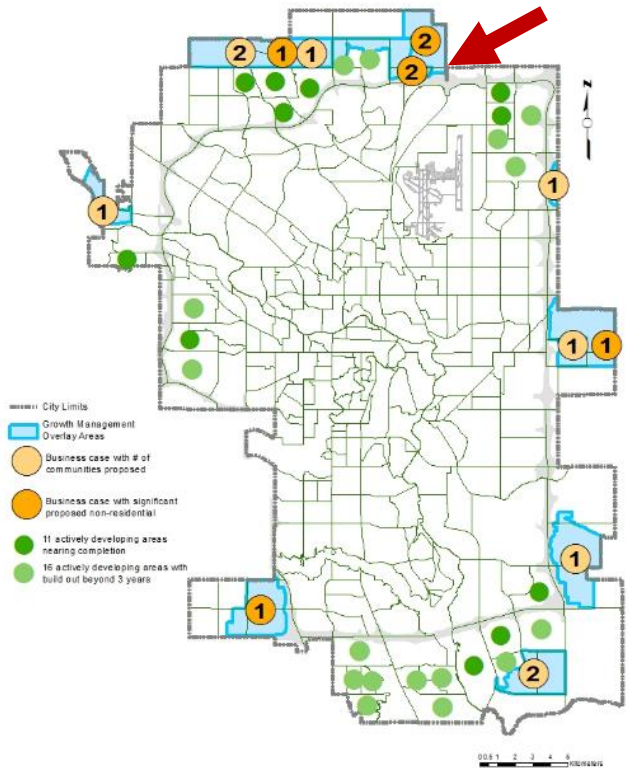


Summaries of Business Cases

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Business Case: Keystone Hills ASP – (Melcor/Genstar/Pacific)



Summary	
# Communities	2
Sector	North
Current Sector Supply (Single/Semi units)	1,301 units (Jan 2018)
Business Case Area (Ha)	73
Residential (units)	572 Single 606 Multi
Jobs	6,470 construction jobs in person years Over 4000 permanent jobs
Industrial (Ha)	22.8
Commercial (Ha)	26.8
Retail (Ha)	0
Years to Completion	10

MDP/CTP Alignment

Enabling a growth pattern that aligns with the Municipal Development Plan and the Calgary Transportation Plan.

For details on criteria questions, see Attachment 3, Business Case Evaluation Criteria.

New Community Criteria Considerations	Technical Evaluation of Business Case
Prosperous Economy	
<ul style="list-style-type: none"> Proponent estimates 6,470 construction based jobs in person-years. Administration is in agreement with these estimates. Proponent anticipates over 4,000 permanent jobs. The industrial, office and retail uses within the Southeast Keystone Hills business case area are noted to generate employment for the residents within the adjacent communities. This business case proposes to bring approximately 20 hectares of commercial zoned land, and 14 hectares of I-B industrial business land. The size of the commercial lands and limited opportunity for residential units due to the Airport Vicinity Protection Area will drive different types of retail development than seen in other areas of the city. The amount of I-B lands proposed in the business case area feature the permitted use of “specialized industrial”. This use is specifically geared towards a high tech and value-add manufacturing activity, which is in alignment with Calgary MDP goals to target innovation industries. 	
Compact City	

<ul style="list-style-type: none"> • The business case area is contiguous with Coventry Hills across Stoney Tr NE. It will be contiguous with Livingston upon build out of Livingston. • It can be serviced by existing utilities and future transportation and fire servicing provides permanent servicing that would benefit existing development • Proposes between 69 (minimum) and 92 (maximum) people and jobs per hectare, minimum, which is above the MDP requirement of 60. 	
Great Communities	
<ul style="list-style-type: none"> • Total business case area is 113 hectares and is divided among area land owners: 42 hectares (Genstar), 32 hectares (Melcor), and 38 (Pacific). • Industrial/employment regional centre in eastern portion of business case area. • Significant regional retail and employment uses within this business case area. A Neighbourhood Activity Centre is included in the western portion of the business case area. • Creates additional demand of the VIVO Recreation Centre and library. About 11 minutes (7 km) drive to VIVO Centre. 	
Good Urban Design	
<ul style="list-style-type: none"> • Home builders adhere to a Built Green or higher energy efficiency standard. Most non-residential buildings will approach LEED standards. Low Impact Development (LID) is also planned for the non-residential area to help manage stormwater. 	
Connecting the City	
<ul style="list-style-type: none"> • The business case area will connect to the future Rotary/Mattamy Greenway network. Multi-modal options will connect into the Major Activity Centre and Centre Street Corridor. • The business case area will have direct transit connections into the future LRT along Centre Street. 	
Greening the City	
<ul style="list-style-type: none"> • A large community park is planned for the regional retail area. A significant greenway travels through the eastern portion of the business case. 	
Growth and Change	
<ul style="list-style-type: none"> • The business case proposes to leverage existing utility servicing. Future investments in the transportation network would also benefit from increased efficiency • The majority of this area achieves the long term city-wide fire/emergency response policy, should a temporary station go forward in Livingston, allowing for development to proceed in this portion. For full coverage, a Fire Hall indicated in the Nose Creek ASP will be required. A practical strategy that allows for incremental achievement of the policy is estimated to address this by the 2023-2026 business cycle. 	

Market Demand

Enabling a growth pattern that aligns with market demand, inspires competition, and allows developers to interpret and pursue investment opportunities.

- Significant light industrial supply exists in NE Calgary that could support 8-9 years of development.
- Many existing communities are completing single residential development; the North sector will only have 2 actively developing communities at the end of 3 years without further sectoral investment.
- The North sector is one of the fastest growing residential areas.
- Significant capacity beyond initial approvals has yet to be brought on in the Keystone Hills ASP.

New Community Criteria Considerations	Technical Evaluation of Business Case
Project Readiness	
<ul style="list-style-type: none"> • All required environmental/ infrastructure servicing studies have been reviewed and approved. Alberta Transportation has approved the Function Study for the full 11th Street interchange, including staging of the right-in/ right-out (RI/RO). The RI/RO at Stoney Trail/ 11th Street has been approved by the City of Calgary, and is included in the current Investing in Mobility capital plan. • All wetlands in the business case area have been cleared of Public Land claims. An abandoned Plains Midstream pipeline formerly within the business case area has been removed and a reclamation certificate has been issued by the Alberta Energy Regulator. • Melcor is an Alberta-based publicly-traded development firm, founded in 1923. Genstar has been active as a development firm in Calgary and across North America since 1950. Pacific has completed 18 development projects in Calgary since 1995. All three companies have owned the subject lands for 15 or more years. All three companies have been heavily involved in planning on the subject lands since the Regional Context Study was completed in 2010, and are ready and committed to investing private capital for development. 	
Market	
<ul style="list-style-type: none"> • Calgary currently has 981 ha of serviced industrial lands. Considering recent trends in Industrial absorption, this supply could reasonably support 8-9 years of industrial development. Administration expects the proposed development to face competition for market share. • The North residential planning sector has around 2 years of serviced land supply considering single/semi development that is one of the lowest among the actively developing City Planning Sectors. Over the last five years, the sector captured 29% of the single/semi market share. The proposed development will help to increase the single/semi supply. • The subject land is within Northeast industrial sector of Calgary that has 15-20 years of supply (616 ha of serviced lands with average annual absorption of 30 - 40 ha). Also (as indicated in the business case) there are significant amount of industrial lands within Rocky View and Airdrie that compete with Northeast industrial sector of the City. <ul style="list-style-type: none"> ○ The proponents disagree that the industrial proposed in the business case should be grouped in with Northeast industrial. They have stated that the product being offered in the business case will have an advantage due to the proposed parcel sizes, visibility from major freeways, efficient access and proximity to major transportation hubs, and future corridors. ○ The proponents have provided the following quote from CB Richard Ellis: <i>There is a significant deficiency of retail space in the north Calgary trade area, a market area defined by CBRE. To bring this trade area up to the City-wide service level requires another 3 million ft2 of additional retail space, accounting for the future growth in the Keystone Hills ASP, which will require another 1.7 million ft2 of retail space to meet established service benchmarks.</i> • The North residential planning sector currently has five actively developing communities considering single/semi development, but over the next 3 years the sector may drop to 2 actively developing communities considering single/semi development. Introducing more communities in North sector will provide more choice for home buyers. At the same time, it will open up new area in this sector that will create more competition in the market. 	

Financial Capacity

Enabling a growth pattern that is financially sustainable and minimizes identified financial risks.

Operating Costs (\$000s)¹

Operating (\$000s)	One Calgary (2019-2022)				Total	Total	Incremental Addition (2023+)
	2019	2020	2021	2022	2019-2022	Final Year	
Direct Incremental Operating Cost	0	0	13	39	52	2,582	2,544
Community-based Revenue Share	0	0	593	2,129	2,722	6,929	4,800
Revenue (Shortfall)	0	0	579	2,090	2,670	4,346	

Administration does not anticipate an operating shortfall in 2019-2022 that would need to be funded through an indicative rate increase in One Calgary (2019-2022).

Capital (\$Ms)²

Capital (\$Ms)	Total Capital Cost	One Calgary (2019-2022)			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
Total	\$45.4	\$10.4	\$10.4	\$0.0	\$0.0
		2023+ Budgets			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
		\$35.0	\$21.1	\$13.9	TBD

Total Off-Site Levies Collected	\$32,167,589
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Administration anticipates that capital investments in One Calgary (2019-2022) are 100 per cent allocated to growth, and will be funded by off-site levies. The City's share of anticipated future capital investments will be funded through the property tax.

*Keystone Hills ASP (Melcor/Genstar/Pacific) is within the benefitting area for the North Ridge Pressure Zone infrastructure investment (approximately \$72M). These capital investments are addressed elsewhere but are required if any community within the benefitting area proceeds.

¹ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Operating estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

² All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Capital estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Capital Investment Projects Required

One Calgary		2023+	
Storm Linear	\$10,400,000	11 ST/Stoney Tr I/C	\$35,000,000

The proposed storm infrastructure services the existing Livingston community in addition to the proposed business case. The proposed full interchange will service a larger area than the business case.

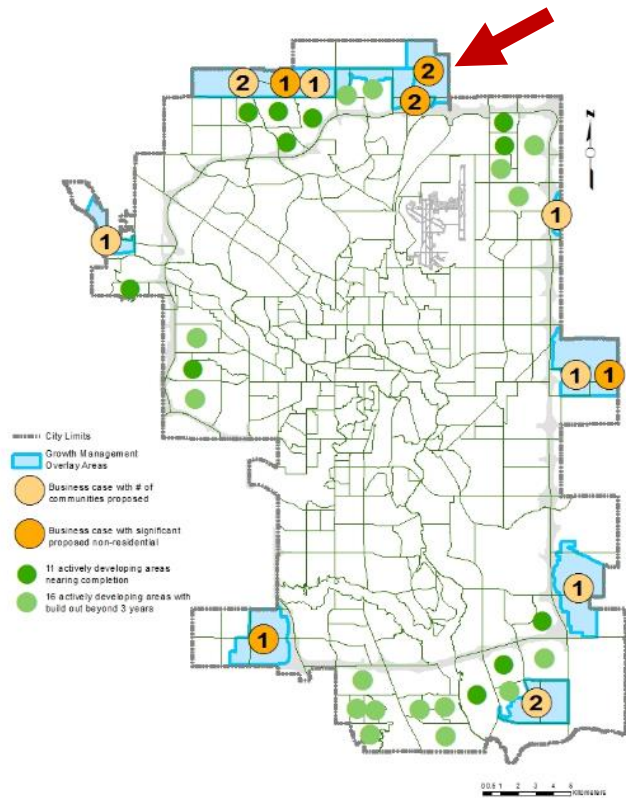
The proponent has stated that their engineering estimates the interchange will cost \$25M.

**In addition to the Livingston fire station, Keystone Hills ASP (Melcor/Genstar/Pacific) requires the Nose Creek ASP fire station to achieve full fire coverage by final build out.

Capital projects also required but costs attributed to other business cases or actively developing communities

- Livingston Fire Station
- Nose Creek ASP Temporary Fire Station
- Nose Creek ASP Permanent Fire Station
- 14 Street/Stoney Trail interchange
- Centre Street/Stoney Trail interchange
- North right-in/right-out ramps at 11 Street/Stoney Trail
- Northridge Feedermain Phase 1
- Northridge Feedermain Phase 2
- Northridge West Leg Feedermain
- Northridge Reservoir

Business Case: Nose Creek ASP – (QuadReal)



Summary	
# Communities	2
Sector	North
Current Sector Supply (Single/Semi units)	1,301 units (Jan 2018)
Business Case Area (Ha)	248
Residential (units)	3,000 Single 1,380 Multi
Jobs	16,025 Permanent at 9 yrs 23,000 Permanent at full build out 18,236 Construction
Industrial (Ha)	96
Commercial (Ha)	32
Retail (Ha)	4
Years to Completion	9 (initial phases)

MDP/CTP Alignment

Enabling a growth pattern that aligns with the Municipal Development Plan and the Calgary Transportation Plan.

For details on criteria questions, see Attachment 3, Business Case Evaluation Criteria.

New Community Criteria Considerations	Technical Evaluation of Business Case
<p>Prosperous Economy</p> <p>The business case proposes:</p> <ul style="list-style-type: none"> 18,236 temporary jobs (including land development and building construction) at full build out. 16,025 (at 9 years) and 23,000 (at full build out) permanent jobs. The business case area is large with a majority consisting of light industrial development The proposal supports innovative economic diversification as 65% of the net developable area is dedicated to employment functions including an office business campus, a health/education campus district, mixed-use Village Centre, light assembly precinct, warehouse/distribution district and highway service commercial. 	
<p>Compact City</p> <ul style="list-style-type: none"> The business case is not considered to be contiguous to other city developments. A gap would exist as lands to the south are not developed. The nearest current development is Coventry Hills across Stoney Tr NE. This area is not considered to be logically serviceable as services or extensions are not directly available or funded. 	

<ul style="list-style-type: none"> ○ For sanitary, it would require an extension of the Nose Creek Sanitary Trunk north of 144 Av NE (City funding for this has not been allocated); and, ○ There are a number of transportation connections that would need to be in place for development to proceed including, Hwy 566-QII interchange (Province has not allocated funding in 2018-21 Fiscal Plan), and upgrades to skeletal and arterial roads. ● At 88 people and jobs per gross developable hectare, the proposal meets the MDP intensity target of 60 people and jobs per gross developable hectare. 	
<p>Great Communities</p>	
<ul style="list-style-type: none"> ● At 248 hectares this business case exceeds the 40 -75 ha neighbourhood size. The proponent envisions multiple development types over 5 phases. ● The business case includes residential and non-residential development including, light industrial (office park), commercial, employee-intensive and mixed use. It is envisioned as a "Live-Work-Play-Learn" development. The proposal was subject to a Health Impact Assessment and incorporates 10 healthy planning principles. Community design is noted to be akin to, yet much larger than, the Quarry Park development in the south. ● Proponent notes that the development would leverage regional facilities in Calgary and Rocky View. Country Hills Library is the nearest existing library at approximately 5.39 km away. The nearest future library is approximately 3.98 km to the west. 	
<p>Good Urban Design</p>	
<ul style="list-style-type: none"> ● The business case envisions as a self-contained master-planned community employing principles of urban sustainable design, new urbanism and smart growth in an approach that is focused on reducing the carbon footprint of the development. Non-residential buildings are proposed to be constructed to LEED® Gold standards with all residential dwellings constructed to Built Green standards. Proponent projected a reduction in greenhouse gas emissions of 62% for the average Nose Creek Lands household versus that of the average suburban household. 	
<p>Connecting the City</p>	
<ul style="list-style-type: none"> ● The Parks and Open Space network proposed for the area includes internal connections. ● The area currently does not have connections to other communities as it is adjacent to undeveloped parcels. ● No primary transit network service routes are adjacent or travel through the growth area according to the Calgary Transportation Plan. Nevertheless, future regional transit and commuter rail are identified to travel through the Nose Creek Lands, allowing the potential for a transit station to be located within the growth area. 	
<p>Greening the City</p>	
<ul style="list-style-type: none"> ● Business case notes that ~13% of the gross land area for Nose Creek Lands will be preserved in its natural state and plans for integrating the creek system and riparian areas into the development design. This is slightly above the standard requirement for a minimum of 10% of land to be green space. 	
<p>Growth and Change</p>	
<ul style="list-style-type: none"> ● Limited alignment with The City's current investments, but some potential for regional linkage as water servicing is in place. <ul style="list-style-type: none"> ○ To the east of the proposed development (in Rocky View) is the Cross Iron Mills mall and the site for the future Amazon fulfillment centre. There may be an opportunity for ancillary industrial alignment opportunities. ● Proponent has offered to finance, through a Construction Finance Agreement, all required infrastructure, with an agreement that The City would repay the full amount at a later date. 	

- None of the area achieves the long term city-wide fire/emergency response policy. A practical strategy that allows for incremental achievement of the policy is to include a Fire Hall by the time development commences.
- Proponent suggests regional coverage, however Fire notes that it is premature for these considerations.

Market Demand

Enabling a growth pattern that aligns with market demand, inspires competition, and allows developers to interpret and pursue investment opportunities.

- The proposal is mainly to develop an industrial office park and commercial. It also proposes to add single and multi residential units.

New Community Criteria Considerations	Technical Evaluation of Business Case
Project Readiness	
<ul style="list-style-type: none"> • An Outline Plan has been submitted on June 8, 2018 for this business case area and studies are underway and need to be reviewed and confirmed. The file is in the beginning stages of the Land Use/ Outline Plan review. • Proponent notes that the business case proposal is backed by a pension fund with a “hold and build” model. • Concern that there are funding alignment issues. The expansion of the Cross Iron Mills/Highway 2 grade-separated interchange will require consultation with Alberta Transportation, although no funding is anticipated. No funding has been dedicated to Hwy 566 in Provincial Fiscal Plan for 2018-21. <ul style="list-style-type: none"> ○ Proponent noted that they will request a letter from the Province to outline timing of the development of the Hwy 566-QE2 interchange. 	
Market	
<ul style="list-style-type: none"> • Calgary currently has 981 ha of serviced industrial lands. Considering recent trends in Industrial absorption, this supply could reasonably support 8-9 years of industrial development. The proposed development will face competition for market share. • The subject land is within Northeast industrial sector of Calgary that has 600 ha. Also (as indicated in the business case) there is a significant amount of industrial lands within Rocky View and Airdrie that compete with the North East industrial sector of the City. • The proponent has stated that the product being offered in the business case will have an advantage due to the nature of the live-work-play-learn community model that is proposed, and do see it as competing with the industrial product currently available in that sector. 	

Financial Capacity

Enabling a growth pattern that is financially sustainable and minimizes identified financial risks.

Operating Costs (\$000s)³

Operating	One Calgary (2019-2022)	Total	Total	Incremental

³ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Operating estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

(\$000s)	2019	2020	2021	2022	2019-2022	Final Year	Addition (2023+)
Direct Incremental Operating Cost ⁴	0	0	0	0	0	8,587	8,587
Community-based Revenue Share	0	0	1,358	2,716	4,074	17,577	14,861
Revenue (Shortfall)	0	0	1,358	2,716	4,074	8,991	

Administration does not anticipate an operating shortfall in 2019-2022 that would need to be funded through an indicative rate increase in One Calgary (2019-2022).

Capital (\$Ms)⁵

Capital (\$Ms)	Total Capital Cost	One Calgary (2019-2022)			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
Total	\$111.4	\$93.4	\$52.4	\$33.0	\$8.1
		2023+ Budgets			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
		\$18.0	\$18.0	\$0.0	TBD

Total Off-Site Levies Collected	\$109,754,089
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Administration anticipates that a base tax rate increase of 0.65 per cent in 2019 is required to cover the City's share of the capital investment in One Calgary (2019-2022). Administration anticipates that future capital investments are 100 per cent allocated to growth, and will be funded by off-site levies.

*This business case requires a Hwy 566 upgrade and Hwy 566/QEII Interchange, which is an unfunded \$70M Provincial project.

Capital Investment Projects Required

One Calgary		2023+	
160 AV/Creek/Rail and Cross Iron DR/QEII I/C	\$83,000,000	Temporary Fire Station	\$2,000,000

⁴ The initial direct operating costs are tied to residential development; no residential development is anticipated in 2021 or 2022.

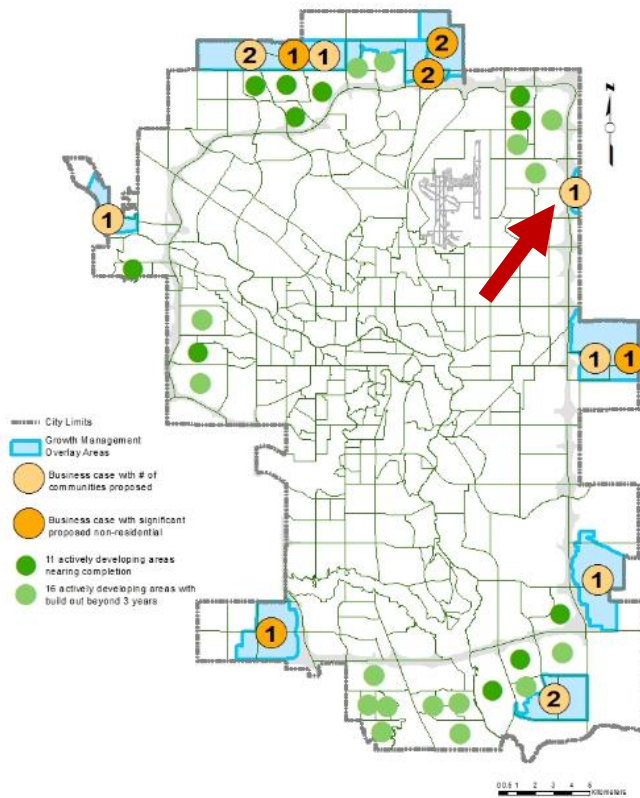
⁵ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Operating estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Sanitary Linear	\$10,400,000	Permanent Fire Station	\$15,988,545
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Capital projects also required but costs attributed to other business cases or actively developing communities

- Livingston Fire Station

Business Case: East Stoney ASP– (Pacific)



Summary	
# Communities	1
Sector	Northeast
Current Sector Supply (Single/Semi units)	4,380 units (Jan 2018)
Business Case Area (Ha)	106
Residential (units)	1,442 Single 335 Multi
Jobs	4,422 construction jobs 378* permanent jobs
Industrial (Ha)	1.0
Commercial (Ha)	2.0
Retail (Ha)	0
Years to Completion	10

*Important to recognize the school site, but its development timing will be based on broader population considerations than the proponent's land. As such, permanent jobs for the site would have a regional trigger, not a local one.

MDP/CTP Alignment

Enabling a growth pattern that aligns with the Municipal Development Plan and the Calgary Transportation Plan.

For details on criteria questions, see Attachment 3, Business Case Evaluation Criteria.

New Community Criteria Considerations	Technical Evaluation of Business Case
Prosperous Economy	
<ul style="list-style-type: none"> Proponent indicated 4,422 construction jobs. Administration is in agreement with this estimate. Proponent has indicated 428 total; school 50, industrial 14 + 75 from another land owner, commercial 65, home based 224. The City notes that the school site should not be included for reasons noted above. Application proposes a unique employment component whereby the construction of the manufactured homes will be completely on-site on the I-G parcel. 	

Compact City	
<ul style="list-style-type: none"> Some existing infrastructure can be utilized. Sanitary and water would be connected from existing development to the west. Storm water would be held in an evaporation pond and then pumped to the existing trunk for discharge. 65 people and jobs per hectare meets the minimum intensity targets of 60. 	
Great Communities	
<ul style="list-style-type: none"> The application is for 98 net developable hectares. Due to the geographic constraints, the area will develop as one neighbourhood in one community. The application includes an industrial parcel (0.65 ha) to construct manufactured homes and the plan area also contains a commercial parcel (1.62 ha) to provide for primarily local retail and personal service uses. The business case contains a Neighbourhood Activity Centre that contains commercial, multi-residential and open space. In nearby Saddle Ridge is a recreational centre (Genesis Centre), high school, library and LRT, about 16 - 18 minutes' drive (10-11km); the distance could be reduced when the Stoney Tr/64 Av NE flyover and Airport Tr/Stoney Tr full interchange is constructed. 	
Good Urban Design	
<ul style="list-style-type: none"> The implementation of Low Impact Development (LID) measures such as stormwater irrigation re-use will be provided throughout the public parks and open spaces. Home-builders who are expected be active in the business case area will adhere to a Built Green or higher energy efficiency standard. Commercial and industrial builders will be required to construct with environmental and efficiency measures that approach or meet the LEED standard. 	
Connecting the City	
<ul style="list-style-type: none"> Pathway links via the existing and future Stoney Trail interchange crossings to the Rotary/Mattamy Greenway offers efficient north and south walking and cycling opportunities. Regional Pathway provides cycling and walking connections within the Plan Area and to surrounding communities. The proponent is planning to provide a developer funded private transit connection to the LRT in near future but details are still to be worked out. No primary transit identified near business case. 	
Greening the City	
<ul style="list-style-type: none"> The business case contains a school site, community association site and local parks. This represents 18% of the plan area. 	
Growth and Change	
<ul style="list-style-type: none"> A portion of this area achieves the long term city-wide fire/emergency response policy, allowing for development to proceed in this portion. A practical strategy that allows for incremental achievement of the citywide policy is required, and so far no agreement with the proponents has been reached. The proponent and Administration continue to evaluate options to provide emergency service coverage to East Stoney in the most cost effective manner possible. These options include transportation modifications to City roads and/or Stoney Trail, or a Fire coverage operating cost solution. 	

Market Demand

Enabling a growth pattern that aligns with market demand, inspires competition, and allows developers to interpret and pursue investment opportunities.

- Considerable residential supply in NE; the market segment being pursued (manufactured home) component may or may not be in direct competition.
- The Northeast sector has 7-8 years of serviced land supply, but East Stoney is the only new development fulfilling the manufactured-home built-form.
- Significant capacity has yet to be brought on in the Cornerstone ASP.

New Community Criteria Considerations	Technical Evaluation of Business Case
Project Readiness	
<ul style="list-style-type: none"> • Ecological Inventory Report (October 2016) is complete and approved by the City. <ul style="list-style-type: none"> • Wetland Permanence Assessment (November 2016) is complete and accepted by Alberta Environment and Parks in regards to Crown Ownership under the Public Lands Act. • Biophysical Impact Assessment (September 2017) is complete and approved by the City. • Sanitary Servicing Study (December 2017) is complete and approved by the City. • Water Modelling is complete (by City) and servicing strategy has been accepted by the City. • MDP/SMDP is complete and approvals are pending with the City. • 84 Street Transportation Study as it relates to the Stevenson Community has been accepted by the City and Rocky View County. • Transportation Impact Assessment (March 2017) has been reviewed and City comments have been provided. A final TIA was submitted concurrently with the Outline Plan. • There is a large wetland in the southwest corner of the plan area, setbacks have been applied and the wetland will remain undisturbed. An agreement to purchase provincial land for stormwater is pending approval of the business case. 	
Market	
<ul style="list-style-type: none"> • The Northeast sector has 7-8 years of serviced lands supply, but East Stoney is the only new development fulfilling the manufactured-home built-form. • Northeast sector has 4 actively developing communities, but none allows to build manufactured homes. 	

Financial Capacity

Enabling a growth pattern that is financially sustainable and minimizes identified financial risks.

Operating Costs (\$000s)⁶

Operating (\$000s)	One Calgary (2019-2022)				Total	Total	Incremental Addition (2023+)
	2019	2020	2021	2022	2019-2022	Final Year	
Direct Incremental Operating Cost	0	0	15	31	46	3,047	3,016

⁶ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Operating estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Community-based Revenue Share	0	0	117	358	474	2,740	2,382
Revenue (Shortfall)	0	0	101	327	428	(307)	

Administration does not anticipate an operating shortfall in 2019-2022 that would need to be funded through an indicative rate increase in One Calgary (2019-2022). As the community develops and more services come online, tax rate coverage for operating shortfalls may be required.

Capital (\$Ms)⁷

Capital (\$Ms)	Total Capital Cost	One Calgary (2019-2022)			
		Total Cost	Funding Source Developer Levy	Property Tax	Utility Rate
Total	\$30.0	\$30.0	\$18.1	\$11.9	\$0.0
		2023+ Budgets			
		Total Cost	Funding Source Developer Levy	Property Tax	Utility Rate
		\$0.0	\$0.0	\$0.0	TBD

Total Off-Site Levies Collected	\$44,781,412
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Administration anticipates that a base tax rate increase of 0.25 per cent in 2019 is required to cover the City's share of the capital investment in One Calgary (2019-2022).

Capital Investment Projects Required

One Calgary		2023+	
64 AV NE/Stoney Tr flyover	\$30,000,000		

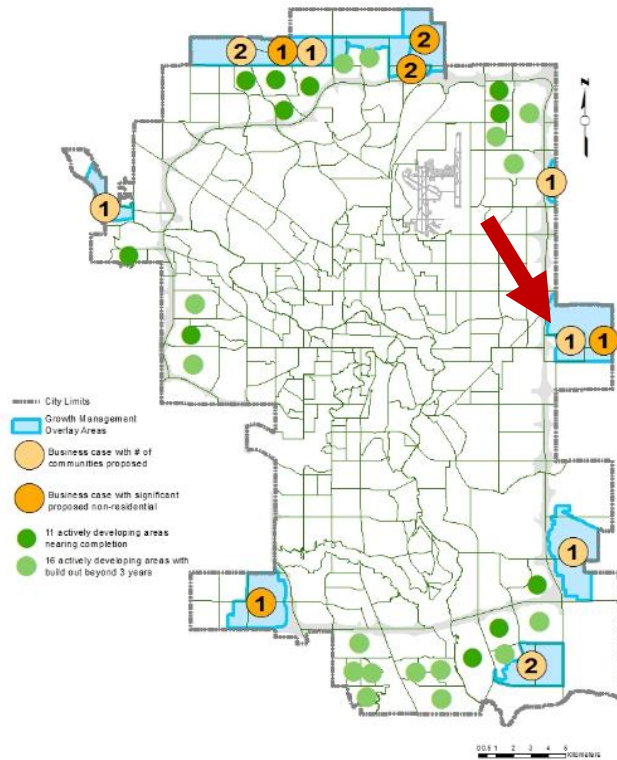
The 64 Av NE/Stoney Tr flyover is only required in One Calgary if no other option is agreed upon to provide emergency service. The flyover would be required beyond 2023 if it was only required for transportation purposes, and is not required for this business case to complete buildout.

Capital projects also required but costs attributed to other business cases or actively developing communities

- None

⁷ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Capital estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Business Case: Belvedere ASP – (West Belvedere, TriStar/Truman/Lansdowne/Minto/Others)



Summary	
# Communities	1
Sector	East
Current Sector Supply (Single/Semi units)	None
Business Case Area (Ha)	322
Residential (units)	1,994 Single 1,631 Multi
Jobs	900 permanent 11,750 construction
Industrial (Ha)	0
Commercial (Ha)	8
Retail (Ha)	0
Years to Completion	8

MDP/CTP Alignment

Enabling a growth pattern that aligns with the Municipal Development Plan and the Calgary Transportation Plan.

For details on criteria questions, see Attachment 3, Business Case Evaluation Criteria.

New Community Criteria Considerations	Technical Evaluation of Business Case
Prosperous Economy	
Business case proposes: <ul style="list-style-type: none"> 11,750 temporary/ construction jobs. ~900 permanent jobs Opportunity to leverage non-residential development in the East Hills Shopping Centre. 	
Compact City	
<ul style="list-style-type: none"> The business case area is contiguous across the ring road via 17 Avenue SE. The business case is the closest business case area to downtown Calgary. Transportation can be logically serviced via 17 Avenue SE; water/sanitary via identified connections, zero-discharge ponds as an interim solution will be analyzed. Forest Lawn Creek upgrades may be required to service the ultimate storm water solution. 67 person and jobs per hectare across the 290 developable hectares meets the minimum intensity target of 60. Land owner group has a target of 25 units per hectare across emerging applications. 	

Great Communities	
<ul style="list-style-type: none"> • Business case is for 322 ha across the whole of West Belvedere, accommodating multiple neighbourhoods and at least 3 Neighbourhood Activity Centres. • New residents would have access to daily needs with the East Hills Shopping Centre, which is directly adjacent. • A future Recreation Facility with library is identified to the southeast of the business case area in ASP. Timing is unknown. Area is about 5-6km away from the existing Bob Bahan Aquatic & Fitness Centre which will be redeveloped. 12 mins drive to the existing Great Plains Recreation Facility. About 9km to Village Square Leisure Centre/Library. 5km to Forest Lawn Library. 2-3km to Elliston Park. 	
Good Urban Design	
<ul style="list-style-type: none"> • No specific design innovation details outlined in business case. Consideration will be given at appropriate application and implementation stages. 	
Connecting the City	
<ul style="list-style-type: none"> • A green corridor along 17 Av SE and a regional pathway along Memorial Dr NE will connect West Belvedere to the city. A north south green corridor connection is planned for 84 St SE. • The Primary Transit Network will run along 17 Av SE. • New residential in Belvedere will balance retail jobs at East Hills and industrial jobs in southeast Calgary. 	
Greening the City	
<ul style="list-style-type: none"> • The West Belvedere Landowner Group outlined plans to preserve and enhance the environmental reserve lands by integrating them into the comprehensive Open Space network for the enjoyment of future residents. 	
Growth and Change	
<ul style="list-style-type: none"> • City funded water and sanitary capacity are in place. Ultimate stormwater infrastructure through the Forest Lawn Creek stormwater management facility requires an upgrade of the facility, but development can proceed through interim solutions. • Transportation capacity will be limited by existing infrastructure until the Memorial Dr overpass is constructed. • None of the area achieves the long term city-wide fire/emergency response policy. A practical strategy that allows for incremental achievement of the policy is estimated to include a Fire Hall by the time development commences. 	

Market Demand

Enabling a growth pattern that aligns with market demand, inspires competition, and allows developers to interpret and pursue investment opportunities.

- The east sector has no actively developing communities.
- Introduces many smaller developers into a new sector, increasing consumer choice.

New Community Criteria Considerations	Technical Evaluation of Business Case
Project Readiness	
<ul style="list-style-type: none"> • Master Drainage Plan has not been completed for the entire Belvedere ASP, but West Belvedere drains into the Forest Lawn Creek catchment for which a Master Drainage Plan has been completed. • There may be potentially qualifying Crown-claimable wetland areas and related Provincial approvals processes. To be determined at outline plan. • No City capital investment is required for the first 2000 units, which is the transportation capacity limit prior to the Memorial Dr overpass. • One developer, TriStar, has submitted an outline plan application, the review is well advanced. 	
Market	
<ul style="list-style-type: none"> • The East sector does not have any actively developing communities with vacant capacity. The proposed development will open up a new actively developing community that will bring more choice and competition. There has not been new residential development in the East sector for 20+ years. • No City capital investment is required for the first 2000 units, which is the transportation capacity limit prior to the Memorial Dr overpass. 	

Financial Capacity

Enabling a growth pattern that is financially sustainable and minimizes identified financial risks.

Operating Costs (\$000s)⁸

Operating (\$000s)	One Calgary (2019-2022)				Total	Total	Incremental Addition (2023+)
	2019	2020	2021	2022	2019-2022	Final Year	
Direct Incremental Operating Cost	0	0	3,440	3,640	7,080	10,209	6,569
Community-based Revenue Share	0	0	117	291	408	8,069	7,778
Revenue (Shortfall)	0	0	(3,323)	(3,348)	(6,672)	(2,139)	

Administration anticipates an operating shortfall in 2019-2022 that would need to be funded through a 0.25 per cent indicative rate increase in One Calgary (2019-2022), due to the inclusion of the Fire Hall. As the community develops and more services come online, tax rate coverage for operating shortfalls may be required.

⁸ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Operating estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Capital (\$Ms)⁹

Capital (\$Ms)	Total Capital Cost	One Calgary (2019-2022)			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
Total	\$48.0	\$2.0	\$2.0	\$0.0	\$0.0
		2023+ Budgets			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
		\$46.0	\$34.1	\$11.9	TBD

Total Off-Site Levies Collected	\$138,155,420
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Administration anticipates that capital investments in One Calgary (2019-2022) are 100 per cent allocated to growth, and will be funded by off-site levies. The City's share of anticipated future capital investments will be funded through the property tax.

Capital Investment Projects Required

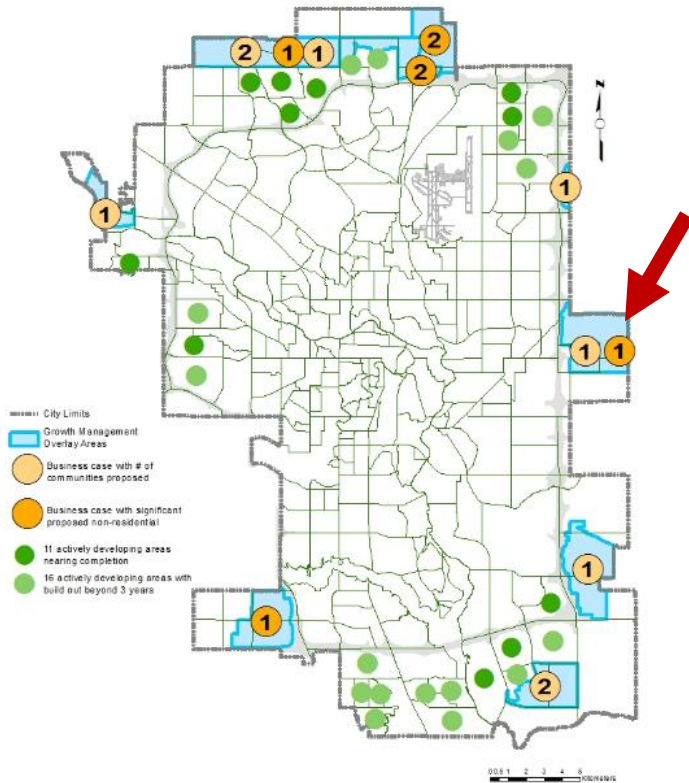
One Calgary		2023+	
Temporary Fire Station	\$2,000,000	Permanent Fire Station	\$15,988,545
		Memorial DR flyover	\$30,000,000

Capital projects also required but costs attributed to other business cases or actively developing communities

- None

⁹ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Capital estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Business Case: Belvedere ASP – (OpenGate)



Summary	
# Communities	1
Sector	East
Current Sector Supply (Single/Semi units)	None
Business Case Area (Ha)	89 (Outline Plan) 55 (LEED ND Pilot Area)
Residential (units)	160 Single 1,752 Multi
Jobs	5606 construction jobs in person years Up to 20,302 permanent jobs
Industrial (Ha)	10.7
Commercial/Office (Ha)	25.6
Retail (Ha)	5.6
Years to Completion	8

MDP/CTP Alignment

Enabling a growth pattern that aligns with the Municipal Development Plan and the Calgary Transportation Plan.

For details on criteria questions, see Attachment 3, Business Case Evaluation Criteria.

New Community Criteria Considerations	Technical Evaluation of Business Case
Prosperous Economy	
Business case proposes: <ul style="list-style-type: none"> • 5,606 construction jobs in person years • 20,302 service and Science, Technology, Engineering, Mathematics (STEM) jobs. Administration has indicated that this level of job activity in a 10 year period appears optimistic. • A technology hub: <ul style="list-style-type: none"> ○ Dual Transit-Oriented Development (TOD) mixed-use site chosen to accommodate a Calgary campus site for Amazon’s HQ2 bid Selected by Calgary Economic Development (CED) as one of their CED Innovation Hubs and Calgary Technologies’ satellite campus ○ Flexible footprints accommodate change for both cyber and residential lifecycles to allow businesses and residents to WORK-LIVE, Grow and Age In Place with convenience • A regional service town: 	

<ul style="list-style-type: none"> ○ TwinHills' second TOD, located on SE 17 Ave between 100 and 116 St SE, can become the intermunicipal epicenter for regional expansion in the Central East Sector ● Leverages growth from both Rocky View and Chestermere to provide city revenue and meet demand for work-live-thrive convenience within the Central East Calgary. ● The business case area would provide a large employment centre in a suburban setting. 	
Compact City	
<ul style="list-style-type: none"> ● The business case is not contiguous with existing development. The closest existing development is the East Hills shopping Centre. ● The business case proposes 168 to 179 people and jobs per hectare, which highly exceeds the minimum requirements. 	
Great Communities	
<ul style="list-style-type: none"> ● At 54 ha, the business case proposes two neighbourhoods <ul style="list-style-type: none"> ○ Town Centro: is an intermunicipal regional town centre of mixed use services, with ground level commercial, entertainment, medical and event areas. ○ Cyber Centro: CyberSynergy and technology focused on flexible building footprints for high tech requirements. Area strongly focused on Science, Technology, Engineering, and Mathematics (STEM) jobs. ● Proposed to be connected to the regional retail centre to the west at East Hills. ● The closest regional facilities would be located in Chestermere or Don Hartman NE Sportsplex which is only 9 minutes from TwinHills. In addition, TwinHills provides diversity of activity centres within the development which include: 1. Prairie Preserve (Community Activity Centre): Urban Agriculture, food water activity centre. 2. Senior and Boys & Girls Club. 3. Single Athletic Club. 4. Kayak Club. 5. Civic Plaza. A future Rec/Library identified to the south of 17 Ave in Belvedere ASP. 	
Good Urban Design	
<ul style="list-style-type: none"> ● Business case proposes a work-live community, LEED Buildings, and LEED-ND Community. 	
Connecting the City	
<ul style="list-style-type: none"> ● Connections would be provided along the 17 Avenue SE corridor. ● 10.3 km of internal biking pathways which would connect to the multimodal SE 17 AV corridor ● Business case is along the 17 Avenue SE primary transit corridor including BRT 305 route (terminus Elliston Park). BRT is also a focus of the completed 17 Avenue SE Urban Corridor Study. 	
Greening the City	
<ul style="list-style-type: none"> ● The business case proposes open space which includes civic plazas, public and performing art spaces, pocket parks, courtyards, activity spaces and outdoor recreational fields, as well as places to exercise, bike, gather, and play around a kayaking freshwater lake. 	
Growth and Change	
<ul style="list-style-type: none"> ● There are two options for stormwater drainage, either by transmission west into the Forest Lawn Creek catchment or through the Cooperative Stormwater Management Initiative. <ul style="list-style-type: none"> ○ The proponent proposes to use Low Impact Development (LID) for its stormwater management, aiming for zero discharge. ● Water Resources may also review a zero discharge, on site retention solution. A Staged Master Drainage Plan has been submitted but not fully review. No approved Master Drainage Plan exists for the area. 	

- None of the area achieves the long term city-wide fire/emergency response policy. A practical strategy that allows for incremental achievement of the policy is estimated to include a Fire Hall by the time development commences.
- The proponent has submitted servicing proposals for water and sanitary servicing. Water Resources has concerns that the proposed water servicing solution does not provide adequate pressure for fire flow, and that the proposed sanitary solution would require agreements to reallocate capacity from the West Belvedere catchment.
 - The proponent proposes that available sanitary capacity be allocated to TwinHills and other adjacent developments
 - Proponent has submitted water and sanitary servicing that serve the southern loop of the City proposed Belvedere servicing. The proponent proposes a variety of mitigations and procedures such as onsite water storage, storage pond, lift booster stations to defer the need for feedermain. The proponent has indicated that TwinHills has the best water pumping efficiency and less sewage capacity requirement so it is easier to reallocate from the future south of SE 17 Avenue development.
- The proponent has proposed that very little transportation infrastructure identified by Administration would be required. The proposal indicates the reverse flows generated by the proposed mix of uses mitigates capacity concerns. A recently submitted TIA is under review. At this time, Administration has identified a capacity limit for all of Belvedere (2000 units) and also that, generally speaking, reverse traffic flow is limited in its ability to mitigate trip generation.
 - The proponent indicates that TwinHills as an intermunicipal service centre will reduce trips by providing a live close to work development.

Market Demand

Enabling a growth pattern that aligns with market demand, inspires competition, and allows developers to interpret and pursue investment opportunities.

- The East sector has no actively developing communities.

New Community Criteria Considerations	Technical Evaluation of Business Case
Project Readiness	
<ul style="list-style-type: none"> • A Preliminary Local Transportation Impact Analysis (TIA) was filed as part of the TwinHills CyberCity Outline Plan submission: <ul style="list-style-type: none"> ○ Global TIA was submitted on June 1, 2018 ○ Master Drainage Plan - has not begun for the land in East Belvedere. The Staged Master Drainage Plan was filed on May 31, 2018 ○ A Biological Impact Analysis (BIA) was completed for Belvedere ASP in 2013 ○ A new and second BIA (Level 3) incorporating year-round seasons will be completed and filed in fall 2018 ○ Phase I Environmental Site Assessment was completed on August 27, 2015, and Archeological Assessment successfully completed July 25, 2013 with no concerns. • TwinHills has been engaged with Chestermere’s mayor, council, staff, and residents regarding our inter-municipal planning required. • OpenGate Properties has the advantage of low debt ratio, attractive to a wide range of private funding sources and potential joint venture partners for financial stacking of development phases: • Major Canadian pension funds and provincial investment management corporations 	

<ul style="list-style-type: none"> • International sovereign funds • Global private equity placement firms • Multi-national technology and commercial anchor tenants
Market
<ul style="list-style-type: none"> • The East sector does not have any actively developing community with serviced vacant lands. The proposed development will open up a new actively developing planning sector that will bring more choice and competition. The proposed development has significant multi residential that may experience competition given current citywide capacity levels. • The proponent proposes to market the multi-residential to senior and mid-age singles who prefer a live close to work lifestyle.

Financial Capacity

Enabling a growth pattern that is financially sustainable and minimizes identified financial risks.

Operating Costs (\$000s)¹⁰

Operating (\$000s)	One Calgary (2019-2022)				Total	Total	Incremental Addition (2023+)
	2019	2020	2021	2022	2019-2022	Final Year	
Direct Incremental Operating Cost	0	0	3,400	3,406	6,806	6,417	3,011
Community-based Revenue Share	0	0	591	1,099	1,690	7,222	6,123
Revenue (Shortfall)	0	0	(2,809)	(2,307)	(5,115)	805	

Administration anticipates an operating shortfall in 2019-2022 that would need to be funded through a 0.25 per cent indicative rate increase in One Calgary (2019-2022).

Capital (\$Ms)¹¹

Capital (\$Ms)	Total Capital Cost	One Calgary (2019-2022)			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
Total	\$70.5	\$54.5	\$52.5	\$0.0	\$2.0
		2023+ Budgets			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
		\$16.0	\$16.0	\$0.0	TBD

¹⁰ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Operating estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

¹¹ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Capital estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Total Off-Site Levies Collected (LEED ND area = 54 ha)	\$25,725,492
Total Off-Site Levies Collected (Outline Plan Area = 89 ha)	\$42,399,422

Administration anticipates that capital investments in One Calgary (2019-2022) are funded by off-site levies and through the utility rates, so no indicative rate funding in 2019-2022 will be required.

Capital Investment Projects Required

One Calgary		2023+	
Belvedere East Water Feedermain	\$23,000,000	Permanent Fire Station**	\$15,988,545
Sanitary Linear, Lift Station	\$6,000,000		
Storm Linear	\$23,200,000		
Temporary Fire Station**	\$2,000,000		

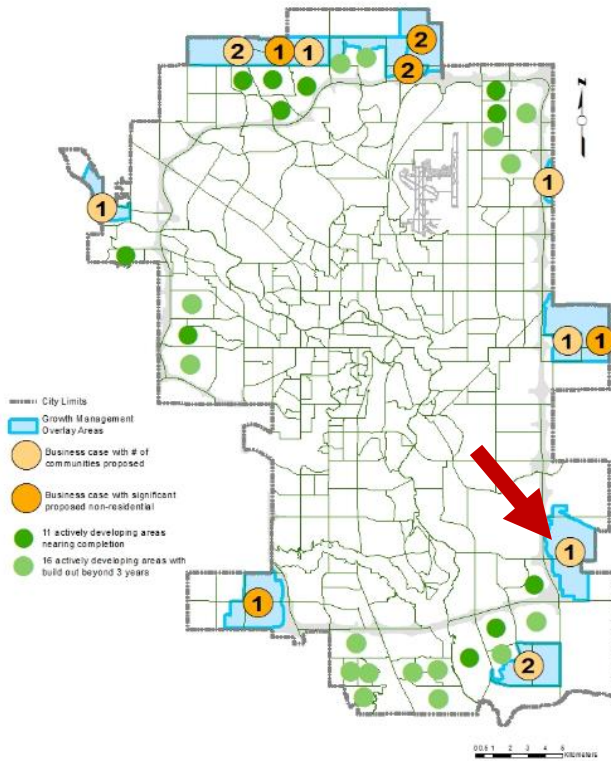
*Belvedere ASP - (OpenGate) will require investment in the Memorial Drive flyover (approximately \$30M). This capital investment is addressed elsewhere.

**If the West Belvedere business case goes ahead, the Belvedere business case is served by West Belvedere's fire station and does not require one of its own.

Capital projects also required but costs attributed to other business cases or actively developing communities

- West Belvedere Temporary Fire Station
- West Belvedere Permanent Fire station
- Memorial Drive flyover

Business Case: South Shepard ASP – (Hopewell/Melcor)



Summary	
# Communities	2
Sector	Southeast
Current Sector Supply (Single/Semi units)	4,320 units (Jan 2018)
Business Case Area (Ha)	155
Residential (units)	2,104 Single 1,141 Multi
Jobs	5,650 direct construction jobs 600 permanent jobs
Industrial (Ha)	0
Commercial (Ha)	0
Retail (Ha)	5
Years to Completion	10

MDP/CTP Alignment

Enabling a growth pattern that aligns with the Municipal Development Plan and the Calgary Transportation Plan.

New Community Criteria Considerations	Technical Evaluation of Business Case
Prosperous Economy	
<ul style="list-style-type: none"> Proponent proposes 5,650 direct construction jobs and 600 permanent jobs Proposes to invest \$54M in land servicing costs and \$7.3M in show homes in 2018/2019. 	
Compact City	
<ul style="list-style-type: none"> The business case is considered to be contiguous across Stoney Tr SE to the community of Copperfield. The business case area is logically serviceable. The proponents have provided an intensity of 79 people and jobs per hectare, which meets the minimum standard of 60. 	
Great Communities	
<ul style="list-style-type: none"> The business case is for 155 hectares total. Of that, 96ha is for Hopewell, and 59ha for Melcor. It would require multiple neighbourhoods and proposes 2 Neighbourhood Activity Centres. The business case proposes non-residential development through employment uses. It is connected to regional facilities via a ~10 minute drive to Seton Recreation Centre 	

Good Urban Design	
<ul style="list-style-type: none"> The proponents have indicated the community design meets MDP goals, featuring pedestrian and cycle integration on and off street within the development. 	
Connecting the City	
<ul style="list-style-type: none"> The business case is currently isolated from walking and cycling networks. Future development in the ASP beyond the business case will enable connections to the Shepard Wetlands, Ralph Klein Park and Rotary/Mattamy Greenway. Local transit would travel to the closest BRT station in the sector. 	
Greening the City	
<ul style="list-style-type: none"> Open space and environmental reserve provided, including retention and naturalization of biologically significant wetlands. 	
Growth and Change	
<ul style="list-style-type: none"> The business case proposes Low Impact Development and green infrastructure. None of the area achieves the long term city-wide fire/emergency response policy. A practical strategy that allows for incremental achievement of the policy is estimated to include a Fire Hall by the time development commences. <ul style="list-style-type: none"> The proponents' position is that the business case area should not include a Fire Hall. A transportation capacity limit has been agreed to with the proponents, under which no City capital costs are triggered for the business case area. Beyond this limit, City transportation investments would be necessary to support further growth in the ASP. These investments would have benefit beyond the business case. 	

Market Demand

Enabling a growth pattern that aligns with market demand, inspires competition, and allows developers to interpret and pursue investment opportunities.

- 3 communities in the Southeast sector are finishing single residential development in the next 3 years.
- Supports the fastest growing sector in the city.

New Community Criteria Considerations	Technical Evaluation of Business Case
Project Readiness	
<ul style="list-style-type: none"> All required studies have been completed. Proponent has applied to purchase crown claimed wetlands from the Province, is seeking confirmation from Province. Significant investment has been made in development approvals. Hopewell's and Melcor's Board of Directors have signaled the willingness to invest if development approvals have been given. 	
Market	
<ul style="list-style-type: none"> The Southeast sector has 4-5 years of serviced land supply that is considered moderate level among the actively developing City Planning Sectors, but of the serviced lands are concentrated in one community, Mahogany (61%). Over the last five years, the sector captured 33% of the single/semi market share. The proposed development will help to disperse the serviced land supply and that could help to maintain the market share. By 2022, the Southeast sector will have just 2 actively developing communities without additional City investment. The proposed development will help to maintain the number of actively developing communities in the planning sector. 	

Financial Capacity

Enabling a growth pattern that is financially sustainable and minimizes identified financial risks.

Operating Costs (\$000s)¹²

Operating (\$000s)	One Calgary (2019-2022)				Total	Total	Incremental Addition (2023+)
	2019	2020	2021	2022	2019-2022	Final Year	
Direct Incremental Operating Cost	0	0	3,403	3,429	6,832	7,607	4,177
Community-based Revenue Share	0	0	111	278	390	4,490	4,211
Revenue (Shortfall)	0	0	(3,292)	(3,151)	(6,442)	(3,117)	

Administration anticipates an operating shortfall in 2019-2022 that would need to be funded through a 0.25 per cent indicative rate increase in One Calgary (2019-2022), due to the inclusion of a Fire Hall. As the community develops and more services come online, tax rate coverage for operating shortfalls may be required.

Capital (\$Ms)¹³

Capital (\$Ms)	Total Capital Cost	One Calgary (2019-2022)			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
Total	\$174.0	\$2.0	\$2.0	\$0.0	\$0.0
		2023+ Budgets			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
		\$172.0	\$110.1	\$61.9	TBD

Total Off-Site Levies Collected	\$60,978,944
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The capital costs identified above will benefit areas beyond the business case area. The levies collected is for the business case area.

Administration anticipates that capital investments in One Calgary (2019-2022) are 100 per cent allocated to growth, and will be funded by off-site levies. The City's share of anticipated future capital investments will be funded through the property tax.

¹² All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Operating estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

¹³ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Capital estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Capital Investment Projects Required

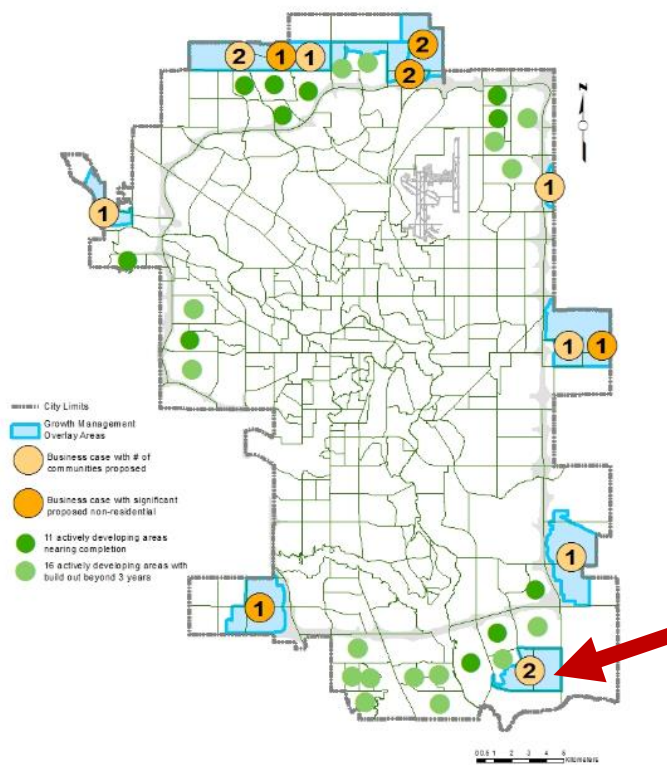
One Calgary		2023+	
Temporary Fire Station	\$2,000,000	Stoney Tr/130 AV I/C	\$40,000,000
		130 AV SE widening	\$16,000,000
		Marquis of Lorne/120 ST I/C	\$70,000,000
		Marquis of Lorne/104 ST Overpass	\$30,000,000
		Permanent Fire Station	\$15,988,545

No City transportation costs will be incurred for development up to the agreed upon transportation capacity limit. The transportation costs identified for 2023+ will benefit areas beyond the business case.

Capital projects also required but costs attributed to other business cases or actively developing communities

- None

Business Case: Rangeview ASP – (Brookfield/Genstar/Section23/Others)



Summary	
# Communities	2
Sector	Southeast
Current Sector Supply (Single/Semi units)	4,320 units (Jan 2018)
Business Case Area (Ha)	652*
Residential (units)	9,978 Single 5,927 Multi
Jobs	18,000 direct construction jobs over 25 years 4,500 permanent jobs
Industrial (Ha)	0.9
Commercial (Ha)	42.9
Retail (Ha)	0
Years to Completion	10

*some or all of the in development Ricardo Ranch ASP will benefit from the infrastructure proposed in this business case. This will be updated when the ASP is complete.

MDP/CTP Alignment

Enabling a growth pattern that aligns with the Municipal Development Plan and the Calgary Transportation Plan.

For details on criteria questions, see Attachment 3, Business Case Evaluation Criteria.

New Community Criteria Considerations	Technical Evaluation of Business Case
Prosperous Economy	
<ul style="list-style-type: none"> Proponent indicated 18,000 direct construction jobs over 25 years. Administration is in agreement with this estimate. Proponent has indicated 4,500 permanent jobs (in addition to the 13,500 jobs in the Seton Urban District). (Further) leveraging the South Health Campus and Seton Urban District offers health care related diversification. 	

Compact City	
<ul style="list-style-type: none"> The business case area is contiguous. It is connected to the north through Seton, Auburn Bay and Mahogany. It will be logically serviceable. Multiple transportation access points will be available. Development will start from the southwest to feed into the ultimate sanitary servicing solution, Administration is in discussion with some proponents about interim solutions that may allow utility servicing and contiguous development south of Mahogany. Not including the Seton Urban District, the expected intensity is 68.6 people and jobs/ha which meets the minimum requirement. 	
Great Communities	
<ul style="list-style-type: none"> Rangeview - 652 ha. 10 neighbourhoods in Rangeview. Infrastructure investment will also benefit the Ricardo Ranch ASP. As this ASP is under development, full population and area calculations have not been confirmed. Leverages Seton Urban District. 3 commercial retail centres; mixed use gateway area in Rangeview. 4 local retail centres. Leverages Seton Major Activity Centre. Neighbourhood Activity Centre in each neighbourhood. Activity Centre Street with 150,000 square feet of commercial. Leverages Seton Recreation Centre, Library, Fire Hall. Would leverage current BRT / Future Green Line and 212 Ave/Deerfoot interchange. 	
Good Urban Design	
<ul style="list-style-type: none"> Section23's agricultural urbanism, first in Alberta to introduce growing spaces. Brookfield's Seton Gateway is LEED certified; Seton Professional Centre is LEED Silver. Genstar's community introduces non-conventional lot depths. 	
Connecting the City	
<ul style="list-style-type: none"> Connects to Seton Urban District. East West green network. Seton is planned termination of Green Line. Currently serviced by BRT. 	
Greening the City	
<ul style="list-style-type: none"> Rangeview introduces a continuous open space view corridor. Section23's agricultural urbanism includes 4 hectares of private agricultural space. 	
Growth and Change	
<ul style="list-style-type: none"> Leverages \$4B of public and private infrastructure, plus Green Line. A portion of this area achieves the long term city-wide fire/emergency response policy, allowing for development to proceed in this portion. A practical strategy that allows for incremental achievement of the policy is estimated to include a Fire Hall by the 2027-2030 business cycle. Indicated infrastructure and servicing (particularly utilities and emergency response) will ultimately service an area larger than the business case area. 	

Market Demand

Enabling a growth pattern that aligns with market demand, inspires competition, and allows developers to interpret and pursue investment opportunities.

- 3 communities in the SE are finishing single residential development in the next 3 years.
- Introduces 2 or more new developers and competition to this sector; would disperse supply over more communities.
- Supports the fastest growing sector in the city.

New Community Criteria Considerations	Technical Evaluation of Business Case
Project Readiness	
<ul style="list-style-type: none"> All background studies are complete for outline plan submission, Brookfield has had 3 outline plans approved. Two other outline plans are under review. Master Drainage Plan is completed and approved, but currently undergoing an amendment. Province indicated no crown claimed wetlands. Rangeview developers have a proven track record - together have developed 50% of Calgary communities 	
Market	
<ul style="list-style-type: none"> Large introduction of citywide supply - 652 ha in Rangeview alone. Provides significant growth capacity for city. The Southeast sector has around 4-5 years of serviced land supply, but much of the serviced lands are concentrated in one community, Mahogany (61%). The proposal could help dispersion of supply and help to maintain the 33% market share. Supports fastest growth sector. By 2022, the planning is expected to have only one or two actively developing communities in this sector. The proposal development will help to maintain market share and completion within the sector. New investment supports 2-3 communities in Rangeview and Ricardo Ranch. 	

Financial Capacity

Enabling a growth pattern that is financially sustainable and minimizes identified financial risks.

Operating Costs (\$000s)¹⁴

Operating (\$000s)	One Calgary (2019-2022)				Total	Total	Incremental Addition (2023+)
	2019	2020	2021	2022	2019-2022	Final Year	
Direct Incremental Operating Cost	0	0	9	208	217	17,744	17,535
Community-based Revenue Share	0	0	1,728	1,925	3,653	27,457	25,532
Revenue (Shortfall)	0	0	1,719	1,717	3,436	9,714	

Administration does not anticipate an operating shortfall in 2019-2022 that would need to be funded through an indicative rate increase in One Calgary (2019-2022).

Portions of the Growth Management Overlay were removed for Rangeview in 2017 and 2018. Development generating property taxes and levies payable has started within the business case area in the community of Seton, using interim servicing.

¹⁴ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Operating estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Capital (\$Ms)¹⁵

Capital (\$Ms)	Total Capital Cost	One Calgary (2019-2022)			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
Total	\$145.9	\$127.5	\$94.6	\$6.7	\$26.1
		2023+ Budgets			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
		\$18.0	\$18.0	\$0.0	TBD

Total Off-Site Levies Collected	\$285,607,524
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Administration anticipates that a base tax rate increase of 0.15 per cent in 2019 is required to cover the City's share of the capital investment in One Calgary (2019-2022). Administration anticipates that future capital investments are 100 per cent allocated to growth, and will be funded by off-site levies.

Capital Investment Projects Required

One Calgary*		2023+	
88 ST SE extension**	\$17,000,000	Temporary Fire Station**	\$2,000,000
Water Linear, Pump Station**	\$36,707,000	Permanent Fire Station**	\$15,988,545
Sanitary Linear**	\$57,200,000		
Storm Linear	\$17,000,000		

*Discussions with proponents regarding efficient phasing of this infrastructure are ongoing.

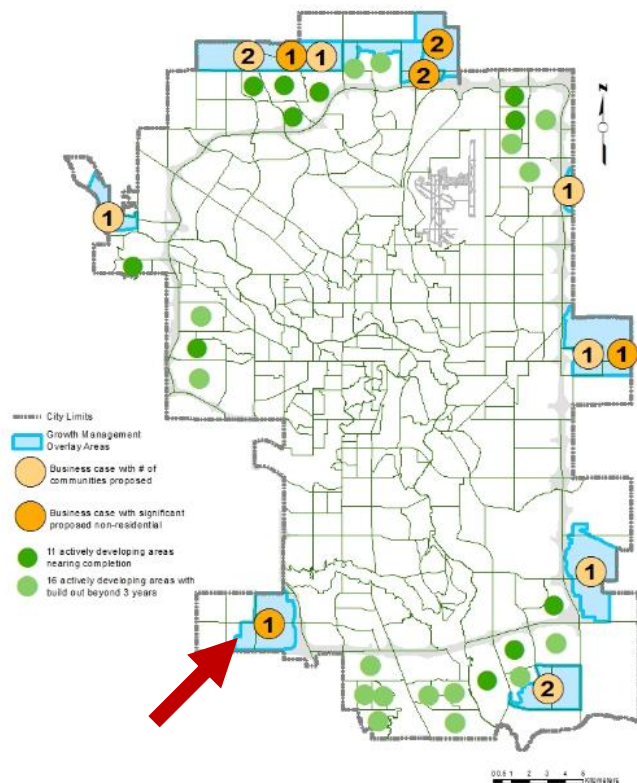
**Capital costs will ultimately service an area larger than the business case area.

Capital projects also required but costs attributed to other business cases or actively developing communities

- None

¹⁵ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Capital estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Business Case: Providence ASP – (Dream/Qualico)



Summary	
# Communities	1
Sector	South
Current Sector Supply (Single/Semi units)	3,041 units (Jan 2018)
Business Case Area (Ha)	223
Residential (units)	2,048 Single 1,152 Multi
Jobs	10,400 direct construction jobs in person years 4000 permanent jobs
Industrial (Ha)	0.0
Commercial (Ha)	26.8
Retail (Ha)	9.7
Years to Completion	11

MDP/CTP Alignment

Enabling a growth pattern that aligns with the Municipal Development Plan and the Calgary Transportation Plan.

For details on criteria questions, see Attachment 3, Business Case Evaluation Criteria.

New Community Criteria Considerations	Technical Evaluation of Business Case
Prosperous Economy	
<ul style="list-style-type: none"> Proponent has indicated 10,400 direct jobs and 17,160 combined direct and indirect in person years. Administration is in agreement with these estimates. Proponent has indicated at least 4000 permanent jobs. Dream owns 100% of the near and long term employment lands in the ASP. Dream is a large company with global reach, including through its Global REIT, which has significant assets and tenant connections throughout Europe. Dream intends to commit significant resources and work with partners including Calgary Economic Development to attract jobs and help diversify Calgary’s economy. Dream builds and operates all classes of real estate including office, industrial, retail, commercial, residential, and renewable energy. 	

Compact City	
<ul style="list-style-type: none"> • The business case is considered contiguous. Primary connections are via personal vehicle. • The area is logically serviceable. Servicing can be extended from the east and permanent infrastructure can be constructed. • Business case anticipates between 70 and 77 people and jobs per hectare which is above the minimum standard of 60. 	
Great Communities	
<ul style="list-style-type: none"> • At 223 ha, the business case includes three of four neighbourhoods in community A and proposes three Neighbourhood Activity Centres and one Community Activity Centre. • It includes commercial areas for employment uses. 53 ha of employment focused lands and 5 ha of neighbourhood retail. • The facilities at Cardel South and the Shawnessy Library will be highly accessible by transit for residents of Providence. A future recreation centre and library are also planned in the West Macleod ASP to help serve the growth within the south part of the city. About 11-12 minutes (6-7km) drive to Shawnessy multi civic centre and future Macleod Rec/Library. 	
Good Urban Design	
<p>To transform suburban housing and community development patterns, the business case proposes:</p> <ul style="list-style-type: none"> • Street oriented housing, with reduced front setbacks • Attractive, varied architecture, flexible lotting, and a wide array of housing types • A higher percentage of land product, separated walk treed boulevards (Dream: 85%) enabling exceptional tree canopy • Higher density, compact development, but also highly livable and socially connected and inclusive • Highly connected grid network, but respectful of environmental features • Highly integrated commercial and community amenities in a pedestrian-focused form • Enables efficient automobile use, without allowing cars to dominate the environment • Fully integrating open spaces into the community, including direct frontage (Qualico is also introducing park-fronting product types) • Convenience of attached garage product but in a less dominate location relative to the street that enables better streetscapes • Eliminating the distinction of land as less desirable “starter” and front attached as more desirable “move up”. Housing variety distinguished mostly by overall lot size and home size, not lot configuration • Renewable energy projects in solar and wind, integral to the community development. 	
Connecting the City	
<ul style="list-style-type: none"> • The interchanges at 146th Avenue and 162nd Ave SW currently under construction as part of the Southwest Ring Road provide dedicated pedestrian and cycling space to traverse the TUC and connect to the city as a whole. Direct connections will exist to Fish Creek Provincial Park, which enables movement on regional pathways East toward Macleod Trail and Fish Creek Lacombe LRT, as well as North on the Rotary-Mattamy Greenway toward the Weaselhead, Glenmore Reservoir and Elbow River pathway networks and into pathways and bikeways in the Woodbine/Woodlands neighbourhoods. • Established routes 11 & 12 can be easily extended into the business case area. These routes will connect directly to the South Red Line LRT at Fish Creek Lacombe Station. The 162nd Avenue Transitway will form a part of the Primary Transit Network. It is the only planned Greenfield Transitway (and is included in the Transportation Levy) in the city. 	

Greening the City	
<ul style="list-style-type: none"> A 13 acre park will retain existing trees and will anchor the community. Other open spaces provided 	
Growth and Change	
<ul style="list-style-type: none"> The business case area leverages an existing Fire/Emergency services station in Evergreen. It also utilizes existing sanitary infrastructure/capacity, and existing water reservoir and pressure pump stations. The project leverages new public transportation infrastructure from the \$1.4 billion Southwest Ring Road. Sanitary servicing down 162 Ave to Fish Creek WWTP is in place. A portion of this area achieves the long term city-wide fire/emergency response policy, allowing for development to proceed in this portion. A practical strategy that allows for incremental achievement of the policy is estimated to include a Fire Hall by the 2027-2030 business cycle. <ul style="list-style-type: none"> The proponent's practical strategy proposes to allow development in the business case to proceed up to 53 St SE, and for a Fire Hall to be built outside of 20 years. Proponent acknowledges a small portion would be outside the city-wide policy target, proposes to be managed incrementally before a new station is triggered when development crosses 53 St SE. 	

Market Demand

Enabling a growth pattern that aligns with market demand, inspires competition, and allows developers to interpret and pursue investment opportunities.

- Adds a new developer to this sector.
- Significant capacity has yet to be brought on in the West Macleod ASP.

New Community Criteria Considerations	Technical Evaluation of Business Case
Project Readiness	
<ul style="list-style-type: none"> A Master Drainage Plan is not yet completed, but anticipated to be approved with conditions in Q2 2018. The Transportation Impact Assessments (submitted Dec/Jan), concurrent with the first Outline Plans are complete and awaiting final sign off. Right-of-ways and TUC crossings have been agreed to with Alberta Transportation and the ring road contractor. Dream is a large, diverse, well capitalized publicly traded Canadian real estate company with over \$14B in assets and large financing facility for all its operations. 	
Market	
<ul style="list-style-type: none"> The South sector has 5-6 years of serviced land supply. After Yorkville, Belmont, and Pine Creek are serviced, this sector will have a high amount of vacant serviced lands and seven actively developing communities the South sector. This business case introduces significant commercial/industrial development. There is currently no serviced industrial land in the Southwest industrial sector. Providence is geographically separated from the other actively developing communities in the South sector, may also compete with West sector development. 	

Financial Capacity

Enabling a growth pattern that is financially sustainable and minimizes identified financial risks.

Operating Costs (\$000s)¹⁶

Operating (\$000s)	One Calgary (2019-2022)				Total 2019- 2022	Total Final Year	Incremental Addition (2023+)
	2019	2020	2021	2022			
Direct Incremental Operating Cost	0	0	12	32	44	7,631	7,599
Community-based Revenue Share	0	0	117	292	409	8,857	8,565
Revenue (Shortfall)	0	0	105	261	365	1,226	

Administration does not anticipate an operating shortfall in 2019-2022 that would need to be funded through an indicative rate increase in One Calgary (2019-2022).

Capital (\$Ms)¹⁷

Capital (\$000s)	Total Capital Cost	One Calgary (2019-2022)			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
Total	\$56.8	\$38.8	\$38.8	\$0.0	\$0.0
		2023+ Budgets			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
		\$18.0	\$18.0	\$0.0	TBD

Total Off-Site Levies Collected	\$74,964,246
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Administration anticipates that capital investments in One Calgary (2019-2022) are 100 per cent allocated to growth, and will be funded by off-site levies.

Capital Investment Projects Required

One Calgary		2023+	
Water Linear, Pump Station, Reservoir	\$31,079,000	Temporary Fire Station	\$2,000,000

¹⁶ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Operating estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

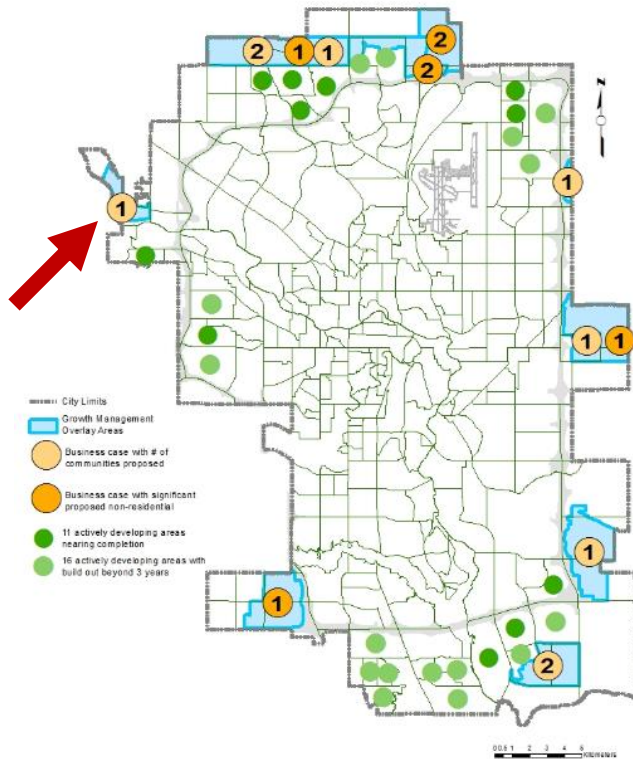
¹⁷ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Capital estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

One Calgary		2023+	
Storm Linear	\$7,750,000	Permanent Fire Station	\$15,988,545

Capital projects also required but costs attributed to other business cases or actively developing communities

- None

Business Case: Haskayne ASP – (Brookfield/Marquis)



Summary	
# Communities	1
Sector	Northwest
Current Sector Supply (Single/Semi units)	None
Business Case Area (Ha)	219
Residential (units)	2,269 Single 1,864 Multi
Jobs	1,500 Construction/year 800 permanent
Industrial (Ha)	0
Commercial (Ha)	3.5
Retail (Ha)	6.7
Years to Completion	10

MDP/CTP Alignment

Enabling a growth pattern that aligns with the Municipal Development Plan and the Calgary Transportation Plan.

For details on criteria questions, see Attachment 3, Business Case Evaluation Criteria.

New Community Criteria Considerations	Technical Evaluation of Business Case
Prosperous Economy	
<ul style="list-style-type: none"> Proponent has indicated 12,000 in person years, 1,500 per year. Administration is in agreement with this estimate. Proponent has indicated over 800 part-time and full-time. Administration has indicated this is reasonable. Development and construction of innovative, new housing product that maximizes the value of the RG zoning. Brownfield redevelopment site with focus on re-use and recycling of onsite gravel materials for use in major site infrastructure, park spaces, pathways, etc. 	
Compact City	
<ul style="list-style-type: none"> The area is considered contiguous. Connections would be required through City of Calgary lands. The area can be logically serviceable. Permanent servicing would be extended to the site from lands to the east. 62.8 people and jobs per hectare meets the minimum standard of 60. 	

Great Communities	
<ul style="list-style-type: none"> • At 219 hectares total, the area would include 3 neighbourhoods and includes 2 proposed NACs • The proposal is mainly for residential development. Employment uses are limited in this area, and not particularly diverse. • Supports adjacent non-residential developments in the area including: <ul style="list-style-type: none"> ○ Commercial (Tuscany Market, Tuscany Hill, Crowfoot Crossing) ○ Schools (Tuscany, Scenic Acres, Rocky Ridge, Royal Oak, Silver Springs) ○ Recreation (Rocky Ridge, Melcor YMCA's, Shouldice Park, COP) ○ Library (Rocky Ridge and Crowfoot) • 2 hectares of anticipated future commercial development within the Haskayne ASP area • Haskayne Park (future) • About 10-15 minutes' drive (7-8km) to Rocky Ridge YMCA; 15 minutes' drive to Crowfoot Library; 20 minutes to Shouldice Arena. 	
Good Urban Design	
<ul style="list-style-type: none"> • Proposal features Trail Oriented Design (TrOD), commercial buildings will likely be to a LEED standard. 	
Connecting the City	
<ul style="list-style-type: none"> • Will connect to the Bow river regional pathway network and the Rotary Mattamy Greenway. • Local bus service will connect to the Tuscany and Crowfoot LRT stations. 	
Greening the City	
<ul style="list-style-type: none"> • It includes open space networks with connections to the river and trails 	
Growth and Change	
<ul style="list-style-type: none"> • The development leverages significant major municipal infrastructure currently in place or underway, as well as both public and private investment in the area. This includes: <ul style="list-style-type: none"> ○ Stoney Trail/Nose Hill Drive Interchange ○ 16th Avenue and Bowfort Road Interchange ○ Crowfoot and Tuscany LRT stations ○ West Memorial Sanitary Trunk upgrade ○ Shane Homes Rocky Ridge and Melcor YMCA's ○ Rocky Ridge and Crowfoot Public Libraries ○ Tuscany Fire Hall & Scenic Acres Fire Hall ○ Haskayne Park (underway) ○ Existing CBE and CCSD school capacity in the area ○ City river parks and pathways, including The Great Trail (TransCanada Trail) • A portion of this area achieves the long term city-wide fire/emergency response policy, allowing for development to proceed in this portion. A practical strategy that allows for incremental achievement of the policy is estimated to include a Fire Hall by the 2023-2026 business cycle. • Servicing solutions for water, sanitary and storm are currently under discussion. Solutions may be developer sized/funded or City sized funded. If these solutions are determined to be City sized/funded, and if this business case be recommended, the solutions should be included in the Off-site Levy Bylaw calculation. 	

Market Demand

Enabling a growth pattern that aligns with market demand, inspires competition, and allows developers to interpret and pursue investment opportunities.

- There is no current supply in NW sector, business case addresses supply in sector, adds choice to market.

New Community Criteria Considerations	Technical Evaluation of Business Case
Project Readiness	
<ul style="list-style-type: none"> • All required reports have either been approved, or submitted for approval. Master Drainage Plan - completed and approved. • Require cooperation with City of Calgary. • To date, Brookfield and its joint venture partner CalSTRS, have invested over \$75 million dollars in the Rowan Park lands. This includes land costs, planning and consultant costs to date, as well as onsite environmental remediation costs. 	
Market	
<ul style="list-style-type: none"> • The Northwest sector does not have any actively developing community with vacant serviced lands. The proposed development will open up a new actively developing planning sector that will provide more choice for home buyers. 	

Financial Capacity

Enabling a growth pattern that is financially sustainable and minimizes identified financial risks.

Operating Costs (\$000s)¹⁸

Operating (\$000s)	One Calgary (2019-2022)				Total	Total	Incremental Addition (2023+)
	2019	2020	2021	2022	2019-2022	Final Year	
Direct Incremental Operating Cost	0	0	21	231	252	8,551	8,320
Community-based Revenue Share	0	0	160	399	558	6,946	6,547
Revenue (Shortfall)	0	0	139	168	307	(1,606)	

Administration does not anticipate an operating shortfall in 2019-2022 that would need to be funded through an indicative rate increase in One Calgary (2019-2022). As the community develops and more services come online, tax rate coverage for operating shortfalls may be required.

¹⁸ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Operating estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Capital (\$Ms)¹⁹

Capital (\$Ms)	Total Capital Cost	One Calgary (2019-2022)			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
Total	\$35.2	\$17.2	\$17.2	\$0.0	\$0.0
		2023+ Budgets			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
		\$18.0	\$18.0	\$0.0	TBD

Total Off-Site Levies Collected	\$77,292,169
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Administration anticipates that capital investments in One Calgary (2019-2022) are 100 per cent allocated to growth, and will be funded by off-site levies.

Capital Investment Projects Required

One Calgary		2023+	
Water Linear	\$11,300,000	Temporary Fire Station	\$2,000,000
Sanitary Linear	\$3,900,000	Permanent Fire Station	\$15,988,545
Storm Linear	\$2,000,000		

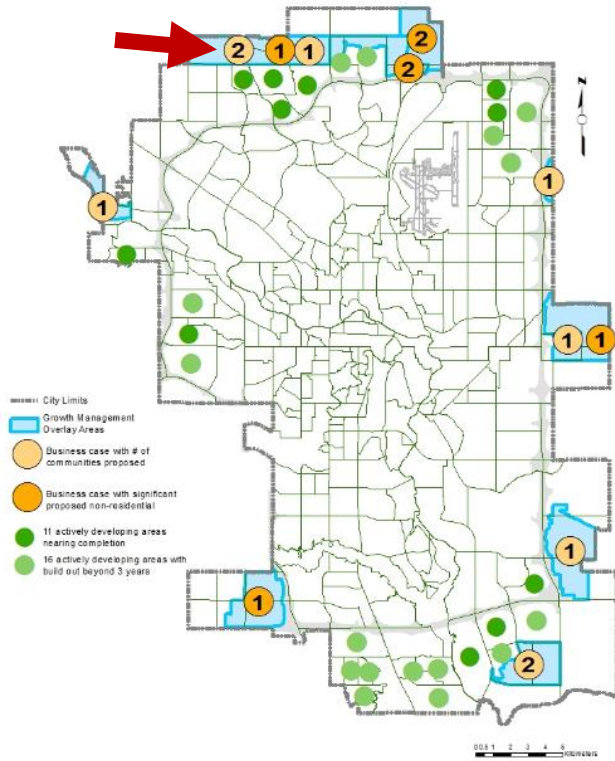
The City and proponents are continuing to review the servicing infrastructure required for the development and Haskayne ASP. The proponents' position is that all utility infrastructure (water, sanitary, storm) is a developer responsibility and therefore does not require City capital funding. For any infrastructure that may require City funding, the proponents have proposed to fund it at their cost with some recovery through the Developer Funded Infrastructure Stabilization Fund ("oversize" fund) for any eligible portion, and no recovery for any ineligible portion. Administration has not finalized a position on whether or not the utility infrastructure requires City capital funding, but Administration does hold the position that if it is determined to be City funded, it should be funded through addition of the infrastructure to the Off-site Levy Bylaw calculation.

Capital projects also required but costs attributed to other business cases or actively developing communities

- None

¹⁹ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Capital estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Business Case: Glacier Ridge ASP – (Ronmor/Wenzel)



Summary	
# Communities	2
Sector	North
Current Sector Supply (Single/Semi units)	1,301 units (Jan 2018)
Business Case Area (Ha)	374
Residential (units)	2,961 Single 1,674 Multi (at Year 10 of build out)
Jobs	7,300 direct construction jobs 1,800 permanent jobs
Industrial (Ha)	0
Commercial (Ha)	1
Retail (Ha)	5
Years to Completion	15-20

MDP/CTP Alignment

Enabling a growth pattern that aligns with the Municipal Development Plan and the Calgary Transportation Plan

For details on criteria questions, see Attachment 3, Business Case Evaluation Criteria.

New Community Criteria Considerations	Technical Evaluation of Business Case
Prosperous Economy	
The business case proposes: <ul style="list-style-type: none"> 7,300 direct, and 11,000 indirect temporary/construction jobs 1,800 permanent jobs Totals approximately \$500M in private land investment and ~\$1.2B in building construction 	
Compact City	
<ul style="list-style-type: none"> It is contiguous with existing communities south of 144 Ave NW It can be logically serviced as it has existing street networks abutting the business case area, and utility services can be extended from lands immediately to the south The outline plan anticipates 62.9 people and jobs per hectare, meeting The City's intensity target of 60 people and jobs per gross developable hectare 	

Great Communities	
<ul style="list-style-type: none"> • The business case proposes to develop approximately 374 hectares, bringing on 5 neighbourhoods • The business case proposes a Community Activity Centre and 4 Neighbourhood Activity Centres • It would support the private investment of \$100M in the Sage Hill Shopping Centre • It would support the planned Symons Valley civic center which includes a library 	
Good Urban Design	
<ul style="list-style-type: none"> • The business case does not provide plans for innovation or a new approach for development in Calgary (e.g. LEED, BREEAM) 	
Connecting the City	
<ul style="list-style-type: none"> • Pedestrian and bicycle connectivity is noted within the proposed development and connecting with the existing active network on the southern side of 144 Ave NW. A significant pathway system on north side of plan would connect the overall area. • Primary Transit has not been identified in the Municipal Development Plan north of the activity centre in Sage Hill. The Glacier Ridge ASP identifies Primary Transit running along 144 Avenue NW at the boundary of the business case area 	
Greening the City	
<ul style="list-style-type: none"> • The business case proposes a well-connected open space system with connections to Symons Valley and West Nose Creek through the coulee. The outline plan proposes approximately 90 ha of open space in playgrounds, sports fields, and natural areas. 	
Growth and Change	
<ul style="list-style-type: none"> • Transportation network improvements are required in One Calgary for full development of the business case. <ul style="list-style-type: none"> ○ The proponent's position is existing transportation infrastructure can accommodate up to 3,100 units. • Significant investment in water servicing for the north has already been committed (North Ridge Feedermain Phase 1), is under construction and expected to be operational in Q4 2019. The West Leg of the North Ridge Feedermain may be triggered, depending on population build out in the Spy Hill East pressure zone. A capital-funded sanitary and stormwater trunk is required. • A portion of this area achieves the long term city-wide fire/emergency response policy, allowing for development to proceed in this portion. A practical strategy that allows for incremental achievement of the policy is estimated to include a Fire Hall by the 2023-2026 business cycle. • Should this business case be supported, the status of transportation capacity and fire/emergency service provision may result in a staged Growth Management Overlay removal approach or staged development managed through a transportation capacity tool. 	

Market Demand

Enabling a growth pattern that aligns with market demand, inspires competition, and allows developers to interpret and pursue investment opportunities.

- Addresses single residential market need by introducing new communities and competition; this business case adds new developers to the sector.

- Many existing communities are completing single residential development; the North sector may only have 2 actively developing communities at the end of 3 years without additional added capacity.
- The North sector is one of the fastest growing market sectors.
- Significant capacity beyond initial approvals has yet to be brought on in the Keystone Hills ASP.

New Community Criteria Considerations	Technical Evaluation of Business Case
Project Readiness	
<p>Business case has demonstrated relative market readiness:</p> <ul style="list-style-type: none"> • A Master Drainage Plan has been completed and approved for the business case area, although an amendment may be required • Public land claims have been addressed, no third party right-of-ways are required • Provided a letter demonstrating financing, and have submitted a complete outline plan • Significant investment has been made in the acquisition of land as well as planning costs. Ronmor was the lead funder for the Glacier Ridge ASP and has continued substantial investment through the Outline Plan and supporting engineering reports. 	
Market	
<ul style="list-style-type: none"> • The North sector has around 2 years of serviced land supply considering single/semi development that is one of the lowest among the actively developing City Planning Sectors. Over the last five years, the sector captured 29% of the single/semi market share. The sector would require more serviced lands to maintain the market share, and the proposed development in Glacier Ridge ASP area will be helpful to maintain the market share. • The North sector currently has five actively developing communities considering single/semi development, but over the next five year the sector will only have two actively developing communities considering single/semi development. Introducing more communities in North sector will provide more choice for home buyers. At the same time, the proposal will open up new area in this sector that will create more competition in the market. 	

Financial Capacity

Enabling a growth pattern that is financially sustainable and minimizes identified financial risks.

Operating Costs (\$000s)²⁰

Operating (\$000s)	One Calgary (2019-2022)				Total	Total	Incremental Addition (2023+)
	2019	2020	2021	2022	2019-2022	Final Year	
Direct Incremental Operating Cost	0	0	18	204	222	11,017	10,813
Community-based Revenue Share	0	0	264	659	922	10,108	9,449
Revenue (Shortfall)	0	0	246	455	701	(909)	

²⁰ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Operating estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Administration does not anticipate an operating shortfall in 2019-2022 that would need to be funded through an indicative rate increase in One Calgary (2019-2022). As the community develops and more services come online, tax rate coverage for operating shortfalls may be required.

Capital (\$Ms)²¹

Capital (\$Ms)	Total Capital Cost	One Calgary (2019-2022)			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
Total	\$161.5*	\$118.5	\$86.6	\$19.9	\$12.0
		2023+ Budgets			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
		\$43.0	\$33.1	\$9.9	TBD

Total Off-Site Levies Collected	\$146,604,534
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Administration anticipates that a base tax rate increase of 0.40 per cent in 2019 is required to cover the City's share of the capital investment in One Calgary (2019-2022). The City's share of future capital investments will be funded through the property tax.

*Glacier Ridge ASP (Ronmor/Wenzel) includes the costs for all of the North Ridge Pressure Zone utility infrastructure. The benefitting area for this infrastructure (approximately \$72M) is much larger than the Glacier Ridge ASP (Ronmor/Wenzel) communities, and is required if any community within the benefitting area proceeds.

Capital Investment Projects Required

One Calgary		2023+	
144 AV/West Nose Creek Bridge	\$25,000,000	160 AV/West Nose Creek Bridge	\$25,000,000
Shaganappi Tr widening	\$10,000,000	Temporary Fire Station	\$2,000,000
GRASP Sanitary - West Basin	\$8,170,000	Permanent Fire Station	\$15,988,545
GRASP Stormwater Servicing	\$3,800,000		
Northridge Feedermain Phase 1	\$18,498,000		
Northridge Feedermain Phase 2	\$17,000,000		
Northridge West Leg Feedermain	\$20,800,000		
Northridge Reservoir	\$15,239,000		

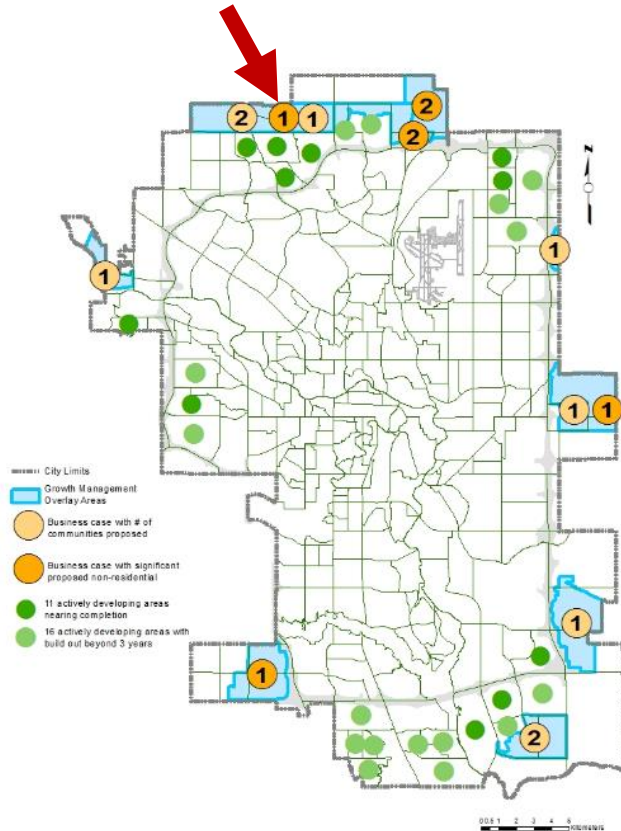
²¹ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Capital estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

The costs identified above are for the infrastructure required to service the entire North Sector. This covers a much larger catchment area than the Ronmor/Wenzel business case.

Capital projects also required but costs attributed to other business cases or actively developing communities

- Shaganappi Trail/Stoney Trail interchange upgrade

Business Case: Glacier Ridge ASP – (Capexco Inc., Symons Valley Ranch)



Summary	
# Communities	1 CAC*
Sector	North
Current Sector Supply (Single/Semi units)	1,301 units (Jan 2018)
Business Case Area (Ha)	12.6
Residential (units)	961 Multi
Jobs	~1,254 Permanent 2,400 Construction 580 Induced
Industrial (Ha)	0
Commercial (Ha)	5.8
Retail (Ha)	6.2
Years to Completion	10

*This business case, at 12.6 ha, is proposed as a Community Activity Centre for surrounding communities. The Glacier Ridge ASP identifies 4 communities throughout the 1,355 ha ASP area, which will be brought on by other land owners.

MDP/CTP Alignment

Enabling a growth pattern that aligns with the Municipal Development Plan and the Calgary Transportation Plan.

For details on criteria questions, see Attachment 3, Business Case Evaluation Criteria.

New Community Criteria Considerations	Technical Evaluation of Business Case
Prosperous Economy	
<p>The business case proposes:</p> <ul style="list-style-type: none"> Approximately 2,400 construction jobs and 580 induced jobs over the duration of the project. Proponent estimated 1,254 permanent jobs will be created at full build out. <ul style="list-style-type: none"> The jobs are comprised of a blend of employment categories from merchants in the Farmer’s Market, managers and clerks in future retail stores and technology and research based jobs in AgTech businesses and post-secondary institutions, respectively. The AgTech innovation centre would attract new jobs to Calgary and further diversify the employment base (innovation hub related to food awareness, food production, nutrition and overall health and wellness). 	

Compact City	
<ul style="list-style-type: none"> • The business case area is contiguous with existing communities south of 144 Av NW. • It has been identified as logically serviceable for sanitary, water and fire. For storm, the proponent can propose an interim servicing solution until a final storm pond location is confirmed (proposed on Ronmor land). Transportation extensions can also be facilitated. • The proposal exceeds the Community Activity Centre intensity target (150 people and jobs per gross hectare) with the estimated 300 jobs and people per hectare at full build out. 	
Great Communities	
<ul style="list-style-type: none"> • At 12.6 hectares the area is planned as the Community Activity Centre (CAC) for the Glacier Ridge ASP and is positioned to serve the future communities to the west and east, as well as existing communities to the south. • The proposal is for mixed-use, commercial, office /institutional and residential development referred to as the “Sustainable Economic Evolution District” or SEED. The employment uses in this business case area are expected to leverage the residential development in the business case and broader area. • In terms of supporting City facilities, such as libraries and recreation centres, the proposal may leverage the new library being constructed in Sage Hill which is ~2.6 km away from the Market site. It is also about 11 minutes (10km) drive (google maps) to VIVO recreation centre which recently completed a 2-story addition to accommodate a new aquatic centre, an expanded fitness centre, indoor park, and space for Canadian Healthier living Academy. 	
Good Urban Design	
<ul style="list-style-type: none"> • The proposal represents a unique urban design approach within a conventional greenfield development area. The SEED vision for the community activity centre includes a culinary hub, agricultural technology research and development, STEM, academic institution mini-campus, food network cluster. 	
Connecting the City	
<ul style="list-style-type: none"> • Integration to the surrounding road and pathway network, both existing and proposed, is noted in the master plan and intended to feature a variety of options either along pedestrian friendly streetscapes or non-vehicle zones. • The Glacier Ridge ASP identifies Primary Transit running along 144 Avenue NW at the boundary of the business case area. 	
Greening the City	
<ul style="list-style-type: none"> • The business case proposes two municipal parks, one programmed for residents and visitors, the other more passive with local natural landscape assets. 	
Growth and Change	
<ul style="list-style-type: none"> • Investment in this area can leverage sanitary infrastructure that is already in place. The water network will be reinforced with the Northridge Feedermain Phase 1 project (estimated to be completed in Q4 2019). • Proponent is working with Water Resources on a Water Network Analysis. The business case area is within the Spy Hill East pressure zone, and local-distribution tie-ins would be required to service the proposed full build-out of the development through the Northridge Feedermain Phase 1 project. Local sanitary extensions can be made to the existing system to connect to the Beddington Creek II East Leg Trunk. • The area is fully within the long term city-wide fire/emergency response policy, allowing for development to proceed. 	

Market Demand

Enabling a growth pattern that aligns with market demand, inspires competition, and allows developers to interpret and pursue investment opportunities.

- This proposed CAC is envisioned to support the larger area that would serve actively developing communities such as Sage Hill, Nolan Hill, Evanston and proposed future communities in the Glacier Ridge ASP.
- The proposal is for 100% of residential to be multi-residential. The North sector has 7 years of serviced land supply remaining for multi-residential. As such, there is some concern around timing of absorption given the current supply of multi-residential units in the sector.

New Community Criteria Considerations	Technical Evaluation of Business Case
Project Readiness	
	<ul style="list-style-type: none"> • An Outline Plan has been submitted for this business case area and studies are completed or underway. <ul style="list-style-type: none"> ○ A Master Drainage Plan is completed and approved; an amendment may be required. ○ Transportation Impact Assessment (TIA) was submitted and is awaiting acceptance. The proponent is working collaboratively with Transportation to finalize it. • Location of final stormwater pond is proposed on adjacent landowner's land (Ronmor). The proponent notes that they are working collaboratively with Ronmor and have an informal agreement to place the pond on adjacent land. • Proponent is motivated to move forward with rebuilding of the Market and has been working closely with the operator and associated merchants to plan for their location in the Market. • Calgary Economic Development (CED) has been engaged in creating an AgTech, Life Sciences and Food Innovation District. The proponent notes that in collaboration with CED that they are engaging companies and organizations in these sectors and have received strong support and interest. <ul style="list-style-type: none"> ○ Although letters of intent or other documentation is not yet provided, the proponent notes that a global firm has authorized the proponent to represent the firm's support and desire to locate their North American headquarters in SEED.
Market	
	<ul style="list-style-type: none"> • The proposal is for non-residential and multi residential development. All the actively developing communities, including in the North, have significant supply of multi residential product. The proposed development would have to compete for multi residential share.

Financial Capacity

Enabling a growth pattern that is financially sustainable and minimizes identified financial risks.

Operating Costs (\$000s)²²

Operating (\$000s)	One Calgary (2019-2022)				Total 2019- 2022	Total Final Year	Incremental Addition (2023+)
	2019	2020	2021	2022			
Direct Incremental Operating Cost ²³	0	0	0	0	0	2,199	2,199
Community-based Revenue Share	0	0	189	265	454	2,359	2,094
Revenue (Shortfall)	0	0	189	265	454	160	

Administration does not anticipate an operating shortfall in 2019-2022 that would need to be funded through an indicative rate increase in One Calgary (2019-2022).

Capital (\$Ms)²⁴

Capital (\$Ms)	Total Capital Cost	One Calgary (2019-2022)			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
Total	\$2.8*	\$2.8	\$0.0	\$2.8	\$0.0
		2023+ Budgets			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
		\$0.0	\$0.0	\$0.0	TBD

Total Off-Site Levies Collected	\$5,297,251
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Administration anticipates that a base tax rate increase of 0.05 per cent in 2019 is required to cover the City's share of the capital investment in One Calgary (2019-2022).

*Glacier Ridge ASP (Symons Valley Ranch) is within the benefitting area for the North Ridge Pressure Zone infrastructure investment (approximately \$72M). These capital investments are addressed elsewhere, but are required if any community within the benefitting area proceeds.

²² All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Operating estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

²³ The initial direct operating costs are tied to residential development; no residential development is anticipated in 2021 or 2022.

²⁴ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Capital estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

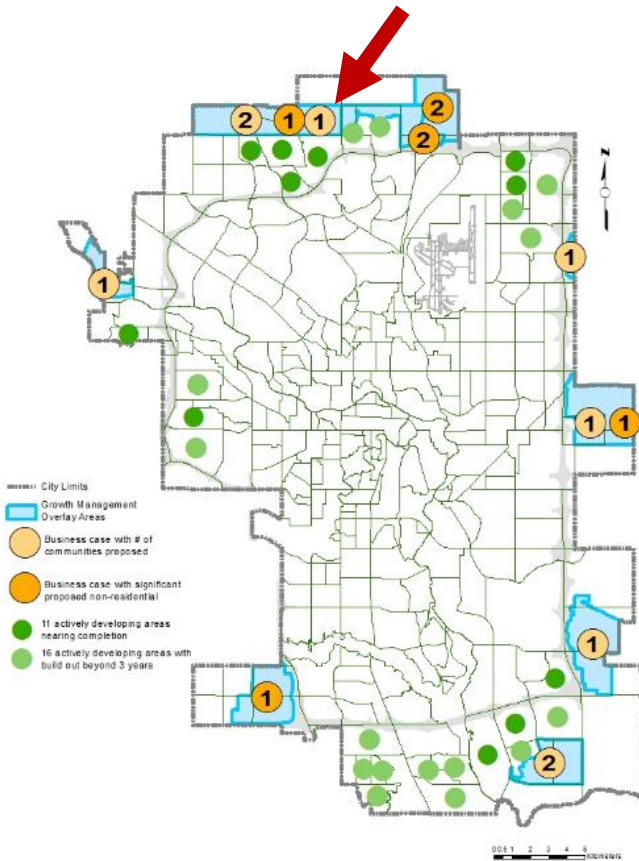
Capital Investment Projects Required

One Calgary		2023+	
144 AV NW, 3 lanes (37 ST to SV RD NW)	\$2,150,000	Regional transportation needs	
Symons Valley RD NW, 2 lanes (144 AV to subdivision property line)	\$600,000		

Capital projects also required but costs attributed to other business cases or actively developing communities

- 144 Avenue/West Nose Creek Bridge
- 160 Avenue/West Nose Creek Bridge
- Shaganappi Trail widening
- Interchange at Shaganappi Tr NW at Stoney Tr NW & Sarcee Tr NW at Stoney Tr NW
- Northridge Feedermain Phase 1
- Northridge Feedermain Phase 2
- Northridge West Leg Feedermain
- Northridge Reservoir

Business Case: Glacier Ridge ASP – (Qualico)



Summary	
# Communities	1
Sector	North
Current Sector Supply (Single/Semi units)	1,301 units (Jan 2018)
Business Case Area (Ha)	64.7
Residential (units)	929 Single 328 Multi
Jobs	*136 Permanent (excluding high school) 6,164 Construction
Industrial (Ha)	0
Commercial (Ha)	0.5
Retail (Ha)	0.5
Years to Completion	10

*Important to recognize the school site, but the timing of its development will be based on broader population considerations than solely the proponent's land. As such, permanent jobs for the site would have a regional trigger, not a local one.

MDP/CTP Alignment

Enabling a growth pattern that aligns with the Municipal Development Plan and the Calgary Transportation Plan.

For details on criteria questions, see Attachment 3, Business Case Evaluation Criteria.

New Community Criteria Considerations	Technical Evaluation of Business Case
Prosperous Economy	
<ul style="list-style-type: none"> Administration estimates 3,740 jobs over the duration of the project. These are lower than the proponent's estimates of 6,164 construction jobs (4,482 direct jobs, and 1,682 indirect). Proponent estimates of 1,626 permanent jobs; Administration has some concerns around the feasibility of reaching these estimates for an area with a population of approximately 3,000 residents. On innovative economic diversification opportunities for Calgary, the proponent notes that unique (smaller) housing typologies would increase affordability in the housing market. 	

Compact City	
<ul style="list-style-type: none"> • The business case area is contiguous with existing communities south of 144 Ave NW. It represents an extension of the Evanston (Qualico) community that is located directly south of the business case area. • It is mostly logically serviceable. A sanitary connection is required from the east to service the lands. Proponent engaged adjacent landowner to discuss the provision of an easement to facilitate this connection however a formal agreement has not been reached. • The area also requires an interchange connection on 14th St NW at Stoney Trail NW, and the proponent outlined their intention to develop initial phases in alignment with the construction of the interchange. • At an estimated 83.5 people and jobs per gross developable hectare, the proposal meets the MDP intensity target of 60 people and jobs per gross developable hectare. 	
Great Communities	
<ul style="list-style-type: none"> • At 64.7 ha (61.9 developable), the business case meets the minimum development size of 40 hectares. • Responding to a forecasted supply need for single-residential product, the proposal is focused on delivering a single residential product. It does not propose a mixed-use development. Proponent notes that the proposed residential development will support existing adjacent non-residential development in Evanston. • One Neighbourhood Activity Centre (2.59 ha) is planned for the community. It is designed to integrate with the adjacent MR and pond to create a focal point for the community • In terms of supporting City facilities, such as libraries and recreation centres, the proposal may leverage the new library being constructed in Sage Hill which is ~3 - 4 km away. A future recreation centre is planned to the north of the business case area, and as outlined in the ASP, it will help to facilitate the development of an 8.72 ha high school site. 	
Good Urban Design	
<ul style="list-style-type: none"> • The business case proposes housing typologies that increase affordability, and enhance the streetscape through street oriented housing, with reduced front yard setbacks. • Attractive, varied architecture, flexible lotting, and a wide array of housing types. • The community design is proposed to be a highly connected grid network, but respectful of environmental features. • It integrates parkland with environmental reserve and the storm pond that will be a focal feature of the NAC. It integrates parkland with environmental reserve and the storm pond that will be a focal feature of the NAC and integrated with proposed commercial and community services. • The proponent also outlines a commitment to reduce impacts on the environment by installing low flow fixtures, faucets, and appliances; providing trees for each new homeowner's yard and offering increased use of loam throughout the development. 	
Connecting the City	
<ul style="list-style-type: none"> • Pedestrian and bicycle connectivity is noted within the proposal with connections to the existing active network on the southern side of 144 Ave NW. • In terms of primary transit connectivity, the business case area may be able to leverage transit route 420 that circulates through Evanston along Evanston Dr. NW. Proponent also notes that the development is located 1.5 km drive from Stoney Trail NW and that initial development phases will be aligned with the construction of the 14 Street NW interchange off Stoney Trail NW. 	

Greening the City	
<ul style="list-style-type: none"> Proposes that natural features are retained and enhanced with the stormwater pond as a focal feature in the NAC. 25% of the business case area is proposed as reserve/open space (including PULs and other lands not suitable for residential construction). 	
Growth and Change	
<ul style="list-style-type: none"> Development in this area can leverage the 14 Street NW interchange off Stoney Trail NW. The area is fully within the long term city-wide fire/emergency response policy, allowing for development to proceed. 	

Market Demand

Enabling a growth pattern that aligns with market demand, inspires competition, and allows developers to interpret and pursue investment opportunities.

- The proposal is mainly for single residential supply flanked with multi-residential.
- Many existing communities are completing single residential development; the North sector will only have 2 actively developing communities at the end of 3 years.
- Significant capacity beyond initial approvals has yet to be brought on in the Keystone Hills ASP.

New Community Criteria Considerations	Technical Evaluation of Business Case
Project Readiness	
<ul style="list-style-type: none"> An Outline Plan has been submitted for this business case area and studies are completed or underway <ul style="list-style-type: none"> A Master Drainage Plan was submitted in early 2018 and has received comments from the City's review. A Transportation Impact Assessment (TIA) has recently been submitted. There are also outstanding Water Act/EPEA Applications that still need to be submitted. Proponent requires a right-of-way easement with the landowner to the east in order to facilitate the required sanitary connection. Proponent noted that they received confirmation of no public land claims for the site on February 8, 2017. Proponent holds a Tier 3 Status and note that they are nearing completing of several of their communities in the south and are not at risk of over-extension with the addition of this business case. 	
Market	
<ul style="list-style-type: none"> The North sector has around 2 years of serviced land supply considering single/semi development that is one of the lowest among the actively developing City Planning Sectors. Over the last five years, the sector captured 29% of the single/semi market share. The sector would require more serviced lands to maintain the market share, and the proposed development in Glacier Ridge ASP area will be helpful to maintain the market share. The North sector currently has five actively developing communities considering single/semi development, but 3 are anticipating completion within 3 years. Introducing more communities in North sector will provide more choice for home buyers. At the same time, the proposal will open up a new area in this sector that will create more competition in the market. 	

Financial Capacity

Enabling a growth pattern that is financially sustainable and minimizes identified financial risks.

Operating Costs (\$000s)²⁵

Operating (\$000s)	One Calgary (2019-2022)				Total	Total	Incremental Addition (2023+)
	2019	2020	2021	2022	2019-2022	Final Year	
Direct Incremental Operating Cost	0	0	9	22	31	2,627	2,605
Community-based Revenue Share	0	0	136	340	476	2,133	1,793
Revenue (Shortfall)	0	0	127	318	445	(495)	

Administration does not anticipate an operating shortfall in 2019-2022 that would need to be funded through an indicative rate increase in One Calgary (2019-2022). As the community develops and more services come online, tax rate coverage for operating shortfalls may be required.

Capital (\$Ms)²⁶

Capital (\$Ms)	Total Capital Cost	One Calgary (2019-2022)			
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
Total	\$4.0*	\$4.0	\$4.0	\$0.0	\$0.0
2023+ Budgets					
		Total Cost	Funding Source		
			Developer Levy	Property Tax	Utility Rate
		\$0.0	\$0.0	\$0.0	TBD

Total Off-Site Levies Collected

\$15,149,456

Administration anticipates that capital investments in One Calgary (2019-2022) are 100 per cent allocated to growth, and will be funded by off-site levies.

*Glacier Ridge ASP (Qualico) is within the benefitting area for the North Ridge Pressure Zone infrastructure investment (approximately \$72M). These capital investments are addressed elsewhere but are required to allow the build-out of any community in the benefitting area.

²⁵ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Operating estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

²⁶ All costs are estimates, in 2018 dollars, and do not include inflation or property tax increases. Capital estimates for the approved portfolio will be refined through the One Calgary (2019-2022) budget process.

Capital Investment Projects Required

One Calgary		2023+	
Sanitary Linear	\$4,010,000		

Capital projects also required but costs attributed to other business cases or actively developing communities

- 14 St NW at Stoney Tr interchange
- 144 Avenue/West Nose Creek Bridge
- 160 Avenue/West Nose Creek Bridge
- Shaganappi Trail widening
- Northridge Feedermain Phase 1
- Northridge Feedermain Phase 2
- Northridge West Leg Feedermain
- Northridge Reservoir