

## **Industry-City Work Plan 2020 Year-End Update**

### **RECOMMENDATION(S):**

That the Standing Policy Committee on Planning and Urban Development recommends that Council receive this update for the Corporate Record.

### **RECOMMENDATION OF THE STANDING POLICY COMMITTEE ON PLANNING AND URBAN DEVELOPMENT, 2021 JANUARY 13:**

That Council receive this update for the Corporate Record.

## **HIGHLIGHTS**

- The purpose of this report is to provide an update on the 2020 Industry-City Work Plan; provide a high level overview of 2021 initiatives, demonstrate an ongoing commitment to working collaboratively to advance initiatives as set out in the Industry-City Work Plan, and increased trust and transparency. Through the Developer Advisory Committee, The City and representative members of the development industry meet monthly to monitor deliverables, provide updates on service delivery and monitor progress against these Industry-City Work Plan initiatives.
- What does this mean to Calgarians? The Industry-City Work Plan continues to be an important strategy to improve the context for development and investment in Calgary.
- Why does this matter? Improved context for development and investment in Calgary ensure that there are positive planning outcomes for Calgarians.
- In past years, the City Planning & Policy Work Plan and the Industry-City Work Plan have been brought forward together. Administration and Industry will continue to evolve the work plan to exist more meaningfully with other work planning in the Planning & Development Department.
- In previous years, the Developer Advisory Committee and the Industry-City Work Plan were more focused on Growth Management and Continuous Process Improvements for Development Approvals, specifically. The 2021 Work Plan is organized by service line (City Planning & Policy; Development Approvals; and Building Safety) to better align with a recently expanded Developer Advisory Committee mandate (which looks at all three Planning & Development service lines) and Planning & Development's Accountability Framework and One Calgary 2019-2022 service plan and budget.
- Through 2020, Administration has strengthened its relationship with Industry by providing innovative and effective relief measures, by way of deferred or waived fee payments, to provide financial flexibility to manage cash flows.
- Due to impacts of COVID-19 and to adjust the capacity of teams working remotely, The City and Industry mutually agreed to defer some pieces of work to 2021 (refer to Attachment 3 for details).

**Planning & Development Report to  
SPC on Planning and Urban Development**

**ISC: UNRESTRICTED  
PUD2021-0063  
Page 2 of 5**

## **Industry-City Work Plan 2020 Year-End Update**

---

- At the 2020 January 05 SPC on Planning & Urban Development, Council directed Administration to report back to the SPC on Planning and Urban Development with a 2020 year-end Industry/City Work Plan update, no later than 2021 January.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods.
- Background and Previous Council Direction is included as Attachment 1.

## **DISCUSSION**

The 2020 Work Plan focused on three (3) initiatives including, Growth Funding & Investment, City-Wide Growth Strategy, and Continuous Process Improvement, and there were 19 associated objectives. Of the 19 objectives identified, 7 are complete and 12 are ongoing (refer to Attachment 2 for additional details). Below are some details of how this work has progressed.

Key objectives for 2020 included the Off-Site Levy Bylaw review and the Off-Site Levy Audit Implementation, Phase 1 recommendations for the Established Area Growth and Change Strategy, as well as the continuation of work in Phase 2, scoping for an Industrial Growth Strategy, New Community Growth Strategy business case recommendations and potential future policy and financial improvements, and ongoing commitment to Continuous Process Improvements.

### **2020 City-Wide Growth Strategy**

The City's comprehensive growth strategy work focuses on how to enable growth and development and retain investment and jobs in Calgary, while achieving the policy objectives in the Municipal Development Plan/Calgary Transportation Plan (MDP/CTP) and maintaining a balanced market. The comprehensive growth strategy consists of three components: the Established Areas Growth and Change Strategy, Industrial Area Growth Strategy and New Community Growth Strategy.

The focus of City-Wide Growth Strategy work in 2020 was to bring forward Phase 1 recommendations for the Established Area Growth and Change Strategy, as well as the continuation of work in Phase 2, prepare a scoping report for the Industrial Growth Strategy and New Community Growth Strategy business case recommendations and potential future policy and financial improvements.

- **Established Area Growth and Change Strategy:** This leg of the city-wide growth strategy focused on identifying and implementing both capital investment and strategic actions for enabling growth. Phase 1 recommendations were approved by Council, supported with \$30M of investment, and the strategy moved into Phase 2 that will carry on through 2022.
- **New Community Growth Strategy:** New Community Growth was monitored in 2020 through the Growth Strategy Monitoring Report, which for the first time this year reflected a more city-wide perspective on growth, by including the established and industrial areas. The 2020 round of new community business cases were reviewed with

## **Industry-City Work Plan 2020 Year-End Update**

---

recommendations brought to Council in Q4. The work to review the Growth Management Overlay process and to enhance the Operating Cost Model for new communities were both deferred into 2021 to adjust to the capacity of the team working remotely during the pandemic.

- **Industrial Area Growth Strategy:** This third leg of the city-wide strategy focuses on industrial lands, and in 2020 this work revolved around collaboratively scoping the Phase 1 priority work for this strategy and developing a better understanding of the parameters of the Calgary and regional industrial market. At the same time, the opportunity for immediate actions in support of the industrial sector were furthered, including considering changes to the Land Use Bylaw and development standards for industrial lands. Council can look forward to receiving the scoping report in Q1 2021.

### **The Industry City Work Plan in 2021**

Looking ahead to 2021, the Industry City Work Plan is evolving. With the scoping of the Industrial Area Growth Strategy and it's shift into Phase 1, the team will have all three elements of the city-wide growth strategy actively progressing simultaneously. These elements will become more closely integrated through the first comprehensive and balanced set of recommendations for Council's consideration in Q4, based on any opportunities of capital funding identified for 2022.

Each element of the city-wide growth strategy has several key actions identified for 2021 to build towards comprehensive recommendations in 2022 to support Council discussions of priorities within the 2023-2026 business plan and budget.

As mentioned in the highlights, the 2021 Work Plan is organized by service line to better align with the existing Developer Advisory Committee mandate, Planning & Development's Accountability Framework and the One Calgary 2019-2022 service plan and budget. Some service line highlights included in the 2021 Industry-City Work Plan are (refer to Attachment 3 for a complete list):

- The Building Safety service line will bring forward recommendations to make new construction and building alterations more climate resilient and sustainable;
- The City Planning & Policy service line will work toward approval, implementation and monitoring for the Guidebook for Great Communities in conjunction with New Community Growth Plans and focus on Established Area funding and financing tools;
- The Development Approvals service line will support the structural reorganization of CPAG including the alignment of business systems, cultural support and training the continued digitization of processes; and
- Several initiatives are cross service line and cross the planning continuum, including the Balance of Policy initiative, which will look critically at policies and development standards and how they affect the cost of land development.

## **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required

**Planning & Development Report to  
SPC on Planning and Urban Development**

**ISC: UNRESTRICTED  
PUD2021-0063  
Page 4 of 5**

**Industry-City Work Plan 2020 Year-End Update**

---

- ☐ Public/Stakeholders were informed
- ☒ Stakeholder or customer dialogue/relations were undertaken

In 2020 November, Administration engaged the Developer Advisory Committee to understand their biggest priorities going into 2021. Key areas were planning in an uncertain environment including managing municipal non-residential taxes, development costs and the changing political landscape. Hearing from Industry is a regular part of the monthly Developer Advisory Committee meetings and Administration will continue to have these conversations throughout 2021. This may result in the evolution of the work plan in 2021 to adjust to new or emerging priorities.

**IMPLICATIONS**

**Social**

The 2021 Industry-City Work Plan includes a wide array of initiatives that support city-building that enables the development of an equitable, accessible, socially inclusive, and safe community.

**Environmental**

The 2021 Industry-City Work Plan includes a wide array of initiatives that support city-building that enables environmental outcomes relating to climate change and our Climate Resiliency Strategy, water and ground quality, and compact/sustainable development patterns.

**Economic**

The 2021 Industry-City Work Plan includes a wide array of initiatives that support city-building that enables economic development and the financial sustainability of the corporation. A variety of initiatives aim to aid industry in economic recovery as a result of COVID. Further, Industry-City Work Plan initiatives support operationally efficient growth and development patterns, downtown revitalization.

**Service and Financial Implications**

No anticipated financial impact

\$0

There are no impacts to current or future operating budgets as a result of this report. Projects identified in the Work Plan have been resourced within existing budgets. If necessary, in 2021, the reallocation of existing resources can be considered to deliver on this Work Plan, or actions within the Work Plan may need to be reprioritized as new work arises.

**RISK**

As we enter the seventh year of Calgary's economic downturn, planning and city-building continues to play a pivotal role in enabling a great city. This will require bold moves to ensure that Calgary remains attractive to citizens who live and do business here now, while attracting new talent and investments in the future.

**Planning & Development Report to  
SPC on Planning and Urban Development**

**ISC: UNRESTRICTED  
PUD2021-0063  
Page 5 of 5**

**Industry-City Work Plan 2020 Year-End Update**

There is a risk that given tight City resources and industry's focus on regaining balance in 2021, that Administration could be challenged to achieve all initiatives as outlined in the 2021 Work Plan.

**ATTACHMENT(S)**

1. Background and Previous Council Direction
2. Industry-City Work Plan 2020 Year-End Initiative Updates
3. Industry-City Work Plan 2021 Initiatives
4. Developer Advisory Committee Membership

Department Circulation

General Manager	Department	Approve/Consult/Inform
Stuart Dalgleish	Planning & Development	Approve