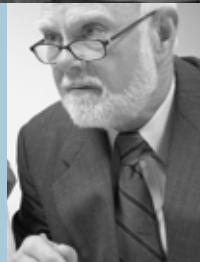




A GUIDE TO
SPECIAL CARE
FACILITIES



for Applicants and Communities



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THE CITY OF
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1.0 WHY THE GUIDE?

In 2008, Council approved the Supplementary Report on Planning Principles for Care Facilities and Non Market Housing. The report recommended the preparation of a guide to the process of locating a Care Facility, which would include early contact and meetings with the community association and neighbours, and which sets out an ongoing Good Neighbour Agreement policy.

Further, in 2009, it reemphasized the importance of Administration's role in assisting agencies with the preparation of a Good Neighbour agreement with the community through a notice of motion. This process reemphasized The City of Calgary's role and shared responsibility with communities and agencies in successfully establishing and integrating facilities.

The City of Calgary seeks to ensure every opportunity for community engagement and cooperation with a Care Facility. This guide was developed as a measure to support the provision of facilities in Calgary. It is an educational tool intended for the applicant and community receiving a Care Facility. It outlines the nature of such a facility and advises how these parties, in conjunction with the City of Calgary, can achieve their goals in creating communities that are capable of servicing a wide range of needs.

Much like the operator, it is also the community's responsibility to be engaged and work with the agency on applications and areas of planning and building design. Proactive engagement which builds relationships and helps mitigate community concerns is vital when locating new Care Facilities in Calgary.



2.0 WHERE SHOULD CARE FACILITIES BE LOCATED?

- ▶ Care Facilities serve a broad range of residents who in the past would have been institutionalized or not cared for at all.
- ▶ All communities can accommodate these facilities to help residents overcome these challenges.
- ▶ People in all communities may face challenges that a Care Facility can help with.
- ▶ Care Facilities should be located where they build a strong relationship with the community.

“Accommodate Special Care Facilities within residential and mixed-use communities that provide for a broad range of specialized accommodation and care in order to meet a diverse array of city-wide and community needs.”

– Municipal Development Plan, 2.3.1(g)

- ▶ They benefit from integration into a vibrant community life.
- ▶ They are often suited to smaller residential parcels and are intended to be dispersed throughout the city.
- ▶ They must be located where there is good access to public transit, shops and services. If they serve families and youth, the nearby presence of schools and open space is beneficial.

“After World War II... the treatment of people took place in large institutions... [Residents] did not learn the basic skills needed to live in the community ... Operators soon realized that individuals have the potential to learn new skills and live successfully in the community...Moving individuals out of institutions and into the community is often better for the person and it is more cost effective as well .

-Betty Yanota, Sheldon Chumir Health Centre



3.0 HOW CAN COMMUNITIES BENEFIT FROM ACCEPTING CARE FACILITIES?

- ▶ Care Facilities satisfy present and future demands for care.
- ▶ Care Facilities often raise awareness about social issues and educate in local schools. They create professional development opportunities for students.

“The diversity within complete communities generates more choice, so that residents have the opportunity to live and remain in their own neighbourhood as their housing needs change over their lifetime.”

-Municipal Development Plan, 2.2.4

- ▶ Care Facilities promote social inclusion by providing help to all people in need and accepting them as part of the community.
- ▶ Supportive housing in a residential setting enables the population to age in place as their housing and support needs change.
- ▶ Care Facilities allow families and friends to accommodate loved ones close to home.
- ▶ Communities retain members and social groups remain intact

“As long term residents of a Calgary Community we are very active in the area. Our clients frequent many of the local businesses and several of our alumni have chosen to remain in the community and establish their homes and lives here.”

– John O’Reilly, Recovery Acres (Calgary) Society

- ▶ A Care Facility can add value to its location and can play a positive role in the community.
- ▶ Its residents may volunteer in the community or frequent events at community facilities.

“Accommodate special care facilities within residential and mixed-use communities to provide for a broad range of specialized accommodation and care in order to meet a diverse array of city-wide and community needs, including nursing homes, adult group homes, youth care facilities, rehabilitative homes and transitional facilities”

– Municipal Development Plan 2.3.1

- ▶ The community and agency save priceless volunteer hours by discussing concerns and working out solutions ahead of time
- ▶ They are an integral part of complete communities in Calgary.



“The new Care Facility owners cleaned up the building and best of all provided security. They were willing to work with the Community Association and provide volunteers for sports days. It has been a winning situation for everyone: agency, C.A., residents & neighbours.”

-Pat Guillemaud, Westgate Community Association

4.0 WHAT IS THE ROLE OF THE COMMUNITY IN LOCATING A CARE FACILITY? : THE VALUE OF COLLABORATION

- ▶ Collaborative efforts benefit both parties and often result in better design.
- ▶ Communities can often provide community context for design ideas for new facilities in their area.

“Parkdale Community Association representatives attended two years of regular meetings leading up to the successful opening of the [Colonel Belcher] care centre. The community pressed hard for green space allocation and today, a new 2.2 acre park is located adjacent to the facility... During the planning process, it is important to consider ways to integrate a facility within the site and the community context. The benefits of doing so are long lasting.”

-Donna Zwicker, Parkdale Community

- ▶ Communities can help facilitate successful integration into the area.
- ▶ Communities can provide school and community spaces for educational events or invite the facility to engage in local events.



“Church members donate material, resources and time at Christmas events and provide access to their facility in the event of an emergency evacuation... Fourth Dimension Group Home has established partnerships with local businesses that donate supplies, materials and labour for repairs and maintenance of the facility.”

-Accessible Housing Society

- ▶ Communities can advise the facility on local issues and introduce the agency to potentially useful contacts.
- ▶ Communities and local employers can help provide support and employment to residents to help their reintegration back into the community.
- ▶ Communities and local employers can help the transition for many residents and provide long term residential and employment opportunities.

“Over the past two years Simon House has created a partnership with Alberta Employment Industry and Immigration... AEI staff visit new intakes at Simon House to register them for employment assistance. Following the seven week program, clients were referred back to AEI for employment counselling and placement. Nearly all clients entering this new partnership program have found gainful work and have maintained long term sobriety.”

-Doug Straus, Simon House Recovery Centre

- ▶ Communities provide support and volunteer resources in emergencies.
- ▶ Communities are a critical component in the integration of residents into community life. They may add local context to the facility's program.

“Community associations are a strong force in advocacy, and their support is powerful. They can become leaders in breaking down misconceptions, providing solutions, and mobilizing public support.”



4.1 WHAT IS THE ROLE OF THE COMMUNITY IN LOCATING A CARE FACILITY? : ENGAGING THE OPERATOR

- ▶ If you become aware of an agency in the process of locating in your community, contact your Community Association for more information.
- ▶ They may be able to direct you to the appropriate contact if you wish to ask questions or contribute to the project.
- ▶ As early as possible, efforts should be made on behalf of the community and agency to open up a dialogue to learn more about who they are, which services they provide, and their presence in the community.
- ▶ They can use your help to build a positive presence and are often open and willing to answer questions and discuss their project.

If an application has already been made or approved:

- ▶ An agency will provide notification in the newspaper, onsite, and to the local association to inform residents of their permit application.
- ▶ For a Development Permit-related inquiry, the appropriate contact is the planning generalist, an appointed official who acts as liaison between applicant, city and community. They will be available through the info included on the circulation cover sheet and notice posting.
- ▶ The City can also be reached at 403-268-5311 for more information about a Development Permit.

Agencies already established in the community, where a new Development Permit is not required, or a previously existing one is taken over:

- ▶ These facilities can be contacted in case of queries or concerns.
- ▶ The Community Association can provide contact info.
- ▶ Many agencies in Calgary also now maintain a web presence.

“The rep from the Homeless Foundation advised they were negotiating on a building. When given the address, I knew immediately the location - my community. I called the agency – and [talked] for many months through the process. ... The agency and architect kept us apprised of any changes requested and made... When the agency went to apply to the City for DP's (change of use, etc) - they were told to speak with the CA - done - already had the letter in hand!”

-Pat Guillemaud, Westgate Community Association



5.0 WHAT IS THE ROLE OF THE APPLICANT IN LOCATING A CARE FACILITY? : THE VALUE OF COMMUNITY CONSULTATION

Establishing early communication with affected communities as a way to identify potential impacts and concerns is imperative when locating a Care Facility.

The community in which any applicant seeks to locate will have a set of values by which it assesses potential incomers. Both sides ultimately seek to achieve effective integration of the Care Facility. As a member of the community stated; “We all want good neighbours.” To this end, it is practical to consider ahead of time the community concerns that arise when a Care Facility is located.

5.1 What are some Common Concerns about a Care Facility application?

- ▶ **Lack of Early Community Consultation:** Timely, open and frequent communication prevents misunderstandings, corrects misinformation, and fosters cooperation rather than resistance. When a new tenant locates in their area, residents of the community are often very receptive to and appreciative of efforts on behalf of the agency to introduce itself and its plans. If notified ahead of time, a community association can be helpful in introducing a Care Facility to the community at large.
- ▶ **Misinformation:** Concerns may arise when neighbours of a potential Care Facility have not received enough information about future occupants or operations. Time spent dispelling rumour and improving their understanding of the nature of the facility can go a long way towards its successful integration in the community.

“Early engagement is not nearly as daunting as it may sound to agencies looking for sites for special care facilities. Once the primary phone calls and emails are conducted regarding intent to locate or purchase, I have found that people will come forward from the community level to help conduct the work with both the City and agencies... Consult earlier... and a great deal more collaborative work can be fostered rather than wasting time, energy, and money upon conflict.”

-Peter Rishaug, Sunalta Community Association

- ▶ **Traffic:** Insufficient parking onsite and potential congestion of the surrounding streets is a primary concern. Local residents may wish to know how the applicant plans to deal with the volume of traffic at designated pick-up and drop-off times and about availability of street parking during meetings or special events held at the facility. Land Use Bylaw 1P2007 sets out specific parking requirements for Care Facilities.
- ▶ **Safety/Security:** Neighbours frequently express concern over the safety of children and the security of their property. Perceived potential increase in noise, vandalism or nuisance may be an issue. Drug and alcohol policy onsite may arouse some curiosity. Misinformation regarding occupants may be at the root of their concerns. It is worth taking time to address notions that cause apprehension.
- ▶ **Proximity to Other Care Facilities:** The Land Use Bylaw 1P2007 states that in the case of care facilities locating within 300m of each other, a community impact and integration assessment should be undertaken to determine what kind of effect, if any, will result.
- ▶ **Location within the community:** A location with lesser access to a range of transit services may be seen as unsuitable. Lots on the periphery of a community and on the corner of the block are considered more appropriate locations, and if the intensity of use is high, collector and arterial roads are preferable to smaller, mostly residential roads. Other contextual considerations include the existing demographic composition of the neighbourhood – who lives there – and whether it will prove compatible with new residents.
- ▶ **Density of Development and Aesthetic Fit:** If its density does not conform to



the surrounding area, it is possible that the intensity of use of the facility will be inappropriate for the neighbourhood. Aesthetically, a project will be more successful if it fits in with or enhances its surroundings. Charters – sometimes ‘design briefs’ – are often available from the community associations that create them, and though they are not binding, the association may choose to include the visual merit of a project in their consideration.

“The largest opposition arises from communities when they get the impression of being... ‘rushed’ to comment on matters which feel to them as ‘pre-decided’... The more time that can be provided to residents and C.A. boards – so that they can participate as genuine part of the consultative process – the more time available to gain understanding within the populace about inclusion, specific merits and benefits of potential sites within the community, as well as the ‘buy in’ factor via familiarity with the subject at hand.”

- Peter Rishaug, Sunalta Community Association

- ▶ Potential Reduction of Property Values: Though some community residents have reported being unaware of the presence of care facilities in their vicinity, others worry that it will result in a loss of value on their property.
- ▶ Funding and Feasibility: Community residents may wish to have an idea of the source of funding of an operation that is installing in their neighbourhoods. This provides them with confidence that the agency will be accountable for their actions and that it has the resources to fulfill its commitment to quality care.
- ▶ Schedules: Adjacent neighbours may express concerns regarding operating hours of the facility. If it is to be left regularly unattended at any time – for instance, after business hours – this may be perceived as a safety risk.
- ▶ Non compliance with statutory documents: If the Care Facility is not in line with any of the local Area Redevelopment Plan, the Land Use Bylaw, the Municipal Development Plan, or the Blue Print for Social Action, to cite several – then it may face opposition.

Any of these issues may be raised in appeal of a Development Permit approval. The Development Authority does not hear appeals regarding the users of a specific property – if a community opposes an applicant’s development, they are required

to protest on grounds of the land use or the impact the facility may have on surrounding properties.

However, resistance to new developments may be due to unfamiliarity with the agency, its operations, or residents, and much apprehension can be dispelled by a good relationship with the community.



6.0 HOW DOES AN APPLICANT CREATE A RELATIONSHIP WITH THE COMMUNITY?

Communication with your future neighbours is one of the most effective ways to promote mutual understanding. This establishes accountability on the part of the agency and the receiving community, and it galvanizes commitment to a working relationship – to the advantage of both sides.

Early involvement cannot be emphasized enough. Agencies that get involved with the relevant association before the Development Permit application process begins – and regardless of whether a D.P. application is necessary – will benefit greatly from local support thanks to their efforts in engagement with the community.

Local Aldermen are also an important source of support. When consulted in advance, they can support the placement of the facility through their knowledge of procedure and ease of communication with the community.

One of the best ways to build good community relations is the Good Neighbour Agreement.

6.1 What is the Good Neighbour Agreement?

The Good Neighbour Agreement should be part of an integrated communication strategy that begins early. It is an opportunity to provide neighbours with accurate information and form relationships by opening the lines of communication. Once an application is made, it may be necessary to have subsequent neighbourhood meetings to answer questions and allay concerns.

The Good Neighbour Agreement is negotiated between parties to acknowledge commitment to building a mutually beneficial

relationship and forming a communications plan. Agreements can be formally negotiated, though remain voluntary and without legally binding language.

The Good Neighbour Agreement is intended to increase understanding by:

- ▶ supplying basic information about the nature of the facility and its operation,
- ▶ identifying a process for regular communication with the facility's neighbours,

- ▶ providing a method of resolving compatibility problems.

The Good Neighbour Agreement opens the door and sets the table for advocate and nimby alike. The former accepting that its inclusion into a community is not without condition or compromise and it's work for the greater social good does not negate its responsibilities at a neighbourhood level. For the later it presents an opportunity not only to be heard but to shape outcomes. A process such as the good neighbourhood agreement might very well be a pathway back through the current democratic atrophy where NIMBY evolves into citizen participant.

-Marvin Quashnick, Thorncliffe-Greenview Community Association (participant in Calgary's first ever Good Neighbour Agreement with Fresh Start Recovery Centre)

Each Good Neighbour Agreement will be unique and requires collaboration between adaptive, creative and dedicated team members.

Existing facilities without an Incident Log or Good Neighbour Agreement may wish to consider implementing these options.

A plan should also be made for further communication dates and methods of notifying the community about changes in operations or management. Contact names and phone numbers can be exchanged for both parties to facilitate communication.

The Good Neighbour Agreement is subject to review at scheduled intervals to evaluate its success. Committee meetings are especially relevant during the initial operating period, but regular communication is essential to continued success.

“A detailed operational protocol was developed through the course of this engagement process, and by the time the proposal went to a special session of the Subdivision and Development Appeal Board, the community association was in support of the temporary shelter. A roundtable stakeholder group was created to address operational concerns, and it met only a few times because issues failed to materialize with the operation of the shelter.”

-John McDermid, Crescent Heights Community Association



Each Good Neighbour Agreement varies in content depending on its authors and the issues that matter to them, but can include:

- ▶ Introduction to the agency, its mandate, and history.
- ▶ Outline of who the residence serves, how it operates, and what kind of impact to expect – from outdoor smoking policy to client behaviour standards.
- ▶ Discussion of staffing and street parking addresses how many people are present for onsite supervision and when.
- ▶ Community participation in the form of events, media, emergency response, or educational programs.
- ▶ A grievance or ‘escalation’ plan to deal with conflict.
- ▶ The plan will identify someone in particular to hear complaints as well as a timeline for response.
- ▶ Contact information for higher authorities can also be provided in the unlikely case of failure to resolve.
- ▶ The agency may consider keeping an incident log.
- ▶ It allows the administration to record complaints, follow-ups and resolutions achieved, as well as documenting encounters that demonstrate the positive role that a facility can play in its neighbourhood.
- ▶ A meticulous record provides the City and the neighbourhood valuable insight about the impact of care facilities.

“We are hopeful that this Good Neighbour Agreement may indeed signify a genesis of process. It has the potential to redefine the interplay between citizens, government, NGO’s, and developers alike. The good neighbour agreement, we feel is a cautious baby step in the right direction. It may not be legally binding but instead derives its strength from being an exercise in trust and an instrument of communication.”

– Marvin Quashnick, Thorncliffe-Greenview Community Association (participant in Calgary’s first ever Good Neighbour Agreement with Fresh Start Recovery Centre)

6.2 When Should a Good Neighbour Agreement be Initiated?

Serving as a good neighbour makes good business sense for a service provider, by promoting social responsibility practices into business decisions. Recognizing and upholding these types of agreements maintain the integrity of the provider, while promoting the values of the community into their every day practices.

A Good Neighbour Agreement should be part of a proactive community engagement approach when a new Care Facility locates. It can be initiated prior to or during development to promote integration and mitigate community concerns.

Existing Care Facilities can also enter into Good Neighbour Agreements with their community, to help maintain relationships and provide awareness to new residents or those unaware of the facility. Overall, a Good Neighbour Agreement is a tool which builds relations with the community and can occur at any time.

6.3 What is The City of Calgary's Role in the Good Neighbour Agreement Process?

The City of Calgary recognizes the importance of Care Facilities in providing invaluable support to Calgarians. The Land Use Bylaw and related policy only goes so far, however, after which cooperative and innovative applicant-community relations do much of the work of building capable, compassionate neighbourhoods. With these measures in place, successful integration into the community is much more likely.

The City of Calgary encourages the utilization of Good Neighbour Agreements to develop open dialog and ongoing working relationships between agencies and the affected stakeholder groups. The City of Calgary will help initiate discussions between stakeholder groups and help outline best practices during the process. Involvement in the Good Neighbour Agreement process is voluntary and success is dependent on each party's commitment to find resolutions to concerns and mitigate issues.

The City of Calgary will not enforce the Good Neighbour Agreement as it is not a legally binding document. However, the development of such socially responsible agreements encourages accountability and cooperation while promoting good will and mutual understanding between the stakeholders involved. The Agreement can be reviewed and updated as needed and agreed upon by the two parties involved.



The City of Calgary is not part of this agreement and will not enforce an agreement between two outside parties. Independent of the Good Neighbour Agreement, the City of Calgary will enforce development permit conditions and relevant City of Calgary Bylaws.

The City of Calgary views the Good Neighbour Agreement initiative as one which builds a long term relationship where both parties remain accountable and open to each other during the operation of a Care Facility.

– Municipal Development Plan 2.3.1

A development permit is required for most new construction or change of use which ensures that the proposed development is appropriate, and that the Land Use Bylaw rules and all applicable policies are taken into consideration.

7.0 HOW DOES AN APPLICANT RECEIVE CITY OF CALGARY PLANNING APPROVAL TO LOCATE A CARE FACILITY?

Before establishing a Care Facility, an appropriate site must be chosen and a Development Permit obtained. Within each land use district, there are allowable uses designated as either Permitted or Discretionary.

In all districts where they are listed as a use under the Land Use Bylaw, Care Facilities are designated Discretionary. This means the Development Permit application process is subject to assessment by the Development Authority and open to input from the Public.

7.1 What is a Development Permit?

- ▶ A Development Permit is necessary for most new construction or any change in use of land or buildings.
- ▶ It ensures that the proposed use is allowable, and that the Land Use Bylaw rules and all applicable policies are taken into consideration.
- ▶ It provides for an opportunity to assess the impact of the new development on neighbouring properties.

7.2 Which steps are necessary to the Development Permit approval?

- ▶ The site's land use district needs to be determined before the applicant can start.
- ▶ Most facilities can be located in residential and some commercial areas.
- ▶ Emergency shelters need to be located where they are accessible to those experiencing homelessness, and fall under direct control of City Council.
- ▶ Temporary shelters require a Special Purpose City and Regional Infrastructure or Direct Control district.
- ▶ If a Care Facility is not listed as a discretionary use in that district, a Land Use Redesignation Application is required.



- ▶ Next, the requisite Building Permits and Development Permits need to be determined.
- ▶ Building Permits are necessary for new structures and any changes or additions to the building itself.
- ▶ Development Permits are necessary for change of use of the building or land use, new/addition to/replacement/repair of buildings, and change of intensity of land or building use.

7.3 When does an Applicant engage the City of Calgary Planning Department?

- ▶ The City of Calgary gets involved at the pre-application assessment stage.
- ▶ To set up a pre-application meeting, call 403-268-5311.
- ▶ City of Calgary planners will advise on plans, answer questions related to the proposal, review the D.P. process and requirements, and provide useful contacts.
- ▶ The City of Calgary strongly urges applicants to establish an open and mutually respectful relationship with the community and its association before the application is made.
- ▶ This can ease future interactions and make the facility a welcome addition.
- ▶ The Federation of Calgary Communities maintains contact info for all communities and is accessible online.

7.4 How does the City of Calgary Assess a Care Facility Application?

- ▶ The application is made to the Development Authority, who assigns it a Planning Generalist.
- ▶ The Planning Generalist makes comments on the plans from a planning perspective before circulating them, along with relevant information, to the Corporate Planning Applications Group (CPAG)
- ▶ CPAG includes the departments of Planning, Urban Development, Transportation and Parks within the City
- ▶ Enmax, Community Associations and the Alderman, Police and Fire Departments are also circulated.
- ▶ During this process, certain Development Permits require notice posting for a time period prescribed by the Land Use Bylaw.

- ▶ A blue sign on the property notifies the public of the application.
- ▶ When all circulation comments are received the Planning Generalist sends a Detailed Team Review to the applicant with any changes to the plans requested.
- ▶ Once the applicant makes the changes to the plans, they are resubmitted and re-evaluated.
- ▶ The file then either goes for approval by the Development Authority or the Calgary Planning Commission or an additional Detailed Team Review is sent out.

7.5 What Happens when an Application is Approved?

- ▶ If approved, the Development Permit is advertised in the newspaper the Thursday following approval for 2 weeks.
- ▶ Neighbours who submitted comments to the Planner are notified with instructions on where to submit a notice of appeal.
- ▶ The Community Association receives a set of approved plans if the Community Association commented on the Development Permit,
- ▶ This provides affected or neighbouring parties an opportunity to voice their support or appeal the approval.
- ▶ They will be more ready and able to actively support a plan that they have been involved with since inception.

7.6 What happens if an Application is Denied?

- ▶ The Development Authority may deny the Development Permit
 - If it does not meet the rules of the Land Use Bylaw,
 - If it does not conform to the Area Structure Plan or Area Redevelopment Plan (available by calling 403-268-5311),
 - Or at the discretion of the Authority if the plan does not match planning, engineering, transportation or parks rationale.
- ▶ Applicants are notified with instructions on where to submit a notice of appeal.

Early, open and frequent communication keeps all parties informed and involved, and mobilization of community support is key to a project's success during and after the D.P. application process.



8.0 SUMMARY OF STEPS FOR APPLICANTS WHO WISH TO LOCATE A CARE FACILITY

- ▶ This process when locating a Care Facility is about more than meeting City of Calgary planning requirements.
- ▶ It is about creating a partnership among neighbours with a commitment to co-operation.
- ▶ Both sides win when engaged and communicating.
- ▶ A combination of the Development Permit application process and Good Neighbour Agreement techniques can lead to mutual enjoyment of the relationship.

8.1 Locating a Care Facility in 8 Steps

1. Land Acquisition and Suitability:

Consider how the subject site and access to public transportation and important amenities will serve the needs of your residents and staff while considering the land use district of the parcel in order to obtain a Development Permit for the proposed application.

2. Community Contact:

Identify and contact the existing and surrounding communities where the Care Facility application is locating alerting them of the proposed development.

3. Surrounding Neighbour Communication:

Identify and contact the surrounding neighbours of the subject site and provide them with an initial Neighbourhood Communication Letter (see Appendix I below for a sample).

4. City of Calgary Contact

Call 403-268-5311 to set up a meeting with a planner to evaluate City of Calgary requirements for the proposed application.

5. Good Neighbour Agreement

Consider negotiating a Good Neighbour Agreement (see Appendix II below for an outline) or creating a similar Neighborhood Communication Plan which sets up an open and communicative relationship with the community outlining how the operator will maintain neighbourhood relations and respond to community concerns, while;

6. Development Permit Application

Making a Development Permit Application as per Land Use Bylaw

7. Community Support

Results have shown that if this process is followed, more often than not, community approval is achieved and operators are successfully able to locate and integrate their Care Facility

8. Maintenance of Relationship

Once the Care Facility has located and begun operating, it is imperative to maintain a strong relationship with the community and the surrounding neighbour in order to monitor and respond to any issues which may arise, and enhance existing relationships.

Development Permit applications can be made between the hours of 8 a.m. and 4:30 p.m. at:

The City of Calgary

Development & Building Approvals

Customer Advisory Services Counter

3rd floor, Calgary Municipal Building

800 Macleod Trail S.E.

Calgary, Alberta T2P 2M5

For inquiries call 403-268-5311 between 8 a.m. and 4:15 p.m.



9.0 KEY POINTS TO CONSIDER WHEN LOCATING SPECIFIC CARE FACILITY SECTORS

In 2009, the City of Calgary in partnership with the Federation of Calgary Communities hosted a ‘Good Neighbour Agreement Workshop’ which provided community members and agency representatives an opportunity to share their opinions on the key points to consider when locating specific types of Care Facilities and what were the main issues communities and agencies encounter when trying to locate that facility type.

The intent of the workshop was to look at more closely what issues affect and impact specific Care Facilities when they try to locate, and what principles those facilities could use in a Good Neighbour Agreement to help mitigate concerns and build relationships with the community to better integrate the facility.

The information gained during the workshop is provided below, and aims to provide Care Facility Operators of the sectors outlined and Communities a more in depth insight into the key issues and initiatives which need to be addressed in order to locate specific Care Facility sectors.

9.1 Key Points to consider when locating a Halfway House facility.....

1) **Why is this sector important?**

- ▶ Helps to improve short and long term community safety
- ▶ Serves a high demand of individuals looking to re-integrate back onto society
- ▶ An important part of ‘continuum of release’ from institutional to residential setting

2) **Where should it be located?**

- ▶ Close to public transit, employment and amenities
- ▶ Within residential communities to help encourage a gradual transition and,

- ▶ Where residents can build positive links to a community
- 3) What are some of perceived impacts when this sector locates?**
- ▶ Crime and safety issues will increase
 - ▶ Concentration of individuals coming out of corrections in a community
 - ▶ Cumulative impacts with other similar facilities
- 4) What is the agency and communities role in helping integrate this facility?**
- ▶ Contact and engage with the community at an early stage
 - ▶ Partnership and planning during the locational process
 - ▶ Providing accurate and timely information to the community
 - ▶ Responsibility as the community to understand greater social needs and accept a City Wide responsibility to make Calgary a safer place
 - ▶ Provide opportunities for resident integration (membership to sports facilities etc)
 - ▶ Community can promote itself as an inclusive community which promotes integration and 'notion of citizenship'
- 5) What are the key points to include in a Good Neighbour Agreement for this type of facility?**
- ▶ Encourage ongoing processes for communication in a respectful manner
 - ▶ Lay out key mitigation strategies related to community concerns
 - ▶ Communicate rules clearly (curfews, no drugs/alcohol, consequences of infractions)
 - ▶ Outline involvement of case workers
 - ▶ Identify main contact person to address concerns
 - ▶ Create an individualized response to community concerns
 - ▶ Outline opportunities for positive community interaction (shovel sidewalks etc)
 - ▶ Outline opportunities for community support (community memberships etc)
 - ▶ Involve Calgary Police Service as an advocate / stakeholder

Contact and engage with the community at an early stage.....



9.2 Key Points to consider when locating a Seniors facility.....

1) Why is this sector important?

- ▶ Providing an important housing and care service to a growing demographic
- ▶ Serving the emerging 'baby boomer wave' of older adults
- ▶ Importance of aging in place
- ▶ Paradigm shift away from large scale facilities towards smaller residential based facilities

2) Where should it be located?

- ▶ Close to public transit, shopping, food, entertainment, clinics and hospitals
- ▶ Close to intergenerational facilities such as schools and daycares
- ▶ Within residential areas to avoid social isolation
- ▶ Should not be located close to operations with high noise levels

3) What are some of perceived impacts when this sector locates?

- ▶ Building form (must ensure attractive well designed buildings)
- ▶ Increased parking issues
- ▶ Over concentration of seniors facilities

4) What is the agency and communities role in helping integrate this facility?

- ▶ Contact and engage with the community at an early stage
- ▶ Early consultation with community association
- ▶ Community participation (acceptance) including surrounding businesses
- ▶ Acceptance of naturally occurring aging population
- ▶ Encourage mixed models and creative shared accommodation designs
- ▶ Agency must take on the role of an 'educator' to help support the need for this sector
- ▶ Community can promote itself as an inclusive community which promotes integration and 'notion of citizenship'

5) What are the key points to include in a Good Neighbour Agreement for this type of facility?

- ▶ Clear communication plan
- ▶ Sector information (seniors supply and demand)
- ▶ Agency track record
- ▶ Outline dispute resolution processes – focusing on compromise
- ▶ Address security issues
- ▶ Plan mutually benefiting events (community and seniors)
- ▶ Create initiatives to make seniors feel valued and involved in the community

Locate close to public transit, shopping, food, entertainment, clinics and hospitals.....

9.3 Key Points to consider when locating a Special Needs facility.....

1) Why is this sector important?

- ▶ Access to adequate and affordable accommodation for those with special needs
- ▶ Specialized accommodation and services to reflect those needs
- ▶ Increases housing choices and promotes safety and an easy living environment
- ▶ Promotes community and inclusivity

2) Where should it be located?

- ▶ Close to public transit, shopping, food, entertainment, clinics and hospitals
- ▶ Close to community facilities (library's, recreational facilities etc)
- ▶ Where the site is physically accessible (appropriate sidewalks and pathways)

3) What are some of perceived impacts when this sector locates?

- ▶ Traffic and handi-bus activity
- ▶ Perception of low income residents
- ▶ Facility serving 'different people'



- ▶ Over concentration of facilities serving one type of resident

4) What is the agency and communities role in helping integrate this facility?

- ▶ Contact and engage with the community at an early stage
- ▶ Increase knowledge and information of the facility and it's residents
- ▶ Identify local needs
- ▶ Agency to have an open door policy
- ▶ Open communication with residents of community
- ▶ Acknowledgement that a community that is accessible and which provides special needs housing options benefits the whole community
- ▶ Community associations can help to engage and attract residents to their community
- ▶ Community can promote itself as an inclusive community which promotes integration and 'notion of citizenship'

5) What are the key points to include in a Good Neighbour Agreement for this type of facility?

- ▶ Information about agency
- ▶ Point of contact person
- ▶ Track record
- ▶ Number of residents and need being served
- ▶ Traffic mitigation strategies
- ▶ Importance of location
- ▶ Plan mutually benefiting events between the community and the residents
- ▶ Resolution process

Plan mutually benefiting events between the community and the residents.....

9.4 Key Points to consider when locating a Youth facility.....

1) Why is this sector important?

- ▶ Care and support for youth 12-24 years you are in need of safety and education
- ▶ Provides reintegration and rehabilitation for Youth in a residential setting
- ▶ Help grow responsible citizens of tomorrow
- ▶ Integration of family and community supports
- ▶ Provides early intervention to meet youth and help rebuild their lives
- ▶ Serves youth where they are located, in communities close to their schools

2) Where should it be located?

- ▶ Close to schools, public transit, recreation facilities and parks
- ▶ Close to established and safe community areas
- ▶ Within residential communities to create a network of support

3) What are some of perceived impacts when this sector locates?

- ▶ Crime, noise and vandalism in the community Fear of a lack of supervision of the youth
- ▶ Increased traffic, parking and noise
- ▶ Increased number of 'visible' youth Fear of the unknown / background of youth

4) What is the agency and communities role in helping integrate this facility?

- ▶ Contact and engage with the community early
- ▶ Provide education to ensure transparency with the community
- ▶ Know, understand and respond to community concerns
- ▶ 'Market' community as an important location and how it provides for youth
- ▶ Engage local schools, businesses and recreation facilities to create relationships
- ▶ Communicate concerns from the community respectfully and care / accept youth
- ▶ Understand and support agency mandate



- ▶ View the youth residents as positive members of the community
- ▶ Involve the greater community in youth integration initiatives
- ▶ Community can promote itself as an inclusive community which promotes integration and 'notion of citizenship'

5) What are the key points to include in a Good Neighbour Agreement for this type of facility?

- ▶ Start communication early
- ▶ Agency mandate, policies, background and program
- ▶ Ongoing communication initiatives (newsletters, open meetings etc)
- ▶ Establish a complaint resolution process
- ▶ Celebrate successes
- ▶ Involve Calgary Police Service as a stakeholder
- ▶ Create initiatives for the youth/agency to work together with the community

Know, understand and respond to community concerns.....

9.5 Key Points to consider when locating an Addictions facility....

1) Why is this sector important?

- ▶ Contributes to the solution of community and city wide addictions ad social issues
- ▶ Cost avoidance (prevents the estimated cost of \$100,000 care per person in the public system)
- ▶ Return of investments – helps to create individuals who can contribute to society
- ▶ Rehabilitation and reintegration of for adults in a community setting

2) Where should it be located?

- ▶ Close to public transit, amenities and recreation facilities
- ▶ Close to health care and clinics

3) What are some of perceived impacts when this sector locates?

- ▶ Concerns about residents and increased crime
- ▶ Lack of knowledge and awareness regarding the mandate of facilities
- ▶ Increased traffic and activity around facility
- ▶ Visible increase in residents around facility
- ▶ Over concentration of facilities in the community

4) What is the agency and communities role in helping integrate this facility?

- ▶ Contact and engage with the community at an early stage
- ▶ Know and understand community values and demographics
- ▶ Research community and know about existing services, amenities and transportation
- ▶ Communicate concerns from the community respectfully and be open
- ▶ Talk to other communities where addictions facilities are located in
- ▶ Find out about agency, research track record etc
- ▶ Community can promote itself as an inclusive community which promotes integration and 'notion of citizenship'

5) What are the key points to include in a Good Neighbour Agreement for this type of facility?

- ▶ Start communication early
- ▶ Open question period to begin discussions
- ▶ Clear outline of roles and responsibilities of the agency
- ▶ Establish reassurance factors (complaint / dispute process, logbook)
- ▶ Follow City of Calgary rules and land use requirement
- ▶ Commitment to the stakeholder group and ongoing communication

Research the community and know about existing services, amenities and transportation.....



APPENDIX I

NEIGHBORHOOD COMMUNICATION LETTER

Sample letter as part of Good Neighbour plan

This letter was written on behalf of the Accessible Housing Society to its neighbours in Calgary. Though the site is not a special care facility according to the Land Use Bylaw, the agency has taken this measure to ensure a good relationship is developed in the area. This letter is the first step in increasing awareness of the agency's project and engaging community members.

Dear Community Members,

It is with great pleasure that Accessible Housing Society announces the purchase of #915 and #917 23rd Ave NW. Established in 1974, Accessible Housing Society is a non-profit organization and registered charity with a mandate to create opportunities for safe, affordable, barrier free housing for individuals with mobility issues.

The home is owned and maintained by Accessible Housing Society. Both sides of the property will provide housing, care and support services to people with physical disabilities or mobility issues.

Over the next several months, AHS will be hiring contractors to complete renovations to both units. These renovations will allow both units to be fully accessible and ensure that the residents moving in can thrive in their home and community. Most of the construction will take place in the home, with the exception of porch lifts on both sides of the property to create easier access for those that may be using wheelchairs or other mobility devices.

We want to work with our neighbors and the community at large to ensure our residents are well integrated into the community, that they are able to maximize their independence, as well as take into account any questions or concerns you may have.

Please feel free to contact me by phone or to arrange for a face to face meeting to respond to questions or potential concerns you may have. We will work with you in any way we can to ensure our residents can be successful in the Mount Pleasant Community.

Sincerely,

Carrie Field

Program Manager

Residential Care and Support Services

Phone: (403) 735-2427

E-mail: carrie@ahscalgary.ca

www.ahscalgary.ca



APPENDIX II

GOOD NEIGHBOUR AGREEMENT OUTLINE

These guidelines are intended to assist operators and communities in preparing a Good Neighbour Agreement. These suggestions are not exhaustive or absolute. The Good Neighbour Agreement may contain different information than is suggested here as each facility, and the neighbourhood it is located in, is unique.

PROCESS

Establishing early communication with affected communities as a way to identify potential impacts and concerns is imperative when initializing a Good Neighbour Agreement. Creating and Implementing a Good Neighbour Agreement is a several step process that requires the commitment of a ‘stakeholders group’ made up of the service provider and community representatives, as well as other interested parties. A facilitator could also be chosen to help support the process.

Initially, the stakeholders group meets to discuss issues they would like resolved and mitigated within the Agreement. This early stage may also involve identification of additional stakeholders who should be brought to the table. Subsequent meetings include the formation of principles and provisions to be included with the agreement.

Parties can then sign off on the agreement, and begin the process of implementing the initiatives. Agreements can be renewed on a yearly basis or as when seen appropriate.

Below is an outline of a 'typical' good neighbour agreement

Describing the Facility and its Operation

The community may have misconceptions about your facility or you may have new neighbours who are unfamiliar with your facility. A part of the regular Good Neighbour Agreement strategy should be a brief but complete description of your facility and its operation. Describe it in terms of the outward effects the neighbours will experience.

- ▶ Operator description
- ▶ Address and description of the facility
- ▶ Nature of the service and the number of residents served
- ▶ Resident profile and protocol
- ▶ Funding/Ownership
- ▶ Staffing and parking
- ▶ Property maintenance

Maintaining Neighbourhood Relations

- a) Indicate in what form, how often, and with whom regular communication will take place.
- b) Indicate how operational changes will be communicated to the community.
- c) Indicate other ways in which the operator and the community intend to foster good neighbourhood relations.

Responding to Complaints and Concerns

- a) Indicate who the community can contact to express a concern or complaint.
- b) Indicate what the complaint resolution process and record keeping method is. Records should be archived so that they may be reviewed in case of a dispute.
- c) Indicate how the complaint will be dealt with in a timely fashion.



Resolving Disputes

- a) Indicate what mechanisms are in place for resolving disputes.
- b) Indicate who else may be contacted to assist in resolving a dispute.