

Risk Assessment

There are a number of risks associated with the direction of work and recommendations of this report, which are itemized below. While Administration is confident these risks can be mitigated, it is important that Council understand these risks prior to directing more work on a new planning system.

A New Way of Engagement

Timelines have been a concern for both industry and communities, with the expectation that engagement on the *Guidebook* would be longer if Administration had followed a traditional approach. Through this project, Administration has attempted to engage stakeholders differently, knowing that the time projects have taken historically to engage are unrealistic moving forward. Part of engaging with stakeholders differently means that engagement cannot be done on an individual document, such as the *Guidebook*, and feedback should not be received through red-lined versions of the document. Administration has engaged on the content of the *Guidebook*, but has done so through discussions on topics rather than an individual review of the wording of each policy. Multiple feedback sessions were held to both gather feedback and for Administration to educate and help stakeholders understand both the *Guidebook* and the Framework for a renewed Land Use Bylaw. Administration received feedback from all stakeholders, which was reviewed and assessed by Administration for inclusion into the *Guidebook*. Administration did a thorough job of reviewing each and every comment, however, did not provide red-lined versions back to stakeholders after each review as it would have added months to the process of delivering the *Guidebook*.

Further, while there has been engagement on all aspects of the content of the *Guidebook*, there has been limited engagement regarding the application of Chapter 3 throughout built-out areas. While these policies are sound planning principles based on approved Council direction (through the Municipal Development Plan and other planning decisions) and should be used in assessing all applications, it is important to note that a fulsome engagement process was not completed, meaning that many communities may not know that the policies of the *Guidebook* will apply in their community. This chapter of the *Guidebook* is the result of decisions made on previous development permits, as well as previous engagement completed through various local area planning initiatives, and previous engagement on the Developed Areas Guidebook.

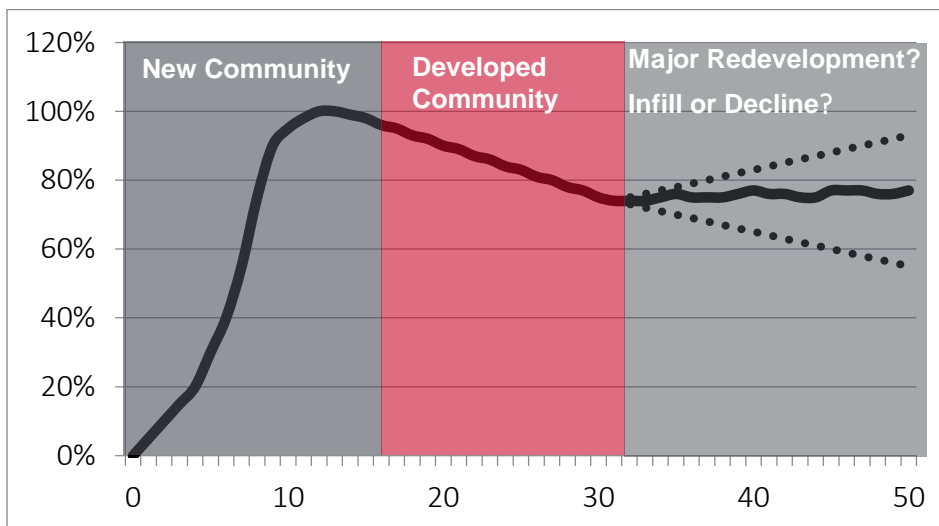
Administration has met with BILD Calgary and many industry representatives to indicate that Chapter 3 is intended to be applied everywhere. Administration has heard from industry that this is not desired since it adds policy for development, however, Administration is confident that these policies are typical, sound planning policies that all development should adhere to, with no policies adding barriers to redevelopment. Administration has also met with members of the Federation of Calgary Communities, as well as some community representatives chosen by the Federation, to help explain how this document will address some of their concerns. Further, Administration will work with both front line and permitting staff to provide information to customers ahead of, and during application review, to mitigate any concerns.

The intent is also through next steps, Administration will continue to engage on new districts and local area plans, which will help inform the *Guidebook* and its applications, as well as allowing Administration to talk to communities most impacted by these policies to ensure they are reflective of desired built-form outcomes.

Evolution and Change of Communities isn't Understood

The second risk with not adopting this approach is the impact it could have on communities. Many of Calgary's communities within the built-out areas are declining in population, yet residents are still expecting the same, if not greater, level of service and amenities. While there has been a slight increase in renter-occupied dwellings over the past ten years, there has been a significant increase in housing prices across the city, increasing the difficulty for people to both become home owners or to be able to afford rent in the community of their choice. With over 50 per cent of rental units being accommodated through one dwelling form (apartments), a significant portion of renters are being accommodated in dwelling types that do not meet their needs, or within communities that do not accommodate the services they require for day-to-day life. Should Council not adopt the shift to the planning system, accommodating a broader range of housing choices throughout communities in order to fill this gap will be difficult.

Lifecycle of a Community



By not having a variety of housing choices in each community, new residents are limited by where they can live, either based on their needs, housing preference or affordability. This makes it harder for investment to be made in these communities. It is critical that Council understand the value of private investment, such as redevelopment, made in communities, which often spurs more investment. This can often lower the value of the homes in an area, as sellers often have to compete for a limited number of buyers, meaning community populations continue to decline resulting in even less investment than before. A declining population has impacts on surrounding businesses, reducing the number of local customers, which often means that businesses close or move to different areas.

Expanding the range of housing options in a community can also have a dramatic impact on the resiliency and sustainability of the people already living in these communities by allowing them to age in place, respond to their own changes in lifestyle needs, as well as allow them to remain close to the relationships and services they've connected with. One of the biggest concerns heard from community members was the ability for their children to buy homes in the communities they want to live in. Providing housing options allows for multi-generations to live close by one another and not be separated from an inability to afford housing.

Linking Investment to Growth

A recent theme in Calgary's communities is the desire for limited to no change in communities while still seeing investment in local amenities and infrastructure. Many speakers at Council Public Hearings refer to development such as rowhouses as "high density". This is a misconception, which has significant risks if perpetuated. Rowhouse development brings roughly the same amount of property taxes as a single detached or semi-detached unit and roughly requires the same level of infrastructure and utility servicing.

Subsequently, there is a misunderstanding between stakeholders in terms of what growth is required to sustain a community compared to the growth that requires new or enhanced investments. In order to understand the value of community evolution, communities and other stakeholders must be involved in discussions that highlight the opportunities and trade-offs needed to achieve a community vision. Growth must be presented in a way that shows what growth is viable in a community and have an understanding of when exceeding that growth is possible and how it can be mitigated.

Planning System Change Management Needs

As Administration works through a new system, there is a risk that there will be uncertainty around how the system will unfold, and concerns around timing and implementation of the full system. Administration has mitigated this uncertainty through the project plan contained in Attachment 3, which front-ends the work to focus on the most challenging conversations first. As Administration tackles the project plan, stakeholder engagement will continue to inform both future and past work, with the ability to make changes to the *Guidebook* and Bylaw as work unfolds. This will provide stakeholders with as much certainty as possible.

Long-term Implementation Risks

One of the bigger risks that Administration has identified is the fact that the adoption of the *Guidebook* will begin a path for a planning system change. Ensuring appropriate change management solutions as the system is worked on, will be critical for all stakeholders, including Administration and Council. Further education and awareness will be needed both internally and externally to ensure that the aspects of a new system are understood.