

EAGCS Phase 1 Strategic Considerations

This attachment includes supplementary content to sections of the Established Area Growth and Change Strategy (the “Strategy”) Phase 1 Cover Report, for (1) the Previous Council Direction, (2) Strategic Alignment, and (3) the Next Generation Planning System Overview.

1. EAGCS Phase 1 Previous Council Direction

On 2020 February 3, Council approved Notice of Motion PFC2020-0131 regarding “Identifying a Funding Source for Public Realm Improvements in Established Areas”, as below. This Notice of Motion provides \$30 million of funding towards public realm improvements in Phase 1 Established Areas and directs Administration to outline an investment decision framework in the 2020 May Phase 1 report, develop a Terms of Reference for the fund, and explore the opportunities to replenish the fund in order to ensure continued investment in redeveloping areas.

“That with respect to Notice of Motion PFC2020-0131, the following be approved, **as amended:**

1. That Council direct \$30 million from the anticipated 2019 Corporate Program savings (generated from favourable investment income) to create a dedicated funding stream for the Established Areas Growth Strategy, to be held and committed within the Fiscal Stability Reserve (FSR);
2. That this dedicated funding stream for the Established Areas Growth Strategy will initially be allocated towards the following projects already in progress
 - a. Public realm improvements arising out of the North-Hill Multi Community Planning pilot
 - b. Public realm improvements identified as gaps in Phase 1 established areas (map attached)
3. That this dedicated funding stream for the Established Areas Growth Strategy will further be allocated by Administration for priority areas and projects arising from the upcoming investment decision framework (which may include Main Streets or TOD opportunities) to be outlined through the *Established Area Growth and Change Strategy* report to be brought to the Priorities and Finance Committee in 2020 May;
4. That Council direct annual interest income earned from unused portions of the \$30 million to be recommitted to the Established Areas Growth Strategy within the FSR;
5. **That administration redirect a minimum of 1% of the favourable budget variance from investment income within Corporate Programs annually until 2026 to be used for the Established Areas Growth Strategy.**
6. That as part of the continuing work on a suite of financing options for the Established Areas Growth Strategy, Administration explore the opportunity to replenish the dedicated finding stream outlined above with mechanisms such as property tax uplift in the area and density bonusing in order to ensure continued investment in redeveloping areas;
7. That Administration develop Terms of Reference for the administration of the dedicated funding stream;
8. That Administration report annually to Council through Priorities and Finance Committee on the status/balance, use and benefits of the dedicated funding stream for the Established Areas Growth Strategy through the *Growth Monitoring Report*; and
9. That Administration return with an update to Council after recommendations related to the Solutions for Achieving Value and Excellence (SAVE) program are released, in

the event that there are modifications to the Established Areas Growth Strategy and accompanying work plan.”

On 2020 February 3, Council adjusted the reporting timeline for the Established Area Growth and Change Strategy – Phase 1, through report PUD2020-0016, to report to Council through the Priorities and Finance Committee no later than 2020 May.

On 2019 May 27, Council received an update on the project and directed Administration to report by 2020 March to Council, through the Priorities and Finance Committee, with Phase 1 work elements, as identified in report PUD2019-0305, and refinement of plans and timing for Phase 2 work.

On 2018 November 14, during the One Calgary (2019-2022) service plan and budget discussions in November 2018, with respect to Report C2018-1158 in relation to the Main Streets Investment Program, Council directed Administration to (1) develop a Main Streets Investment Program to implement strategic investments in growth areas within the developed areas, including proposed investment scenarios, and (2) develop appropriately-scaled, sustainable & long-term funding mechanisms and alternative funding options, providing for capital and operating funding as required. A report back was directed by Q2 2019.

On 2018 September 24, Council approved the following recommendation:

That the Priorities and Finance Committee recommend that Council direct Administration to undertake the Established Area Growth and Change work in accordance with the scope identified in Attachment 1 (PFC2018-0891).

Attachment 1 of report PFC2018-0891 indicated an update report be provided to Priorities and Finance Committee by 2019 May.

On 2018 March 19, Council directed Administration to bring a report to Council, through the Priorities and Finance Committee, no later than Q3 2018, with findings and recommendations toward the development of an Established Areas Growth Strategy, including funding and timing considerations, that complements the New Community Growth Strategy.

2. EAGCS Phase 1 Strategic Alignment

The Established Area Growth and Change Strategy (the “Strategy”) supports moving towards outcomes identified in Sections 2.2, 3.5, and 5.2.4 of the Municipal Development Plan, including a more compact urban form; and supporting intensifications of the Developed Residential Areas. The Calgary Transportation Plan encourages transportation investment in response to intensification of areas and the creation of transportation choice. This Strategy also supports the City Planning and Policy, Sidewalks and Pathways, and Streets service lines. By more clearly linking funding and finance tools with local and citywide planning policies, the implementation of goals related to local growth, redevelopment, and quality of life for existing and future residents and businesses can be advanced. This Strategy also supports the outcomes of both the Calgary Climate Resilience Strategy and the Resilient Calgary Strategy.

The Strategy contributes to advancing the Next Generation Planning System in Calgary, and aligns with other initiatives being delivered as part of this program including the Guidebook for Great Communities, the North Hill Communities Local Area Plan, and Heritage Conservation Tools and Incentives. Initiatives within the program are part of a systematic change to The City’s approach to planning, focused on implementing the MDP and advancing the Citizen Priority of A City of Safe & Inspiring Neighbourhoods. The initiatives within this program deliver on five of the six Council Priorities for the City Planning & Policy Service Line for 2020: A. Implementing the

MDP/CTP; B. City-Wide Growth Strategy; C. Modernized Community Planning; D. Connecting Planning and Investment; and E. A Renewed Land Use Bylaw. Council Priority E: Downtown Strategy – Positioning Downtown for the New Economy is not applicable, but is complementary, to this Strategy.

Coordination with related initiatives that similarly support investment in established areas will continue into Phase 2, including investment in priority Main Street areas, Transit-Oriented Development areas, and as City Shaping develops with the future construction of Green Line. In addition, in Phase 1, through the Utility Working Group, the Stormwater Management Strategy has been supported and advanced through facilitated engagement with stakeholders to discuss stormwater management challenges and tools specific to the established area. The results of these initial engagement sessions will be further explored in Phase 2 of the Strategy.

3. Next Generation Planning System Overview

Initiated in 2019, the Next Generation Planning System will improve the way we plan Calgary's future. This systematic approach will help us implement and realize the Municipal Development Plan, which provides the foundation and framework for how we plan our city for citizens who live here now and citizens who will call Calgary home in the future.

Currently made up of nine initiatives, the next generation of planning provides a coordinated and clear planning system for the whole city. It removes outdated and redundant policy, and creates a more robust toolbox to enable development and investment in Calgary.



The system combines policies that will allow us to plan a great Calgary with effective programs, strategies and tools, which enable growth and development to continue building a great city. The nine initiatives leverage and inform each other, from a citywide vision to development and construction.

The Established Area Growth and Change Strategy

The Strategy identifies multiple tools and investments that enable growth and support growing communities. It supports the implementation of the MDP/CTP and local area plans through financial and planning tools and capital investments in the established area to support existing and future residents and businesses, increases certainty in the planning redevelopment process, coordinates policy and investment with market growth, and identifies growth-enabling actions. Phase 2 actions and analysis, and ongoing monitoring across the Growth Strategy portfolio (New Communities and Established Area), may result in considerations for future iterations of the Guidebook and the MDP/CTP.

Next Generation Planning System

Working with, and building on existing policies, the Next Generation Planning System realizes thriving communities that provide housing, amenity, work and travel choices to everyone. It enables development and investment through clear plans, and strategies and tools that guide and support growth. The Next Generation Planning System consists of the following initiatives, addressing both policy and implementation activities to realize these development and community outcomes.

Municipal Development and Calgary Transportation Plans (MDP and CTP): *update policy*

The MDP and CTP are The City's long-range land use and transportation plans that look upwards of 60 years into the future, when Calgary's population is expected to reach over two million people.

Implement policy to PLAN A GREAT CALGARY.

- **Guidebook for Great Communities:** *new policy*
Ensuring communities in Calgary can offer more housing, shops, work and service choices, while simplifying the planning process with consistent city-wide classifications for the urban form. It will be used to guide and shape Local Area Plans in the new Local Area Plan program.
- **Local Area Plans:** *new program*
Using a multi-community approach to local planning, by grouping communities based on shared connections and physical boundaries. This approach makes stronger connections between communities and to key amenities and infrastructure. It helps to identify common issues and opportunities between communities, while removing duplicate and irrelevant policies and plans.
- **Heritage:** *new policy*
Providing new policy tools and financial incentives to increase conservation of heritage resources.
- **Renewed Land Use Bylaw:** *update policy*
Aligning the Land Use Bylaw with the Guidebook for Great Communities and the Local Area Plans so that the final built form accurately reflects the vision for our communities. The renewed Land Use Bylaw will focus on regulating the aspects that impact a person's experience at the street-level.

Enable growth and development to *BUILD A GREAT CALGARY.*

- **Established Areas Growth and Change Strategy:** *new strategy and implementation plan*
Coordinating public investment, while supporting existing communities through their growth. It links to current policy efforts and supports developers to help build our city.
- **Offsite Levies Review:** *update to policy*
Preparing a new off-site levy bylaw under current legislation, to enable growth-related capital infrastructure in established and new communities.
- **Main Streets:** *next phase of program and implementation/construction*
A continuum that goes from changes to land use that will support development opportunities to a streetscape master plan that is designed to support these changes and can be constructed in a coordinated fashion.
- **Transit-Oriented Development Implementation Strategy:** *next phase*
Carrying out the implementation actions. It supports higher-density, mixed-use buildings and public realm design that prioritizes walking and cycling and maximizes the use of transit services.