



AGENDA

STRATEGIC MEETING OF COUNCIL

September 21, 2020, 9:30 AM

IN THE COUNCIL CHAMBER

SPECIAL NOTES:

Public are encouraged to follow Council and Committee meetings using the live stream

<http://video.isilive.ca/calgary/live.html>

Council Members will be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. QUESTION PERIOD
4. CONFIRMATION OF AGENDA
5. ITEMS FROM OFFICERS AND COMMITTEES
 - 5.1 Achieving the Calgary of Tomorrow – Putting the MDP and CTP into Action, C2020-0991
6. CONFIDENTIAL ITEMS
 - 6.1 ITEMS FROM OFFICERS AND COMMITTEES
None
7. ADJOURNMENT

Achieving the Calgary of Tomorrow – Putting the MDP and CTP into Action

RECOMMENDATION:

That Council recommends that Administration use the discussion from this Strategic Meeting to inform planning and transportation decisions for the remainder of the 2019-2022 OneCalgary Service Plan and Budget cycle.

HIGHLIGHTS

- The purpose of the session is to discuss how to continue to progress toward our vision for Calgary, and focus our collective efforts to keep Calgary as an attractive place to live and do business in a more constrained environment.
- What does this mean to Calgarians? Achieving the long term vision will help maintain Calgary's high quality of life into a future that is rapidly evolving and changing.
- Why does it matter? It is expected that as a city we will have fewer resources going forward due to our changing economy, the impacts of COVID-19, demographic shifts and other factors. The purpose of the session is to discuss how best to focus our collective efforts to keep Calgary as an attractive place to live and do business in a more constrained environment.
- This session will review our progress to date on achieving the Municipal Development plan (MDP) and Calgary Transportation Plan (CTP), lessons learned, and the city-building initiatives that have been supporting this.
- This will be followed by a discussion of what factors are on the horizon that will require Calgary to be more nimble and diligent moving forward. This will include a review of other cities who have found themselves in similar situations, and what they emphasized in the short term to evolve their cities through those times. A guest speaker, Ann McAfee (former Co-director of Planning, Vancouver), will support this discussion.
- Finally, we will have a discussion about how Calgary should focus actions over the short term to maximize quality of life outcomes.
- This topic is one of five topics for 2020 that was identified at Council's Strategic Planning meeting that took place on 2019 December 09.
- Strategic Alignment to Council's Citizen Priorities: A prosperous city.

DISCUSSION

This strategic session offers an opportunity to discuss our long term vision for Calgary described in the MDP and CTP, how best to achieve it through city-building, and what short-term considerations should be made with respect to upcoming work. The discussion is expected to inform several items (e.g. MDP/CTP amendments at October PUD committee, growth strategy reports at October PFC committee, mid-cycle budget adjustments, etc) that Council will consider over the next several months.

Achieving the Calgary of Tomorrow - Putting the MDP and CTP into Action

Through work on the review of the plans it was found that stakeholders still want to realize the vision of the MDP and CTP (Attachments 1 and 2 provide an overview of the processes that lead to our current plans and the key directions that guide them). We've also had many successes over the past ten years. The first part will look at The City We Are Today. We will refresh our collective understanding of the plans and the benefits we realize from achieving them, what we have accomplished to date, and where we need to accelerate progress to keep on track. We will also review what we have learned about our role and approaches with respect to growth over the time. To support this conversation, it is recommended that Council members review the [Next 20: Making Life Better for Calgarians - State of the City](#) report, which provides findings from the review of the MDP and CTP and identifies where progress has been made or increased progress will be required. A [supplemental report](#) providing additional detail on the savings from achieving the MDP and CTP is also available.

The second part of the session will discuss The City We Want to Become Tomorrow. We'll discuss what headwinds are here now and on the horizon that will impact our progress. The reality is that we will likely face a more constrained environment in the short term. Demographics are also changing, and due to the COVID-19 pandemic, many cities are re-evaluating their priorities to increase future resilience. This means that we will need to use intention and focus on what aspects of our plans will have the most impact on progress during this time. Other cities have faced similar predicaments in the past. A guest speaker, Ann McAfee, has significant experience working with several cities during these times and can offer perspective on how they successfully navigated city-building during these periods.

The final part will be a review of the different priority sets of other cities, and discussing what is most appropriate for Calgary going forward. This will then be used to discuss the various levers the City has with respect to planning and mobility (investment decisions and themes, policy and regulations, political will to support the desired direction, etc). Building on this, a discussion will follow on what specific actions should be taken in the short term to ensure Calgary is on the best path to successfully making progress on the plans. This will be used to generally inform planning and transportation priorities over the remainder of the OneCalgary business plan.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

Achieving the Calgary of Tomorrow - Putting the MDP and CTP into Action

Public engagement was not required for this meeting, but is an ongoing component of discussions and projects related to achieving the long-term plans.

IMPLICATIONS

Social

There are many social benefits that can be realized by fully achieving the plans. A wider range of housing options better serves citizens and support for affordable housing is identified in the plans. Increasing the accessibility of the transportation system and the amount of travel by walking, cycling and transit allows all Calgarians to more fully participate in work and social activities. Safer mobility in neighbourhoods improves community cohesion as well as physical and mental health.

Environmental

The plans improve on many environmental outcomes for Calgary, such as water quality, retention of natural lands, a healthy urban forest and biodiversity, and are a key component of mitigating the impacts of climate change.

Economic

The plans seek to achieve a city that increases housing and transportation options, provides strong industrial areas and supporting goods networks and reinforces the Greater Downtown as a key cultural and economic centre. The cost savings achieved from a more compact city will reduce future tax burdens, which will increase economic competitiveness. An attractive, affordable city will help retain existing industries and attract new ones.

Service and Financial Implications

There is no direct financial impact from the report. However, achieving a compact city offers significant infrastructure cost savings (\$16 billion in avoided capital costs and increasing operating savings, reaching \$390 million/year when the plans would be fully implemented). Realization of these savings will depend on the fullness of achieving the plan. The goal of identifying workshop actions is to prioritize within existing budgets and defer lesser priority initiatives and investments rather than increase budget requirements.

Cost savings

\$16 billion in avoided capital and increasing operating savings of \$390 million/year at full implementation of the plans (savings shared amongst multiple parties).

RISK

Going forward, there are several risks if implementation initiatives and investments are not highly focused. The City's reputation as an organization is highly linked to the ability

Achieving the Calgary of Tomorrow - Putting the MDP and CTP into Action

to collectively convey the desired vision and demonstrate how initiatives are not just linking to the vision, but maximizing progress towards the vision in a constrained environment. This means investments and resource allocations must achieve multiple benefits and stand out above other options. Public and business confidence in the city will be reduced if this is not effectively executed. Short-term factors, such as current market demand, priorities of other levels of government and private sector entities may not be fully aligned with the long-term direction, which can make implementation more challenging and risk decisions that pull away from the long-term direction.

If the plans are not fully achieved, the financial, social and environmental benefits will be diminished. Council will not be able to achieve the Climate Resilience Strategy if the shifts in urban form and transportation choice are not realized. Calgary would be less competitive and less attractive as a city which would likely lead to reduced growth in the future.

ATTACHMENTS

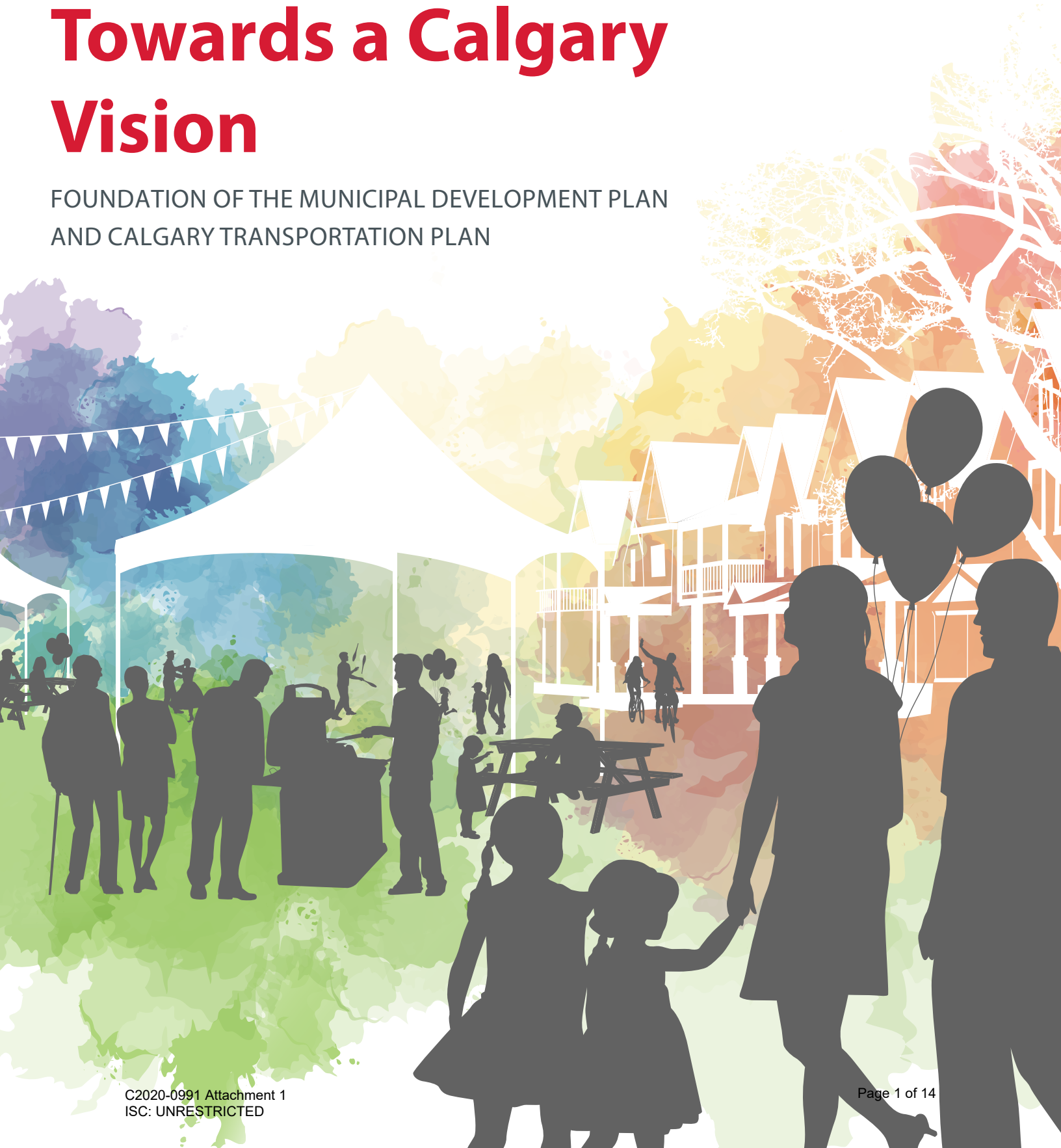
1. Attachment 1 – Towards a Calgary Vision – Foundation of the Municipal Development Plan and Calgary Transportation Plan
2. Attachment 2 - Key Directions for Integrating Land Use and Mobility

Department Circulation

General Manager (Name)	Department	Approve/Consult/Inform (Pick-one)
Stuart Dalglish	Planning & Development	Approve
Doug Morgan	Transportation	Approve

Towards a Calgary Vision

FOUNDATION OF THE MUNICIPAL DEVELOPMENT PLAN
AND CALGARY TRANSPORTATION PLAN





Calgary's Legacy of Change

After decades of exceptional growth cycles, Calgary is facing new challenges. In recent years, The City has faced turbulent times. Challenges include the 2013 floods, economic shifts in the global energy industry, and the impacts of the COVID-19 pandemic.

Choosing to face exceptional opportunities and challenges is central to Calgary's story. This is why "Onwards" is the motto at the centre of The City of Calgary's crest. Again and again, Calgarians have shown their ability to adapt to change and move forward.

The Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) is the foundation to guide decisions and investment. The Plans work towards realizing Calgary's vision to be a sustainable, resilient city focused on maintaining a world-renowned quality of life, outstanding natural assets and a strong diverse economic future.



Calgary's Vision and Council's Direction

Council adopted the MDP and the CTP in 2009. The policies contained within these Plans reflect the voice of thousands of Calgarians and are built upon the visioning work of The Go Plan, The Calgary Plan, imagineCalgary and Plan It. This massive collective effort focused on The City preparing for and delivering a future that is responsive to Calgarians goals, visions and priorities.

The Plans' visions are comprised of Sustainability Principles and Key Directions for Land Use and Mobility. Together, the MDP and CTP provide The City's long-term, 60-year strategy and 30-year planning and transportation policies. These elements direct how The City moves onwards during times of challenge and opportunities, and builds upon the tradition of making Calgary a great place to live and make a living. They collectively work towards delivering diverse communities, respect for protecting the natural environment and maintaining Calgary's status as one of the most livable communities in the world. Further, the plans direct balancing growth to support financial sustainability, good value to citizens and sound investments for the coming decades.

How does the Municipal Development Plan work?

The MDP is mandated by the Alberta Municipal Government Act. MDP (Volume 1) is The City of Calgary's highest level statutory plan guiding Council, staff, business and community groups. It provides a framework for implementation and investments to realize the Plan's vision and goals. Essential implementation tools include the Community Guidebooks (Volume 2), Calgary Transportation Plan (Proposed Volume 3), Local Area Plans, growth strategies and multiple guidelines.

Where does the Municipal Development Plan apply?

The MDP applies to the entire city as outlined in the plan. The plan directs growth and respects The City's responsibility as the largest partner in the Calgary Metropolitan Region. Other City plans may offer additional detail, policy, regulations and guidance to advance The City's vision but should always be aligned to the MDP.



Multi-partner Vision

imagineCalgary

2005-2006

- 18,000 Calgarians participated
- 100-year vision
- Sustainable more compact city form



Municipal Visioning

Plan It Calgary

2006-2009

- 6,000 Calgarians participated
- Sustainable more compact city form

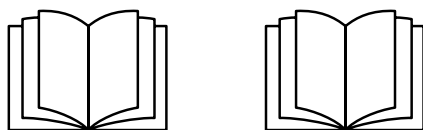


Policy

MDP and CTP

2009

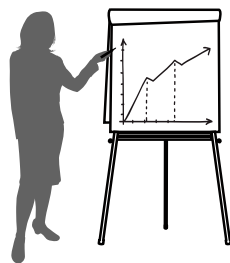
- Calgary's focus and growth directions to achieve the vision
- 10-year reviews



Supporting Policy and Direction

Strategies, Guidebooks and Guidelines

- Ongoing Growth and Change Actions



Implement

Implementation and Execution

- Investments to realize MDP and CTP objectives
- Deliver on the services our communities value



10-year Review

The vision policies and directions of the MDP and CTP have served Calgarians for the last decade. They have guided the development of increased transportation choices, promoted new mixed-use development and expanded housing choice, enhanced parks and recreation centres.

Cities are always changing, and this is particularly true of Calgary. To ensure the Plans continue to respect the changes to Calgary's context, the MDP requires a major review of Volume 1 every 10 years. In 2019, Council directed the review of the MDP and CTP to focus on technical updates, consider current growth forecasts, market trends, overall city and community values and The City's financial capacity.

Vision Remains the Right Roadmap for Calgary

The present vision of the MDP and CTP is sustainable and resilient growth for Calgary. During the update process, the feedback received from community groups and stakeholders indicated that this vision remains the right direction for our city. Stakeholders and community members encouraged an increased focus on execution to realize the Plans' principles focusing on the following key elements.

Key Elements of the Plans



Economic development – shaping a city that retains and attracts

Many cities across North America would like to have grown as much as Calgary has in recent decades. The major driver for this growth was expansion in the energy sector and its demand for talent. Planning decisions and leveraging investments to appeal to a diversity of people further supported this growth. This combination of a strong economy and recognized livability resulted in Calgary being awarded as one of the most desirable places to live in Canada, and the world.

Neighbouring western North American cities, such as Denver, Salt Lake City and Vancouver, are working towards similar outcomes. They are realizing success in their livability and economic development by using their City Plans to their advantage. They work at continuously communicating the values embedded in their plans and celebrate the successful execution of their goals. Their focus is on decision-making and implementing projects which support their plans' long-term vision.

The MDP and CTP is committed to maintaining Calgary's status as "a great place to make a living, a great place to make a life," by increasing focus on realizing new diverse economic development and attracting new businesses. The goals and direction of the Plan offers policy to support The City's efforts as it seeks to cultivate these opportunities.

The MDP and CTP also enable Calgary to respond to change and evolve to keep its competitive advantage. Over the next 20 years, the plans support:

- A prosperous economy.
- Designing a city for all ages, including children.
- Protecting the natural environment.
- Maintaining a high standard of livability.
- Offering a great public life to its residents.

To further support economic development, the following ongoing initiatives implement the MDP and CTP.



Greater Downtown Strategy

The Downtown Strategy will provide guidance on the "look and feel" of the downtown for the next 20-50 years and identify where change should occur and where change will be managed. It outlines an approach which focuses and directs land uses, development, public investments and strategies.



Next Generation Planning – great neighbourhoods for everyone

The Next Generation Planning system is developing the strategies and tools to realize the MDP and CTP vision for great and complete communities. The system identifies implementation gaps in existing policies and processes. The program includes several supporting projects such as the Guidebook for Great Communities, Multi-Community Local Area Plans, and Growth and Change Strategies for the Established Area and Industrial Lands.

urban form and balancing future growth between the development of new communities and strategic redevelopment in built-out neighbourhoods. Realizing balanced growth is shown to have significant cost savings and reduce the tax burden.

Policy guiding strategic growth is refined in the update to leverage the benefits of change to support further sustainable investment. The focus of the changes is to further coordinate and direct land use, development, investment and strategies in support of a more compact urban form.



Climate resilience

Calgary's climate is changing, creating both risks and opportunities. To meet these challenges, The City must integrate climate resiliency across the organization, including long-range planning. Climate resilience is the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt, recover and grow despite climate-induced chronic stresses (e.g. water shortages) and acute shocks (e.g. floods). Climate resilience plays a critical part in Calgary's overarching resilience framework given how climate disruptions will impact many aspects of Calgary's operations and services and citizens' well-being.

How Calgary grows and develops will have significant impacts on greenhouse gas emissions and the capacity for our built form, systems and



Balanced growth and realizing efficiencies

Though no longer booming or busting, the city continues to grow at a healthy rate and an independent review confirms Calgary should anticipate close to one million new residents within the next 50 years. The Plans' vision to accommodate this growth is through achieving a more compact

people to adapt to changing climate conditions. The Climate Program is the broad administrative umbrella that provides strategic oversight to climate-related activities at The City.

The Climate Resilience Strategy was adopted in 2018 and aims to maximize Calgary's climate resilience. Calgary is committed to a low-carbon future and reducing the impacts of climate change through commitments to reducing GHG emissions, mitigating risks from natural hazards and capitalizing on new opportunities.



Transportation: a key advantage

Integrating land use and transportation remains as important as ever. To help realize increased transportation options, more complete communities and long-term financial sustainability the location and types of transportation is central in the land use planning process.



Alignment of Plans

The MDP and CTP update aligns and integrates citywide plans, initiatives and strategies to guide future investments, so things are working together to maximize outcomes. Through the review, The City's Climate Resilience Strategy and Infrastructure Calgary program describing The City's current investment approach have been incorporated.

Onward

In 2019, Calgary ranked the most livable city in North America by the Economist Intelligence Unit. Maintaining this high quality of life is embedded in the goals of the MDP and CTP. It is a critical factor in Calgary's growth. As the city grows, its economy is becoming more diverse and Calgary is seeing development in several sectors.

Calgary is diverse and multicultural. Upwards of 28 per cent of Calgarians were born outside Canada, and speak over 140 languages. The City believes that it should not matter what you look like, where you come from, how you worship, or who you love. All Calgarians belong here and deserve the opportunity to live life to its full potential.





The City We Want to Build

Through imagineCalgary and Plan It, Calgarians expressed a desire to make their city grow in a more resilient, sustainable pattern that supports economic, social and environmental well-being.

One of the key directions coming from the community visioning is to achieve a more compact city form. This pattern should take advantage of using existing infrastructure more efficiently and reduce long-term costs.

In 2009, Council adopted the MDP and CTP policies to balance Calgary's growth between new communities and redevelopment in existing neighbourhoods. This commitment has been supported by projects like East Village redevelopment, new growth in the Beltline, adopting regulations for secondary suites and the award-winning new Central Library.

This commitment has resulted in the beginnings of a rebirth in its urban neighbourhoods and increased quality of design in the developing suburbs.

Balanced growth supports many singular outcomes including:

- Reducing traffic congestion.
- More walkable communities.
- Maximizing the investment in existing infrastructure.
- Reinvestment in existing communities.
- Increased housing choices.
- Supporting high-quality, frequent transit service.
- Maintaining existing retail hubs.

In the coming 60 years, Calgary is anticipating continuous long-term growth and upwards of one million more residents. The vision for Calgary outlined in the Municipal Development Plan and the Calgary Transportation Plan offers a foundation to harness the opportunities that come from this change. They guide Calgary on how to face future challenges, grow sustainably, prioritize investment and realize immediate and long-term benefits for our citizens

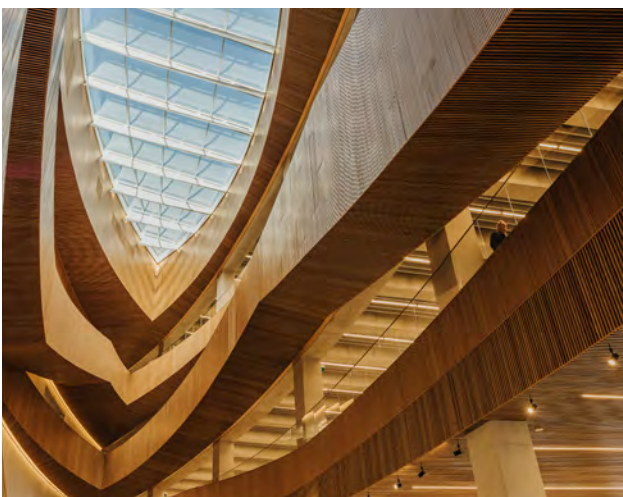
From its founding, Calgary has been a constant motion of growth and change. Work will continue to grow a more diverse economy and bring new businesses and people. Calgary has always been a city of people who embrace and support change. It is a city that brings together people and cultures, each with a desire to take risks and build a great Calgary.



Bow River pathway



Manchester Stampede Breakfast



Calgary Central Library



Olympic Plaza in the Downtown Core, 2018

**“I like thinking big. If I’m going to be
thinking anyway. It may as well be big.”**

Rem Koolhaas

Founding Partner, Office for Metropolitan Architecture

Key Directions for Integrating Land Use and Mobility

Eight key directions guide the policies of the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) and offer the path for The City to meet its sustainability mandate. The directions reflect the imagineCalgary vision and are further informed by the community consultation undertaken for the MDP and CTP. The key directions are:

1

Achieve balanced growth

The MDP and CTP provide the framework to best leverage new and old community assets and the significant infrastructure investments made. The plans call for great neighbourhoods with access to daily needs and services, great trees and parks, and a strong sense of community.

2

Complete communities

The MDP directs all Calgary communities to be more “complete” by providing an increased range of housing, local services and mobility choices to meet the needs of residents and businesses. It recognizes new communities should be “completed” by building out sooner and achieving critical population thresholds to ensure necessary infrastructure and community facilities and services are available when needed by residents.

3

Framework of nodes and corridors

The MDP and CTP direct a more compact city form for Calgary by encouraging a more significant amount of future growth in developed areas of the city, balancing with the outward rate of expansion over time. Higher-intensity housing and employment will be focused in nodes (Activity Centres) and corridors served by the Primary Transit Network.

4

Link land use decisions to transit

“Connectivity” means all the different ways of getting from one place to another, by foot, bicycle, transit or car. The MDP and CTP focus on creating increased connectivity within residential communities and Activity Centres. The elements of the network (including residential streets, walkways and pathways) can be applied in a wide variety of patterns depending on the local context and mobility need.

5

Increase mobility choices

A key goal of the MDP and CTP is to create more travel choices for Calgarians. Different transportation modes are emphasized in different parts of the city based on the potential for each mode to provide convenient choices to Calgarians. Policy direction supports investments in transportation infrastructure to support broader transportation choices.

6

Develop a Primary Transit Network

A Primary Transit Network is proposed comprising a network of high-frequency transit services (including LRT, Bus Rapid Transit (BRT), streetcars/trams and frequent bus service) that will operate every 10 minutes or less over an extended operating period, seven days a week. The Primary Transit Network needs to connect Activity Centres and corridors and support Base Transit Service that will provide lower-frequency service throughout the city.

7

Complete Streets

The CTP provides policies and design guidelines for a wider variety of roads and streets. Design parameters for each type give priority to different modes of transportation (walking, wheeling, transit, goods movement and automobiles).

8

Optimize infrastructure

To strengthen The City’s approach to managing growth, the MDP and CTP policy, and strategies support optimizing investments in infrastructure. The plan’s facilitate Calgary’s growth to achieve the vision and objectives of the plans.