

Roadmap Initiatives

This attachment provides one-page overview sheets on key city planning initiatives that will be undertaken in the coming years and which form key components of the City Planning Policy Roadmap in Attachment 2.

Each brief provides high-level information on the following:

- The purpose and vision of the initiative or program;
- The approach being applied;
- Primary outcomes and impacts of the initiative;
- The initiative’s planned timeline;
- The initiative’s status at the time of this report;
- The anticipated next, key steps in the coming year;
- Key initiatives that this initiative is connected to or will leverage; and
- Why the initiative is important to Calgarians.

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Renewing the Relationship with Rocky View County

Timeline

2022	2023	2024	2025

Current Status

- Scoping Phase

Key Actions 2022

- Update to IGA (March)
- Team identification
- Budget request

Key Connected Initiatives

- Main Streets Program
- Established Areas Growth & Change
- Citywide Growth Strategy

Why is this Important?

A sustainable city needs a sustainable region. By improving the relationship between municipalities, we improve on the issue resolution and coordination of services between municipalities. We can then more sustainably meet the needs of our citizens, communities, and businesses, whose activities and impact do not stop at our City of Calgary limits.

Pursue a greater collaboration between The City of Calgary and Rocky View County, with the goal of improving the intermunicipal relationship.

Project Vision

The City of Calgary and Rocky View County share approximately 115 kilometres of boundary. Our municipalities are connected by economies, rivers, and roads. The relationship between the municipalities can be challenging due to economic competition, regional growth pressure, the establishment of the Calgary Metropolitan Region Board, and several contentious planning applications. In response, The City of Calgary and Rocky View County have acknowledged a need to actively pursue a more collaborative approach with the goal of improving the intermunicipal relationship. Letters exchanged between Mayor Nenshi and Reeve Henn, September of 2021, expressed a willingness to reset the relationship and undertake a process to collaboratively solve these issues.

Project Approach

Administration for both municipalities will develop a potential approach for collaborative resolution of issues for Council approval, and support elected officials in their efforts to do the same. Once the approach is developed the timeline of this initiative will also be confirmed, with it currently identified as a 12-18-month initiative requiring a significant amount of time and resources to undertake effectively.

Outcomes and Impacts

- Improved relationships between City of Calgary and Rocky View County Elected Officials
- Identification of intermunicipal issues and direction for resolution
- Vision setting and alignment of expectations between municipalities
- Improved working relationship between Administration members



Rocky View County Annexation

Timeline

2022	2023	2024	2025

Current Status

- Scoping Phase

Key Actions 2022

- Annexation Negotiation Committee
- Budget request
- Team identification
- Stakeholder outreach

Key Connected Initiatives

- Citywide Growth Strategy
- Established Areas Growth & Change
- Calgary Plan

Why is this Important?

The Rocky View County annexation lands represent 1,676 hectares of space that aligns with The City’s future growth plans for the industrial sector of Calgary.

Annexing lands will support The City’s long-term industrial goals and evolving industrial development needs.

Implementing a council-directed annexation in Rocky View County, with a supporting Area Structure Plan.

Project Vision

The proposed annexation area had previously been identified for future annexation as part of Calgary’s Industrial Growth Area. This agreement was outlined in the in the jointly-approved 2007 Rocky View – Calgary Intermunicipal Development Plan (IDP) and 2006 Annexation Agreement (Board Order: MGB 079/07). To ensure development in this area progresses in alignment with the City’s long-term goals, in September 2021 Council directed Administration to initiate annexation of The City’s Industrial Growth Area. Annexation of the lands will support The City’s long-term industrial lands needs, enable The City to accommodate evolving industrial development needs and give industrial developers clarity on the long-term vision. With The City initiating an annexation, the Work Plan will identify work to support this annexation, including an associated Area Structure Plan (ASP.)

Project Approach

This three-year initiative is broken down into a number of phases. The first phase will see the creation of an Annexation Negotiation Committee, nomination of elected officials to the Annexation Negotiation Committee, and the application for an Alberta Community Partnership Grant with Rocky View County to acquire a mediator to guide negotiations. The City will participate in negotiations with Rocky View County, commence landowner and public consultation, and initiate technical studies with the goal of confirming the annexation area. Once the annexation area is confirmed The City can commence work on an ASP and conduct additional technical studies. Outputs will support an annexation application to the Land and Property Rights Tribunal. Our future plan will maintain a climate lens, to ensure we strike the optimum balance that is good for Calgary’s economic growth and the environment.

Outcomes and Impacts

- This industrial land Annexation will grow the City’s industrial sector and help maintain long-term land supply.
- The Annexation will contribute towards Calgary’s role as an inland port and distribution centre for western Canada



Foothills County Annexation

Implementing a council-directed annexation in Foothills County.

Timeline

2022	2023	2024	2025

Current Status

- Scoping Phase

Key Actions 2022

- Negotiation Committee appointments
- Budget request
- Team identification
- Stakeholder outreach

Key Connected Initiatives

- Citywide Growth Strategy
- Established Areas Growth & Change
- Calgary Plan

Why is this Important?

The Foothills County Annexation will create a more logical future planning cell within Calgary city limits.

Project Vision

On 2020 July 27, Council directed the initiation of an annexation from Foothills County. The annexation is intended to increase The City of Calgary's long-term residential land supply and to align with policy provided by the City of Calgary – Foothills County Intermunicipal Development Plan. As provided for in Council's direction, it is anticipated that the work will largely be funded by the primary landowner.

Project Approach

This initiative will start once a funding agreement is reached with the primary landowner. A report back to Council no later than Q2 2022 will contain updates on negotiating parameters and any further direction required from Council (pending the completion of the negotiation of the funding agreement), along with the nomination of elected officials to the Annexation Negotiation Committee.

Administration continues to hold related conversations with counterparts in Foothills County, until such time that the annexation work can be scoped.

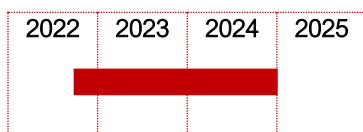
Outcomes and Impacts

- Foothills County annexation will contribute a residential land supply cell within Calgary city limits



The Calgary Plan

Timeline



Current Status

- Scoping Phase

Key Actions 2022

- Budget request
- Team identification
- Stakeholder outreach
- Policy review

Key Connected Initiatives

- Land Use Bylaw Renewal
- Citywide Growth Strategy
- Local Area Planning Program

Why is this Important?

Citizens, communities, and businesses make our future city. They need to be able to quickly and clearly understand the vision for Calgary's future and the planning policies that guide it. An updated plan provides the opportunity to make health, equity, sustainability, and reconciliation vital parts of our city's long-range vision.

Combine the Municipal Development Plan and Calgary Transportation Plan into one user-friendly document to guide growth, planning and community development in Calgary.

Project Vision

The Municipal Development Plan and Calgary Transportation Plan were first approved in 2009. As two separate documents they are used to guide land use and transportation planning decisions. Land use and transportation are foundational components of the public realm and urban environment of our city and are best considered together. Combining these two plans into one document will harmonize these two key areas and deliver on The City of Calgary's vision for its future in one comprehensive plan.

Project Approach

This two-year initiative will use the existing plans as the starting point; it is not a wholesale re-visioning exercise. Administration will review the current policies to determine if refinements are required to make them more effective or to better align them with our understanding today of critical topics, such as climate, equity, mobility and the future of market demand for residential, office and industrial development. Administration will engage with communities, Industry, and Council to identify potential areas for revisions. This work will be done in parallel with the initiative to renew Land Use Bylaw 1P2007. Also, Administration is proposing to incorporate the approach of the HealthYYC – Playbook for Building Healthy Communities work into the Calgary Plan initiative. Doing this will allow the combined policies of the Calgary Plan to be seamlessly implemented in the new land use bylaw so that its regulations and provisions effectively enable achieving The City's vision. A dedicated funding request will be made for the next City budget.

Outcomes and Impacts

- Reinforced awareness for Indigenous culture and inclusion
- Integrated transportation and land use planning policies to create public spaces for all
- Reinforced policies towards climate action, mitigation, and adaptation
- Review of the growth targets for new community and established areas development



Citywide Growth Strategy

Timeline

2022	2023	2024	2025

Current Status

- Scoping Phase

Key Actions 2022

- New community business case evaluation
- Established Area focus areas
- Industrial growth enabling investments
- Area Structure Plan Sequencing

Key Connected Initiatives

- Local Area Planning Program
- Industrial Strategy and Land Use
- Main Streets Program

Why is this Important?

Growth presents opportunities and challenges for Calgary. Maximizing opportunities (enhanced amenities, economic diversification, innovation development, sustainable funding) while minimizing challenges (inequitable opportunities, inefficient services, unbalanced growth) is good for all Calgarians.

Achieve compact, strategic, and sustainable growth through targeted and balanced investments linked to The City's 2023-2026 service plan and budget. Identify investments that make a difference in established areas, industrial areas, and new communities.

Project Vision

Strategic growth requires targeted investment of limited resources. For the first time in 2022, growth investments will be identified and brought forward as one integrated Citywide Growth Strategy, as part of the 2023-2026 service plan and budget. This way, investments are considered on their own merits, and alongside all other Council budget priorities. These investments will help attract further investment, create jobs, support climate mitigation efforts, while supporting growing communities and business areas.

Project Approach

This work is ongoing on a regular cycle, and thus continues with citizens, businesses, builders, developers, and internal departments to identify focus growth areas, analyze data and business cases, and prioritize growth enabling investments. Through 2022, Administration will work to understand The City's financial capacity for growth to inform recommendations for areas and investments that support The City's strategic growth vision and focus on improving quality of life and business opportunities.

Additionally, inquiries to begin new Area Structure Plans have been received. Given the focus on modernized Local Area Plans in established areas, a need to understand timelines, and to optimize City resources, Administration will also work in 2022 to develop a multi-year sequence for these Plans.

Outcomes and Impacts

- Achieve growth that is consistent with city building goals in the Municipal Development Plan and Calgary Transportation Plan
- Clear, transparent process for new community business cases
- Linking of policy and land use decisions with financial capacity
- Deliver amenities for growth communities
- Leverage public investment to attract and retain private capital
- Support the competitive nature of business areas
- Support climate mitigation and sustainable development



Timeline

2022	2023	2024	2025

Current Status

- Engagement

Key Actions 2022

- Industrial Action Plan
- Industrial Land Use Refresh
- Enabling growth through annexation and local area planning

Key Connected Initiatives

- Land Use Bylaw Renewal
- Industrial Strategy and Land Use
- Calgary Plan

Why is this Important?

Industrial development is essential to our city's economy, and recent economic trends have proven it can be a driver of economic diversification and opportunity. Industrial stakeholders have collaborated with City Administration to identify ways to improve competitiveness and increase innovation and sustainable, cost-effective development.

Enabling Industrial Growth

Pursue growth-focused land use policy, regulatory and development initiatives to streamline city planning processes for industrial development and increase development flexibility and competitiveness.

Project Vision

Industrial development is important to the City's long-term financial sustainability and has risen in profile over the past two years as economic trends have shifted and opportunities for growth have emerged. With stakeholders, The City has identified several initiatives and actions that together should help modernize Calgary's industrial policy and regulation and incentivize strategic short and long-term sector growth.

Project Approach

There are three main areas of focus for 2022:

- Citywide Growth Strategy: Industrial Action Plan – a proactive set of actions to address short, medium and long-term challenges and centralizing corporate efforts in supporting this sector.
- Industrial Land Use Bylaw Improvements – this work aims to streamline regulations and learn through implementation how future comprehensive regulatory overhaul can further enable industrial development as this important sector evolves in response to societal needs.
- Shepard Annexation and Local Area Planning – strategic planning for future industrial growth opportunities, both in existing industrial areas and vacant lands.

Outcomes and Impacts

- Move towards more flexible Land Use Bylaw districts and regulations for industrial development
- Achieve a reduction in City development costs that helps increase Calgary's competitiveness
- Identify growth enabling infrastructure investments for the industrial sector
- Enable an environment of sustainable operating costs and support for climate resiliency for existing and new industrial businesses



Financial Impacts of Growth

Timeline

2022	2023	2024	2025

Current Status

- Scoping Phase

Key Actions 2022

- Finalize Model Update
- Reporting
- Additional Data Exploration
- Additional Data Analysis

Key Connected Initiatives

- Calgary Plan
- Citywide Growth Strategy

Why is this Important?

Calgary remains one of the fastest growing cities in Canada. Growth has both short- and long-term financial impacts to The City. Better understanding the financial impacts of growth will enable more informed growth funding and investment decisions and avoid long term challenges with infrastructure debt.

Continue to evolve The City’s understanding of the financial impacts of a growing city, to help inform decision making.

Project Vision

As a fast-growing municipality, understanding the full financial impacts of growth will better enable The City of Calgary to make transparent, informed, and sustainable investment decisions. Starting in 2018, incremental operating and capital costs for growth-enabling infrastructure were used to inform New Community Business Case recommendations to Council. Progressing to a full operating cost model (including direct, indirect and lifecycle costs), as part of the Citywide Growth Strategy investment decisions will allow decision-makers to better understand incremental and total financial impacts associated with growth. Beyond the updates to the model in 2022, the journey of evolving The City’s understanding of the financial impacts of growth will improve how we think about short- and long-term financial implications, and how best to capture and analyze data to inform decision-making. Communicating this complex topic in an easy to understand manner is essential for conversations considering the benefit and trade-offs related to how The City chooses to grow and supporting the Calgary Plan and the City-wide Growth Strategy.

Project Approach

This project is a joint effort with Finance and will continue to require cross-corporate collaboration and input. In 2022, the operating cost model will include significant indirect and lifecycle costs for a number of tax-supported city services. This update to the model will be used as part of the 2022 new community business case evaluation. Beyond 2022, we will continue to advance the City’s understanding of the financial impacts of growth by further exploring cost trends and drivers, and refining data sources and availability.

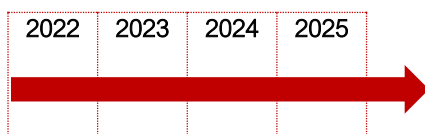
Outcomes and Impacts

- More comprehensive understanding of the financial impacts of growth
- Better informed growth-related investment decisions
- Improve ability to consider short- and long-term financial impacts of growth



Off-site Levy Bylaw

Timeline



Refine, implement, and continuously improve Calgary’s Off-site Levy Bylaw program, a key financial tool that helps pay for infrastructure that supports growth and development.

Current Status

- Consultation

Key Actions 2022

- Consultation
- Strategic session of Council
- Public hearing

Key Connected Initiatives

- Calgary Plan
- New Community Planning
- Established Areas Growth & Change

Why is this Important?

Growth brings new citizens and economic benefits to Calgary; it also brings new infrastructure costs. New infrastructure is required to service and accommodate growth, which needs to be funded. The Off-site Levy is one of the financial tools that contribute to covering these costs.

Project Vision

The vision for this work is fourfold: simplify and provide more consistency of Calgary’s Off-site Levy Bylaw; increase awareness of the impacts of growth decisions; provide a more sustainable funding source for complete communities; and, improve timing between levy collection and infrastructure investment.

Project Approach

In the short-term, deliver a new Off-site Levy Bylaw in 2022 and explore an Established Area Local-size Levy. The new Off-site Levy Bylaw will align with the Council approved Off-site Levy principles and provide a more transparent and customer focused approach. There will be extensive consultation with building and development industry members and other stakeholders throughout the process. It will more closely align with the service plans & budget process and any Council approved growth decisions will be incorporated in the new Off-site Levy rates. Ongoing stewardship will remain a priority with further enhancements as bylaw implementation occurs.

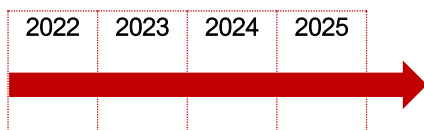
In the medium-term, review and update the Centre-City Levy and continue with regular updates to the Off-site Levy. This work will support the long-term sustainability of levies and associated growth infrastructure for Calgary.

Outcomes and Impacts

- Achieve City policies and strategies
- Growth and development will have the right infrastructure in place at the right time
- Residents will have the choice to live in a complete community
- Customer focused approach to make the levies more easily understandable and transparent



Timeline



Current Status

- Being implemented

Key Actions 2022

- Westbrook and Heritage Communities at IPC in Q4
- Launch of Riley and Greater Forest Lawn Communities LAPs
- Launch of South Shaganappi and Chinook in Q3

Key Connected Initiatives

- Calgary Plan
- Main Streets Program
- Transit Oriented Development

Why is this Important?

Calgary will not meet the strategic direction of the Municipal Development Plan/ Calgary Transportation Plan without updated local area plans. Local area plans provide strategic direction for growth and change which supports growth and connects policy to investment by providing infrastructure implementation options, budgeting guidance and future opportunities for other City service lines.

Local Area Planning Program

Replace 250+ outdated policy documents with approximately 40 multi-community local area plans (LAPs) across Calgary to support The City's efforts in planning for up-to-date, livable, equitable and diverse communities.

Project Vision

Modernized multi-community local area plans across Calgary will provide a consistent framework for strategic growth and change and will identify specific implementation and investment options that support realizing growth and amenity investment in communities. As a result, there will be greater certainty for communities and the development industry in how growth and change will happen over time. Creating a clear link from policy to implementation ensures City infrastructure investment supports communities as they grow and change. Updated local area planning provides the tool to meet the objectives of guiding policies that support a more resilient and equitable city.

Project Approach

Through development of a shared vision, Administration works with Community Associations, residents, community organizations and the development industry to create a context-specific local area plan using best practices found in the Guide for Local Area Planning. Local area plans identify specific implementation options, providing a clear connection from policy to implementation and budgeting guidance for other City service lines. Four plans are scheduled to launch each year. Plans launched will be sequenced in alignment with recommendations from the Established Areas Growth & Change Strategy, with considerations for equity in planning and major infrastructure projects (e.g. new LRT lines, future investments, etc.). In support of comprehensive engagement and clarity for Council, Administration is proposing to deliver an annual lessons-learned report for local area plans that will come alongside the last local area plan of each year instead of with each local area plan as currently directed.

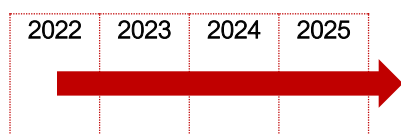
Outcomes and Impacts

- | | |
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| <ul style="list-style-type: none"> • Realize growth and investment in communities • Share outcomes/ increase predictability of Development | <ul style="list-style-type: none"> • Approvals for communities and developers • Consistent policy framework for more equitable communities |
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Transit-Oriented Development Planning

Timeline



Current Status

- Scoping Phase

Key Actions 2022

- Identify priority station areas
- Develop budget request
- Establish team (combined FTE request w/ Main Streets)
- Ongoing planning, design and public space activations

Key Connected Initiatives

- Main Streets Program
- Established Areas Growth & Change
- Citywide Growth Strategy

Why is this Important?

Transit-oriented development represents a significant opportunity to drive economic activity, contribute to The City's climate change mitigation goals, enhance mobility and housing options and contribute to the unique character of neighbourhoods across Calgary.

Enable Transit-Oriented Development (TOD) to thrive in Calgary through the TOD Program that was approved by Council in 2019 (PUD2019-1515). This program is an important initiative that will help unlock the development potential of station areas across the city.

Project Vision

The Transit-Oriented Development Program contributes to a high quality of life across Calgary by creating convenient, vibrant and interesting transit centres where people and businesses thrive.

Project Approach

The Transit-Oriented Development Program is intended to overcome barriers that have impeded transit-oriented development in the past and collaborate with developers, communities and other stakeholders achieve strategic growth goals. The approach is based on the Main Streets Program with steps to Strategize, Plan & Fund, Design, Build and Activate spaces around transit stations.

The Program is in the final phases of establishing a list of high-opportunity station areas (completion in March 2022). This work will then inform the TOD Program workplan and capital budget for 2023-26. Planning initiatives include leading a corporate review of the Park and Ride Policy, land use amendments, assisting local area plan teams, and supporting community initiatives to activate public spaces near transit stations.

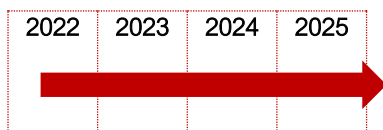
Capital projects, such as the Ramsay-Inglewood Station Area Improvements Project include community and landowner engagement, public space design and ultimately, the delivery of capital improvements around stations.

Outcomes and Impacts

- Unlock the revenue-potential of City-owned land and increase tax base
- Enhance mobility and housing options
- Contribute to the City's climate change mitigation goals
- Support local businesses
- Support more transit use
- Contribute to the unique character of neighbourhoods



Timeline



Current Status

- Being implemented

Key Actions 2022

- Budget request
- Team identification
- Stakeholder outreach
- Policy review

Key Connected Initiatives

- Local Area Planning Program
- Transit Oriented Development
- Citywide Growth Strategy

Why is this Important?

With the right mix of businesses, amenities, and ambiance, Main Streets are resilient, adaptable, and attractive places that celebrate the character of the community; encourage diversity of businesses, buildings and residents; create a vibrant destination; and, improve public health.

Main Streets Planning

Create redevelopment opportunities in priority Main Street areas through the use of planning tools and direct City investment toward public space and supporting infrastructure. Continue to align the work and prioritization with the Council-approved Main Streets Implementation Plan.

Project Vision

Main Streets are places where citizens come together. They allow us to travel less and live more by providing the things we need right in our own communities.

Project Approach

The Main Streets Program requires focused attention to support housing, recreation, job and economic growth in priority areas. The Council-approved implementation plan has three phases (Planning, Investment, Innovation). The delivery of City initiated land use redesignation, land use regulation updates, and coordination of other efforts to promote and activate growth in and around Main Streets requires a focused planning team.

Since 2017 the Main Streets Program has accelerated redevelopment by removing barriers within the approvals process, reduced time for construction start-up and attracted private investment with City-funded reconstruction of the public realm. Continued investment in these strategic areas builds diverse and resilient communities and stimulates private funds for new projects. Main Streets Planning will determine the next priority areas for action and develop a land use strategy with local stakeholders to create an implementation approach that creates growth. Main Streets are integral to Next Generation Planning and share vision, tools and resources across other programs.

Outcomes and Impacts

- Enable faster private investment for redevelopment by reducing barriers
- Create consistent expectations for redevelopment for communities, builders and business owners
- Promote local destinations, providing neighbourhood employment, commercial amenities and housing variety
- More local services facilitate shorter trips, allowing more options for mobility



The Future of Housing

Timeline

2022	2023	2024	2025

Current Status

- Scoping Phase

Key Actions 2022

- Team identification
- Stakeholder outreach
- Technical analysis for short-term actions

Key Connected Initiatives

- Calgary Plan
- Land Use Bylaw Renewal
- Local Area Planning Program

Why is this Important?

Low-density residential areas are places where most Calgarians call home. It is important that these areas continue to be vibrant and liveable places, changing and evolving in a way that supports local services and amenities and meets Calgarians' growing diversity of housing needs while contributing to our City goals of environmental, social and fiscal resiliency.

Investigate housing typology and diversity issues in low-density residential areas. Addressing some of these issues through short-term solutions for emerging housing types alongside a broader community conversation around Calgarians' housing needs and the future of these areas.

Project Vision

In recent years, there has been an increased and yet inconsistent use of Direct Control districts for applications that propose new types of housing designs (ground-oriented, courtyard, micro-units, both mid-block and on corner parcels), located mostly in areas that are typically low-density residential. At the same time, there has been much debate on the gap between the vision of the Municipal Development Plan for low-density residential areas and how it manifests on the ground. This work aims to take a holistic look at the short and long-term needs, issues and solutions around housing in low-density residential areas to inform the Land Use Bylaw Renewal.

Project Approach

In the short to medium-term, this work aims to develop a consistent approach to managing applications for emerging housing types in low-density areas. This may include the development of one or more Direct Control districts, as well as an application coordination team focused on these housing forms. In the medium to long-term, an outreach and engagement initiative will allow for a broader conversation with Calgarians about housing and low-density areas. By emphasizing relationship building and engagement with a diversity of Calgarians, this work will help set a strong foundation and network for the subsequent Land Use Bylaw Renewal work.

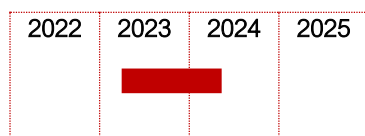
Outcomes and Impacts

- Administration, applicants and Council have clearer approaches and expectations to carry out more consistent, informed and efficient decision-making for development applications proposing emerging housing types
- Build relationships and gain a more comprehensive understanding of the breadth of housing needs in low-density residential areas with a diversity of Calgarians to support future Land Use Bylaw Renewal work types



Land Use Bylaw Multi-Residential Parking Review

Timeline



Current Status

- Scoping Phase

Key Actions 2022

- Budget request
- Team identification
- Stakeholder outreach
- Policy review

Key Connected Initiatives

- Land Use Bylaw Renewal
- Local Area Planning Program
- Main Streets Program

Why is this Important?

The cost of parking can directly influence where Calgarians can afford to live. Revising our expectations around providing parking while encouraging other forms of mobility will better support all Calgarians' lifestyles. Parking has also long dominated the use of our streets and this review allows us to consider how to design our streets to enhance Calgary's attractiveness.

Review parking rates, relaxation requirements and other regulations to address a significant cost factor in multi-residential housing.

Project Vision

To support choice and diverse populations, a forward-thinking approach to parking requirements is needed. This review will focus on determining appropriate parking rates city-wide, relaxation requirements, standards, best practices and providing choice with a focus on ensuring that parking requirements for multi-residential uses do not hinder design quality and unit creation. Current parking regulations have significant implications when new developments are designed, often resulting in under-developed sites, poorly designed sites or significant relaxation requests. Parking regulations determine the amount of space that must be used for parking and that then may not be available for yards, patios or gardens. Parking areas and access points can diminish the walkability of a street. This work will highlight the potential to enhance shared parking policies and practices, a review of maximum parking requirements, as well as parking design.

Project Approach

Calgarians will be invited to a comprehensive discussion on multi-residential parking. This initiative will be done in combination with the discussion around the Land Use Bylaw renewal, particularly with the discussion on multi-residential use rules. This work will result in achieving better design options and ensures Calgary's standards are focused more on the housing of people and are more supportive of broader mobility options. Residential Parking Permit Programs and on-street parking policies will be considered during the review; however, this initiative will focus on on-site parking requirements. It should be noted that planning parking requirements will not be focused on meeting demand. Demand is ever-changing and often increases with supply.

Outcomes and Impacts

- Increase focus on design of buildings and units
- Update policies to reflect best practices world-wide
- Reduce cost and hurdles to multi-residential development



Timeline

2022	2023	2024	2025

Current Status

- Scoping Phase

Key Actions 2022

- Budget request
- Team identification
- Stakeholder outreach
- Regulatory review

Key Connected Initiatives

- Calgary Plan
- Local Area Planning Program
- Main Streets Program

Why is this Important?

A modern toolbox can help builders and developers better achieve their goals while contributing to The City and our communities' vision for Calgary. Creating a transparent, user-friendly experience sets Calgary apart from other cities and encourages investment and development.

Land Use Bylaw Renewal

Deliver a renewed Land Use Bylaw that is aligned with the Municipal Development Plan and therefore better able to support implementation on the ground.

Project Vision

Land Use Bylaw 1P2007 (Bylaw) was completed prior to the Municipal Development Plan/Calgary Transportation Plan. As a result, the Bylaw's rules are not always aligned with, or able to implement the guiding policy of these two plans. More successful implementation will be possible by developing a new Land Use Bylaw in conjunction with the Calgary Plan. Renewing the Bylaw will also deliver a toolbox that is better suited to the development needs of a modern and diverse city. This entails a contemporary understanding of uses and more flexibility to adjust to changing needs. Renewing the Bylaw also offers the opportunity to act on The City's climate strategy through the rules that guide development.

Project Approach

This two-year initiative will be undertaken in parallel with the Calgary Plan. This approach will allow the policy guidance to be confirmed prior to being implemented in the renewed Bylaw's structure and rules. To deliver the project a core team from Administration will work together with an external consultant team. This will allow best practices and external perspective to be combined with local knowledge and corporate expertise. Although the exact methodology is yet to be determined, it is anticipated that the joint team will take a thematic approach to the renewal and will engage citizens and stakeholders on specific topics, for example, low-density residential; form and location; parking rules; and commercial uses. A funding request will be made for the next City budget. The implementation phase will follow Council's approval of the renewed Bylaw.

Outcomes and Impacts

- Better implementation of the Municipal Development Plan
- Transparent and user-friendly approvals
- Modern regulation that better reflect the needs of the city today and in the future
- A bylaw that supports climate action, equity, and diversity
- Clear rules regarding low-density development forms and locations that enable community growth while respecting existing character



Heritage Preservation

Timeline

2022	2023	2024	2025

Current Status

- Implementation

Key Actions 2022

- Delivery of heritage tools
- Application in local plans
- Budget request for grant increase

Key Connected Initiatives

- Calgary Plan
- Local Area Planning Program
- Established Areas Growth & Change

Why is this Important?

Preserving our historic buildings and places helps us identify with our communities and remain an attractive and inspiring city. The City must actively support landowners to preserve their historic sites because of their enhanced costs of ownership and the unintended pressure they may face due to the successful community growth and redevelopment in Calgary.

Preserve Calgary's heritage by working with landowners, City departments, civic partners, and communities to identify and protect historic properties.

Project Vision

Inspiring communities that continue to attract people to Calgary must celebrate and preserve their history, sense of place and their defining characteristics. Awareness for historic elements of our city will be an integral consideration in all community plans. The City will also actively support landowners in the protection and preservation of their historic properties.

Project Approach

Administration is employing a twofold approach based on advocacy and implementation to advance heritage preservation in Calgary. City staff work closely with our civic partner, Heritage Calgary, to identify potential heritage sites and to create awareness in the community and Industry of the value that historic assets embody. Further, heritage considerations are discussed with communities during the development of their local area plans.

In 2022 The City's heritage planning team will deliver policies and tools that the community planning teams will use when developing a local area plan with the community. The team also actively encourages landowners to legally protect their heritage properties and guides them through the process. To further motivate and support landowners The City provides direct financial aid towards the preservation of heritage assets through a matching grant program. This program currently provides \$500,000 per year to residential owners and is regularly over-subscribed. Administration anticipates it will request an increase to this grant for the next budget cycle. A similar pilot matching grant is in place for commercial buildings with \$1M available in 2022.

Outcomes and Impacts

- Greater awareness for our history culture and place
- Identification and consideration of historic areas in local area plans
- Ongoing financial support for landowners



Food Resiliency Program

Timeline

2022	2023	2024	2025

Current Status

- Scoping Phase

Key Actions 2022

- Team identification
- Stakeholder outreach
- Policy review

Key Connected Initiatives

- Calgary Plan
- Land Use Bylaw Renewal
- Triple Bottom Line Policy Renewal

Why is this Important?

Crisis events can disrupt food systems in a city, leading to food insecurity for all residents and particularly those already experiencing chronic food insecurity. Crisis events occur at local and/or global scales and can disrupt production and supply of food. Calgary’s heavy dependence on food from outside the city, combined with the interconnected nature of global food supplies, also means disruptions anywhere in the world can affect the availability and price of food locally.

Identify ways that The City of Calgary and its partners can cultivate a food system that ensures food is consistently available, accessible, appropriate and healthy for all Calgarians.

Project Vision

Calgarians need a food system that is more resilient against short-term shocks and long-term stressors. This supports more consistent food security for all Calgarians, particularly for those experiencing chronic food insecurity caused by systemic inequities. The program’s principal objective is to develop a Council approved Food Resilience Plan.

Project Approach

This two-year initiative will assess Calgary’s food system and provide a Food Resilience Plan with recommended actions for implementation. Recommended actions will help manage acute crises that affect food security (such as supply chain or food production issues), as well as improve food security by addressing chronic inequities. This project will build on existing City work that has identified risks and vulnerabilities to City services and operations from climate change and other identified hazards. Through the development of the Plan, certain “quick-win” actions may be identified mid-project for pilot projects or immediate implementation, particularly opportunities to collaborate with other ongoing or emerging City work such as the Land Use Bylaw renewal, Calgary Plan, or initiatives related to the Climate Emergency Declaration.

Outcomes and Impacts

- A food system that is more resilient against short-term shocks and long-term stressors
- “Quick-win” action items to improve food system resiliency, especially if they can be connected to other City initiatives
- An implementation plan to encourage adoption of preparedness strategies by food system organizations and businesses
- Strategies, policies and legislation to bolster vulnerable elements of the food system



Triple Bottom Line Policy Renewal

Timeline

2022	2023	2024	2025

Current Status

- Scoping Phase

Key Actions 2022

- Initial considerations
- Policy review

Key Connected Initiatives

- Calgary Plan
- Citywide Growth Strategy
- Local Area Planning Program

Why is this Important?

For Calgary to continue to be successful at attracting and retaining people and investors it must ensure it is a healthy city in the future. A robust Triple Bottom Line Policy will ensure we make decisions that have best considered the mutual dependencies that exist between environmental, social, and economic factors.

Modernize the City's Triple Bottom Line Policy to reflect contemporary understanding of climate change, social and Indigenous awareness and equity, and the co-dependence with a strong and future-proof local economy.

Project Vision

In 2021 Council declared a climate emergency. As our populations continue to diversify citizens across the country are demanding greater social equity and a more inclusive society. Cities and citizens must act towards Truth and Reconciliation. The pandemic and the structural shifts in the predominant economic sector in Alberta demand that city planning decisions consider economic outcomes differently than in the past. These aspects will inform the review and modernization of the Triple Bottom Line policy so that it helps lead The City in its decision making in the future.

Project Approach

The three fundamental areas of consideration of the Triple Bottom Line Policy (environmental, social, and economic) are inherent to planning both at the Municipal Development Plan / Calgary Transportation Plan level and at the local, community planning and development application review level. What has changed is our understanding of the interdependencies of the three areas, their nuances, and the need to implement the policies effectively and consistently. This project will engage stakeholders both internally and externally to develop a shared understanding of the situation and desired outcomes. Focus will be placed on identifying effective policy guidance towards Indigenous awareness and Truth and Reconciliation as well as on how to foster an inclusive and equitable city for all citizens. Climate mitigation, and adaptation as well as food security are aspects that require reinforced attention considering the frequency of extreme weather events. Finally, the policy review will also reflect the connection between healthy societies and environments and a strong and sound city economy.

Outcomes and Impacts

- Enhanced guidance for Indigenous awareness and inclusion
- Understanding of co-dependencies among a strong local economy and a healthy society and environment
- Improved guidance for City decisions



Balancing Policy for Success

Timeline

2022	2023	2024	2025

Current Status

- Engagement

Key Actions 2022

- Project completion
- Reporting

Key Connected Initiatives

- Land Use Bylaw Renewal
- Local Area Planning Program
- Calgary Plan

Why is this Important?

It is in the mutual interest of The City, the development industry and community stakeholders to achieve the vision for Calgary's future growth as set out in the Municipal Development Plan. Continual improvement of the system for review of development applications contributes to buy-in and investment by these critical stakeholders.

Identify unintended negative consequences of the interactions of City policies, bylaws and development application processes. Make recommendations for improvements to achieve better and more consistent development outcomes for The City, industry, and other major stakeholders.

Project Vision

Successful community development aligned with policy goals, through:

1. Ensuring both City and Industry resources are being deployed in the most effective and efficient manner that support innovation in achieving Municipal Development Plan objectives.
2. Addressing any policies, bylaws, standards or other requirements that are not individually or in combination facilitating Municipal Development Plan objectives in an optimal manner.
3. Ensuring that the long-term life cycle costs for The City and owners are fully considered to enable great places for people to live to be financially sustained in the long term.

Project Approach

This is a joint City/Industry sponsored project which reaches out to other major community and environmental stakeholders. The project's example-based approach is to identify root causes by reviewing development file-related submissions for the purpose of understanding both what has occurred and the factors that contributed to the unintended outcome. This approach enables the validation of submissions, provides the ability to research issues in detail with applications review team members, and to then develop potential solutions in consultation with the project working group. Recommendations will inform future policy reviews, including the Land Use Bylaw, the Municipal Development Plan, and multi-community plans.

Outcomes and Impacts

- Improve development outcomes while ensuring efficient use of resources through the implementation of recommendations in response to stakeholder submissions
- Sustainment plan to monitor how recommendations from this project are being implemented to ensure follow through and continual improvement



Midtown Station Review

Timeline

2022	2023	2024	2025
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Current Status

- Committee Reporting

Key Actions 2022

- Council direction
- Decision on application

Key Connected Initiatives

- Calgary Plan
- Local Area Planning Program
- Established Areas Growth & Change

Why is this Important?

It is important to engage Council for direction in a timely manner so that the applicant receives a clear response to their proposed development. Council's decision also has implications for investment and development decisions in other city areas, such as the downtown. Finally, it is imperative to receive direction so that Administration can allocate resources accordingly and Council's decision can be reflected in ongoing and future policy work.

Work with Council to assess the implications of the Midtown Station proposal and determine how to proceed with the application.

Project Vision

The proposal to add a new development that is equal in intensity and scale to that achieved in East Village or the Beltline in Fisher Park requires thoughtful deliberation and decision by Council. A special process to evaluate the proposal will allow Council and Administration to consider the potential impacts to all the area stakeholders and City services holistically before embarking on changes to the Municipal Development Plan and other development review processes.

Project Approach

Administration has committed significant resources to this application and the review has advanced to a point at which a Council decision is required to guide Administration's next steps. Numerous detailed review processes can only proceed correctly if they are evaluated from a clear and shared understanding for the long-term vision for the area and are not predicated on the assumption that Council has endorsed a major activity centre in this location.

Council's original direction to return to a Strategic Meeting of Council by 2022 Q3 has created some uncertainty in the timeline of the application. The new format of a strategic session of the Infrastructure and Planning Committee now presents an opportunity to accelerate the conversation with Council. Administration is therefore proposing to amend Council's original direction and to instead direct Administration to return to the Infrastructure and Planning Committee for the strategic conversation.

Outcomes and Impacts

- Comprehensive deliberation at a dedicated committee session
- Certainty for the applicant
- Clarity for Administration and the applicant regarding Council's position
- Direction on allocation of planning resources