

## Refined Policy Priorities 2020

### A. Toward a Calgary Plan: Implementing The Municipal Development Plan/Calgary Transportation Plan

The 10-year review of the Municipal Development Plan / Calgary Transportation Plan will be completed in Q2 2020. Although the scope was narrowed due to 2019 budget reductions to the City Planning and Policy Service Line, the review has confirmed that the fundamental direction and vision of the MDP/CTP remains relevant. Stakeholders and Administration agree on the need to focus on implementation through policy, local area planning and enabling regulation. Our goal is to provide tools that provide certainty and clarity for desired development and investment in Calgary's communities and economy.

The Next Generation Planning System initiatives play a key role in this regard (see Attachment 1). Implementation and sustainment of the Guidebook for Great Communities will occur in conjunction with the North Hill Local Growth Plan (multi-community plan pilot) in Q2 2020. The findings of these two initiatives will inform further multi-community planning initiatives in 2020 and beyond. These new local area plans will replace existing, and often obsolete, community plans and provide modern and enabling policy tools to communities, businesses and the construction industry who build our city.

The lack of strategic funding and investment tools has been identified as a challenge to implementing the Municipal Development Plan/Calgary Transportation Plan. This gap is addressed in Priority D: Connecting Planning and Investment. It is also addressed through initiatives that will be completed in 2020, such as the Heritage Preservation Tools and Financial Incentives report.

### B. A City-Wide Growth Strategy

A focus in 2020 will be placed on delivering the Established Area Growth and Change Strategy. This strategy is a key component of the integrated growth strategy which establishes a comprehensive, city-wide approach to investment, funding and growth decisions. The Established Area Growth and Change Strategy will enable The City to identify appropriate investments and funding mechanisms and to leverage market activity towards desired growth in the established area. This will enable development and foster a balanced implementation of the Municipal Development Plan.

Administration will continue to collaborate with with our stakeholders in the land development and construction industry while developing all components of the integrated growth strategy, (established neighbourhoods, new communities and industrial lands). The resulting Industry/City workplan is fully reflected in the City Planning and Policy Workplan for 2020 (see Industry/City Work Plan 2019 Year-End Report, PUD2020-0020).

The delivery of Main Streets and the implementation of the Transit Oriented Development Strategy also contribute to development in strategic city areas in alignment with the urban structure of the Municipal Development Plan. It must be noted that the construction of various Main Streets is being undertaken by the Roads

Service Line in 2020. If resources are re-allocated the delivery of the main streets will be at risk.

### C. Modernized Community Planning

Council's direction remains clear: enable desired growth and investment in all of Calgary's communities so that our city continues to be attractive for families and businesses.

For years, desired developments have often been obstructed by aging community plans that do not accommodate the same diversity of uses and buildings that are the foundation of vibrant and attractive communities today. Addressing this issue and removing obsolete policy barriers will be a focus of the Service Line in 2020 and beyond.

With One Calgary, Council approved one-time funding for 2020-2022 to accelerate the delivery of a new format of local area plans that are based on a multi-community approach and which are fully aligned with the MDP and the Guidebook for Great Communities. This new approach enables Administration to create more efficient and inclusive local area plans and to provide them to stakeholders more swiftly. The new plans will create a consistent policy landscape that provides certainty for desired growth and clarity regarding appropriate types and intensities of development.

The focus in the first half of 2020 will be to complete pilot projects for Local Growth Planning in the North Hill Communities and the Heritage Communities. When the new process and scope of the local area plans have been refined through the pilots, Community Planning team resources will focus on delivering these plans to prioritized communities. These are communities which have been identified by the Established Area Growth Strategy as having demonstrated growth, current market support, recent policy attention and where opportunities for City investments exist.

Due to the 2020 budget reductions, it will now take Administration longer to complete the new plans across the city than originally proposed through the One Calgary budget. However, Administration will focus roll-out on the priority communities where the need for, and value, of the new plans is greatest. This will ensure that enabling community growth and investment will not be delayed where it is already in demand. It must be noted, however, that if the funding and budget were to be further reduced in the future, it would put at risk the Service Line's ability to complete these plans in a meaningful timeframe and provide modern, user and business-friendly policy guidance to communities and investors.

### D. Connecting Planning and Investment

Council has clearly identified the gap between community growth and City and private-sector investment. As mentioned above, Administration is addressing the gap between strategies and policies and investment. The City needs to be able to direct investment into specific areas to both enable, and respond, to increased development and growth. While the Established Area Growth and Change Strategy will establish a methodology to identify funding and investment needs, funding and financing tools must still be created to provide an effective, feasible and realistic means to address The City's ongoing development and growth needs while considering its financial capacity and economic situation.

In 2020 the Service Line will focus resources on developing a full-cost model to understand and forecast the costs of growth. It will investigate and evaluate other potential funding sources and develop a range of funding tools to support the other 2020 Workplan initiatives. Other priorities include: review and evaluation of the off-site levies through the 2021 Off-site levy bylaw review and implementation of the recommendations from the Off-site levy annual reporting audit to ensure oversight and governance of the off-site levies to improve on and create an effective and efficient annual levy reporting process. Delivery of the new off-site levy program will involve consultation with industry, external review of the bylaw from a consultant, and ongoing monitoring and improvement from Administration.

#### E. A Renewed Land Use Bylaw

This group of initiatives continues on from 2019. It supports the move to a planning system that is more outcome-oriented and in which there is clear line-of-sight between the City's vision, the community plans and the Land Use Bylaw. Instead of minor, incremental amendments, changes to the Land Use Bylaw should be undertaken with a view towards achieving comprehensive change and overall improved outcomes for great communities.

In 2020 the focus will be placed on developing a new low-density residential district. This district is key for two reasons: it sets the foundation for the implementation of the Guidebook for Great Communities; and it forms the basis for the future Land Use Bylaw. The district's development will be informed by the refinement and sustainment of the Guidebook and the findings of the North Hill Local Growth Plan.

#### F. Downtown Strategy – Positioning Downtown for the New Economy

Council is very concerned about the impacts that the current economic situation is having on Calgary's downtown. Initiatives that support the business community and enhance the resilience of office, commercial and development activity in the downtown should be given high priority. Priority should be placed on opportunities to support corporate initiatives and providing resources to either support or lead initiatives as required.