

WE ARE NAIOP CALGARY



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Real Estate Excellence Awards

This year NAIOP Calgary Chapter presented its inaugural Real Estate Excellence (REX) Awards, recognizing the best of the best in our local commercial real estate industry.

The awards committee received many high-quality entries across all categories, making the choice of recipients exceptionally challenging.

Individual Awards include the Lifetime Achievement Award, and the Developing Leader Award. Project Award categories include office lease, office development, industrial lease, industrial development, investment deal, and retail/mixed use development.

Each recipient represents the significant innovation, creativity,

and leadership that defines Calgary's commercial real estate sector. Award recipients were recognized at the successful and very well-attended REX Awards Gala, held on November 22 in downtown Calgary.

See page 10 of this newsletter for a complete list of award recipients.

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Industry/City Work Plan

In January City Administration will present their fourth Industry/City Work Plan progress report to Council. Though industry remains supportive of the Work Plan, concerns over limited progress to date have been voiced.

On January 15, 2018 Administration presented their most recent Industry/City Work Plan update to Council's SPC on Planning and Urban Development. In the nearly two years since the Work Plan's

creation many significant issues have been identified and discussed, however progress towards addressing the same remains limited.

In a joint letter BILD Calgary Region and NAIOP expressed frustration with this lack of progress, citing the risk aversion and governance structures Administration must work under as significant barriers. A number of established area developers made a separate submission expressing their concern over the lack of material change

over the last two years, highlighting securities requirements and fees as persistent barriers to redevelopment. Industry stakeholders continue to support the Work Plan's general intent and approach, and look forward to future collaboration under the Work Plan framework.



Photo credit: [Uli Harder](#)

New Community Growth Strategy

Key 2018 Work Plan initiatives include: establishing the strategic growth decision making framework, developing capital project recommendations, and implementing off-site levy reporting improvements.

In 2017 Council revised Outline Plan/Land use application fees, and approved changes to the Municipal Development Plan allowing Outline Plans to be submitted prior to Growth Management Overlay (GMO) removal. This regulatory change in particular will allow for more accurate costing of infrastructure requirements and should alleviate the bottleneck caused by GMO requirements having to be resolved before the City would accept an Outline Plan/Land Use Redesignation application. Administration and BILD Calgary Region are currently finalizing procedures for GMO removal. In addition, Administration and industry have agreed upon guiding principles for identifying alternative financing methods for infrastructure-related capital costs.

In 2018 Administration and industry will work together to recommend infrastructure projects for the 2019-2022 budgeting cycling. The New Community Growth Strategy Working Group will identify appropriate options and clarify expectations for developers wishing to advance projects ahead of City budgets, by providing alternative infrastructure financing. The off-site levy reporting process will be revised to incorporate identified improvements.

Established Area Strategy

Key 2018 Work Plan initiatives include: examining possible fee reductions associated with redevelopment projects, piloting a site-specific utility information

request process, and reviewing underutilized road right-of-ways.

In 2017 Administration implemented improvements to the Centre City levy reporting process, and began work on formalizing infrastructure improvement criteria for redevelopment projects, among other initiatives. The online Corporate Planning Applications Group Directory was also launched, providing applicants with convenient access to staff contact information.

In 2018 the Established Areas Working Group will examine potential fee reductions related to density bonusing, permit and hoarding fees, and excavation and shoring securities. Water Resources is currently examining options for an online utility information request tool, to be launched in 2018 for Established Area communities. Administration will also examine key corridors for underutilized rights-of-way serving to hinder redevelopment.

Industrial Strategy

Key 2018 Work Plan initiatives include: finalizing and publishing educational materials, coordinating inputs into the 2019-2022 budgeting cycle, and conducting research on Calgary's industrial land advantage.

In 2017 the Industrial Strategy Working Group gathered key information on Calgary's industrial land uses and employment, which will help inform a city-wide Industrial Strategy. The Industrial Education sub-committee established a communications plan to guide engagement with Councillors, the public, and interested stakeholders. A sub-working group was also established to examine utility pipe sizes in industrial areas.

In 2018 the Working Group will complete work on materials highlighting the status and importance of Calgary's industrial sector. The Working Group will also share information with Administration to help inform 2019-2022 capital budget

recommendations, and further explore the value proposition for industrial development in Calgary in relation to the broader region.

Continuous Process Improvements

Key 2018 Work Plan initiatives include: reviewing the application Standard Comment Library, Transportation Impact Assessment processing, and the application circulation process.

In 2017 the Continuous Process Improvements Working Group completed several projects across the applications continuum. The Construction Complete Certificate/Final Acceptance Certificate (CCC/FAC) process review is now complete, and identified improvements are being implemented. Many smaller process improvements have been made, including shortened review timelines for site grading and row house applications, increased approval authority for building inspectors, and file manager training on processing revised plan applications.

In 2018 the Working Group will begin a narrowed, combined review of the application Standard Comment Library and the Detailed Team Review Template. The previous Identification and Submittal of Supporting Documents project has been reduced in scope to a review of Transportation Impact Assessment processing. The application circulation process will also be reviewed in 2018, with a focus on improving consistency.



Photo credit: [Bill Longstaff](#)

Centre City

Downtown Parking Strategy

Downtown office developers will soon be allowed to build parking to full Land Use Bylaw ratios. This is a significant achievement for development advocates, and a positive change for industry.

City Council has in principle approved changes to the downtown parking policy, and directed Administration to bring forward amendments to the Land Use Bylaw, Area Redevelopment Plans, and other relevant policies by Q1 2018. This is

the first time in over 30 years that industry has successfully advocated for changes to downtown parking regulations.

The cash-in-lieu program is being concluded. Instead, developers will have the option to either build parking to the full ratios allowed under the Land Use Bylaw or to reduce stalls constructed by up to 50% by contributing to a dedicated fund for improving downtown cycling, pedestrian, and public realm improvements. Once the City-owned East Village parkade

is completed, the remaining cash-in-lieu funds will be exhausted. Existing City-owned parkades will be maintained to honor previous parking reductions made under the cash-in-lieu program.

These positive developments are a direct result of continued NAIOP advocacy over the last two years, in this case working closely with BOMA Calgary. We thank The City of Calgary, all NAIOP members, as well as BOMA staff, for their work to bring about these changes.

Centre City Levy

In response to industry concerns, City Administration has begun reporting on Centre City Levy fund management in greater detail. NAIOP and other industry groups welcome this increase in transparency.

On June 14, the City of Calgary's SPC on Planning and Urban Development (PUD) received the 2016 Centre City Levy annual report. This levy, in place since 2007, includes fees for enhancing pedestrian, recreation, transit, utilities, and other

infrastructure in the Centre City.

The 2016 levy amount was \$4,710 per metre of a development's frontage on avenues (east-west). In total, \$2,590,520 was collected and \$4,347,515 was spent this past year. In total, \$7,208,972 remains in reserve. Major projects included the 8th and 1st Street SW underpass enhancements, and contributions towards Calgary's new Central Library. Annual reports now include detailed breakdowns of money collected and spent, including funds spent by project. Amounts are further disaggregated by

levy sub-categories, and by budgeted and actual amounts. The Centre City Levy is slated for review in 2017-2018, as part of the Industry/City Work Plan. In this case, NAIOP advocacy has resulted in increased transparency around one of the many development fees collected by The City of Calgary.

NAIOP is also advocating for a more comprehensive review of levies, fees, and changes affecting downtown development. It is our preliminary view that there is some overlap.



Photo credit: [Bernard Spragg](#)

Centre City Enterprise District

The approved Centre City Enterprise District removes certain permit requirements in the downtown core. These amendments to the Land Use Bylaw took effect June 26, 2017.

Following advocacy by NAIOP members participating in Calgary Economic Development's Real Estate Advisory Committee, City Council approved the proposed Centre City Enterprise Area

at their June 14, 2017 meeting. Effective June 26, 2017 Development Permits are generally no longer required for changes of use, exterior alterations, and small additions within the Commercial Core, Downtown West, and the Beltline community districts. This increases certainty, and reduces leasing transaction timelines in these areas.

Some limited exemptions apply, including for buildings listed on the Inventory of

Evaluated Historic Resources and potentially high-impact uses such as liquor stores and nightclubs. Chinatown, Eau Claire, and East Village are excluded from the Enterprise Area due to their residential character and new policy recently established for those neighbourhoods.

A similar program is now being pursued by NAIOP for the balance of the city, including industrial and suburban office areas.

Development in Proximity to Rail

Over the past three years The City has worked closely with private sector stakeholders to develop a made-in-Calgary policy framework for development near railways. Key objectives include protecting public safety and buildings, while maximizing development potential.

In response to the 2013 Guidelines for New Development in Proximity to Rail Operations, released by the Federation of Canadian Municipalities ("FCM") and the Railway Association of Canada, City Council has directed Administration to develop policy for development near rail corridors.

The Interim Approach is flexible and will be updated to respond to findings from the Baseline Risk Assessment. The Interim Approach will be used to guide applications until a Rail Policy is adopted

by City Council, and prioritizes public safety, protecting buildings, facilitating emergency access to the rail corridor, and optimizing the development potential of lands in proximity to rail consistent with the Municipal Development Plan (MDP). As a separate but parallel process, an Access Strategy is being prepared in consultation with The Calgary Fire Department, Calgary Emergency Management Agency (CEMA), CP Rail and CN Rail. The strategy will identify key locations on public lands which must be retained to provide emergency rail corridor access.

In consultation with development and rail industry representatives, The City has retained Dillon Consulting to conduct a Baseline Risk Assessment (BRA) for development in proximity to rail. Using an empirical approach, the assessment focuses on generalized freight risk and

other engineering data to better understand Calgary's risk context. The BRA's study area is the CP freight corridor extending through the Sunalta, Centre City, and Inglewood/Ramsay communities.

Data collection for the BRA has been completed. The BRA itself is currently being finalized. At present, it appears that a sizable amount of land within the study area may not be affected by proposed railway adjacent development restrictions.

Next steps include identifying appropriate levels of mitigation, and drafting policies alongside additional stakeholder consultation. A proposed Development and Rail Policy is tentatively scheduled to be presented to Council in Q2 2018. Land use bylaw and MDP amendments will follow once the policy has been approved.



Photo credit: [Trains in Calgary](#)



Photo credit: [daveblogs007](#)

Green Line Update

On June 26, by a 12-3 vote, City Council approved the entire Green Line alignment and station locations, from Seton in the south to 160th Avenue in the north.

NAIOP, together with BOMA and BILD Calgary Region supports the complete vision of the entire line, with extensions as funding permits, including a fully underground alignment through the downtown area from 16th Street North to Macleod Trail in the Beltline. Industry strongly supports the underground alignment in the Centre City to prevent community division by transit infrastructure, maintain active street level activity and to retain assessed values along the route.

During Calgary's recent municipal election, a leading mayoral candidate expressed a desire to revisit the council-approved downtown alignment for the future Green Line LRT expansion. This despite years of collaboration between the City of Calgary, NAIOP and other stakeholders. This consultation process resulted in Council approving an underground downtown alignment instead of at-grade and elevated options. NAIOP Calgary views this underground alignment as a great benefit to our downtown landlords and tenants, and we view the re-election of the mayor and all incumbent councillors as an endorsement of this decision on the alignment of the Green Line.

Urban Design Review Panel

City Administration undertook a comprehensive review of the Urban

Design Review Panel. NAIOP and several of its members participated as stakeholders. These changes would have expanded the Panel's scope of work, and potentially introduce an additional source of development approval delay.

NAIOP and other industry stakeholders have been working with The City to improve the Urban Design Review Panel (UDRP) process. Changes are intended to provide collaborative discussion on public realm architecture and urban design best practices.

City Administration looked to move this review to earlier in the development permit process. Industry supported this initiative, however it was also suggested that UDRP comment on Outline Plans, which NAIOP and BILD Calgary Region do not support.

NAIOP and BILD successfully lobbied against adding Outline Plans to the UDRP process. In addition, NAIOP Calgary may now nominate a qualified design professional to sit on the Urban Design Review Panel (UDRP).

NAIOP has recently nominated three of its members to serve in this capacity. NAIOP also successfully lobbied for the right to nominate an appointee to the Calgary Planning Commission.

Climate Smart Cities Calgary Study

Building on previous efforts, The City has commissioned a study on local greenhouse gas emissions reduction, to inform an updated emissions reduction plan.

The City of Calgary is partnering with the

University of Calgary and the University of Leeds to develop scenarios for local greenhouse gas reductions. Results will include prioritized lists of recommendations for emissions reduction and suggested implementation strategies. The study's results will inform an updated municipal Climate Change Mitigation Plan.

Four working groups have been created for the study: Building and Energy Systems, Land Use and Transportation, Waste and Consumption, and Natural Systems and Water. Each will examine and make proposals on their subject matter areas. NAIOP has put forward representatives for each working group.

NAIOP is concerned that the study's recommendations could result in additional costs to owners of existing structures through retrofitting requirements, in addition to requirements for new developments. Together with BILD Calgary Region and BOMA, NAIOP Calgary will continue to work with The City to promote reasonable implementation targets and timelines, examine potential avenues for emissions reduction, and promote environmental stewardship broadly.

New CPC Report Procedure

City Administration has recently made changes to Calgary Planning Commission's report submission procedure. Changes are designed to increase customer involvement and quality control. Planning application reports must now be completed three weeks prior to the scheduled CPC hearing date. File Managers are also now required to circulate draft reports to applicants prior to CPC hearing dates. The changes are a direct result of the Continuous Process Improvements initiative of the Industry/City Work Plan, of which NAIOP is part.

Non-residential Phased Tax Program

City Council has approved a temporary phased tax program to reduce 2017 non-residential property tax increases outside the Centre City.

Due decreased downtown property values, there will be a shift in the non-residential property tax burden to parcels outside of the core. To mitigate the impact of the resulting increases in tax, City Council has proposed a \$45 Million program to limit property tax increases.

In NAIOP's opinion, while this program will serve to mitigate the effect of the shift in tax burden away from the downtown for 2017, the program is not sustainable for the long term. It is unlikely that Centre City non-residential property values will increase in the near term, and The City cannot continue to defer property tax income.

Unless City Council is prepared to address the imbalance in tax burden borne between the non-residential and residential sectors, we anticipate that, in the absence of the MGA or Charter City legislation allowing The City to allocate tax burden to multiple commercial classes, non-residential properties outside the core will ultimately absorb the entire burden of the reduced downtown assessment base.

NAIOP GAC members will continue to advocate for sound fiscal management with fair and transparent taxation of non-residential properties.

Accessibility Certificate Program

The Rick Hansen Foundation is working to develop an Accessibility Certification program for commercial and institutional building design. The program uses an empirical ranking system to recognize accessible built environments. A pilot project is currently underway in Victoria, BC and the lower mainland. NAIOP has been engaged as a stakeholder to aid in the program's continued development.

Corporate Approvals Team EXPO

The City's Corporate Approvals Team continues to demonstrate its willingness to adopt a collaborative approach when working with industry stakeholders.

The City of Calgary's Corporate Approval's Team hosted a forum at City Hall on February 22. The purpose of the forum was to educate and inform those involved in the approvals process of the initiatives currently underway that will have an impact on how future developments are planned and approved.

There were several tables set up with City staff members showcasing current policy work as well as process improvement initiatives and other City led projects. The result was an interactive session which resulted in productive dialogue between industry participants and City staff.

One of the takeaways from this event was a sense that there is a genuine interest and willingness by the Corporate Approvals Team to work with industry more collaboratively. NAIOP GAC members fully support this initiative and will continue to advocate for initiatives that contribute to a more effective and efficient approval process.

Development Permit Extensions

City Council has approved extended Development Permit commencement timelines, in addition to extended renewal periods. Under Land Use Bylaw amendments approved by Council on June 12, developers will have up to 6-7 years to begin construction (up from 4-5 years) under approved permits, and be eligible for two consecutive renewal periods of up to two years each. This proposal is a result of the Industry/City Work Plan's Continuous Process Improvements initiative, of which NAIOP is a part.

Health Impact Assessment/ HealthyYYC

At its May 29 meeting City Council approved the Terms of Reference for HealthyYYC, a new initiative to explore how health principles can be integrated into Calgary's planning and urban development systems. A committee composed of Administration and external stakeholders will be created to explore the issue and develop recommendations. Administration will report back to Council in 2019.



Photo credit: [davebloggs007](#)



Photo credit: [Marcel Schoenhardt](#)

MGA Amendments and City Charters

Following three rounds of changes to Alberta's municipal government legislation, the province and the Cities Calgary and Edmonton have turned their attention to City Charters. Details on the Charters however have yet to be finalized.

In recent years there have been many changes to Alberta's municipal government legislation. Three distinct rounds of consultation and legislative change have occurred, resulting in the Municipal Government Amendment Act (Bill 20) in 2015, the Modernized Municipal Government Act (Bill 21) in 2016, and finally An Act to Strengthen Municipal Government (Bill 8) in 2017. Regulations arising from these legislative changes are currently being drafted, with the second tranche of regulations released on July 24. This tranche did not include regulations governing City Charters. These changes

have significant implications for Alberta's development industry. The scope of off-site levies now includes libraries and recreation centres. Levies may now be charged separately and over time. An enabling framework for City Charters has been introduced, as well as taxation tools to incentivize brownfield redevelopment. Municipalities are now required to clearly identify how plans relate to one another, and can now set their own development decision-making timelines. These are only some of many changes.

Bill 20 introduced the broad framework for City Charters, and includes provisions allowing City Councils to make bylaws modifying or replacing prescribed sections of the Municipal Government Act, or other enactments. If there is an inconsistency between the Charter and the MGA or other statutes the Charter would prevail.

The Government of Alberta is in the process of delegating, by regulation, expanded authority to both The City of Calgary and The City of Edmonton through city charters. NAIOP Calgary has advocated extensively for the past three years at both provincial and municipal levels for government to collaborate with the development industry in the drafting of city charters. Following the release of these draft regulations NAIOP Calgary identified to the Province that in their current form the City Charters may be open to legal challenge as an improper delegation of authority (see a copy of our letter appended to this newsletter). We just recently received assurance from the City of Calgary that our industry would be invited to participate in an extensive stakeholder engagement process on its City Charter.

Off-site Levy Regulation

Alberta's new Off-site Levy Regulation came into force on October 26, 2017, introducing important changes to how levies are established, applied, and collected

Prior to the new Regulation coming into force NAIOP, in a joint letter with BOMA and BILD Calgary Region, communicated its concerns to the Alberta Government.

Developers have lost significant bargaining power under the new Regulation. Municipalities are now required to 'consult' - but no longer 'negotiate' - with developers when establishing off-site levies. Furthermore, defining future infrastructure requirements has become solely a municipal role, as opposed to a shared responsibility between municipalities and land developers.

For levy benefitting areas, the new Regulation unfortunately re-iterates the language of its predecessor, despite the concerning practice by some councils to set municipality-wide benefitting areas.

One advantageous change is that off-site levies may now be appealed to the Municipal Government Board within thirty (30) days of a bylaw passing.

Calgary Metropolitan Region Board

The Calgary Metropolitan Region Board Regulation will come into force on January 1, 2018, re-establishing mandatory regional planning in the Calgary area.

In Fall 2017, the Alberta Government posted the draft CMRB Regulation for public comment. While NAIOP, along with BOMA and BILD Calgary Region generally

support the aim of re-establishing regional planning in Calgary, some concerns remain.

Currently, the Regulation provides that CMRB decisions must be supported two thirds of the municipalities, constituting two thirds of the regional population. This gives The City of Calgary and effective veto on all matters. NAIOP is concerned

this will hamper regional consensus on planning matters. NAIOP also suggests that the preparation period for the new Regional Growth Plan and the Servicing Plan be reduce from three years to two years; and that the Growth and Servicing Plans be made to prevail over participating municipalities' statutory plan, whether they were adopted before or after the regional plans came into force.

Significant Change to RECA's Policy 1.13 – Brokerage Tradename

Limited partnership brokerages in Alberta may now operate their business under a tradename.

As a result of a successful challenge by one of NAIOP's members, the Real Estate Council of Alberta (RECA) recognized that its existing policy would in fact allow

limited partnerships that hold a brokerage licence to operate the brokerage under a tradename. This is welcome news for larger asset managers, many of which are structured as limited partnerships, that manage real estate for third parties. NAIOP's Government Affairs Committee has on its radar another of RECA's

byzantine rules - the continuous disclosure requirements for persons trading in real estate. For larger publicly traded asset managers, compliance requires significant administrative resources without any recognition by RECA of the already comprehensive disclosure required of publicly traded companies.



Photo credit: [Marcel Schoenhardt](#)

Real Estate Excellence Award Recipients

Individual Awards



Lifetime Achievement Award

Randy Remington

Randy has been active in Alberta's development industry for over 40 years. His company Remington Development Corporation has provided industry leadership since its founding in 1994. Randy is proud to call Calgary home and, with no plans to slow anytime soon, is looking forward to future opportunities.

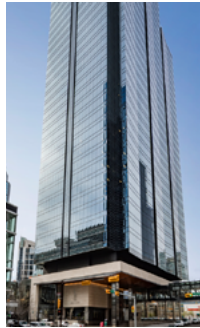


Developing Leader

Stephanie Bird

Stephanie is the Director of Valuation and Advisory Services Calgary for Colliers International, where she specializes in retail and multi-family properties. Stephanie has been active with NAIOP Calgary for a number of years, and is currently serving as the chapter's Treasurer.

Project Awards



Office Development of the Year

Calgary City Centre
Cadillac Fairview Corporation Limited

Opened in June 2016, Calgary City Centre boasts state-of-the-art amenities and 853,000 square feet of office space. The complex includes a number of public art displays by prominent Canadian artists on its main and plus 15 floors.



Office Lease of the Year

Intact Place
Quadreal Property Group

Leveraging creative leasing strategies, QuadReal Property Group successfully renewed its lease of Intact Place, 311 & 321 6 Avenue SW, to Intact Insurance. This important deal preserves a balanced portfolio and maximizes value for both landlord and tenant.



Industrial Development of the Year

Icon Business Park
Hungerford Properties

Hungerford Properties has transformed Icon Business Park from a single-tenant property to a vibrant, Class A business hub. This redevelopment project leverages the site's strategic location to advance Calgary's position as a logistics hub for western Canada.



Industrial Lease of the Year

GE Shnier Expansion
Triovest Realty Advisors

Facing a potential major vacancy, Triovest reached a sensitive relocation agreement with an existing sub-tenant. This relocation allowed expansion for its 4000 – 106th Ave SE property to proceed, while protecting Triovest's portfolio.



Investment Deal of the Year

Centennial Place & Eau Claire Tower
CBRE/Oxford/OMERS and CCPIB

CBRE and partners have sold a 50% interest in Centennial Place, a two-building complex, and Eau Claire Tower, to the Canadian Pension Plan Investment Board (CPPIB). This impressive deal maximizes value for all parties.



Retail/Mixed Use Development

Lido by Battistella
Battistella Developments

An innovative public-private partnership, Lido represents a true mixed-use 'vertical community'. The project integrates rental apartments, condominium units, commercial bays, and both private and public parking spaces.

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Events

Information and registration for
upcoming events is available at
NAIOPCalgary.com/Events.



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