

## City Planning Policy Roadmap 2022

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### RECOMMENDATION(S):

That the Infrastructure and Planning Committee recommend that Council direct Administration to:

1. Implement the 2022 policy planning initiatives based on the priorities of this report and the approach as outlined in the City Planning Policy Roadmap in Attachment 2;
2. Develop a 2023-2026 City business plan and budget cycle to support the priorities of the City Planning Policy Roadmap presented in Attachment 2, and return to a strategic session of the Infrastructure and Planning Committee by no later than 2022 June to engage the committee in the deliberations; and
3. Adjust reporting timelines of individual initiatives and/or consolidate existing initiatives into new programs as outlined in Attachment 4.

### HIGHLIGHTS

- Administration is proposing a City Planning Policy Roadmap (Attachment 2) that aligns City planning policy initiatives over multiple years so that they are delivered in a strategic sequence that results in effective, modern policy plans and tools. For the Roadmap approach to be successful some initiatives must be rescheduled or consolidated into new, more effective initiatives as explained in Attachment 4.
- **What does this mean to Calgarians?** In 2022 and over the next City budget cycle Administration will deliver important plans and tools to create a more simple, clear and user-friendly planning system. This system will provide transparency and certainty to communities, the development industry and Administration; and will better enable the advancement of Council's priorities including goals around liveability, economic development, equity, and climate resilience.
- **Why does this matter?** Calgary must remain attractive as the city to make a living and to make a life so it can continue to retain and attract talented residents and businesses. A clear, user-friendly, and consistent planning system will lead to communities that are inclusive, inspiring, provide choice in housing, help mitigate climate impacts and that encourage and enable business investment. Calgary will be a best-practice leader that other cities will follow.
- This report represents a shift away from an annual workplan description of the City Planning and Policy Service Line to a strategic discussion of the planning policy moves that will be made over the next four years to deliver a modern planning system. The key initiatives are portrayed in the City Planning Policy Roadmap in Attachment 2.
- In 2022 Administration will transition into a new organizational structure which more closely connects city planning, transportation planning and climate strategy teams. This report and roadmap do not fully reflect the realignment, as it is ongoing, but they do establish the framework for broader planning policy strategy discussions in the future.
- The strategic City Planning Policy Roadmap presented in this report establishes the foundation for determining the budget priorities and requirements for the upcoming 2023-2026 City budget cycle and the associated 2023 Roadmap report.
- On 2021 February 08 Council directed Administration to base its City Planning & Policy Workplan for 2021 on the proposed policy priorities contained in the workplan report and to adjust reporting timelines for five initiatives based on Administration's recommendations.

## **City Planning Policy Roadmap 2022**

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- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods
- Background and Previous Council Direction is included in Attachment 1.

## **DISCUSSION**

### **Planning for our Future**

Successful cities plan for their future based on what they want to be for their residents, visitors and business communities to enhance what they already offer today. By making thoughtful and strategic planning decisions today, we will continue to provide a city of inspiring neighbourhoods for all people. The way we plan and build our city and its communities today and tomorrow must reflect the following:

- Our population is continuing to diversify and embrace an increasingly broad range of lifestyles;
- Housing affordability and housing choice. Housing choice in communities is essential and allows more people to access housing options that suit them and their budgets. In turn, when a community's population is large enough it can better support local schools and businesses and lends to civic investments in public amenities and services;
- Residents are challenged by change that may alter the familiar character of their neighbourhoods;
- Citizens' participation in planning decisions;
- Increased awareness of, and expectation for The City to lead on, social equity and inclusiveness, food security for all, sustainability, and reconciliation with our Indigenous communities;
- Climate change and extreme weather events are inescapable truths that have motivated Council to declare a climate emergency; and
- Calgary faces global competition and cannot rely on a strong oil and gas industry to attract people and investment as it has in the past. It must make full use of the city's inherent advantages to appeal to new, diversified and innovative businesses.

Common to all the above is the importance of planning and building a city that meets the needs of its current and future residents, that inspires people and businesses to locate here and that guides development forwards towards sustainable outcomes.

### **The City Planning Policy Roadmap**

The strategic roadmap approach Administration is proposing allows us to focus our teams on initiatives that deliver this inclusive, sustainable city by giving communities and the development industry the right tools. The prioritized set of initiatives address matters that are of concern to communities and our economy today and that advance key work towards leveraging Calgary's strengths and addressing our challenges.

This strategic focus is reflected in this report and Attachment 2, The City Planning Policy Roadmap. They are both unlike Administration's previous annual reports which spoke to the City Planning and Policy Service Line's priorities for the following year and included a detailed workplan. The goal of this report and the Roadmap is to shift the conversation with Council away from operational details and towards a more strategic, longer-term vision. Administration is confident that engaging Council in a discussion on the desired future state described above

## **City Planning Policy Roadmap 2022**

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will provide it with the necessary confirmation to then identify and prioritize the big moves required over the next years.

This Roadmap perspective also places both Administration and Council in a better position to proactively identify budget needs and priorities for the next business planning and budget cycle (2023-2026).

Since Administration is currently in the process of realignment this report and the Roadmap do not capture all potential city planning initiatives. The 2023 Roadmap report will, however, build upon the approach established with this report and include a wider cross-section of initiatives and a comprehensive four-year outlook.

### **Roadmap Programs and Initiatives**

In the City Planning Policy Roadmap (Attachment 2) Administration has identified key initiatives in the areas of regional planning, citywide policy, citywide growth strategy, growth funding and investment, and community planning. Attachment 3 provides an overview of the key programs and initiatives that have been outlined in the Roadmap.

### **Revised Timelines and Consolidated Programs**

In the last years Administration has introduced new approaches that enable us to combine formerly stand-alone initiatives into more effective and relevant programs. To successfully implement the Roadmap some initiatives may have to be rescheduled or consolidated into new programs. Attachment 4 provides an overview, rationale and recommendations for the affected work.

## **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

Over the last years Administration has had ongoing dialogue with Council, citizens and stakeholders about critical issues, areas that need to be addressed and prioritized. Although no formal engagement was undertaken for this report, these conversations have informed the recommendations of the attached workplan.

Previously Council directed Administration to reinforce efforts towards supporting business recovery, economic resilience, social equity and acting on climate change. Citizens have expressed a desire for reinvestment in their communities. Industry representatives have shared concerns over barriers to desired development and the need to enhance certainty of development processes as well as efforts to support local businesses.

Administration is in regular consultation with the development industry and the initiatives of the associated Industry/City Workplan have been incorporated into the Roadmap.

## **IMPLICATIONS**

### **Social**

## **City Planning Policy Roadmap 2022**

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The City of Calgary has long promoted the importance of safe and inspiring neighbourhoods and of creating a city where people can make a living and make a life. How we plan our city's neighbourhoods, industrial areas and future communities makes a huge difference for social considerations such as equity of housing availability, choice and location, and the inclusion of diverse populations, cultures and lifestyles in all communities. The Roadmap in Attachment 3 is designed to deliver modern, inclusive communities for all Calgarians. Moreover, it has been designed with investment in required infrastructure and amenities in mind so that Calgarians have the required facilities to support their communities' growth and change.

### **Environmental**

The proposed Roadmap is based on the goal of moving Calgary further towards a city that is planned and built around social, environmental, and economic balance. Buildings and vehicles are major contributors to greenhouse gas emissions. Newer, more compact communities and redevelopment in established communities reduces the consumption of natural areas and supports transit and alternative modes of transportation. The modern planning tools Administration is delivering support communities that bring people closer to services, infrastructure and amenities and reduce the need to drive for daily needs. This reflects our commitment to putting environmental considerations at the forefront of our work, alongside social and economic considerations.

### **Economic**

Money follows people. For Calgary to be successful at attracting business activity and economic growth it must attract talented people to live and stay; and diverse businesses to invest in the city. As the Economist's 2019 Intelligence Unit's Global Livability Index of the world's leading cities demonstrates, businesses choosing between potential cities look more for location factors that will appeal to their employees than for easy access to primary infrastructure. Calgary cannot successfully compete with its global competitors unless it provides complete, inspiring, and inclusive neighbourhoods, livable streets offering walkable access to services, and public spaces that invite all types of activities to a diverse population.

### **Service and Financial Implications**

There is no anticipated financial or budget impact resulting directly from this report. Delivering on the Roadmap will ensure that Administration's tax-supported budget is properly employed to implement the Municipal Development Plan/Calgary Transportation Plan and Council's directive to create a city of safe and inspiring neighbourhoods.

Individual initiatives may, however, require specific budget asks, which will be determined as the work proceeds and appropriate budget requests will be presented for the upcoming business plan and budget cycle 2023-2026.

### **RISK**

If a strategic, long-term approach to policy planning is not employed there is a risk that both Administration's and stakeholders' resources will be either unavailable or ineffectively allocated. This may lead to unsuccessful or inefficient delivery of the service and to frustration amongst Calgarians and Council.

### **City Planning Policy Roadmap 2022**

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It takes significant time and effort to develop the scope of work for larger planning policy initiatives. The strategic four-year roadmap approach better enables Administration to prepare for future budget cycles and manage resource allocation on an ongoing basis.

#### **ATTACHMENT(S)**

- Attachment 1: Previous Council Direction
- Attachment 2: City Planning Policy Roadmap
- Attachment 3: Roadmap Initiatives
- Attachment 4: Adjusted Initiatives

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Stuart Dalgleish	Planning and Development	Approve
Josh White	Planning and Development	Approve
Debra Hamilton	Planning and Development	Approve
Chris Arthurs	City Manager	Inform