

Planning & Development Report to  
SPC on Planning and Urban Development  
2019 January 09

ISC: UNRESTRICTED  
PUD2019-0019

## City Planning and Policy Priorities 2019

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### EXECUTIVE SUMMARY

This report is intended to engage the Standing Policy Committee on Planning and Urban Development in the consideration of priority City Planning and Policy initiatives in 2019. It continues the conversation on the need to prioritize policy work that was introduced with the Planning and Development Prioritization Strategy report to Council in 2018 January. This report outlines the reasons why Administration should prioritize specific policy initiatives in 2019 and the benefits this will provide towards achieving Council's and Calgarians' priorities.

The strategy contained in this report represents the first implementation of the One Calgary service-based approach in the City Planning and Policy Service. Its main proposal is to focus City Planning and Policy Service resources on six policy initiatives and to undertake key implementation actions in 2019. These initiatives support the established areas towards the achievement of the Municipal Development Plan targets. Focussing resources on these initiatives will close gaps and create a seamless, user-friendly policy environment that enables and promotes desired redevelopment in the established areas.

With this report Administration seeks the Committee's guidance and direction to re-evaluate the initiatives currently on the City Planning and Policy workplan. Administration is proposing to return to the SPC on Planning and Urban Development on 2019 February 06 with recommendations for the workplan based on the input received on 2019 January 09. On 2018 January 21 a further opportunity to engage Committee and Council members on the prioritization and potential reconsideration of existing policy initiatives will be provided.

#### ADMINISTRATION RECOMMENDATION:

That the SPC on Planning and Urban Development refer this report back to the Administration to return to the 2019 February 06 Regular Meeting of the SPC on Planning and Urban Development with a recommended workplan for 2019.

### PREVIOUS COUNCIL DIRECTION / POLICY

At the 2018 December 17 regular meeting of Council, Administration was directed through Notice of Motion C2018-1375 to consider the West Macleod Residual Lands in its 2019 City Planning and Policy Service Workplan if it can be done without displacing other priorities, including, but not limited to the established areas and industrial workplan strategies.

At the 2018 January 22 public hearing of Council, report PUD2018-0011, Planning and Development Prioritization Strategy, was received for information as moved by Councillor Magliocca and seconded by Councillor Carra.

On 2018 January 15 the Standing Policy Committee on Planning and Urban Development recommended that Council receive report PUD2018-0011, Planning and Development Prioritization Strategy for information.

Approval(s): Daigleleth, Stuart concurs with this report. Author: Mueller, Joachim

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### BACKGROUND

In January 2018 Planning and Development (PD) presented its Prioritization Strategy for information to the Standing Policy Committee on Planning and Urban Development and subsequently to Council (PUD2018-0011). The report highlighted the extensive list of 78 mainly Council-directed policy initiatives already on PD's workplan. The strategy emphasized the need to prioritize policy initiatives to intentionally manage the department's resources to the greatest effect towards enabling desired growth and supporting business activity in areas where change is happening. The objective was to do the right thing, not everything.

The report proposed that 2018 would be a transition year in which initiatives that were underway would be continued, but that PD would begin refocusing efforts towards key initiatives which supported Council's priorities of *Inspiring Neighbourhoods* and *A Prosperous City*.

The report suggested that initiatives that do not meet the prioritization criteria would receive lower priority and that PD would not be able to undertake these lower priority initiatives until resources became available. Throughout 2018 Planning and Development proceeded as outlined in the January report. Attachment 1 Policy Achievements 2018 provides a brief overview of select initiatives and services undertaken by Planning and Development in 2018.

In 2018 initiatives were begun which will fundamentally change our approach to strategic growth decisions and community planning. Based on the methodology applied in the New Community Growth Strategy we are developing a factual understanding of the investments required to support desired growth and change in both new and established communities. We are simultaneously investigating funding and financing tools for these investments and identifying market areas where the investments could achieve the best effect.

At the community planning level, we are continuing two initiatives that together will change the way we develop plans for established communities and how effective the plans will be. Community plans must be easy to create, understand and implement. They must contain consistent policies that provide certainty and clarity for all stakeholders. They must properly reflect the opportunities, challenges and increasing diversity of Calgary's communities and provide effective policies for their growth. The revised Developed Areas Guidebook and the new Multi-Community Plan Approach are the new planning tools that will deliver this.

Ongoing master planning and design for Main Streets provides critical insight to the initiatives above. The focus on implementation while considering community and market conditions provides key insight into the refinement of the community planning tools and review of the land use bylaw.

### Policy Program Status Update

At the beginning of 2018 there were 78 policy initiatives on Planning and Development's workplan that were either already underway or slated to begin during the year. Forty-eight of these initiatives were either directed by Council or required to meet legislative requirements. A total of 23 initiatives were completed in 2018 and 28 initiatives were started. Some area redevelopment plans were referred back to Administration for further work. 2019 will begin with 62 initiatives on the City Planning and Policy Service's work program.

Progress has been made and key initiatives have been delivered. We will, however, continue to be challenged to fulfill our existing workplan of policy initiatives and still meet the expectations of Council and Calgarians to enable desired growth. Providing an effective, enabling policy

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environment is of even higher importance while Calgary and Calgarians face significant economic challenges.

The shift through One Calgary to a service-based delivery model brought together business units that contribute to deliver City Planning and Policy Services. This reinforced the direction to align and leverage the work of Calgary Growth Strategies, Community Planning and Urban Strategy. Together these teams provide the policies and tools at the strategic and community scale that are required to implement the Municipal Development Plan. This policy prioritization strategy reflects this shift.

The One Calgary work also re-emphasized the key drivers behind planning and policy initiatives: reliability, convenience, fairness, reduced effort and reduced risk. Citizens and investors want to know that requirements in plans will be upheld. Applicants want plans and rules to be easy to find and understand. All stakeholders want to be fairly represented in plans through participation in engagement events and policy creation. Communities want meaningful engagement, developers want simple processes and Council wants all Calgarians' experiences with planning and development to be as effortless as possible. Finally, Council also wants plans and policies that reduce The City's financial risk and the risk of impeding Calgary's economic growth while encouraging quality development.

Our traditional planning approach and the tools that are available to The City Planning and Policy service are not the right tools to meet these expectations.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Our policy initiatives must now be prioritized to deliver on the One Calgary service proposal. This was acknowledged in the City Planning and Policy budget approval through One Calgary. The reason for prioritizing our policy initiatives is to achieve our Municipal Development Plan targets by creating a seamless sequence of effective planning tools for all participants along the entire path of city building.

In recent years significant gains have been made on a streamlined and customer-focused "Approvals Continuum" and on enabling new community growth. Now we propose focusing our work in 2019 on providing effective tools for redevelopment in the established areas. This means we must identify and remove policy gaps and tools that impede desired growth and change.

One of the major impediments is the large number of obsolete community plans. Another impediment is the inconsistent policies in these plans that can contribute to uncertainty or prolonged timelines because plan amendments are required to allow development that is aligned with the Municipal Development Plan. A further gap is the lack of an integrated growth and change strategy that would allow The City to best employ both its staff and financial resources to enable development that is desired by the communities and the market. A further unintended impediment that causes uncertainty and leads to longer development timelines is found in land use bylaw regulations that do not reflect the shape and form of communities as envisioned in the Municipal Development Plan.

We propose prioritizing the following six initiatives in 2019 to close these gaps, remove the impediments and create a next generation of planning tools

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1. The Established Areas Growth and Change Strategy, including a review of funding and financing options;
2. The Transit Oriented Development Implementation Strategy;
3. The Developed Areas Guidebook – update and implementation;
4. The new multi-community local area plan approach;
5. Main Streets Design and Implementation; and
6. Land Use Bylaw reviews focused on the scale and form needed to achieve great neighbourhoods.

A key need common to these initiatives is to fully understand and consider the implications of the various plans and strategies and The City's ability to implement. Attention has been placed on providing clarity regarding the financial and capital project implications of the desired growth.

Attachment 2, Next Generation Planning Initiatives, provides information on the objectives and status of these six initiatives.

#### Implementation Focus

By the end of 2019 Q2 the fundamental structure and preliminary tools of the next generation of planning will have been developed through the Developed Areas Guidebook, the Established Areas Growth and Change Strategy report and the results of the first multi-community plan pilot, the North Hill Communities Growth Plan.

Implementation of these initiatives through application of the new tools at the community level must continue seamlessly after their approval by Council. By doing so, significant action will be taken on delivering the City Planning and Policy Service's goals of an enhanced level of service as laid out in One Calgary. Once Council endorses the next generation planning approach, Administration will roll out these tools city-wide as per the enhanced level of service approved through One Calgary.

#### Capacity

Achieving this level of service will require all available policy planning staff resources. There are currently approximately 55 planners available in the three core teams of the City Planning and Policy Service – Calgary Growth Strategies, Community Planning, Urban Strategy – for the policy initiatives identified on the City Planning and Policy Initiatives Program 2019 (Attachment 3). This leaves little to no capacity for policy work that has not already been identified. Additional planning staff will be hired to roll out the multi-community plans city-wide in 2019 to meet the One Calgary commitment.

#### Reconsideration of Existing Initiatives

Focussing City Planning and Policy resources on the priority initiatives will require a reconsideration of initiatives that are already on the City Planning and Policy Service's workplan. Many initiatives on the workplan already support the priorities. Some, however, may not be relevant to this work at all and would take resources away from the priorities if we worked on them in addition to the priority initiatives.

Many of the area redevelopment plans on the workplan should also be reconsidered. Firstly, it would be more efficient and effective to combine them into multi-community plans instead of proceeding as single-community plans, for example integrating the Area Redevelopment Plan for the community of Kingsland into a multi-community plan. Secondly, planning resources

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should be dedicated in accordance with the Established Areas Growth and Change Strategy to areas where development is occurring or desired, which may not align with the plan areas currently on the workplan.

The intention of this report is to discuss with the Standing Policy Committee on Planning and Urban Development the need for, and benefits of prioritization and the subsequent need to reconsider previous Council direction. With the committee's support and guidance, Administration will re-evaluate the existing workplan and return to the 2018 February 06 SPC on Planning and Urban Development with recommendations.

The recommendations will likely seek Council's direction to Administration to consolidate individual community plans into multi-community plans, new timelines for non-prioritized initiatives and potentially rescinding direction on some initiatives that are no longer deemed relevant.

#### Transit Oriented Development Implementation Strategy

The Transit Oriented Development Implementation Strategy has been identified as one of the six key initiatives that will benefit from a close integration with the others. Council direction to Administration is currently to present this strategy to the Standing Policy Committee on Planning and Urban Development in 2019 Q1. To ensure the benefits of integration can be achieved, Administration will be requesting a deferral of the strategy with a new report back through the SPC on Planning and Development no later than 2019 Q4. This will facilitate the alignment of the various initiatives to create the most impact.

#### West Macleod Developer-Funded Area Structure Plan Consideration

At its 2018 December 17 regular meeting, Council discussed Notice of Motion C2018-1375 which sought to direct Administration to consider undertaking a developer-funded Area Structure Plan for the West Macleod Residual Lands as part of its 2019 City Planning and Policy Service Workplan. Administration was directed to evaluate whether this initiative could be done without displacing other priorities, including, but not limited to the established areas and industrial workplan strategies.

Administration is evaluating the scope of work and its potential implications for other initiatives and will present its recommendation when the City Planning and Policy Priorities 2019 Report returns to the Standing Policy Committee on Planning and Urban Development on 2019 February 06.

#### Stakeholder Engagement, Research and Communication

Consultation with councillors, community representatives and industry (BILD Calgary) have confirmed the need for effective and implementable tools. Attachment 4 contains a letter submitted by BILD Calgary Region. This awareness was further reinforced through citizen feedback and research provided in the One Calgary process. Ongoing engagement through the Industry/City workplan, the Developed Areas Guidebook, the North Hill Communities Growth Plan and council direction on individual local area planning initiatives has further informed this strategy. On 2018 January 21 a further opportunity to engage Committee and Council members on the prioritization and potential reconsideration of existing policy initiatives will be provided.

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### Strategic Alignment

The Policy Prioritization Strategy is intended to focus policy work on advancing the Municipal Development Plan (MDP). The priority list is consistent with section 1.4.1 of the MDP, which describes one of the roles of the MDP as providing strategic direction to support corporate decisions around managing growth and change, prioritizing corporate initiatives and public investment.

### Social, Environmental, Economic (External)

The Policy Prioritization Strategy strikes a balance between addressing economic imperatives, fulfilling Council's direction and the need to advance social and environmental objectives. The policy strategy supports economic activity related to building and development, while still ensuring that communities are healthy, diverse and livable over the long term.

### Financial Capacity

#### *Current and Future Operating Budget:*

There are no operating budget implications associated with this report as the proposed work will be carried out within existing budget allocations and within the approved One Calgary budget for 2019-2022. However, should Council direct Administration to undertake additional policy initiatives not currently considered a priority, additional specific budgets may be required.

#### *Current and Future Capital Budget:*

There are no capital budget implications associated with this report.

### Risk Assessment

The City Planning and Policy Priorities 2019 has been developed to mitigate the risk to The City if Administration's resources are not allocated to be most effective towards addressing critical issues confronting Calgary today, primarily regarding enabling development and business activity. By employing the strategy and prioritizing initiatives that deliver effective policy tools that enable desired development, Administration is better positioned to advance Council's priorities of *A Safe and Inspiring City* and *A Prosperous Economy*.

There is a risk that additional, unanticipated work will be required that cannot be accommodated with existing resources. To mitigate this risk, a flexible response capacity will be maintained. In addition, a process has been established within the City Planning and Policy Service to evaluate new work requests and their potential impacts on prioritized initiatives.

#### **REASON(S) FOR RECOMMENDATION(S):**

Placing priority on policy initiatives that deliver effective, implementable tools that close gaps in the city building and approvals continuum supports Council's priority of enabling development, fostering safe and inspiring neighbourhoods and supporting the business community.

Seeking direction to re-evaluate existing initiatives and to report back with recommendations for either integration or new timelines enables Administration to best allocate its limited resources while ensuring that relevant policy initiatives are not inappropriately delayed.

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Attachment 1 - City Planning and Policy Priorities 2019  
(Report PUD2019-0019)

PUD2019-0145  
Attachment 1

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**ATTACHMENT(S)**

1. Attachment 1 – City Policy and Planning Service Achievements 2018
2. Attachment 2 – Next Generation Planning Initiatives
3. Attachment 3 – City Planning and Policy Initiatives Program 2019
4. Attachment 4 – Stakeholder Letter (BILD Calgary Region)

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## City Planning & Policy Service Achievements 2018

The following provides a brief overview of select initiatives and services provided by the City Planning & Policy Service in 2018. It is organized to reflect the 5 sub-services: Municipal Development Plan Implementation and Sustainment; Growth Strategy; Community Planning and Policy Development; Urban Strategy; and Heritage Planning and Sustainability Consulting. Please note that it does not include all initiatives completed in 2018.

In 2018 initiatives were begun which will fundamentally change The City's approach to strategic growth decisions and community planning. Based on the methodology applied in the New Community Growth Strategy Administration is developing through the The Established Areas Growth and Change Strategy and Off-Site Levy Bylaw a factual understanding of the investments required to support desired growth and change in both new and established communities. We are simultaneously investigating funding and financing tools for these investments and identifying market areas where the investments could achieve the best effect.

At the community planning level, Administration is continuing two initiatives that together will change the way we develop plans for established communities and how effective the plans will be. Community plans must be easy to create, understand and implement. They must contain consistent policies that provide certainty and clarity for all stakeholders. They must properly reflect the opportunities, challenges and increasing diversity of Calgary's communities and provide effective policies for their growth. The revised Developed Areas Guidebook and the new Multi-Community Plan Approach are the new planning tools that will deliver this.

Ongoing master planning and design for Main Streets provides critical insight to the initiatives above. The focus on implementation while considering community and market conditions provides key insight into the refinement of the community planning tools and review of the land use bylaw.

### MUNICIPAL DEVELOPMENT PLAN IMPLEMENTATION AND SUSTAINMENT

#### Municipal Development Plan / Calgary Transportation Plan Monitoring Progress Report (PUD2018-0696)

This report collected data and analysed the status of the indicators of the Municipal Development Plan and Calgary Transportation Plan to report on progress towards the Plans' goals.

#### Development Next to Freight Rail Corridors Policy (PUD2018-0663)

This initiative developed a policy to guide development on key parcels that had been previously subject to uncertainty and potential constraints by applying a risk-based assessment methodology unique in Canada.

#### Secondary Suite Process Reform (C2018-0128)

This corporate initiative implemented Council direction to provide broader housing choices to Calgarians by revising the Land Use Bylaw, developing guidelines, reinstating



fees and introducing a Suite Registry Program to support the development of secondary suites in all residential areas of Calgary.

**Enabling Successful Infill Development (CPC2018-0888) and Enabling Successful Rowhouse Development in the R-CG District (CPC2018-0883)**

The Land Use Bylaw amendments recommended in these two initiatives provide incentives for front porches, support more sensitive integration of new rowhouse development in infill locations and provide more development options on corner parcels.

**Backyard Suite Design and Standards (PUD2018-1323)**

This initiative recommended Land Use Bylaw amendments and new tools, such as a How-to Guide, that encourage well-designed backyard suites that fit better in existing neighbourhoods. This increases support for the form and contributes to increasing housing options.

**Urban Design Initiatives**

The Urban Design team has completed the first year of monitoring and analysis of the Quality Design Project. Initial results have found that both the quality of urban design at the application submittal stage, and at the decision making stage have improved as a result of the work by the City Wide Urban Design Team and the Urban Design Review Panel. The Quality Design Project engagement with regard to the Perception Survey has been completed and analysis of the results are underway. In total, 35 internal, industry and community groups participated in the survey, comprising 650 individuals.

**GROWTH STRATEGY**

**New Community Growth Strategy (PFC2018-0200), New Community Growth Strategy Investment Recommendations (PFC2018-0678 and C2018-0900)**

This initiative enables strategic growth in greenfield areas through the analysis of business cases relative to criteria focused on alignment to planning policy (MDP/CTP), market factors, infrastructure and servicing needs, and City budgets. In 2018, achievements included establishing a context for strategic discussions on new community growth with Council and Industry, building a framework for strategic growth decision making, and ultimately recommending investments for new communities and actively developing communities for inclusion in the One Calgary (2019-2022) service plan and budget.

**Growth Management Overlay Removal (C2018-0858, C2018-0983)**

This initiative took action on the approval of the New Community Growth Strategy. Through it, bylaws were prepared and approved for the lifting of Growth Management Overlays in 14 new community areas.

**Off Site Levy Bylaw Amendment (PFC2018-0973)**

This initiative amended the Off-site Levy Bylaw (2M2016) to secure a secure funding source for the infrastructure necessary to serve the areas approved in the New Community Growth Strategy.

#### **Established Area Growth and Change Strategy – Scoping Report (PFC2018-0891)**

Following closely on the New Community Growth Strategy work, this report presented scoping recommendations for a comprehensive strategy that will support existing communities through their growth and change. The Strategy is focused on reducing barriers to redevelopment related to the costs of redevelopment, utility infrastructure information, financial tools, community readiness and policy implications. It will support the coordination of City investment priorities, balanced with The City's financial capacity, and support the development industry and citizens in helping to build the city that is envisioned in the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP).

#### **Fire Service Provision in Growth Strategy (PUD2018-0173)**

This initiative enables development of an area to commence prior to it meeting the long-term response target policy. This will result in a change in fire service levels in future developing communities, until the long-term fire service level is funded. This is a managed risk approach that balances service delivery, citizen safety, The City's financial capacity and enabling private investment through new community development. To develop the recommendation, in addition to internal policy analysis, input was collected from various key stakeholder groups, including the development and home builder industry and citizens.

### **COMMUNITY PLANNING AND POLICY DEVELOPMENT**

#### **Chinatown Area Redevelopment Plan Phase 1 Update (PUD2018-0514)**

Key pieces of this growth-enabling work included: exploring the connection between land use planning and cultural planning; examining development potential; and determining budget and funding sources. The recommended approach for a Cultural Plan/Culturally-based Local Area Plan presents a unique opportunity to define a detailed vision for Chinatown's future.

#### **International Avenue Area Redevelopment Plan (PUD2018-1282)**

This growth-enabling initiative replaced the non-statutory concept plan with a statutory plan. It realized Council's direction to create certainty for local stakeholders, provide a clear vision that achieves the MDP goals for Main Streets, provide land use districts that shorten approval time for redevelopment, and reinforce The City's investment in public realm improvements throughout the area.

#### **North Hill Communities Pilot (Multi-community Growth Plan Approach)**

This growth-enabling initiative is developing the tools and methodology required to transition from local area planning at the scale of individual communities to the multi-community approach. Working together with stakeholders, it will establish best practices for the subsequent roll-out of such plans across Calgary.

#### **West Springs Area Structure Plan Amendment (CPC2018-055, LOC2017-0058)**

The West Springs Area Structure Plan was amended to accommodate the development of a comprehensively planned, transit-supportive activity centre that includes uses that provide local commercial and employment opportunities, allowing residents to live, work

and play locally. It will provide for approximately 1,500 dwelling units in a variety of housing types and approximately 2,000 jobs.

## URBAN STRATEGY

### Centre City Enterprise Area (PUD2018-0389)

In response to the ongoing downturn and high vacancy levels in Calgary's downtown core, this initiative supported economic activity by creating a flexible, enabling environment.

### 33 and 34 Avenues S.W. (Marda Loop) Streetscape Master Plan Update (PUD2018-1392)

This comprehensive streetscape master plan supports the Main Streets program and will provide a vision to guide ongoing redevelopment of the public realm. It includes a concept design that will integrate with the future SW Bus Rapid Transit and potential funding options for this component. It will be completed I 2019 Q2.

## HERITAGE PLANNING AND SUSTAINABILITY CONSULTING

### Municipal Historic Resource Designation Bylaws

Over the course of 2018 eight municipal heritage designations were approved by Council. Designation preserves Calgary's unique heritage and enables the landowners to apply for both municipal and provincial grant programs and other incentives.

Resources that received municipal designation were: Fairey Terrace, Church of the Redeemer, Houlton House (Congress) Apartments, West End Telephone Exchange Building, Moxam Apartments, Royal Canadian Legio (Alberta No. 1) Branch, Blum Residence and Riviera Apartments.

## Next Generation Planning Initiatives

In the following a brief overview of the objectives and status of the six priority initiatives for 2019 is presented.

### 1. Established Areas Growth and Change Strategy

This strategy focuses on reducing barriers to growth and change related to the costs of redevelopment, available utility infrastructure information, the funding of growth, policy implications, and application processes. The end goal of this strategic work is to have a dedicated approach to supporting redevelopment in existing communities which helps meet the long term policy goals outlined in the Municipal Development Plan.

The scoping report for this Strategy was approved by Council in 2018 September with eight deliverables. This resulted in work focused on several deliverables through Q3/Q4 2018, and the creation of a new Advisory Group of stakeholders to help guide the work. This Advisory Group will be supported by several focused Working Groups in 2019 that will work to create information that supports the recommendations of the Strategy.

The Working Group comprised of Industry and City representatives that supports this strategy has prioritized their actions for 2019, and remains focused on the key outcomes that have been identified. In addition, this Working Group provides feedback on many policy initiatives that are outside the scope of the work plan, but that influence and support redevelopment in Calgary.

Work on the Established Areas Growth and Change Strategy will extend through 2019. An update report will be presented in May 2019.

The Established Areas Growth & Change Strategy is one of a program of integrated growth strategy initiatives, which include: the New Communities Growth Strategy (monitoring), the Industrial Strategy and the Off-Site Levy Bylaw Review.

### 2. Transit Oriented Development Implementation Strategy

The Green Line LRT Framework for a Transit Oriented Development (TOD) Implementation Strategy was approved by Council in 2017. The purpose of the framework was to provide a roadmap for creating a strategy that advances TOD along the Green Line. It outlined two key sets of deliverables: Firstly, actions for immediate implementation along the Green Line that consist of the identification of priority areas, key policy changes and the sequencing of investments in collaboration with a variety of City departments and initiatives. Secondly, it proposed longer term implementation work that would require Council's direction before implementing. This second set of deliverables is due back to Council in Q1-2019. However, given the need to align our service line projects and resources, a deferral will be requested to report back to Council through PUD by Q4-2019.

The Green Line Team continues to work on the short-term TOD implementation actions as they proceed with the design of Stage 1. The longer-term implementation strategy is now focused on a City-wide TOD Toolkit to enable development at both existing and funded LRT and BRT stations. The toolkit will focus on creating strategies to remedy unique constraints and encourage TOD development. This work has been guided by OneCalgary with direction from the internal TOD Leadership Steering Committee and Working Group.

The toolkit forms the basis of the City's longer-term TOD Strategy by focusing on early successes and creating momentum through the development of pilot projects. Many of the strategies are cross departmental initiatives that align to create the greatest momentum to move development forward. The location of pilot projects and will be based on the collaboration of the City Planning and Policy Service Area and where possible the alignment of other city investments and initiatives to ensure an optimization of efforts.

### 3. Developed Areas Guidebook – Update and Implementation

The Developed Areas Guidebook was introduced in 2017. Its purpose is to provide consistent policy guidance to enable desired community growth and change in the Developed Areas. Providing clear, user-friendly policies that apply to all communities in the Developed Areas serves three main objectives: First, it provides clarity and certainty to landowners and communities regarding the shape and form of development through the use of "Building Blocks". Secondly, by providing the consistent policies in the Guidebook, the local community plan can be streamlined to focus on the unique aspects of the individual community, making it more user-friendly and quicker to create. Finally, the Guidebook lays out the structure and content for the subsequent local community plans. This ensures these plans are consistent in content, structure and scope across communities.

The Guidebook was approved at the Combined Meeting of Council on 2017 April 10. As part of the approval, Council directed Administration to return to Calgary Planning Commission no later than Q3 2018 with amendments based on consultation with stakeholders, Calgary Planning Commission, and pilot communities.

In Q3 2018 the Guidebook was amended to add the "Employment – Industrial Flex" building block, updated heritage policy, and other minor amendments to address existing development pressures and support on-going work.

Between Q4 2018 and Q2 2019 the Guidebook will be further improved in alignment with the other 4 priority planning initiatives. Further engagement will also be undertaken in conjunction with those other initiatives. The revised Guidebook will be presented to the Standing Policy Committee on Planning and Urban Development no later than Q2 2019. It will then provide further implementation tools for local area planning to guide development in the Developed Areas.

### 4. Multi-Community Growth Plan Approach

Currently, there are over 200 existing local planning documents that have been adopted in Calgary over the past 45 years. These plans guide greenfield development or redevelopment in developed areas using seven different statutory or non-statutory formats. The number and variety of plans often creates confusion regarding implementation, and not enough are updated in a timely manner.

In its efforts to provide effective and implementable planning tools to enable desired growth and change, Planning and Development began developing a new approach to local community planning in 2018. This approach extends the boundaries of a community plan to include multiple communities instead of just one community, as has been the case to date. These new, local area growth plans will include entire catchment areas for a Main Street or Primary Transit station/route. This allows alignment with

community service areas, local and federal census tracts, and transportation planning zones.

This approach has the following benefits: It includes a broader citizen and stakeholder perspective in each plan. This allows for better identification of common issues and the identification of joint opportunities and solutions. It creates a stronger link between communities to each other and to key amenities and infrastructure. This will improve understanding where new growth could be located to build great communities and use existing infrastructure efficiently. The multi-community approach also allows for more effective engagement and quicker plan development, which is essential towards replacing obsolete and ineffective plans with modern planning tools.

The new multi-community plans work hand in hand with the Developed Areas Guidebook. The Guidebook provides the consistent policies and the structure for these community plans. This allows the planning effort in the community to focus on the unique aspects of each community. The anticipated result is that the local area plans will be much shorter documents that are easier to understand and easier to update.

Local area growth plans would still be approved by City Council under the same statutory provisions of either Area Structure Plans (ASP) or Area Redevelopment Plans (ARP). The multi-community plan approach would not add another layer of plans between the MDP and a development permit. Instead it is a re-drawing of plan area boundaries to more quickly realize development that achieves the MDP and CTP goals.

Currently this new approach is being piloted in the North Hill Communities Local Growth Planning initiative, which includes the communities of: Highland Park, Mount Pleasant, Tuxedo Park, Winston Heights-Mountview, Crescent Heights, Renfrew, Rosedale, Capitol Hill and Thorncliffe Greenview (south of McKnight Boulevard).

## 5. Main Streets Design and Implementation

The Main Streets implementation plan was approved by Council in 2017 April and provides a prioritized approach for planning, investment and innovation in all of the main street areas identified in the Municipal Development Plan. Planning includes a new policy and land use regulation framework created with local stakeholders. Investment is focused on the redesign and reconstruction of a main street's public realm (e.g. streets, sidewalks, safety features, crosswalks). Innovation provides a range of new approaches for a variety of factors facing main streets, including parking management, heritage conservation and improved facilitation of local economic development.

The implementation plan defines 35 main street areas and targets completion of the planning component for 20 priority areas by 2022. Investment and innovation will also focus on the same 20 priority areas, with timing based on local needs and approved capital budgets.

Since 2017, new land use frameworks have been approved for seven main street areas, with two more targeted to be reviewed by Council in Q1 2019. In 2019, seven additional priority main streets are being reviewed comprehensively with the North Hill Communities Local Growth Planning initiative and two other areas will also be reviewed. The current target is to complete planning for 18 of 20 priorities before the end of 2020. One streetscape master plan has been completed, in 2019 seven more master plans are expected to be completed and construction to begin on four or five main streets, dependent on city wide construction impact management.

#### 6. The New Land Use Bylaw Review Works

A review of Land Use Bylaw 1P2007 will occur in parallel to the initiatives outlined above. This serves the following purposes: Closely integrating the bylaw into the development of the desired outcomes ensures that the regulations which are implemented in the bylaw are best suited to deliver the desired outcomes. By reviewing the land use bylaw hand-in-hand with the other initiatives we will be able to identify where bylaw rules are not aligned or may even be impeding desired outcomes. Integrating the technical expertise of the Land Use Bylaw team into the other initiatives will also enable us to proactively identify potential issues and ensure that the tools we develop are effective. This also allows issues already identified in the bylaw, especially regarding infill development, to be fully considered as the new tools are being developed by the other initiatives. Finally, the review will also provide a better understanding of the potential benefits and scope of developing a new land use bylaw to replace Land Use Bylaw 1P2007.

A report regarding initial and potential land use bylaw amendments will be brought forward in conjunction with the Developed Areas Guidebook in Q2 2019.



Attachment 1 - City Planning and Policy Priorities 2019  
(Report PUD201-0145)

PUD2019-0145  
Attachment 1

PUD2019-0019  
ATTACHMENT 3

City Planning and Policy Initiatives Program 2019

2019 #	Sub-Service	Initiative	2019 Priority Initiative	Lead or Support L: lead S: support	Council Directed	Federal Legislation Req't	Provincial Legislation Req't	Start Date	End Date
<b>Strategic Policy</b>									
<b>Municipal Development Plan Implementation and Sustainment</b>									
1	MDP	Flood Resiliency (Bylaw and Policy)		L	Yes	No	Yes	Q1 17	TBD
2	MDP	City Charter: Municipal Land Reserve Review		S	No	No	Yes	TBD	TBD
3	MDP	Developed Areas Guidebook Update and Implementation	Priority	L	Yes	No	No	Q4 17	Q2 19
4	MDP	MDP Review (10-year update)		Co-L	Yes	No	No	Q1 17	Q2 21
5	MDP	CalgaryEats! Food Action Plan		L	Yes	No	No	Q1 17	Q1 19
6	MDP	Landfill - Subdivision and Development Regulation Setbacks (C2018-1337)		L	Yes	No	No	Q4 18	Q3 19
7	MDP	Waste Management Storage Site Operational Practices (C2018-1337)		S	Yes	No	No	Q4 18	Q4 19
8	MDP	Land Use Bylaw Review	Priority	L	No	No	No	Q1 19	TBD
	MDP	Encouraging Successful Infill Development	Priority	L	Yes	No	No	Q4 17	Q2 19
	MDP	Enabling Successful Rowhouse Development in R-CG	Priority	L	Yes	No	No	Q4 17	Q2 19
	MDP	Enabling Pop-Up and Interim Commercial Uses	Priority	L	No	No	No	Q1 19	Q2 19
<b>Growth Strategy</b>									
9	GS	Industry City Workplan (New Community Growth Strategy)		L	Yes	No	No	Q1 16	ongoing
	GS	Monitor implementation of New Community Growth Strategy 2016 and report to Council		L	Yes	No	No	Q1 19	Q4 19
	GS	Evaluate City-wide capital and operating options		L	Yes	No	No	Q3 19	Q4 19
10	GS	Industry City Workplan (Established Area Growth and Change Strategy)	Priority	L	Yes	No	No	Q1 16	ongoing
	GS	Identify critical infrastructure and public amenities and associated funding tools	Priority	L	Yes	No	No	Q1 19	Q4 19
	GS	Develop decision process for investment recommendations	Priority	L	Yes	No	No	Q3 19	Q4 19
	GS	Outline an Established Area Growth and Change Strategy	Priority	L	Yes	No	No	Q3 19	Q4 19
11	GS	Industry/City Workplan (Industrial Strategy)		L	Yes	No	No	Q1 17	ongoing
	GS	Begin development of a framework for an Industrial Strategy, prepare a scoping report		L	No	No	No	Q1 19	Q4 19
	GS	Regional considerations and competitiveness		L	No	No	No	Q3 19	Q4 19
	GS	Provide input on policies and local area planning		L	Yes	No	No	Q1 18	Q4 18
	GS	Continue to build partnerships to support industrial development		L	Yes	No	No	Q1 17	Q4 18
	GS	Continue to provide input on relevant continuous process improvement work		L	Yes	No	No	Q1 17	Q4 18
12	GS	Airport Vicinity Protection Area and MoU with the Calgary Airport Authority		L	No	No	No	Q4 17	Q4 18
13	GS	MGA Tax Incentive for Brownfields (Assessment)		L	No	No	No	Q4 17	TBD
14	GS	Off-site levy annual report		L	No	No	Yes	Q1 19	Q2 19
15	GS	Centre City Levy annual report		L	Yes	No	Yes	Q4 17	Q2 18
16	GS	Calgary Metropolitan Region Growth Plan and alignment to Legislation		S	No	No	Yes	Q3-18	Q4-18
<b>Heritage Planning and Sustainability Consulting</b>									
17	HPS	Council Triple Bottom Line Policy Review		L	Yes	No	No	Q1 17	Q4 19
18	HPS	Heritage Strategy - effective tools		L	Yes	No	No	Q1 17	Q2 19



2019 #	Sub-Service	Initiative		Lead or Support L: lead S: support	Council Directed	Federal Legislation Req't	Provincial Legislation Req't	Start Date	End Date
<b>Enabling Growth Policy</b>									
<b>Community Planning and Policy Development</b>									
19	CPP	Multi-Community Growth Plan approach / North Hill Communities pilot - Area 18, incl. potential land use redesignations (CPC2017-040)	Priority	L	Yes	No	No	Q2 17	Q4 19
20	CPP	Multi-Community Growth Plan Area 30 - Kingsland	Priority	L	Yes	No	No	Q2 19	Q3 20
21	CPP	Multi-Community Plan Area 10 - Killarney	Priority	L	Yes	No	No	Q1 18	Q1 19
22	CPP	Urban Design - Coordination and comprehensive sequencing of five initiatives		L	Yes	No	No	Q1 18	Q1 19
23	CPP	Joint Use Agreement Review (linked to Municipal Reserve review)		L	No	No	No	TBD	TBD
24	CPP	Chinook Station ARP Expansion		L	Yes	No	No	Q2 17	Q2 19
25	CPP	Plan Amendments (Crowchild Trail Functional Study)		L	Yes	No	No	Q1 18	Q4 18
26	CPP	Bridgeland / Riverside ARP		L	Yes	No	No	Q4 17	Q2 19
27	CPP	Transit Oriented Development Implementation Strategy	Priority	L	Yes	No	No	Q2 16	Q4 19
28	CPP	Green Line - Inglewood		L	Yes	No	No	Q1 16	Q2 20
29	CPP	Green Line - Ramsay		L	Yes	No	No	Q1 16	Q2 20
30	CPP	Green Line - Millican-Ogden		L	Yes	No	No	Q1 16	Q2 20
31	CPP	Green Line - South Hill		L	Yes	No	No	Q1 16	Q2 20
32	CPP	Highland Park ARP		L	Yes	No	No	Q2 18	Q2 19
33	CPP	South of Rangeview (Cell E) ASP		L	Yes	No	No	Q1 18	Q2 19
34	CPP	Westview ASP		L	Yes	No	No	Q1 18	Q2 19
35	CPP	Beltline ARP Amendments for the CMLC Rivers District Master Plan		S	Yes	No	No	Q4 17	Q1 19
36	CPP	Centre City Plan (10-year update of Council policy portion)		L	Yes	No	No	Q1 18	Q4 19
37	CPP	Chinatown Plan Revised Cost/Scope Assessment		L	Yes	No	No	Q3 18	Q3 19
38	CPP	Intermunicipal Interface Policy (Belvedere ASP)		S	Yes	No	No	Q4 17	Q3 19
39	CPP	Keystone Corridor Plan		L	Yes	No	No	Q2 17	Q3 19
40	CPP	Hillhurst / Sunnyside ARP Amendment		L	No	No	No	Q2 18	Q2 19
41	CPP	+15 Policy Update Liaison with Roads to address issues and improve content		S	No	No	No	Q1 18	Q4 18
42	CPP	TAZA Tsuut'ina Development		S	Yes	No	No	Q2 18	TBD
43	CPP	Sunalta ARP & LOC amendments		L	No	No	No	Q2 18	TBD
44	CPP	West Macleod Developer Funded Area Structure Plan (C2018-1375) - for consideration in workplan		L	Yes	No	No	n/a	TBD
45	CPP	North Hill SAP Sears Site Redevelopment		L	No	No	No	n/a	TBD
46	CPP	Rundle Master Plan conversion to statutory policy		L	Yes	no	No	Q3 19	TBD

Attachment 1 - City Planning and Policy Priorities 2019  
(Report PUD201-0145)

PUD2019-0145  
Attachment 1

PUD2019-0019  
ATTACHMENT 3

2019 #	Sub-Service	Initiative		Lead or Support L: lead S: support	Council Directed	Federal Legislation Req't	Provincial Legislation Req't	Start Date	End Date
<b>Urban Strategy (Main Streets)</b>									
47	US	Main Streets - Edmonton Trail NE/Centre Street N/4 ST NW Land Use (Part of North Hill Communities Project)	Priority	S	Yes	No	No	Q4 18	Q4 19
48	US	Main Streets - 10 AV SW (Sunalta) Revitalization Strategy and Policy/Land Use Review	Priority	L	No	No	No	Q1 19	Q1 20
49	US	Main Streets - Bowness Road (Bowness) - ARP and Land Use Amendments	Priority	L	Yes	No	No		Q1 19
50	US	Main Streets - Marda Loop - ARP and Land Use Amendments	Priority	L	Yes	No	No		Q1 19
51	US	Main Streets - Marda Loop Streetscape Master Plan	Priority	L	Yes	No	No	Q4 17	Q1 19
52	US	Main Streets - 37 ST SW and 17 AV SW - Streetscape Master Plan	Priority	L	Yes	No	No	Q1 18	Q3 19
53	US	Main Streets - Bowness Road (Montgomery) - Streetscape Master Plan	Priority	L	Yes	No	No	Q1 18	Q4 19
54	US	Main Streets - 16 AV NW (Montgomery) - Streetscape Master Plan	Priority	L	No	No	No	Q1 19	Q1 20
55	US	Main Streets - 1 AV NE (Bridgeland) - Streetscape Master Plan	Priority	L	Yes	No	No	Q1 18	Q4 19
56	US	Main Streets - Centre ST N - Streetscape Master Plan	Priority	L	Yes	No	No	Q3 18	Q2 20
57	US	Centre City - Stephen Avenue Streetscape Master Plan	Priority	L	No	No	No	Q3 18	Q2 20
58	US	Centre City - Eau Claire Promenade Design	Priority	L	No	No	No	Q1 18	Q4 19
59	US	Centre City - Eau Claire Plaza Design	Priority	L	No	No	No	Q4 18	Q2 20
60	US	Centre City - 3 Street SW Streetscape Master Plan	Priority	L	No	No	No	Q4 18	Q1 20
61	US	Centre City - 5 Street Underpass Design	Priority	L	No	No	No	Q2 18	Q1 20
62	US	Centre City - Downtown West Revitalization Strategy Implementation	Priority	L	No	No	No	Q1 18	Ongoing

**Sub-Service Legend:**

CPP = Community Planning and Policy Development  
MDP = MDP Implementation & Sustainment  
GS = Growth Strategy  
US = Urban Strategy  
HPS = Heritage Planning and Sustainability Consulting

## Stakeholder Letter (BILD Calgary Region)



January 2, 2018

City of Calgary, Standing Policy Committee on Planning & Urban Development  
And All Members of Calgary City Council  
The City of Calgary  
PO Box 2100, Station M  
Calgary, AB T2P 2M5

Re: Report to SPC on PUD - City Planning and Policy Priorities 2019

BILD Calgary Region (BILD) would like to recognize the talent and dedication of the City's Planning and Development (PD) Administration and Staff associated with projects and initiatives of the extensive PD Workplan.

A great deal was accomplished in the course of 2018. And a tremendous volume of highly critical work is scheduled for 2019 and beyond, as identified in the above referenced Report to SPC for Planning and Development and Council.

BILD is generally supportive of the above referenced report and its recommendations and would add the following comments:

- BILD recognizes and agrees with dedicating resources to the six priority PD initiatives as noted in the Report;
- The close integration of the Transit Oriented Development Implementation Strategy to various other key priority initiatives is such that a deferral to allow for those initiatives to develop further to ensure alignment with the TOD strategy is warranted;
- The Established Area Growth & Change Strategy initiative is highly complex and will require a substantial commitment of resources and time to consider a variety of viewpoints, manage internal and external stakeholder expectations, and appropriately research and develop a strategy to inform recommendations for the mid-cycle Budget target;
- The 2019 Program (attachment 3) in the Industry/City Workplan for New Communities refers to "evaluate city-wide capital and operating options" by Q4 2019 – we would

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request the amendment: "evaluate and recommend city-wide capital and operating options" by Q4 2019 (ensuring recommendations are included in the Q4 deliverable);

- The 2019 Program (attachment 3) in the Industry/City Workplan for Industrial Strategy makes reference to "begin development on a framework for an Industrial Strategy, prepare a scoping report" for Q4 2019... Understanding the challenges of developing a growth strategy, with the added component that the City of Calgary is a developer and major land owner in the genre of Industrial Land Development, BILD remains concerned that this timeline is somewhat delayed and could be problematic in completing not only an Industrial Growth Strategy, but in aligning all growth strategies into a comprehensive City-Wide Growth Strategy prior to the next four-year budget cycle. BILD would recommend advancing the scoping report.

BILD Calgary Region values the effective working relationship our Association staff and members have with the PD Senior Administration and Staff; and look forward to continued, enriched collaboration to achieve the deliverables noted in 2019.

Respectfully,  
BILD Calgary Region

  
Beverly Jarvis  
Director of Policy, Projects & Government Relations

c.c. Matthias Tita, Director, Calgary Growth Strategies, City of Calgary  
Joachim Mueller, Manager, City Planning & Policy Services, City of Calgary

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Attention: SPC on Planning and Urban Development  
Re: City Planning and Policy Priorities 2019 (PUD2019-0019)

7 January 2019

The Federation of Calgary Communities (the Federation) is the support organization for over 150 community associations and other community-based organizations. We advocate for and assist community associations in navigating Calgary's planning process. Thank-you for the opportunity to provide comments regarding the City Planning and Policy Priorities for 2019.

To progress the goals of the Municipal Development Plan (MDP) in alliance with the One Calgary Direction for 2019, Administration has identified six priority initiatives along with objectives pertaining to each. The Federation is generally supportive of the identified initiatives and wishes to provide the following comments.

**Push for cohesive engagement strategies.** Community members and stakeholders are effectively engaged when the desired outcomes and objectives are clearly communicated by Administration and the Engage Business Unit. To achieve effective engagement, a cohesive engagement strategy must be in place for each of the six initiatives and the subsequent components within. Approaching communities with a comprehensive strategy of what they are being engaged on and why will ensure less confusion from community members and allow Administration to solicit meaningful feedback. The Federation anticipates that there will be multiple opportunities for community engagement on a variety of planning initiatives and suggests that Administration co-consult on topics and information where possible to avoid over-engaging stakeholders.

**Continue to implement and refine the City Engage Strategy.** The guiding principles of accountability, inclusiveness, transparency, commitment and responsiveness set a minimum standard for engagement. The Federation wishes to see Administration continue to learn from both successes and shortcomings in the implementation of the City Engage Strategy and One Calgary Direction.

**Continue to work in collaboration with the Federation.** The Federation represents the voice of Calgary communities and has the unique ability to reach multiple stakeholders and networks throughout the city. Through proactive and candid communication between the Federation and Administration we are confident we can continue to bring value to the table as the workplan for these initiatives progresses. The Federation was happy to be a part of the MDP review, CRF, updates to infill and RC-G guidelines and other various City-initiated planning projects in 2018 and is prepared to work with the City on the six priority initiatives in 2019.

We appreciate the opportunity to be engaged as a key stakeholder, and we look forward to continued opportunities to provide meaningful representation and input alongside our community membership in this year.

Sincerely,

Ben Morin  
Urban Planner

Jennifer Miller  
Urban Planner

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