

## 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.

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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

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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

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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 Dalgleish	Planning & Development	Approve
Doug Morgan	Transportation	Approve