



Level Setting

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



CITY OF CALGARY
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Distribution
CITY CLERK'S DEPARTMENT



Transformation + Hustle = Thrive





Calgary – A Strong Business Case

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





Today's Discussion

- Today is about having a conversation and sharing perspectives and knowledge
- Report 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.

Today's Discussion



Strong Foundation

The right direction

Municipal Development Plan

Calgary Transportation Plan



City Building Driver of Success

Lessons from growth and change strategies

Achieving the Plans
What The City can do



Focus Areas in the Next Year

Ann McAfee
Guest speaker

Workshop:
Trade-offs, levers and potential recalibration



Important Decisions on the Horizon

New Community
Business Cases
October

Mid-Cycle
Adjustments
November

MDP/CTP
Amendments
October

Guidebook Great
Communities
January

RouteAhead
Update
November



Review findings



1st

CALGARY IS RANKED THE MOST LIVABLE CITY IN NORTH AMERICA AND THE 5TH MOST LIVABLE CITY IN THE WORLD.



1st

CALGARY IS HOME TO THE MOST EXTENSIVE OUTDOOR PATHWAY AND URBAN BIKE NETWORK IN NORTH AMERICA.



2nd

SECOND LOWEST COST OF LIVING OF CANADIAN CITIES AND NINTH LOWEST OF NORTH AMERICAN CITIES



32

CALGARY RANKS #32 OF 231 GLOBAL CITIES IN THE WORLD FOR QUALITY OF LIVING.



2nd

CALGARY RANKED SECOND OF MAJOR CITIES IN CANADA FOR HEALTHY LIFESTYLE AND LIFE SATISFACTION AND GRADE "A" OVERALL.



Easiest

CALGARY HAS AMONG THE EASIEST COMMUTES OF ANY MAJOR CITY IN CANADA.

- We are doing well in many areas
 - Made progress on many objectives while growing by 220,000 people since 2009
 - Added 160,000 more jobs since 2009
- Some of these are at risk due to changing economy
- Our Plans have a strong foundation that can help maintain these outcomes

Source: Calgary Economic Development Lifestyle Rankings



Calgary in the New Economy

CALGARY IN THE NEW ECONOMY – AREAS OF FOCUS

TALENT

Be Canada's destination for talent.



INNOVATION

Be Canada's leading B2B innovation ecosystem.



PLACE

Be Canada's most livable city.



BUSINESS ENVIRONMENT

Be Canada's most business-friendly city.



Key Sectors

Aerospace & Logistics

Agribusiness

Energy

Emerging Sectors

08:41 Financial Services

Creative Industries

Life Sciences

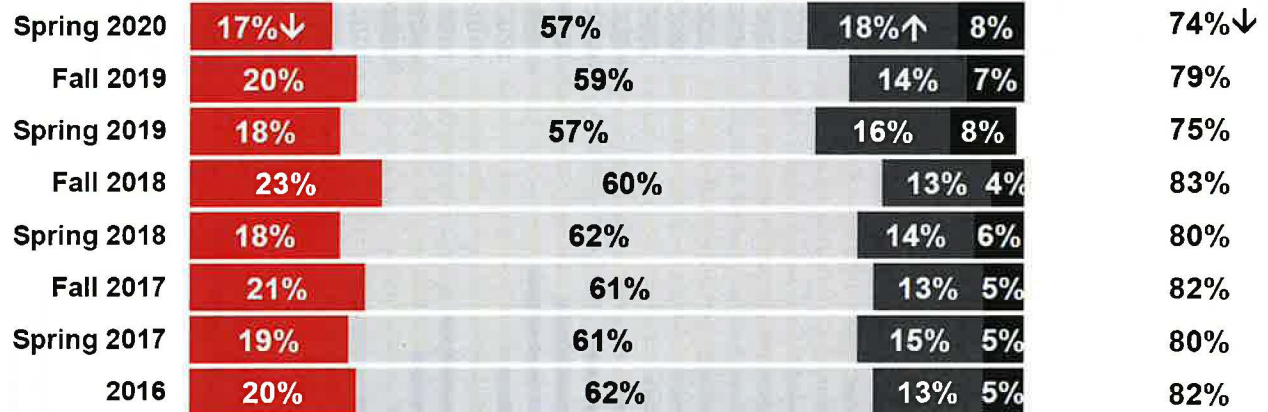
Tourism



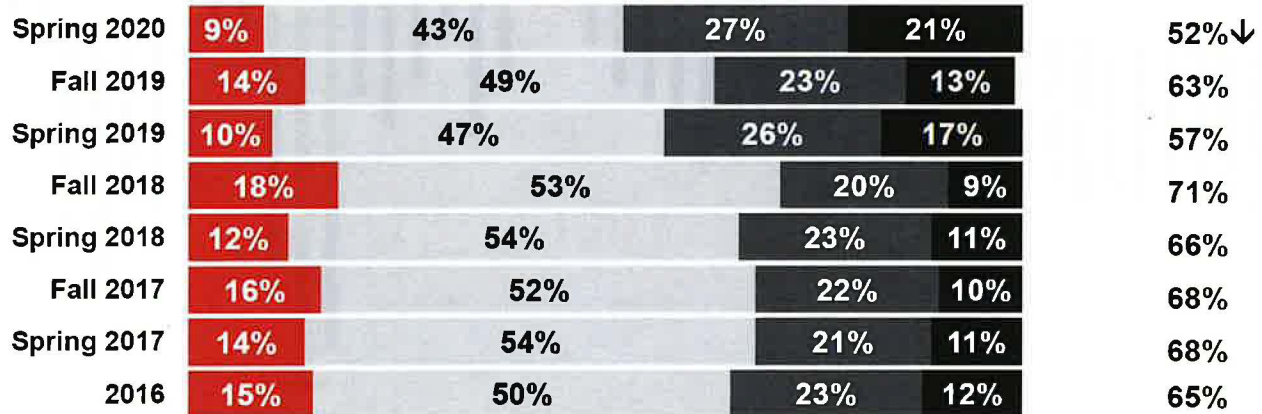
Sustainability: Making a Life & Making a Living

■ Completely Agree (10) ■ Agree (9, 8 or 7) ■ Neutral (6 or 5) ■ Disagree (4, 3, 2 or 1)

Calgary is a great place to make a life



Calgary is a great place to make a living



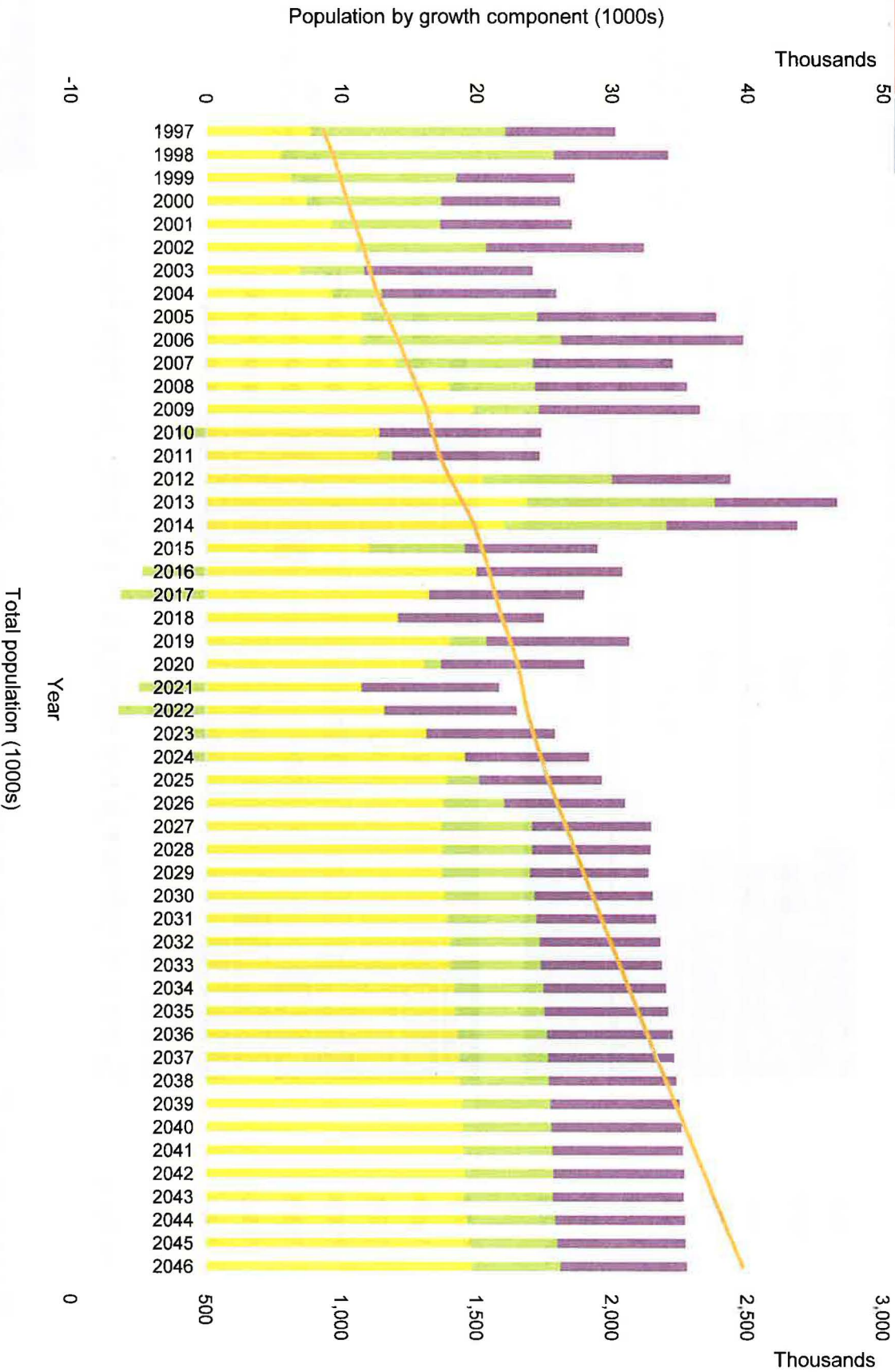
Next, I'm going to read you a series of statements that some people have said about life in Calgary. Please indicate whether you agree or disagree with each statement using a scale from 1 to 10, where "1" is "completely disagree" and "10" is "completely agree."

Base: Valid respondents (Bases vary)

↑ Statistically higher than Fall 2019
↓ Statistically lower than Fall 2019



Components of Population Growth - Calgary Economic Region (CD6)





The MDP/CTP Key Directions



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 frameworks to best leverage new and old community assets and make significant infrastructure investments made. The plan calls for great neighbourhoods with access to daily needs and services, great trees and parks, and a vibrant sense of community.

2

Complete communities

The MDP directs all Calgary communities to be more vibrant and livable, providing an increased range of housing, local services and mobility choices to meet the needs of residents and businesses. Transportation for all communities should be "completed" by building out corner and achieving a higher population threshold to ensure necessary infrastructure and community facilities and services are available when needed by residents.

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) routes 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.

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, sidewalks and pathways) can be applied in a wide variety of patterns depending on the local context and mobility need.

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, wheelchair 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 facilitates Calgary's growth to achieve the vision and objectives of the plans.



The MDP/CTP Business Case

A more compact city by focusing growth in key areas of the city to:

- **Leverage existing infrastructure**
- **Maximize future investments**
- **Maximize travel choices and amenities**
- **Facilitate stable communities elsewhere with modest change**

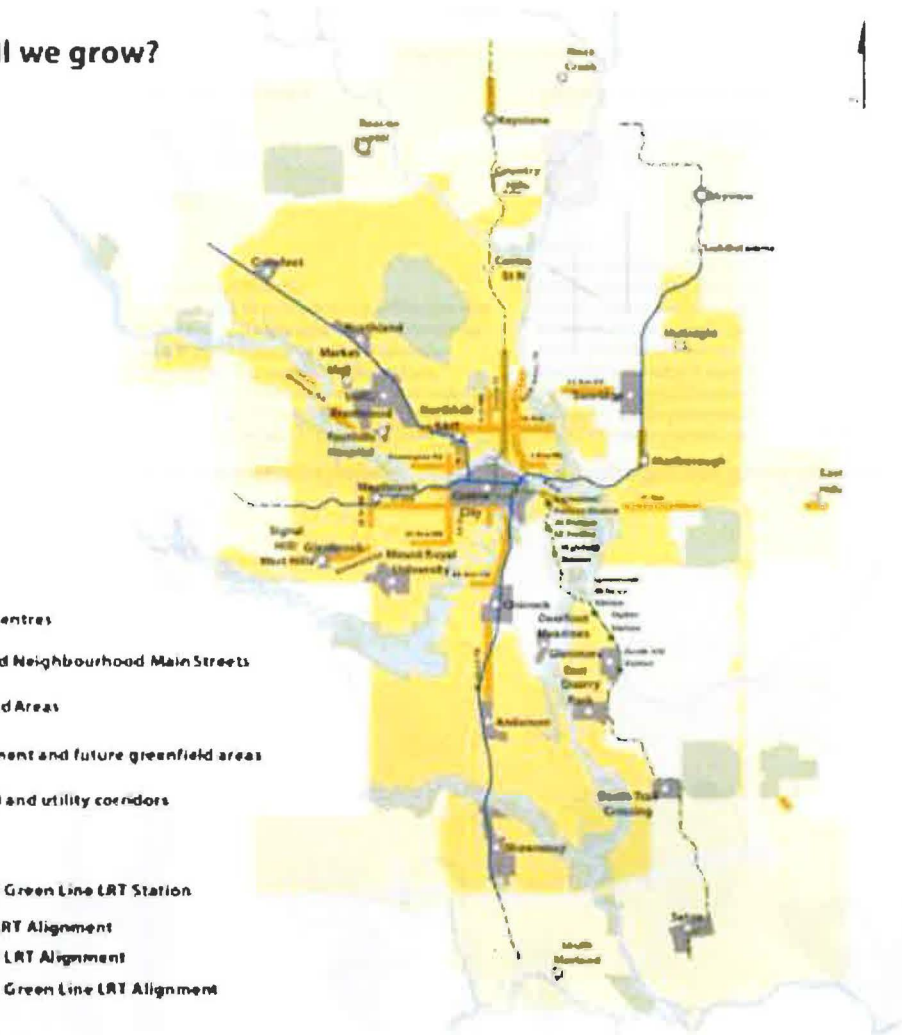
How will we grow?

Legend

- Activity Centres
- Urban and Neighbourhood Main Streets
- Developed Areas
- Development and future greenfield areas
- Industrial and utility corridors

LRT Network

- Proposed Green Line LRT Station
- Existing LRT Alignment
- Proposed LRT Alignment
- Proposed Green Line LRT Alignment





The MDP/CTP Business Case

How best to accommodate an additional 1.2 million people and improve quality of life?

Benefits of Achieving MDP/CTP

Economy	Environment	Social
Strong downtown	Achieve GHG Targets	Reduced obesity
Robust goods network	100 km ² less land needed	Improved mental health
More jobs near transit	2 million more trees	More housing choice
Balance of growth	Less energy consumption	More transportation choice
More attractive city	Less air pollution	Cheaper transportation

Savings from Achieving MDP/CTP

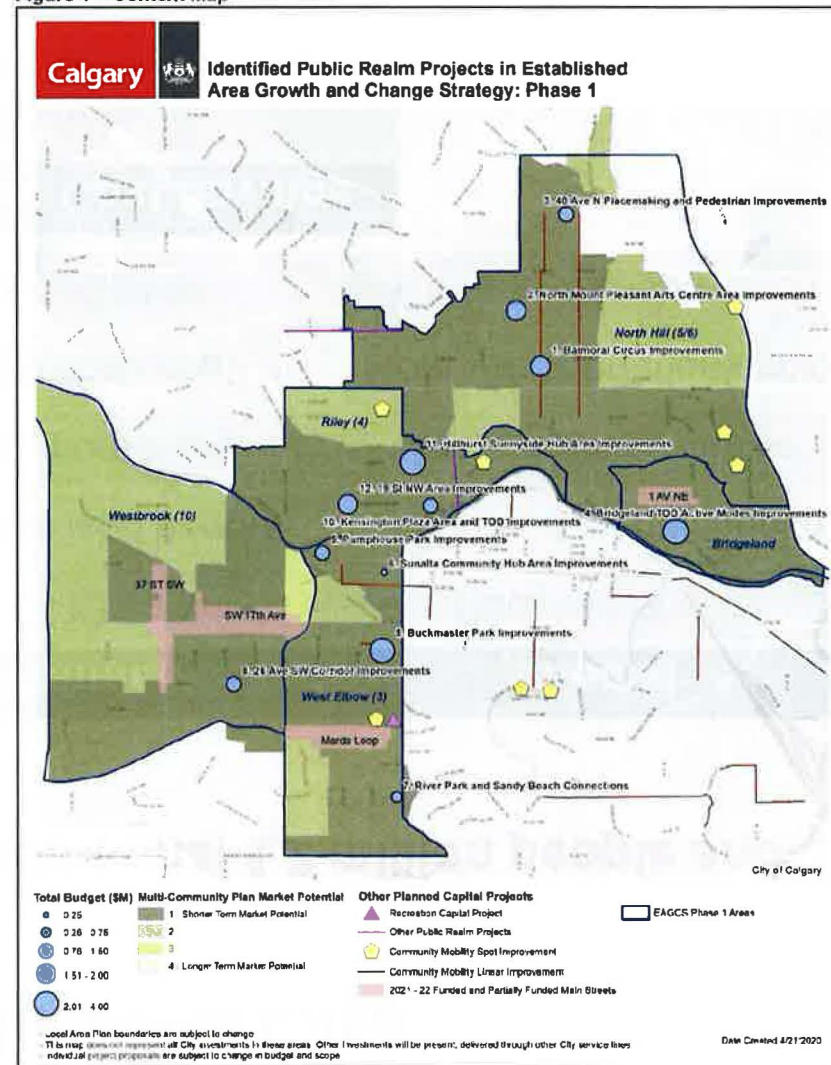
Infrastructure Cost Savings
\$16 billion in capital infrastructure savings
\$390 million per year in operating savings at horizon year



Strategic Investment

- Find locations that have largest ROI and align with the plan
- Consider market and community readiness
- Minimize need for new infrastructure
- Must have more benefits than other locations
- Can't accommodate all proposals everywhere

Figure 1 – Context Map



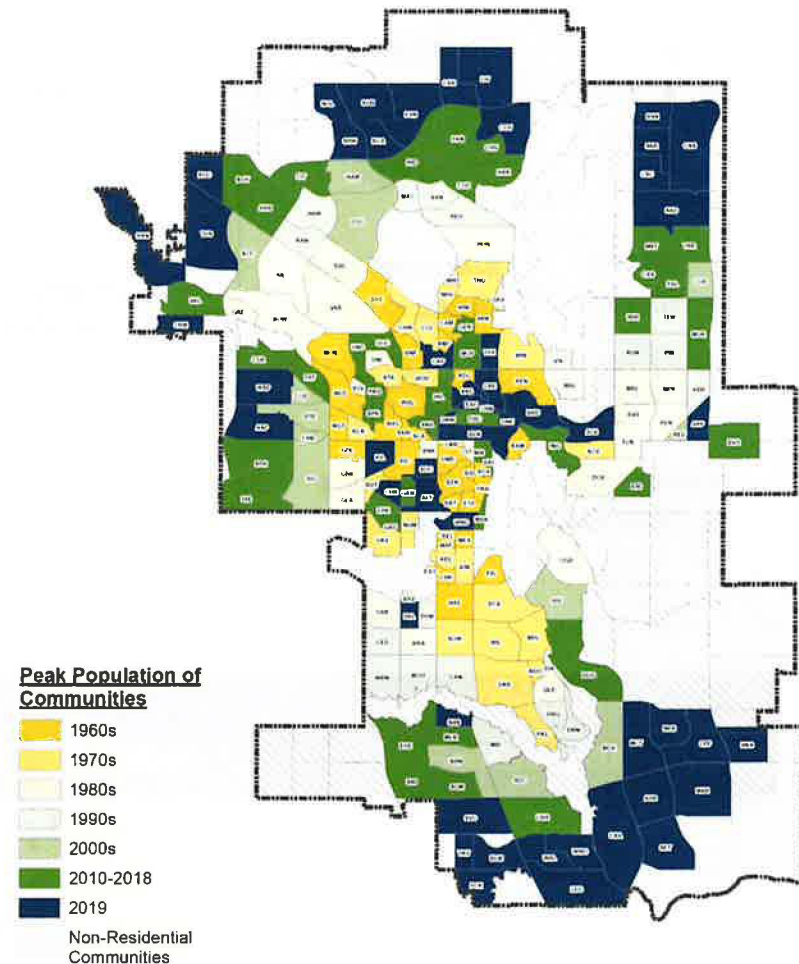


We're Making Progress

	Pre-MDP	Today
Population in AC and Main Streets	237100	276500
Overall density	20 pph	24.5 pph
Urban expansion indicator	-5.9%	9.7%
% Walking / Cycling Trips	14%	18%
Annual GHG Per Capita	16.53 t	14.47 t

















Peak Population of Communities by Decade





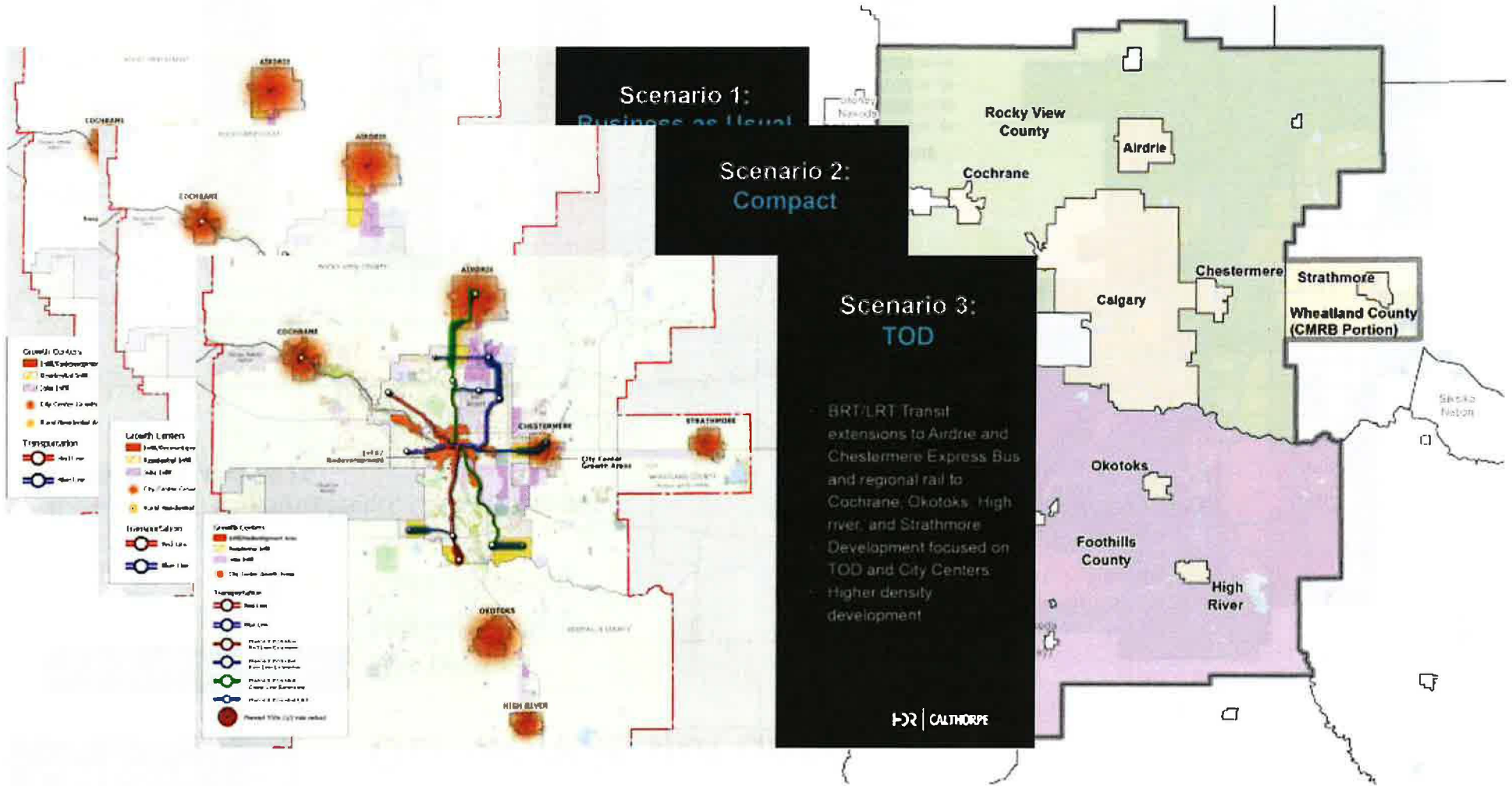
Our work is not done

Forecast of core indicator performance over life of plans

Stay the course	Accelerate to achieve	Review for effectiveness	
 Density	 Transit Service	 Urban Expansion	 Population & Jobs Balance
 Land Use Mix	 Accessibility to Primary Transit Network	 Road & Street Infrastructure	 Goods Access
 Residential Land Use Mix	 Transportation Mode Split	 District Energy	 Watershed Health
 Accessibility to Daily Needs	 Urban Forest		

Our work is not done

Regional Planning





Our work is not done

Tracking Measure: Per cent of Households in Core Housing Need



Rate of Core Housing Need, Calgary Census, 2006, 2011 and 2016

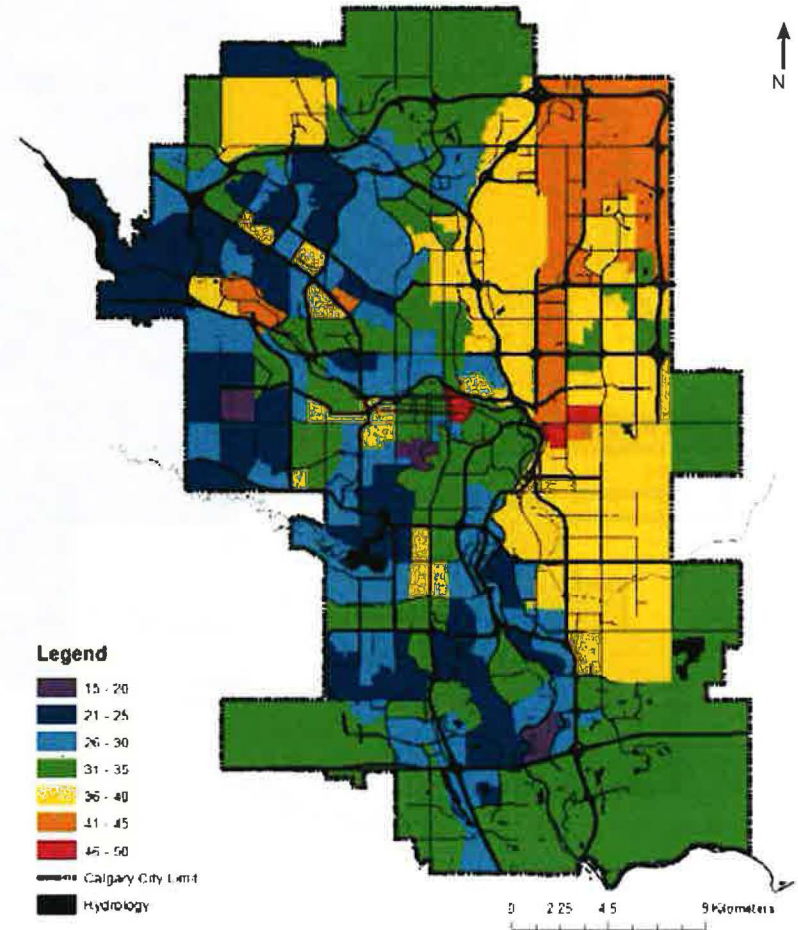
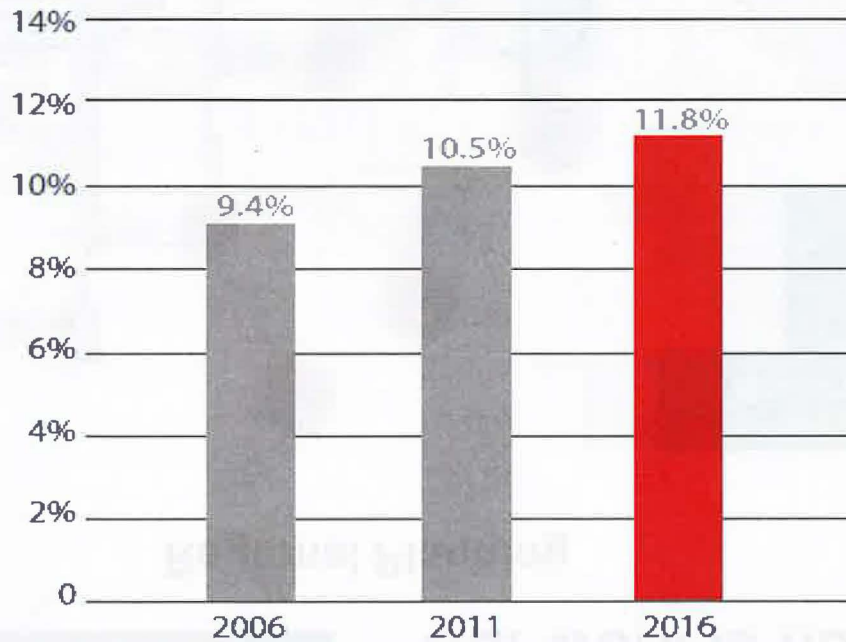


Figure 29: Combined Annual Housing and Transportation Costs in Calgary as Percent of Median Income (Statistics Canada, 2016) (see Appendix 1 for methodology)



Our work is not done

Addressing Climate Change

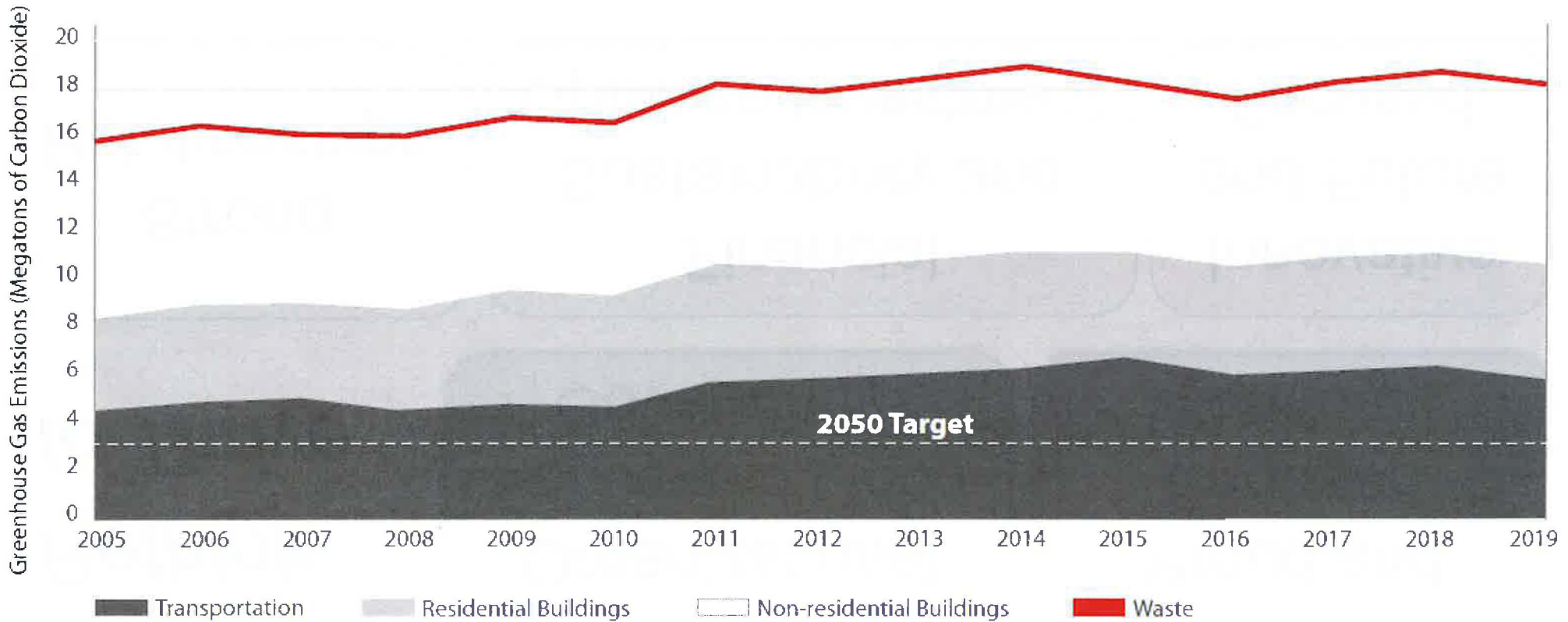


Figure 2-10: Historical Calgary Community-wide GHG Emissions (2005-2019)



Linking our work

*Rethink
to Thrive*

Organizational
Focus and Good
Government

Proud and
Engaged
Workforce

Strong
Relationships

Financial
Sustainability and
Optimize Investment

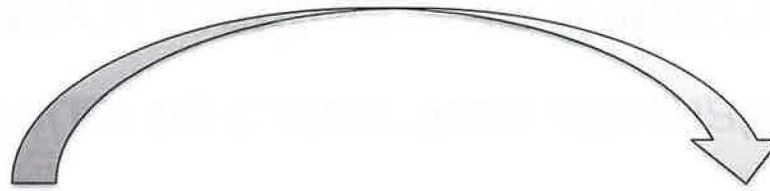
Innovative
and Future
Focused

Previous strategic meeting informs today's conversation



Strategic Council Meeting June 29, 2020

- facilitated discussion about the uncertainty we are facing
- challenges and opportunities for Calgary's future



Today's Strategic Council Meeting

- structural economic downturn and infrastructure deficit
- challenges to balance the provision of services with the resources we have
- climate change and extreme weather events
- balanced and sustainable growth – for our economy, environment and society
- ready to grow technologically with multiple methods of mobility
- thriving neighbourhoods and downtown
- work with other levels of government and our indigenous and regional partners
- learn from the examples that other cities are demonstrating
- our plans and strategies such as MDP/CTP communicate our vision for Calgary



Key Takeaways

- **MDP/CTP are a solid foundation to build our city**
 - Plans offer a blueprint for moving forward
 - Use plans to build confidence
- **Our work is not done - better implementation is key**
 - Focus on how, where and when to grow
 - Expectations exceed resources
 - Choices must be better than alternatives
- **Balance today's realities with Calgary for next generation**



Discussion Questions

In the next year

What strengths can we capitalize on?

Are there elements of the plan that do not need our attention at this time?



City Building as a Driver of Success

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



Today's Discussion



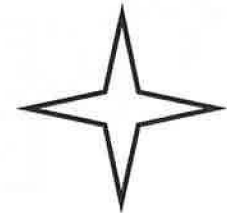
Strong Foundation

The right direction
Municipal Development Plan
Calgary Transportation Plan



City Building Driver of Success

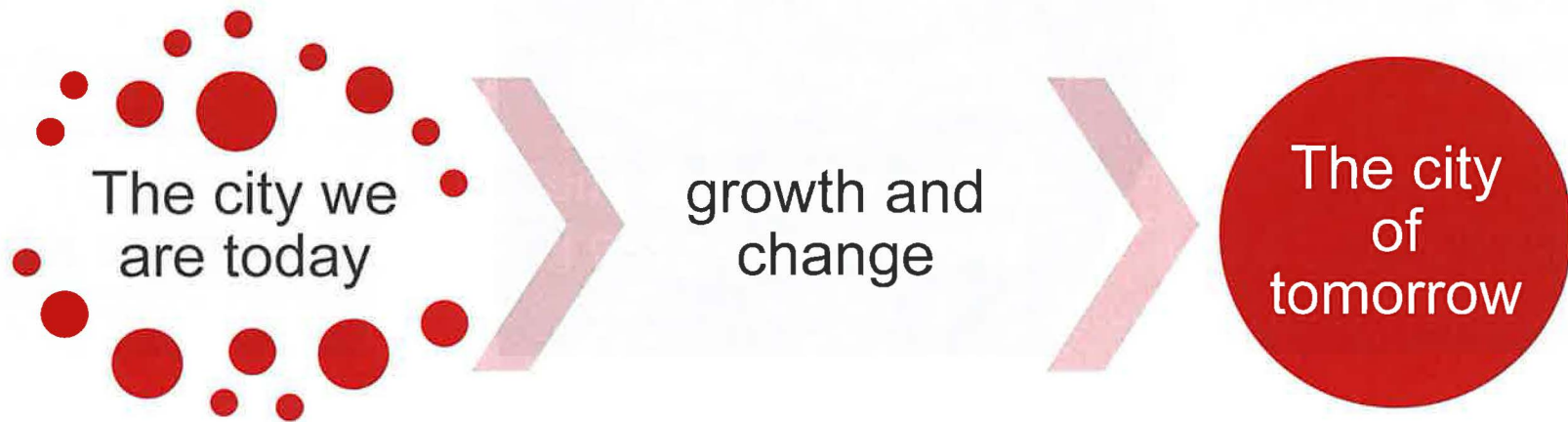
Lessons from growth and change strategies
Achieving the Plans
What The City can do



Focus Areas in the Next Year

Ann McAfee
Guest speaker
Workshop:
Trade-offs, levers and potential recalibration

Our city will continue to transform





City building is an economic driver

Place is one of the 4 pillars of Calgary's economic recovery strategy, and Calgary offers business and lifestyle location advantages

Even as economic growth has lagged since 2016:



*Population up
over 50,000*



*Homes up
over 22,000*



*Building Permits
up 12%*



*Commercial/
Industrial sqft up
over 13M*

Calgary is a more vibrant place than it was in 2016



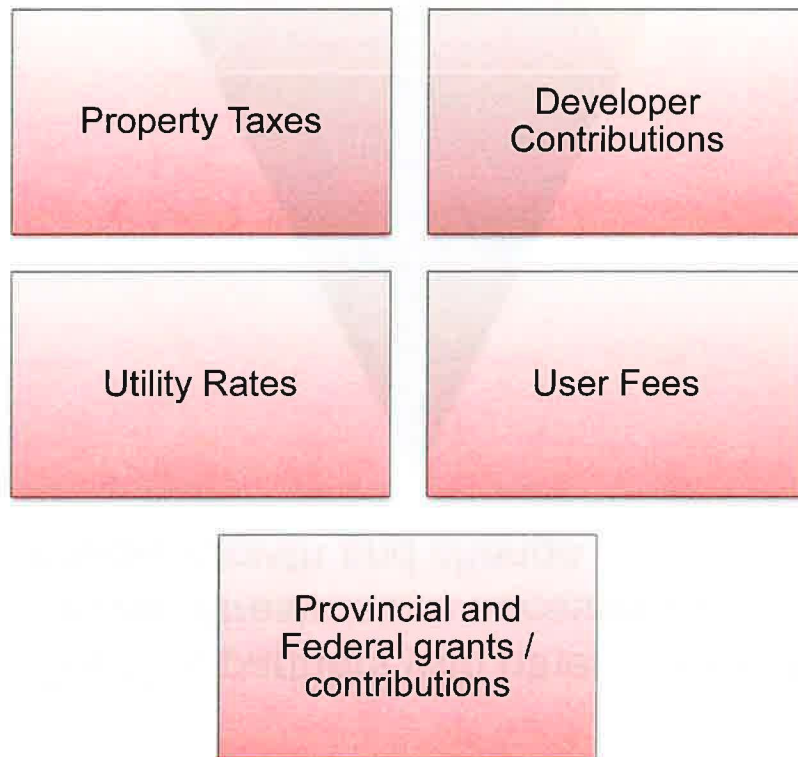


Strategic growth decisions

- Strategic growth areas exist across our city
- Investment should be coordinated to meet market demand
- Can result in improved efficiency:
 - Timely build out to support private business and public amenities
 - Coordinated location and completeness of communities
 - Leverage previous investments in infrastructure
 - Deliver services efficiently
- Generate new and diversified tax base
- Financially sustainable – for everyone

Funding & Financing Tools

Funding Sources

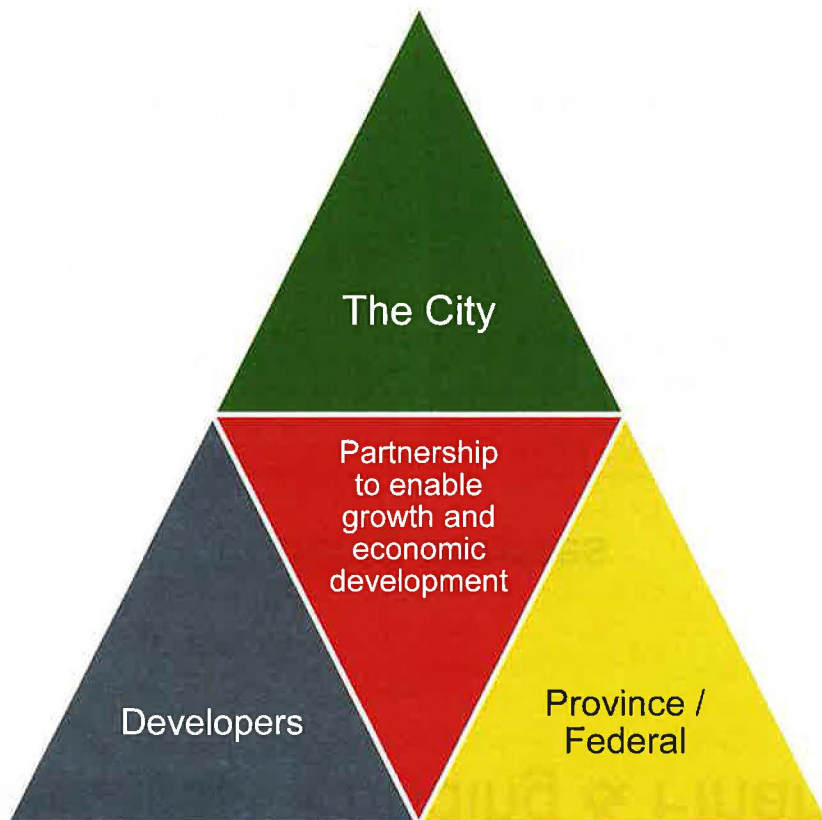


Financing Tools



Investing in growth

The City partners with other investors to deliver infrastructure necessary to enable growth and change



Example: interchange at Deerfoot Trail and 212 Avenue S.E.



Growth Targeted Investments* One Calgary 2019-2022

New Communities: \$340 million

Actively Developing: 198

Established Areas: 127

Main Streets: 60

Total \$725 million

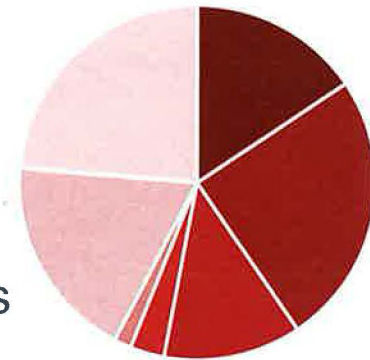
***Notes:**

- Investments reflect operating and capital budgets
- Includes developer off-site levies: \$326 million
- 2023+ available amount of ~\$18 million operating annually
- Does not reflect budget adjustments in 2019 or 2020



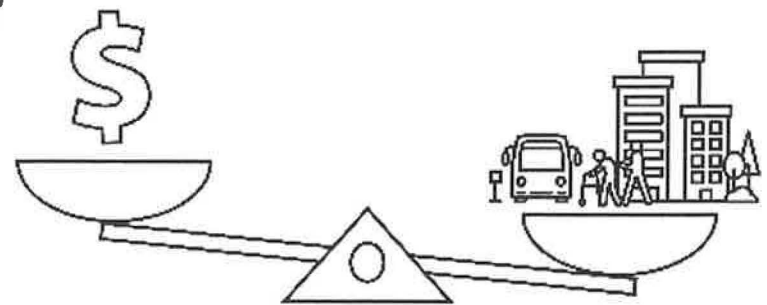
Portfolio of investment

- Successful implementation of a growth and change strategy makes informed choices about the amount and mix of investment
- Having a diversified investment plan helps achieve more outcomes
- Key questions to consider:
 - What is the best investment portfolio mix?
 - How should investments be prioritized?
 - What happens if the size of the pie increases or shrinks as funding sources change?
 - As the context changes, how should we divvy up the pie?



Don't put all your eggs in one basket

- Considers both the **speed and amount** of the return
- Includes financial returns like increased property taxes and cost efficiency gains, overall service value, and societal and environmental benefits
- **Where and when** should The City invest and **how much** today to receive a benefit in the future?
- What is Council's risk tolerance?



Transformation + **Hustle** = Thrive



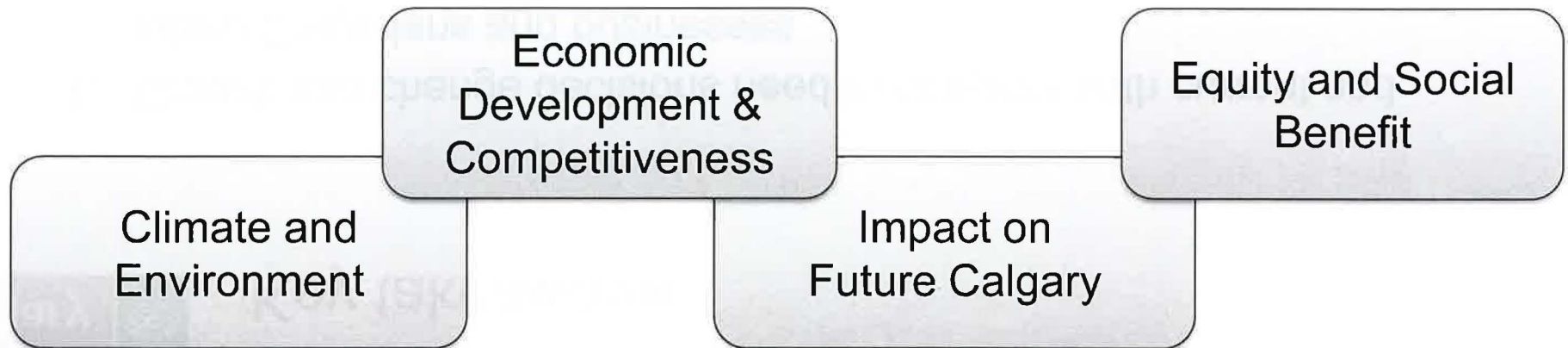


Key takeaways

1. Growth and change decisions need to consider both current and future Calgarians and businesses
2. Calgary will continue to grow and change, how we plan for and respond to these opportunities will shape our city
3. Choices about where and how we invest can lead to efficiencies and improve the return on investment
4. Having a mix of investments will help achieve more outcomes
5. Improving and transforming how we partner with investors can mobilize capital investment

Discussion questions

1. Given our current context, where and how should we focus our efforts on growth and change?
2. How should The City prioritize these investments to respond to growth and change?



The image shows the exterior of the Calgary City Building, featuring a facade of large, geometric glass panels in various shades of blue and white. The panels are arranged in a complex, crystalline pattern. In the foreground, there are streetlights and a yellow traffic sign. The sky is visible through the glass panels, showing a cloudy day.

Calgary

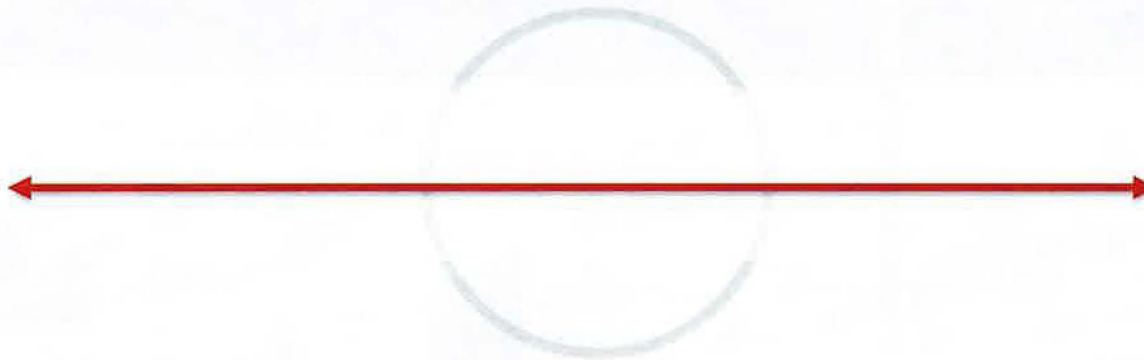


City Building: The Right Trade-offs for Businesses and People

Strategic Meeting of Council

Priorities and Trade-Offs

**More
Focused**



**More
Meandering**

MDP CTP Blocks

Communities

Economy

Transportation



Placemaking





Levers

Political Will

Civic Capital

Civic
Confidence

Community &
Stakeholder
Trust

Policy +

Policy

Regulations

Bylaws

Practices

Processes

Applications

Levies

Partnership

Businesses

Government
other levels

Incentives

Resources

Budget

Initiatives



Pittsburgh

More
Focused



More
Meandering



Pittsburgh

Communities

Prosperous Economy

Greater Downtown
Business Development & Reg. Dest. Projects

Activity Centres
Business Development

Industrial Areas

Retail Centres

Placemaking

Public Realm and Activation
including Heritage Retention

Main Streets & TODs & Community Hubs (ACs)
Increase Density

Low Density and Inner City Established Communities
Modest Growth

Greater Downtown Residential
Increase Density

Actively Developing New Communities
Mixed Density

Future Greenfield
Mixed Density

Regional Planning

Transportation

Primary Transit Network

5A Network
Cross-city connected pathways

Complete Streets

Goods Movement

Future Ready Transportation
electric vehicles, technology



Levers

Political Will

Civic Capital
Civic Confidence
Community & Stakeholder Trust

Policy +

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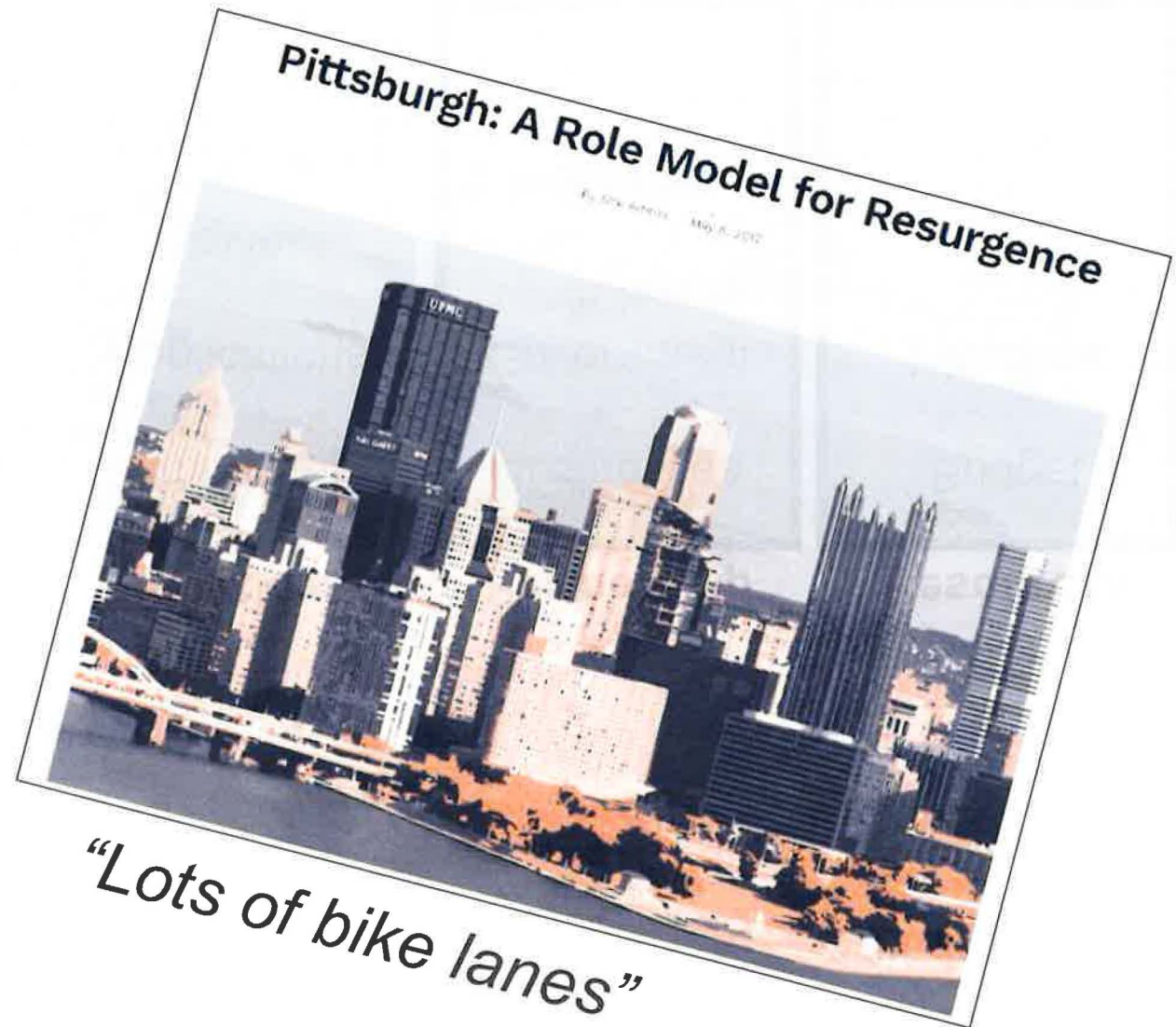
Resources

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Initiatives



Transformation:
Centre of world class
research

*“Key to nurturing that
world-class research
is Pittsburgh’s ability
to attract the
necessary talent”.*





Denver

More Focused

More Meandering





Denver

Transportation

- Primary Transit Network
- Complete Streets
- 5A Network
Cross-city connected pathways
- Goods Movement
- Future Ready Transportation
electric vehicles, technology

Prosperous Economy

- Greater Downtown
Business Development & Reg. Dest. Projects
- Industrial Areas
- Activity Centres
Business Development
- Retail Centres
- Placemaking
Public Realm and Activation
including Heritage Retention

Communities

- Main Streets & TODs & Community Hubs (ACs)
Increase Density
- Low Density and Inner City Established Communities
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Transformation:
The hip, fun, young city

“None has succeeded so spectacularly as Denver has”.



Calgary



Calgary

**More
Focused**

**More
Meandering**



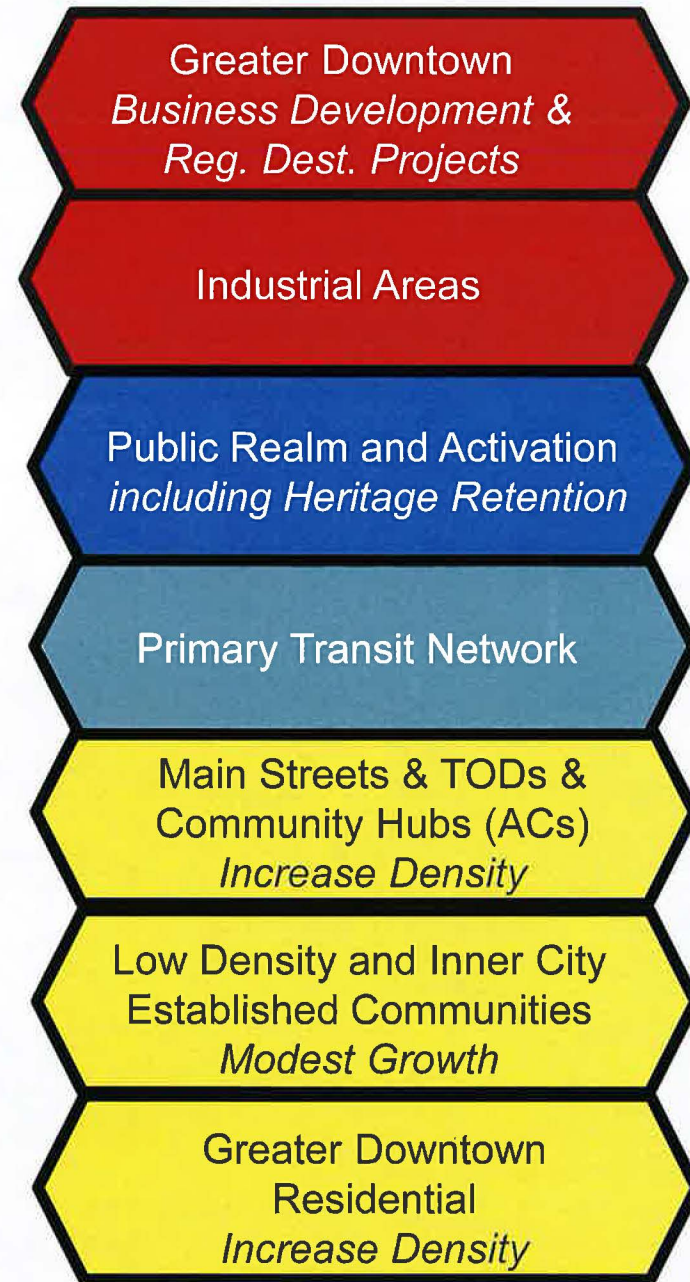


1 Defined the most important thing:
to retain and attract with business opportunities and maintain a high quality of life

2 Decided what areas to run faster

3 Uses levers effectively:
Built new partnerships and they moved fast

What is the most important thing?



Key Takeaways

Successful city-building :

1. Aligns planning and transportation decisions with the immediate goals and the city vision
2. Invests in maintaining high quality of life.
3. Partners with business to develop projects to foster prosperity
4. Establishes paths to “yes” and when to say “no”
5. Leverages existing strengths
6. Develops solutions specific for Calgary



From what have you heard about other cities, or from your own knowledge/experience, what should be considered for Calgary's priorities and strategies?

Calgary Levers | We are ready to go fast

Political Will	Policy +	Practices	Partnership	Resources
<p>Civic Capital</p> <p>Civic Confidence</p> <p>Community & Stakeholder Trust</p>	<p>Policy</p> <p>Regulations</p> <p>Bylaws</p>	<p>Processes</p> <p>Applications</p> <p>Levies</p>	<p>Businesses</p> <p>Government other levels</p> <p>Incentives</p>	<p>Budget</p> <p>Initiatives</p>
<p>Coordinated communication and engagement practices</p>	<p>Next 20 Guidebook for Great Communities</p> <p>LUB Update</p> <p>Route Ahead</p>	<p>Levy work</p> <p>Covid-19 Recovery Relaxations</p> <p>New CPAG Model</p> <p>Increased Digital</p>	<p>Greenline</p> <p>Car Share</p> <p>Scooters</p> <p>Growth Strategy partners</p> <p>Greater Downtown</p>	<p>Greenline</p> <p>Main Streets</p> <p>Established Communities Fund</p> <p>Growth Strategy Initiatives</p> <p>Greater Downtown</p> <p>New Communities</p>

Calgary Levers | We are ready to go fast

Political Will

Civic Capital
 Civic Confidence
 Community & Stakeholder Trust

Policy +

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Hustle

Set up to move fast

How we could position ourselves now to achieve more of our city-building goals.



Transformation + Hustle = Thrive





What is the one item today we should take away when considering our work plan and budgeting for planning and mobility over the next year?

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.