicing includes \$5.0 million in sanitary and \$1.3 million in stormwater, and the Province has also invested significantly in Stoney Trail.
- » Over \$145 million of private investment in local infrastructure is already in place through the development of East Hills Shopping Centre, including investment in an oversized sanitary line intended to support the proposed development vision at full build out.
- » Potable water servicing is readily available in the area with a third main crossing of Stoney Trail being proposed by the area developers (non-capital infrastructure) at Memorial DR E.
- » At present a sanitary storm line as well as a water main exist east of the 84 ST E right of

way. Installed to provide servicing to the East Hills project, it is possible to tie into these underground services without any additional municipal expenditure.

- » In addition, much of the Business Case Area will drain to the existing SWM facility to the south, again not requiring any additional municipal expenditure.

What does the business case propose as a practical strategy to achieve the long term city wide fire/emergency service response policy?

- » Portions of the Business Case Area are within the 7 minute response time, however the majority are not. The Business Case Area requires City investment in an Emergency Response Station in order to accommodate comprehensive development within the area.
- » The proposed strategy is to initially build a temporary Emergency Response Station, and eventually build a permanent station when the funding becomes available. The West Belvedere Landowner Group is open to accommodating a station in a proposed commercial or residential venue on an interim basis.
- » The new station would support the other existing eastern Calgary Emergency Response Stations that currently experience higher than average workloads.

MARKET DEMAND

I MANAGING GROWTH AND CHANGE

What is the status of required environmental/infrastructure servicing studies? (e.g., Master Drainage Plan, Transportation Impact Assessment)

- » The various landowner-developers within the Business Case Area have commenced or completed a range of environmental analyses and pre-development servicing studies for various parcels across the plan area. To date, all analysis and studies support the feasibility of urban development aligned with the Belvedere ASP.
- » At present, two Transportation Impact Assessments (TIA) have been completed in the area, both related to the Tristar Belvedere Land

EMERGENCY RESPONSE STATION BUSINESS CASE EVALUATION

Use Redesignation and Outline Plan application, supporting a critical mass number of dwelling units based on current infrastructure, with modest improvements to 17 AV NE. In essence, these TIAs sought to determine the threshold of growth supportable through modest widening and intersection modifications along 17 AV SE east of Stoney Trail, ahead of larger scale infrastructure items such as the Memorial DR SE flyover, which would then greatly expand the base of supportable dwelling units in the area.

- » Additional TIAs may be undertaken with subsequent Development Permit or Tentative Plans of Subdivision submissions to confirm thresholds for additional absorption of growth as development occurs and as more becomes known about actual travel habits of new development within the Business Case Area, together with accommodation of growth in areas east of the Business Case Area (ie. Chestermere) which affects the available capacity at intersections along 17 AV SE.

Are there any considerations involving third parties? (e.g., public land claims, rights of way acquisitions, Provincial funding or approvals)

- » The Business Case Area is located within the Rocky View County/City of Calgary Intermunicipal Development Plan Area, and within the Calgary/Chestermere Planning Referral Agreement Area.
- » The Business Case Area contains Belvedere ASP identified Environmental Open Space Study Areas which will require analysis and consideration of potentially qualifying Crown-claimable wetland areas and related Provincial approvals processes.

How can it be demonstrated that the required private investment capital will be available after the City investments are made?

- » The benefit of the Business Case Area proposal is that no City servicing investments are required to achieve the initial phase of the development of 2000 equivalent single detached dwelling units, only an investment in an Emergency Response Station is required for development to proceed.
- » Once developers in the landowner group have invested capital to obtain entitlements, they will follow with more capital to service the site including stripping and grading, installation of

underground services, surface improvements and landscaping. The City will be the recipient of levies, application fees, inspection fees, etc. as well as developer paid taxes and resident paid taxes - without allocating significant financial resources to the area.

- » Please refer to the individual landowner developer statements included within the response package.

How does the Business Case Area benefit the city-wide serviced residential or non-residential growth capacity? How does it improve near term market competition? How does the Business Case Area benefit the sector/local serviced residential or non-residential growth capacity? How does it improve near term market competition?

- » The Business Case Area is located in a strategic city-wide growth location – within Calgary’s “skinny-middle” relatively proximate to the City Centre and the employment hub of the Calgary. The vast majority of new Greenfield residential growth and serviced supply concentrated within locations of the far (relative to the City Centre) North and South Sectors. The East Sector has seen virtually no residential growth because there is zero available serviced land supply with approved land use (Draft City of Calgary Suburban Residential Growth 2018-2022 Monitoring Growth and Change Series). The City’s growth estimates conclude that only one (1) percent of all city-wide single/semi-detached and zero (0) percent of all city-side multi-units will be distributed within the East Sector within the 2018-2022.
- » Residential housing supply in Calgary’s East came to a halt years ago with the build out of Riverbend, Applewood, Abbeydale etc. At one time, eastern Calgary enjoyed a market share of approximately 8% - 10% of the City single family permits. Lack of supply in this area led those looking for new homes to migrate to NE or SE Calgary and of course Chestermere. The introduction of new residential developments in east Calgary will:
 - a) provide more housing choice for existing Calgary’s East residents, who wish to stay within their community (in some cases aging in place); and

EMERGENCY RESPONSE STATION BUSINESS CASE EVALUATION

b) may make those considering Chestermere as a location to give second thought to leaving the City if they can choose to live closer.

- » The Business Case Area lands locate more density in Calgary's East, in a location that makes use of Stoney Trail and 17 AV SE for convenient and efficient access to work, culture and entertainment.
- » The East Hills Shopping Centre is a major draw, however it is lacking local residents to support the businesses. Future residents who could walk or bike to work there, go for coffee or entertainment or shopping. The development of residential lands in proximity to East Hills will ensure its feasibility as well as accelerate its build out.

FINANCIAL CONSIDERATIONS

I MANAGING GROWTH AND CHANGE

What do you expect are the City of Calgary capital costs for the Business Case Area over the lifetime of the development? Include pertinent information around the expected phasing of these costs.

- » Future Capital Investment in the Memorial Drive overpass (\$30 million) will be required for full build out of both the Business Case Area and the eventual build out of the entire Belvedere ASP area.

What do you expect are the City of Calgary annual operating costs for the Business Case Area over the lifetime of the development?

- » The City to model operating costs using the assumption provided in PFC2018-0200 Attachment 4 - *Direct Incremental Operating Costs in New Communities Document*. For proposal information to facilitate the cost analysis refer to Table 5 and 6.

What is the anticipated total amount of levies to be contributed by the Business Case Area (using 2018 rates)?

- » Levies are anticipated to be approximately \$48.1 million, with a total of \$138.1 million in total off site levies charges and fees at full build out - Refer to Table 2.

What is the average annual City portion of the property tax revenue for the Business Case Area over the lifetime of the development?

- » The anticipated annual property tax revenue is \$2.8 million, with an estimated \$9.1 million paid annually at full build out - Refer to Table 4.

OTHER

Are there any other key attributes that should be highlighted about the Business Case Area? Examples could include improvements to city resiliency and sustainability, service efficiency, alignment to other City initiatives, and innovative approaches.

- » The West Belvedere Landowners Group includes highly successful, experienced and well financed developers with a proven track record of quality community development.
- » The West Belvedere lands are in a prime location - within 15 minutes of Downtown Calgary, and in close proximity to vital transportation infrastructure, employment centres, and community facilities.
- » The landowners group is excited about the development vision for these properties, and the opportunities to provide attainable housing choices and jobs to Calgarians.
- » In some cases the Landowner have been working with the City for over a decade to enable development on these lands, and are fully prepared to begin development once the temporary Emergency Response Station is in place and the Growth Management Overlay is removed.

Land Use Statistics

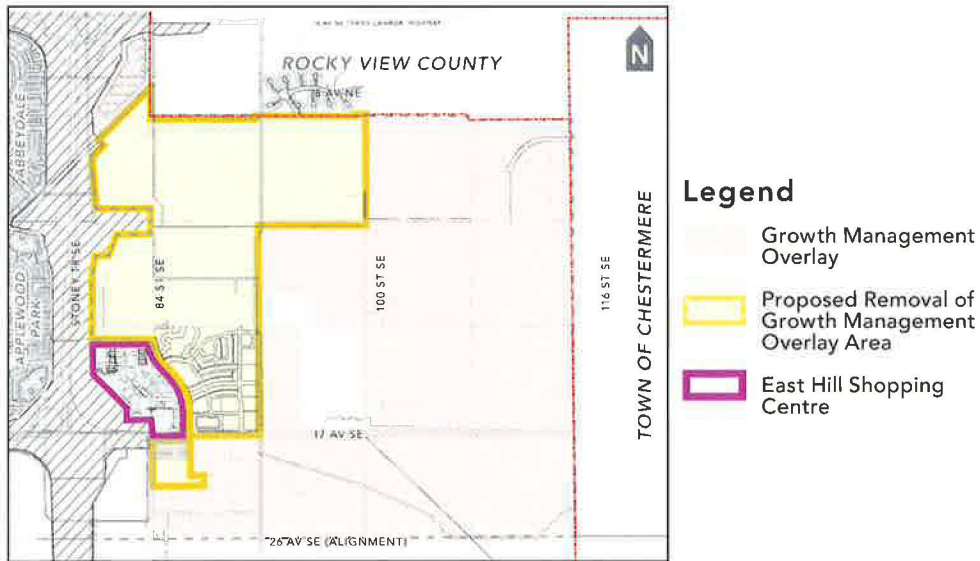
Proposed Removal of Growth Management Overlay Area
Area: +/- 322 ha (797 ac)
Dwelling Units: +/- 7,245 (25 uph / 10 upa)*
Population: +/- 18,620 (2.6 persons per household**)
Commercial Square Footage: +/- 335,000 sq ft (31,122 m²)***
Jobs: +/- 841 (1 job per 37 m²)
Intensity: +/- 60 (People & Jobs/Hectare)

East Hill Shopping Centre (full build out)
Area: 34 ha (84 ac)
Commercial: +/- 880,000 sq ft (81,800 m²)
Jobs: +/- 2,210 (1 job per 37 m²)
Intensity: +/- 65 (People & Jobs/Hectare)

Total

Area: 356 ha (881 ac)
Dwelling Units: +/- 7,245 (25 uph / 10 upa)*
Population: +/- 18,620 (2.6 persons per household**)
Commercial Square Footage: +/- 1,215,000 sq ft (112,877 m²)
Jobs: +/- 3,120
Intensity: +/- 61 (People & Jobs/Hectare)

Land Use Statistics Areas

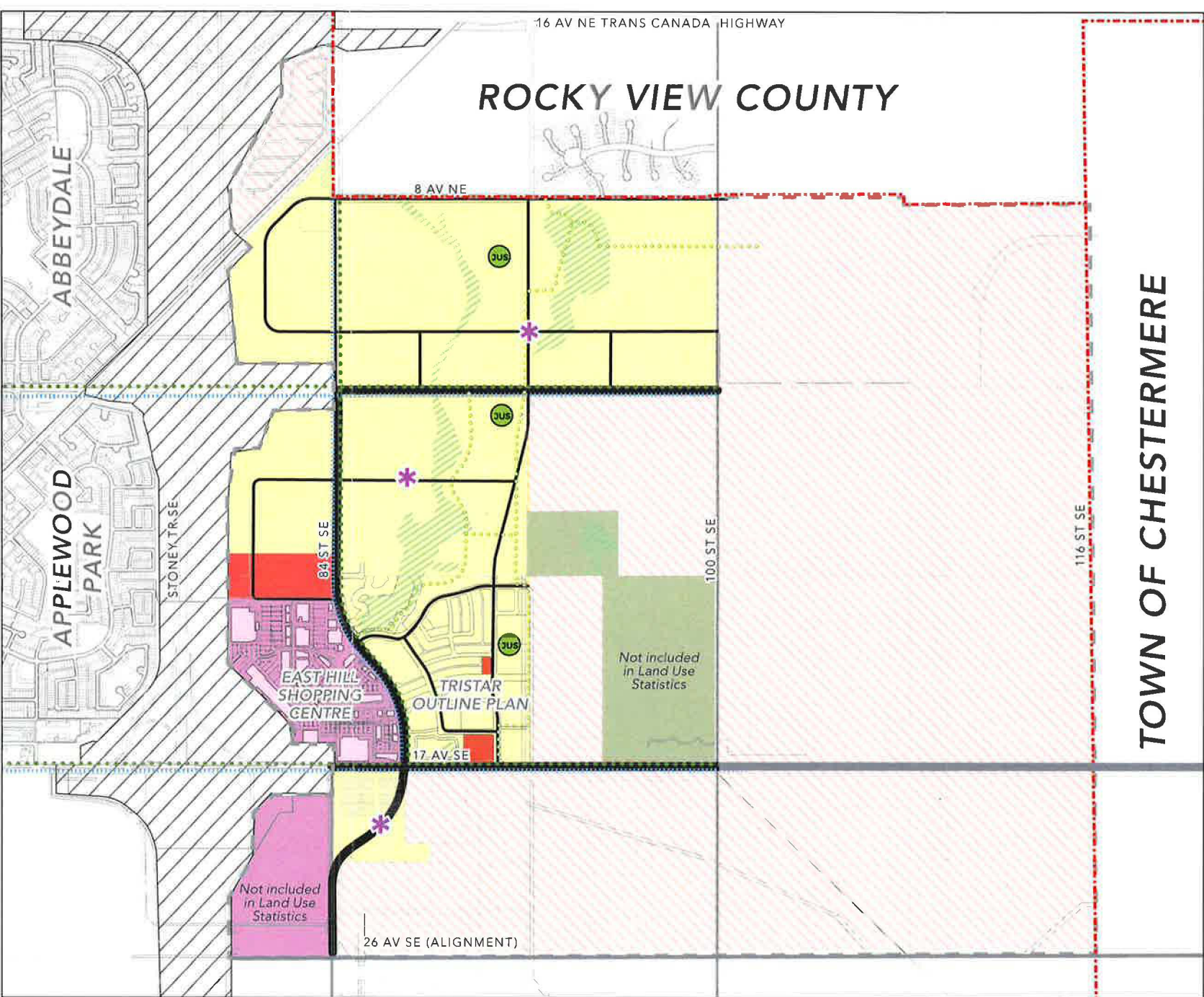


*ASP Neighbourhood Area Density Goal is stated as 8 upa.

**Civic census 2011: Statistics Canada, 2011 Census of Population and Statistics Canada catalogue no. 98-313-XCB.

***Forecasted commercial-retail square footage approximate and based on generalized assumptions for both Community Retail 2 Centre Areas and NACs.

Land Use Concept
Based on Belvedere Area Structure Plan



LEGEND

City/Town/County Limits

Plan Area Boundary

- Notes:
- Land Use Concept map is an interpretation of the Belvedere ASP Land Use Map 5, reflective of active LOC applications and visioning design concept for a majority of landowners.
 - The City of Calgary and Bunt Engineering have forecasted a capacity of 2000 single detached equivalent dwelling units would be available in West Belvedere, conditional upon developers funding of a number of identified transportation improvements. This cap would be administered in the future application review processes, as directed by City Transportation. Development in excess of the cap is believed to trigger future City funded transportation improvements.
 - The City of Calgary has determined that these lands will drain southwest into the Forest Lawn Creek catchment area. Due to an known issue with the Master Drainage Plan for the Forest Lawn Creek, stormwater management will be a key focus of Water Resources during the application review process, in order to mitigate and minimize impacts to the Forest Lawn Creek.

Proposed Removal of Growth Management Overlay
West Belvedere Neighbourhood
Concept Plan

DATE: 04/07/2018
PROJECT: 14-005

WEST BELVEDERE- LEVIES + TAXES + JOBS

CITY OF CALGARY 2018 RATES

SCENARIOS

- 1) Scenario One: 2000 SFE cap for a portion of the Business Case Area
- 2) Scenario Two: Ultimate build-out under the existing LOCs/ Design Concept

ASSUMPTIONS

- Currently assuming 10% for ER allowance. Final allowance to be confirmed during OP/LU stages
- Construction estimates are approximate only and include Engineering and Contingency allowances.
- The total horizontal investment (i.e. site grading, servicing, surface works, landscaping etc.) are estimated roughly at \$1MM/ha (\$1800/ff). With the addition of levies, the total development costs is approximately \$2800/ff.
- Building costs are approximate only and include soft costs/ contingencies.

OFFSITE LEVIES, TAXES AND FEES

TABLE 1. SCENARIO ONE (2000 SFE CAP)

2018 Rates

West Belvedere (2000 SFE cap) Development Area		101.00 Ha (excludes ER)
<i>Description</i>	<i>Rate (per Ha)</i>	<i>Amount</i>
Storm Sewer Levy		
- Shepard Watershed	45,569.00	4,602,469
Sanitary Sewer Levy	47,431.00	4,790,531
Water Levy	34,494.00	3,483,894
Treatment Plant Levy	138,359.00	13,974,259
Transportation Levy	133,558.00	13,489,358
Community Services Charge	76,987.00	7,775,687
Traffic Signage & Road Markings	697.00	70,397
City Inspection Fees	2,493.00	251,793
Surveys Act Base Map Fee	482.00	48,682
Utility Oversize	5,000.00	505,000
Major Road Oversize	13,500.00	1,363,500
Community & District Parks	3,800.00	383,800
Total (West Belvedere - 2000 SFE Cap Buildout)	\$502,370.00	\$50,739,370.00

TABLE 2. SCENARIO TWO (ULTIMATE)

2018 Rates

West Belvedere (Ultimate) Development Area		290.00 Ha (excludes ER)
<i>Description</i>	<i>Rate (per Ha)</i>	<i>Amount</i>
Storm Sewer Levy		
- Shepard Watershed	45,569.00	13,215,010
Sanitary Sewer Levy	47,431.00	13,754,990
Water Levy	34,494.00	10,003,260
Treatment Plant Levy	138,359.00	40,124,110
Transportation Levy	133,558.00	38,731,820
Community Services Charge	76,987.00	22,326,230
Traffic Signage & Road Markings	697.00	202,130
City Inspection Fees	2,493.00	722,970
Surveys Act Base Map Fee	482.00	139,780
Utility Oversize	5,000.00	1,450,000
Major Road Oversize	13,500.00	3,915,000
Community & District Parks	3,800.00	1,102,000
Total (West Belvedere - Ultimate Buildout)	\$502,370.00	\$145,687,300.00

Note: ER is estimated at approximately 10% of the gross area (to be confirmed at time of development).

Land Use Districts	# of Units	GFA (sq.ft.)	Assessment Value Assumption	Assessment Value	2018 Property Tax Rates (City Portion)	Municipal Taxes per year (2018 Dollars)
<u>Residential</u>						
Single family	750		\$420,000 /unit	\$315,000,000	0.0039014	\$1,228,941
Multi-family	1786		\$220,000 /unit	\$392,920,000	0.0039014	\$1,532,938
<u>Non-residential</u>						
Commercial		-	\$250 /sq.ft.	\$0	0.0153234	\$0
Total Municipal Tax Revenue (2000 SFE Cap Buildout)						\$2,761,879

Land Use Districts	# of Units	GFA (sq.ft.)	Assessment Value Assumption	Assessment Value	2018 Property Tax Rates (City Portion)	Municipal Taxes per year (2018 Dollars)
<u>Residential</u>						
Single family	2000		\$420,000 /unit	\$840,000,000	0.0039014	\$3,277,176
Multi-family	5250		\$220,000 /unit	\$1,155,000,000	0.0039014	\$4,506,117
<u>Non-residential</u>						
Commercial		335,000	\$250 /sq.ft.	\$83,750,000	0.0153234	\$1,283,335
Total Municipal Tax Revenue (Ultimate Buildout)						\$9,066,628

DEVELOPMENT COSTS

TABLE 5. SCENARIO ONE (2000 SFE CAP)

Horizontal Investment

	\$/Ha	Area (Ha)	Amount
Offsite development costs	\$300,000	101	\$30,300,000
Onsite development costs	\$700,000	101	\$70,700,000
Total Horizontal Investment			\$101,000,000

Vertical Investment

Building Type	# of Units	GFA (sq.ft.)	\$/unit	\$/sq.ft.	Amount
Single family	750		\$250,000		\$187,500,000
Multi-family	1786		\$150,000		\$267,900,000
Commercial		0		200	\$0
Total Vertical Investment					\$455,000,000

Total Investment at 2000 SFE Cap Buildout	\$556,000,000
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Percentage Labour (Direct and Indirect)	50%
Total Labour Cost	\$278,000,000
Average Salary	\$70,000

Total Number of Temporary Construction Jobs (in person-years)	3,971
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Direct Jobs (60%)	2,383
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Indirect Jobs (40%)	1,589
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Note: 1786 MF units converts to 1250 SFE based on a 0.7 conversion factor.

TABLE 6. SCENARIO TWO (ULTIMATE)

Horizontal Investment

	\$/Ha	Area (Ha)	Amount
Offsite development costs	\$300,000	290	\$87,000,000
Onsite development costs	\$700,000	290	\$203,000,000
Total Horizontal Investment			\$290,000,000

Vertical Investment

Building Type	# of Units	GFA (sq.ft.)	\$/unit	\$/sq.ft.	Amount
Single family	2000		\$250,000		\$500,000,000
Multi-family	5250		\$150,000		\$787,500,000
Commercial		335,000		200	\$67,000,000
Total Vertical Investment					\$1,355,000,000

Total Investment at Ultimate Buildout	\$1,645,000,000
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Percentage Labour (Direct and Indirect)	50%
Total Labour Cost	\$822,500,000
Average Salary	\$70,000

Total Number of Temporary Construction Jobs (in person-years)	11,750
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Direct Jobs (60%)	7,050
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Indirect Jobs (40%)	4,700
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WEST BELVEDERE- LANDOWNERS GROUP

INDIVIDUAL LANDOWNER RESPONSES

LANDOWNERS

- Truman Homes
- RioCan
- Lansdowne Equity Ventures
- Minto Group
- Helmer Family



TRUMAN

Suite 2236, 10 Aspen Stone Blvd SW
Calgary, Alberta, Canada T3H 0K3

P 403.240.3246
F 403.240.4570

8 May 2018

ATTN: The City of Calgary | Planning and Development | Calgary Growth Strategies

RE: Landowner-Developer (Truman) Submission | West Belvedere Business Case - Emergency Response Station

Our Stake

Since 2002, ANA Management Ltd. (Truman) has owned 48.6 ha. (120.09 ac.) of land within the West Belvedere Business Case Area. This Greenfield parcel is located west of 100 Street NE (Garden Road NE) between Memorial Drive and 8 Avenue NE. For over fifteen (15) years, Truman has have been working closely with adjacent landowners and The City of Calgary Administration to achieve annexation, various states of area planning, area infrastructure building and servicing, and ultimately an opportunity to achieve a vision for comprehensive development of our lands within the Business Case Area.

The City of Calgary established a clear vision for the development of Belvedere in 2013 with the Council-approved Belvedere Area Structure Plan (ASP). Subsequently, Truman initiated pre-development studies and design concept visioning efforts for our holdings and we have worked with other landowner and development interests to plan a contiguous, logical, and staged implementation of the ASP.

The City of Calgary and area landowners have invested significantly in infrastructure to see development begin in Business Case Area, including our own front-ended over-sizing of deep servicing infrastructure. Now majority constructed, the East Hills Shopping Centre was the beginning of development and infrastructure investment in West Belvedere; however, without a supporting critical mass of residents the Super Regional Retail Centre is a stranded asset.

Our Ask

Truman and other West Belvedere landowners are proposing to continue development -- to make new private investment and to take advantage of existing infrastructure -- and though a relatively modest additional investment on the part of The City of Calgary. The existing infrastructure investment in the Business Case Area can support additional development of up to two-thousand (2,000) equivalent single-detached units with the construction of a West Belvedere Emergency Response Station. A City investment of \$2.0M for a temporary emergency response station with an estimated \$3.4M operating cost will unlock the next stages of development in West Belvedere. The new station would also reinforce fire coverage in Calgary's East, as the other east Calgary emergency responses stations are currently experiencing higher than average workloads.

Our Legacy

For over 30 years, Truman has proudly worked to build a better Calgary. As an Alberta-based family-owned developer and builder, we have created thousands of new homes and over a million square feet of retail, office, and industrial space within the Calgary metropolitan area.

Truman has a strong legacy of supporting affordable home ownership, and works in partnership with Attainable Homes Calgary and Liberty Affordable Home Ownership. It is our goal to make a quarter of Truman homes



attainable for low and moderate income households. In honouring this commitment, Truman has helped to provide over 500 affordable homes to Calgarians.

Truman is the master builder of choice for Calgarians because we go beyond refined design and high quality construction. By providing excellent customer service and building strong relationships with neighbours, we show our commitment to forging complete communities.

Our Commitment

Truman is committed to seeing West Belvedere grow into a series of walkable and connected neighbourhoods with greater housing choices, more shops and services, new employment opportunities, and high-quality quality open spaces and facilities to support a more diverse, prosperous and healthy community in Calgary's East Sector.

Truman is enthusiastic about the opportunity to develop and build new homes in West Belvedere -- an area of Calgary that has seen little to no new residential growth for too many years. West Belvedere's strategic location, and access to excellent transportation, infrastructure and other community-making assets make it uniquely-primed for development. Further, the East Sector's socio-demographic profile demonstrate a demand for more affordable and attainable housing opportunities -- Truman is primed to serve this demand.

As a leading developer-builder in the City of Chestemere, Truman knows that people are seeking to reside in this region have little choice but to locate where growth is active -- Chestemere. The City has opportunity to strategically foster and capture growth in the East Sector and Truman is prepared to help lead in that growth.

Truman is committed to the development of their lands within West Belvedere and are open to exploring alternative developer-led infrastructure funding mechanisms. While the emergency response station funding is a relatively modest investment that unlocks significant development potential, future infrastructure necessary to continue growth may require creative funding solutions. We, along with other area landowner-developers, would welcome a future dialogue about such solutions.

Sincerely,

TRUMAN DEVELOPMENT CORPORATION

George Trutina, President & CEO

May 8, 2018

Calgary Growth Strategies
Planning & Development
The City of Calgary, P.O. Box 2100, Stn M, # 8032
800 MacLeod TR. SE,
Calgary, AB Canada
T2P 2M5

Attention: Mr. Matthew Sheldrake, Coordinator/Growth Strategy

Dear Matthew:

Re: West Belvedere Capital Budget Business Plan Support Letter – RioCan

Please accept this correspondence as RioCan Real Estate Investment Trust's formal request that the City of Calgary include the West Belvedere area in its 2019-2022 Capital budget. Including this area would allow for the development of at least 2,000 residential lots, and facilitate the construction and operation of a new Fire Hall, addressing the immediate emergency response needs and contributing to overall community development.

As you may be aware, RioCan and its partners own 124 acres of commercial land in the West. This land includes the 84 acre East Hills Shopping Centre located at the northwest corner of the 17th Street/84th Avenue intersection, as well as 40 acres of undeveloped land on the south side of 17th Avenue. Since construction commenced on the East Hills project in 2013 we have invested approximately \$145 million in local infrastructure and new commercial buildings and built 490,000 square feet of new retail space with an additional 380,000 square feet still to be constructed. Although we have seen momentum at the site, the ramp up has been at a slower-than-normal pace for a retail development of this scale. The undeveloped commercial land on the south side of 17th Avenue remains idle due to the lack of residential presence, which would drive commercial demand in the area. The future success of development on these properties relies on a thriving residential community, which a budget commitment from the City would enable.

A City budget commitment and the corresponding development of the West Belvedere community will help the City create a fully developed commercial centre, creating long-term retail and service sector jobs, and increasing commercial tax revenue and fees from permitting and development levies.

RioCan and its partners are committed to building the West Belvedere community, but to ensure the municipality can reach the potential that Calgary City Council first envisioned, we ask for the City of Calgary's support.



RioCan Yonge Eglinton Centre
2300 Yonge St, Suite 500
Box 2386, Toronto, ON M4P 1E4
416 866 3033

We would appreciate the opportunity to further discuss the future potential of the Belvedere community. Let us know if you have any questions.

Sincerely,


Rags Davloor
President & Chief Operating Officer
RioCan Real Estate Investment Trust

West Belvedere Business Case Lansdowne Lands

Lansdowne's history in West Belvedere is associated largely with the 337 acre land assembly including the East Hills Regional Shopping Centre along 84th Street S.E. This area includes ownership of the surrounding lands adjacent to the shopping centre within and south of the Belvedere Area Structure Plan. The Lansdowne lands are an integral part of the West Belvedere development corridor along 84th Street.

The Lansdowne lands consist of 133 acres of undeveloped land as shown in Figure 1 within the ASP area. Lansdowne owns an additional 60 acres south of the ASP area which could be brought into development with a developer led private ASP. This is defined as the business case area solely for the Lansdowne lands and up to 337 acres in total for lands related to Lansdowne if the Easthills Shopping centre is included.

The subject lands are located on the west side of 84th Street and east of Stoney Trail including a parcel that is outside of the ASP area to the south of East Hills and land north of 9th Avenue and goes as far north and the Chateau Estates Mobile Home Park. The north and south lands along 84th Street are separated by the Memorial Drive fly over right of way. The southern portion of the lands between Memorial Drive and 9th Avenue on the west side of 84th Street is approximately 70 acres and is known as the Don Ellis Lands. The lands to the north of the Memorial Drive flyover right of way consist of 64 acres of land (known as the Fixler lands).

Lansdowne is a shareholder in the East Hills shopping centre which is a major commercial anchor destination and servicing hub for West Belvedere. The East Hills development occupies approximately 55 acres on the north side of 17th Avenue where the shopping centre is under construction and 60 acres south of 17th Avenue where no development has occurred.

Lansdowne acknowledges the massive impact of the East Hills Regional Shopping Centre, in its current built form, as an engine of economic activity, and the readily available oversized servicing that it brings to the West Belvedere corridor. East Hills was built with the expectation that rooftops would be built on the adjacent lands as a source of customers for the shopping centre. The current West Belvedere corridor only requires a resolution to the seven (7) minute fire response to immediately unlock \$500 millions of development expenditures on the Don Ellis and Fixler



Figure 1



Figure 2

West Belvedere Business Case Lansdowne Lands

lands alone, which is a direct contribution to Calgary's GDP. The Lansdowne lands would generate over \$5 million per year of property taxes based on the proposed zoning in the Belvedere ASP. It would also allow for the recovery of offsite levies.

Lansdowne developed lands would house over 4500 people in over 1500 units. The CR-2 zoned lands would employ over 500 people depending upon the type of retail.

The success of East Hills has clearly pointed to the need to upgrade road access in response to growth through the extension of the Memorial Drive flyover to improve access to East Hills and the 84th Street corridor. Failure to advance West Belvedere and the Memorial Drive flyover will over time constrict the financial performance of East Hills.

The West Belvedere and Lansdowne points of differentiation are:

1. Compact City: Closest proximity to downtown core, East Hills, Memorial Drive, and the Stoney Trail Ring Road. Immediately adjacent across Stoney Trail from Ellistone Park and Applewood and Penbrooke Communities and fills a gap between Calgary and Chestermere. The Lansdowne 84th Street corridor also connects 16th Avenue NE to 17th Avenue SE.
2. Lansdowne has identified multiple communities on both the north and south of the future Memorial Drive flyover.
3. Twenty acres of CR2 zoning that is very attractive to tenants that are not accommodated in East Hills. The CR2 lands will be surrounded by mixed use, multifamily and single family residential to provide a wide mix of topography and diversity.
4. Oversized services are already in place to the property line of Lansdowne at 9th Avenue and 84th Street
5. Landowners and developers are highly entrepreneurial and capable of rapid implementation.
6. Major transportation access is the least congested of any ASP being considered
7. The 17th Avenue corridor and Stoney Trail presently provide both introductory and base public transit options to workers and residents of East Hills and ultimately to Chestermere.
8. West Belvedere offers the best development ready option to preventing the continuing loss of tax base to Chestermere and Airdrie.
9. A neighborhood activity centre is planned for the Fixler lands
10. Lansdowne's lands are directly across from the City of Calgary McAlroy lands which is a proposed service centre for the Belvedere area.
11. The nature of housing proposed for the Fixler lands is completely aligned with affordable housing initiatives achieved by the development of land lease communities. This is a project that Lansdowne has been pursuing for the past five years without success because of the challenges of removing the GMO.

On a totally unsolicited basis, Lansdowne is receptive to discussing alternative funding arrangements for the cost of the immediately required emergency response station and future Memorial Drive fly-over. Further, Lansdowne would pursue opportunities to work with the greater area landowner group to achieve potential alternative funding arrangements.



Established in 1955, The Minto Group is Canada's premier, fully integrated real estate company. With expertise in home building, construction, property and investment management, we've built over 85,000 new homes, manage 13,000 multi-residential units and carry 2.7 million square feet of commercial space. Our investment management portfolio spans \$2.9 billion in assets.

With over 1,200 employees in Ottawa, Toronto, Calgary, Edmonton, and the southern USA, The Minto Group proudly creates better places for people to live, work and play offering rental apartments, furnished suites, single-family homes, condominiums and commercial spaces.

In Calgary since 2012, Minto owns more than 1000 rental apartments, a hotel and 350 acres of development land, including three inner city condo sites and two master planned suburban communities.

Being an innovative and sustainable builder is and always has been a part of what Minto does. Since 2010, Minto has won at least one of the industry's leading green awards every year including Ontario Green Builder of the Year in 2011, 2012, 2014 and 2015. Minto has partnered with LEED® since 2009, and we currently hold the most LEED® Certified residential projects in Toronto. The Annex, Minto's first new midrise development in Kensington, will be among the first residential buildings to receive the designation in Calgary.

Minto's Belvedere community vision is an opportunity to kick start future 17 Avenue redevelopment, and will be a well-connected, sustainable mixed use urban node close to existing retail and entertainment. It will offer a variety of housing choices and amenities that meet the needs and interests for people of varying ages, budgets and lifestyles. While working with the natural features of the site, we will be exploring green technology for ways to improve air quality, save water, reduce waste and conserve energy.



**West Belvedere Business Case
Peoples/McElroy Lands**

Our family history in this area began in the late 1880's, as farming and ranching pioneers. At present, we own 13.50 acres directly north of East Hills Shopping Mall and intend to seek development of high density live/work spaces to attract businesses, employees and residents to West Belvedere as soon as the GMO is lifted. We have had numerous offers for either outright purchase of the land or partnering in development, only to be blocked by the GMO.

Calgary, representing The Heart of the New West, is a culturally alive and diverse city where young people, families and seniors are eager to live in sustainable neighborhoods. Historically, traditional developments have left middle and lower-middle wage earners priced out of the market. However, we propose the inclusion of multi-residential units that wage earners could afford, including those who would like to live in close proximity to major employers such as Walmart, Costco and other businesses currently moving into East Hills. As landowners in West Belvedere we intend to showcase this concept by developing enhanced living and working spaces with easy access by foot, bike or bus to necessary destinations. Greener options, such as water capture, solar panels and other renewal resources also align with our values.

We have affirmed our belief in this neighborhood by paying for the upgraded installation of the 9th Ave. S.E. sewer line in anticipation of development, in excess of \$200,000. With the removal of the Growth Management Overlay, our land is ready to proceed into development immediately.

MEMORANDUM

Re: Tristar's Belvedere Growth Management Summary

On behalf of Tristar Communities, the following is a summary of the highlights of Tristar's Belvedere Neighbourhood, as it relates to their Outline Plan, Land Use, Road Closure and ASP Amendment applications within the West Belvedere Growth Management Overlay Removal Business Case. The applications are in their final stage of revision and have targeted the July 12th CPC approval and September 10th Council.

The advancement of Tristar's Belvedere lands for development provides three primary benefits to the City:

1. Strategic Alignment to Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP);
2. Fulfills a Market Demand in the East Sector of the City for Residential Development; and
3. Provides a Financial Benefit through Additional Tax Revenue and Levies;
4. Provide high density affordable housing adjacent to a major regional shopping center.

The Tristar Belvedere neighbourhood plan is 50.28 ha (124.24ac) in size and is fully aligned with the Council approved policies contained within the MDP and CTP.

A Prosperous Economy: Job Creation

The Belvedere neighbourhood will create 950 jobs through the development of retail, office and home-based jobs.

A Compact City: Contiguous Growth

The Belvedere neighbourhood is contiguous to existing growth within the City. All residential development in the east sector is fully developed out to the west side of Stoney Trail with the neighbourhoods of Applewood Park and Abbeydale. The East Hills Regional Shopping Centre is immediately adjacent the future Belvedere Residential Neighbourhood, east of Stoney Trail and accessed from the shared boundary of 84 Street SE which has been fully constructed. East Hills is a thriving super regional retail centre with operating major anchors such as Costco, Sport Chek, Michaels, Marshalls and Walmart. An entertainment and restaurant component of the neighbourhood is under construction, which will see development of one million square feet abut the west edge of 84 Street and the Belvedere neighbourhood in the future. This direct adjacency to the shopping centre will be within walking distance to all future residents in the Tristar Belvedere neighbourhood.

Great Communities: Amenity Rich Neighbourhoods

The Tristar Belvedere neighbourhood offers several amenities to serve their future residents, including a future Joint Use Site for a CBE Elementary School, a Neighbourhood Activity Centre with local commercial offerings and 2 future BRT stops on 17 Avenue. The majority of the neighbourhood falls within the 600m Transit Station Planning Area, enabling higher density residential, office and retail uses within proximity to 17 Avenue SE. The adjacency of East Hills Shopping Centre will provide further amenities to these residents and will be well connected through a fused grid road network that leverages the existing transit service within 84 Street SE.

Good Urban Design: Intensity

The Tristar Belvedere neighbourhood is planned to achieve an intensity of 92 people and jobs per hectare, with the addition of 3000 people and 950 jobs to the area. This is well in excess of the MDP intensity target of 60. The anticipated density of the neighbourhood is 11.4 UPA (14.3 max upa), which is one of the highest densities in greenfield New Communities.

Connecting the City: Primary Transit Network

The 17 Avenue SE BRT extension will have 2 stops serving the Belvedere Neighbourhood, including one stop immediately adjacent the southwest corner of the site at 17 Avenue and 84 Street SE. Refer to Attachment 2 for the location of these stops. The first and second phases of the BRT route has been fully funded and are currently under construction, which will see a dedicated transitway constructed to 28 Street SE.

Greening the City: Quality Public Open Space System

A 7.95 ha (19.64 ac) wetland system, equal to 15.8% of the gross area, has been preserved within the northwest portion of the neighbourhood. The area is bound by 84 Street and Belvedere Drive and is well-connected to the neighbourhood through pathways, walkways, sidewalks and on and off street bike routes to serve pedestrian and cyclists. A 1.05 ha (2.59 ac) neighbourhood park space and a 4.22 ha (10.43 ac) joint use site are each centrally located within the lower and higher density residential areas. Over 32% of the neighbourhood area will be retained as open space.

Managing Growth and Change: Leveraging Existing City Infrastructure & Transit

There are no capital infrastructure investments required to fulfill the Tristar Belvedere Neighbourhood development. Stormwater, Sanitary and Water mains are located within 84 Street on the west boundary of the neighbourhood. Refer to Attachment 2 for the location of existing mains. Connections to these mains will be developer funded.

The 440 Chateau Estates/Franklin bus route currently runs within 84 street SE and connects riders to the Franklin LRT station. The development of the Belvedere Neighbourhood will see additional stops added to this route and will increase ridership, which will increase efficiency and cost effectiveness of the route. Refer to Attachment 2 for the location of existing and planned bus stops.

Managing Growth and Change: Market Demand

The Belvedere Neighbourhood is nearing the final review by administration prior to CPC. The Staged Master Drainage Plan is approved. The BIA and TIA are in the final stages of review prior to approval. Alberta

Environment has indicated that neither wetland within the neighbourhood is desired to be Crown Claimed. We are working through a risk assessment with the City on the landfill site located south of 17 Avenue, which is outside of our lands, downhill and downstream. And all existing environmental studies undertaken to date show there is no risk of contamination and we are confident the remaining item will be resolved quickly with the assistance of Planning and Environmental Safety Management.

Financial Benefit: Tax Revenue and Levies

The development of the Belvedere Neighbourhood will see \$21,550,000 in Levies and \$2,275,270 in taxes provided to the City on an annual basis (refer to Attachment 1: Tables 1 and 2). There are no extraordinary operating costs to the City for the development of Tristar's Belvedere neighbourhood. Transit already provides service to the area, and additional riders will bolster the return on the investment already in place. A Fire Hall is supported by Administration as it offers service to existing users in East Calgary to support the Forest Heights station No 12, which is within an 8.5 minute drive of the majority of the Tristar Belvedere neighbourhood. The costs associated with police, roads and parks are equal to those of other new communities; however, the density proposed within the Tristar Belvedere neighbourhood is higher than most New Communities and therefore there will be more taxes contributed towards those services.

Summary

In closing, Tristar Communities requires no Capital Infrastructure Investment for the development of their Belvedere neighbourhood. The design of the neighbourhood is strategically aligned with the Municipal Development Plan and the Calgary Transportation Plan. The lands are immediately adjacent an existing and thriving commercial centre. Residential Development in the East Sector of the City will be in direct competition with leap frog development in Chestermere and offer choice to purchasers within the City. And the high density of the neighbourhood will provide added financial benefits to the City through levies and taxes.

TRISTAR COMMUNITIES INC.

Ravi Lakhoo
VP Land


Moez Moledina
General Manager

Attachment 1: Financial Analysis

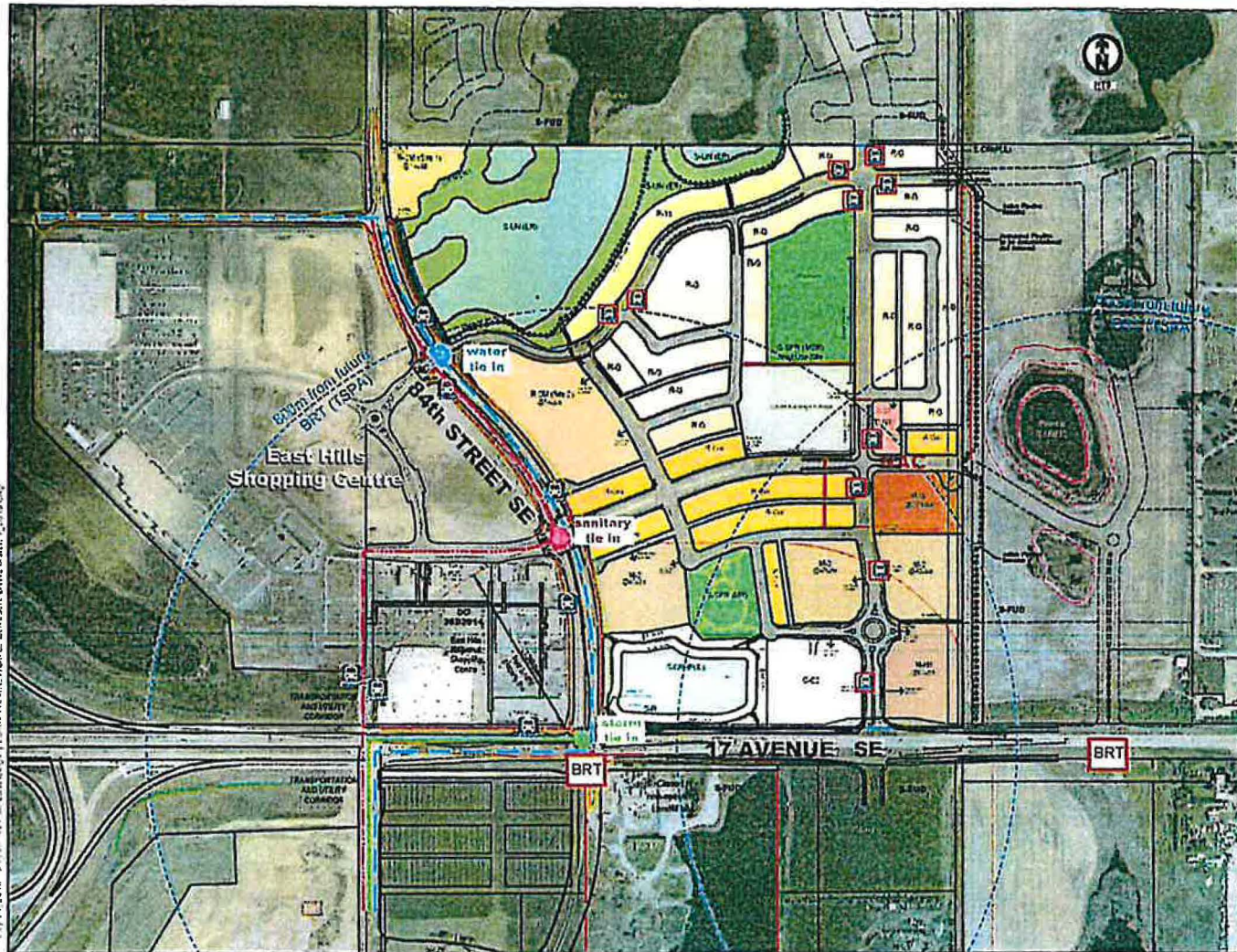
Table 1: Tristar Municipal Revenues

Form	Units	Average Assessed Value	Mill Rate @70% for local area contribution	Annual Taxes Per Unit	Total
Residential					
Single Family	341	450 000	0.0040064	1800	\$613 800
Rowhouse	178	375 000	0.0040064	1500	\$267 000
Townhouse	197	325 000	0.0040064	1300	\$256 100
Apartment	786	250 000	0.0040064	1000	\$786 000
Commercial					
1.6 acres	46,000 sf	23,000,000	0.0153249		\$352 470
Total					\$2 275 270

Table 2: Tristar City Levies

Area	2018 Transportation Levies		2018 Rest of Levies		All City Levies	
ha	Amount/ ha	Total	Amount/ha	Total	Amount/ha	Total
42.3	\$133 558	\$5.65 M	\$375 922	\$15.9 M	\$509 480	\$21.55 M

Attachment 2: Access to Existing Services



Legend:

- Existing water feeder main
- Existing sanitary pipe
- Existing storm pipe
-  Existing bus stops
-  Planned bus stops
-  Planned 17 Avenue BRT stops

Access to Services

April 2016