

**Planning & Development Report to
SPC on Planning and Urban Development
2019 May 01**

**ISC: UNRESTRICTED
PUD2019-0402**

Enabling Successful Infill Development – Options for Changes, PUD2019-0402

EXECUTIVE SUMMARY

With a number of initiatives underway, Administration is focusing on how the evolution of developed communities can continue to support growth in our city while accommodating citizens' needs. This report focuses on one initiative – enabling successful infill development – but also shows how this initiative links to bigger policy goals and approaches. Proposing both amendments to the Land Use Bylaw (the Bylaw) as well as recommendations to ensure the alignment between various planning initiatives, this report begins the conversation about changing and configuring planning tools in a way that better achieves our desired goals, ensuring that Calgary is a city where current and future citizens' needs are met.

In April and December of 2017, Council requested that 12 items be reviewed by Administration (itemized below in the previous council direction section). While two of these items were addressed on 2018 September 24 (front porches and subterranean structures), Council directed Administration to return with an implementation plan outlining options for changes to Land Use Bylaw 1P2007 for the remaining items. Technical changes to assist with three of the items listed below (Height, Tree Retention and Green Landscaping) are proposed through this report, as Administration feels that these changes will help achieve desired community outcomes. Attachment 1 contains the proposed amendments to the Land Use bylaw to address the three items as well as to introduce minor housekeeping amendments.

Through this report, Administration will also propose three options for how to address all of the 12 items holistically in the Land Use Bylaw, as well as an implementation plan for the recommended option (Attachment 2). This implementation plan will detail how changes to the Bylaw could be done with a focus on aligning the districts with the Developed Areas Guidebook and other initiatives currently underway through the approved 2019 City Planning and Policy service line work program.

Administration has also contemplated amendments to two other items from the list above that could be amended should Council not want to wait for the fulfillment of the implementation plan. While Administration is not recommending adoption of these changes at this time, they are detailed in this report and contained in Attachment 3, should Council wish to adopt them now.

To that end, Administration is recommending pursuing new districts based on the Developed Areas Guidebook rather than continuing to address these items one at a time. This approach would include returning to Council, with the Guidebook report in Q3, 2019, to outline what the Guidebook policies mean for a renewed Land Use Bylaw. This will include an outline for what districts could look like and how they would respond to the policy direction of the updated Guidebook to address infill issues. Should Council agree with the outline for the new districts, Administration will then engage with stakeholders over the next year to determine the appropriate rules to achieve the Guidebook policies. The districts are anticipated to be ready for Council adoption by Q3, 2020.

Over the past year, Administration has recognized the gap between policy and regulation regarding low density forms of infill development, specifically rowhouse forms, which have dominated a number of discussions within communities and amongst Council. As part of the Q3, 2019 report, Administration will also provide recommendations on how to address this gap. The recommendations will be based on the policies of the Developed Areas Guidebook.

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ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Planning and Urban Development:

1. Direct Administration to:
 - a. prepare an amending bylaw to the Land Use Bylaw 1P2007 as outlined in the proposed text in Attachment 1; and
 - b. forward the proposed bylaw, to accommodate the required advertising, and this report, directly to the 2019 June 17 Combined Meeting of Council.
2. Recommend that Council hold a Public Hearing for the proposed amending bylaw at the 2019 June 17 Combined Meeting of Council; and
 - a. give three readings to the proposed Land Use Bylaw Amendment in Attachment 1; and
 - b. direct Administration to return, through the Developed Areas Guidebook report, with an outline for what new developed area districts could look like and how the 12 issues will be addressed (option 3).

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 September 24, that with respect to Report CPC2018-0888, the following be adopted, after amendment:

That Council:

1. Adopt, by Bylaw, the proposed amendments to Land Use Bylaw 1P2007;
2. Give three readings to the proposed Bylaw 61P2018; and
3. Direct Administration to return through the Standing Policy Committee on Planning and Urban Development with an interim report no later than Q2 2019 with an implementation plan outlining options for changes to the Land Use Bylaw 1P2007 to align with Municipal Development Plan policy and to address infill issues identified for Phase 2.

On 2017 December 18, Council adopted the recommendations contained in PUD2017-1125 and added another item, building setbacks:

“That Council:

1. Direct Administration to report back to the Calgary Planning Commission no later than Q3 2018, with Land Use Bylaw amendments to address issues identified in Phase 1; and
2. Direct Administration to report back to the SPC on Planning and Urban Development no later than Q4 2018, with results from Phase 2.”

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On 2017 April 24 (report PUD2017-0313: Monitoring Report on Contextual Single and Semi-detached Dwellings) Council directed Administration to develop a scoping report on whether to move forward with Land Use Bylaw 1P2007 (LUB) amendments for 11 recurring and emerging issues related to infill development and report back by 2017 December. The 11 items raised by Council were:

- Eave and Peak Height Differentiation;
- Massing;
- Front porches;
- Subterranean structures extending beyond above-grade footprints;
- Hardscape coverage;
- Green landscaping;
- Tree retention in the Demolition Permit, Development Permit, and Building Permit stages;
- Drainage;
- Non-conforming/non-standard lots;
- Materials; and
- Vehicle loading and storage.

BACKGROUND

Bylaw Rules and the Bigger Picture

Over the last 10 years, Administration has responded with over 40 reports regarding various Land Use Bylaw rules for infill development, making numerous amendments and having many engagement sessions to determine specific rules. Despite these attempts to address concerns, these topics continue to reoccur as a source of contention for one or more stakeholders.

In April and December of 2017, Council requested that Administration review 12 items all related to infill development (further details on all 12 items are contained in Attachment 4). These 12 items, together, form the rules of the current infill districts, and currently guide low density redevelopment. These rules are not currently based on policies that outline the outcomes for Developed Areas, but rather based on the current built form that exists today. Including decisions from this report, progress will have been achieved on 7 out of the 12 items. These amendments have helped to promote infill development that is responsive to the needs of communities and future residents; however, opportunities for further amendments to the existing rules have been exhausted because the infill districts do not implement the outcome-based, integrated policies of the new Developed Areas Guidebook, which is currently being drafted and anticipated for 2019 October 21 Council.

In 2018 September 24, Council adopted CPC 2018-088 (Enabling Successful Infill Development), which contained amendments to enable front porches and to address concerns with subterranean development. Through this report, Administration identified that while individual rule amendments can be beneficial to help achieve a desired form, rules and policies must focus on a clear intent, and outline how goals can be achieved. Built form can influence a desired behaviour and can facilitate a desired experience. Current rules are not focused on creating specific experiences and as such, often create buildings that do not respond to the spaces in between the buildings.

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Understanding the need for a different approach, Administration has embarked on shifting the focus off the rules and tools (i.e. the Land Use Bylaw), and refocused on determining the desirable outcomes. This allows for a discussion based on the reasons behind the rules and policies (i.e. “the why”) rather than a discussion based on a measurement (i.e. “the how”). By focusing stakeholder discussions on community values, together stakeholders can identify the important aspects of communities, while still acknowledging that our communities will continue to evolve and change to meet the needs of future residents. This approach is currently being used in the creation of the new Developed Areas Guidebook, which will set the policies needed to renew the districts of the Land Use Bylaw. These districts can then be created with a clear purpose, ensuring that the evolution of Calgary’s communities is successful.

Rowhouse Development

Over the past year, Council has been dealing with a number of redesignation applications to accommodate rowhouse development, typically accommodated under the Residential – Grade Oriented Infill (R-CG) District. While the Municipal Development Plan encourages rowhouse forms throughout all low density areas, there is currently only one land use district that allows this form in a low density context (within developed areas). As such, this often adds barriers to achieving redevelopment within communities as it requires an applicant-initiated application for redesignation.

On 2018 September 24, Council voted to remove any reference to R-CG from the Multi-Residential Guidelines and direct that Administration no longer apply the Multi-Residential Guidelines to the R-CG District. This decision was made based on the discussion at Council that rowhouse development is considered a low-density form of redevelopment and should be considered appropriate throughout all communities in Calgary. Further, Calgary Planning Commission has moved applications for redesignation to R-CG to the consent agenda for all of Commission’s meetings as the planning rationale for each redesignation is similar between applications and Commission acknowledges that the district sufficiently addresses design concerns for this form of low density redevelopment.

As such, Administration has been reviewing redesignation requests on an application-by-application basis, assessing the merits of each application to determine a recommendation for either approval or refusal. It is important to note that some communities have undergone city initiated redesignations to R-CG, to implement new local area plans, resulting in over 1,000 parcels city-wide with this designation. Since the districts approval by Council in 2014, there have been 115 owner-initiated land use redesignation applications.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

In order to address stakeholder concerns, while still advancing the strategic work of the Developed Areas Guidebook, Administration has identified three amendments to the Land Use Bylaw, that would help to address some of the issues with infill redevelopment, particularly related to height and landscaping. The amending bylaw is contained in Attachment 1.

Proposed Amendments for Council Consideration

1. Height

In the developed areas, the maximum building height of single, duplex and semi-detached dwellings in the low-density residential districts is 10.0 metres. The method for measuring this

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height (illustrated in Figures 1 and 2 of Attachment 5) adds one metre to allow for the grade to be adjusted, resulting in an 11.0 metre maximum building height. In addition, this rule does not require the height of the building to follow the slope of the site, which can cause height discrepancies. The maximum height of a rowhouse building is 11.0 metres measured directly from the ground.

Administration is proposing amendments to the Bylaw to align the way that height is measured in low-density districts in the developed areas, by using the same method used for the R-CG district (illustrated in Figures 3 and 4 of Attachment 5). This will provide a consistent method of measurement across the developed areas. It will also allow a better transition in height from existing lower scale development to new, taller development. It is important to note that the change in how height is measured will not increase the height of buildings in these areas and there will be no observable difference to the actual height of buildings when development is realized.

An additional element being proposed is to reduce the height of the building in developed areas, relative to its side neighbour by having a rule that would create a side chamfer. This will be done by a side step back of the building when the height is above 7.0 metres or above the highest geodetic elevation on an adjoining parcel. At a 45-degree angle, the building will then be allowed to go up to a maximum of 11.0 metres. This will reduce shadowing and high sidewalls while still enabling the building to achieve an overall height of 11.0 metres (illustrated in Figures 5 and 6 of Attachment 5). On a corner parcel, the maximum height of a building facing the side street will be 7.0 metres (illustrated in Figure 7 of Attachment 5). This is an alternative way of measuring to eave and peak height, that results in a more flexible approach allowing for a variety of building designs and roof types which still achieves the desired outcome. While Administration did consider the creation of a true eave and peak height, it was determined that the result of that could be more difficult to understand, measure and implement.

2. Tree Retention

The Bylaw currently does not have any incentives for tree retention in developed areas, resulting in the demolition of existing trees during the demolition and development permit stage. While trees have been identified as an important aspect for communities, there is a need to balance tree retention with redevelopment potential.

Administration is proposing amendments to the Bylaw to require discretionary applications for single, duplex and semi-detached dwellings to have a minimum tree planting requirement. The proposed rule requires the planting of new trees or the retention of existing trees. A minimum of 2.0-3.0 trees will be required per single detached (depending on parcel width) and 2.0 trees for each unit of a semi-detached or duplex dwelling. The ability to have existing trees count towards the tree requirement will provide an incentive for retention. This will help preserve established trees often lost through demolition. This proposed amendment could potentially help reduce the amount of hard landscaping, and potentially increase the urban tree canopy.

While Administration did explore the potential for a private tree bylaw to deal with retention, it was seen as added regulation that was difficult to enforce, often because of conflicting priorities, legal considerations, or needs such as utility line assignments, increased density and lot size. Given that Administration is now adding the requirement to the Land Use Bylaw, the legal weight desired through a private tree bylaw is provided, without the restriction typically applied through a private tree bylaw. Without this requirement, Administration has no ability to require

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new or replaced trees. As such, the approach proposed in this report provides a planning solution that could assist in maintaining the tree canopy while still providing flexibility for built form design.

3. Green Landscaping

Current tree requirements along with a desire for innovative built forms for both low density and multi-residential development often result in the inability to plant trees with a significant tree canopy, on-site. Administration is proposing amendments to the Bylaw that will allow for off-site tree plantings (by the builder or developer) to count towards the landscaping requirements without the need for a relaxation. New, required trees could be planted within the boulevard adjacent to a site undergoing redevelopment. It is important to note that Administration is not proposing a reduction in the number of required trees, just that they can now be counted towards the requirement if they are off-site.

Further Options for Council Consideration

For the remainder of the 12 items, Administration's preferred option is to address these issues through the development of new Bylaw districts and How-to-Guides with a report back to Council in Q3 2020, based on policies of a new Developed Areas Guidebook.

Should Council not want to wait until new districts are brought forward, Administration has identified two other items from the list of 12 that could be amended. Should Council choose to adopt these amendments, the amendments are contained in Attachment 3 and could be added to the proposed amending bylaw contained in Attachment 1. The two items are outlined below.

1. Vehicle Access

The current provision in the bylaw requires that a new front driveway can only be added to a street if 50 per cent of parcels on a block face already have a front driveway (only where a lane exists). This ensures that streets with uninterrupted sidewalks use the lane infrastructure and maintain the pedestrian nature of the street. This typically means that those streets with more than 50 per cent of the parcels having front driveways, often get more driveways, which could further reduce the availability of on-street parking, and further impede pedestrian connections and safety. It also means that developments on streets that do not have a high occurrence of front driveways are not allowed to consider this option, even though it may result in better building design or address unique parcel configurations.

Should Council wish to provide more flexibility, Administration could delete this rule. The risk with this amendment is that it is being done in advance of policy and absent of intent. As such, it may be more difficult for builders and citizens to understand the intent or how planners will use their discretion, leading to inconsistencies or disputes.

2. Front Setback

Through engagement and review for the Guidebook, Administration is anticipating that front setback rules will be reviewed and most likely reduced given that smaller front setbacks have more of an impact on the street/public experience. This will also increase the amount of private space in the backyard, often desired by residents. Immediate changes to these rules; however, are premature and could be moot should the Bylaw be updated over 2019-2020.

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Although no amendments are proposed through this report, should Council want an immediate amendment to the setback requirements, a change to the setback rule for low density districts could be made to increase the allowable projection past the contextual front setback. Currently, the allowable projection is 1.5 metres; however, increasing that amount to 2.5 metres would bring development further forward while still acknowledging the setbacks of existing development. This may create odd streetscapes until blocks fully redevelop, which may not be supported by many communities, but could be an acceptable risk given that the addition is only 1.0 metres beyond existing requirements.

Administration did contemplate changing the minimum setback to 4.5 metres from the front property line and deleting the contextual measurement; however, there may be situations where that could result in a significant distinction between where existing and new development sits on adjacent parcels.

Prior discussions with communities and the Federation of Calgary Communities have indicated that these amendments could result in significant community debate, given that the desire for a consistent front setback are high among many community members. Making this change in absence of policy direction from the Guidebook would be premature and could hinder future discussions.

Updates and housekeeping Amendments:

This report contains a number of housekeeping amendments to the Land Use Bylaw, contained in Attachment 1, including:

- Correction for the accidental deletion of Conference and Event Facility as a listed use in two of the Beltline districts (CC-COR and CC-X);
- Fixing wording mistakes;
- Eliminating duplicate words;
- Introducing a more flexible exemption for solar panels;
- Including Kennels in a number of commercial and mixed-use districts; and
- Updating Schedule B to ensure fines are correlated to the right section in the bylaw.

Options for Changes to the Land Use Bylaw

Administration has identified three options for Council to consider regarding changes to Land Use Bylaw 1P2007 to address infill development holistically:

1. "Status Quo"

Administration can continue to do one-off amendments to the rules of the Land Use Bylaw; however, it has to be acknowledged that this approach will not lead to a systemic change in the planning system or to the approach to infill development. It will not address the need for change or help to create a better future planning system. This approach will provide on-going sustainment of the existing districts, updating the rules as needed. This approach does not address the evolution of communities and does not focus the rules on creating the built form that responds to desired human experiences and outcomes.

2. "Clean up"

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Administration has identified a number of opportunities to clean up the existing bylaw and districts. There is a need to change some of the language for consistency and clarity, to eliminate redundancies and to add flexibility to some existing districts. There is also the opportunity to look at existing uses to see what is needed and what can be simplified. This approach would be based on the current planning system of existing districts and does not provide a clear connection between policy and regulation. Since existing districts were developed based on the current forms on the ground, there will continue to be a disconnect between the desired and achievable forms. It is also worth noting that this option will help with a number of concerns with the Land Use Bylaw; however, will not help to address the issues with infill development.

3. Long Term Approach - Districts based on the Developed Areas Guidebook

This approach will begin to change the planning system currently used in Calgary to achieve better alignment of the Bylaw with the vision of the Municipal Development and Calgary Transportation Plans. Creating a strong link between policy and regulation ensures that the policies are clear and implementable. New districts based on the policies of the Guidebook and future desired urban form will enable the successful advancement of the Municipal Development Plan. This approach will ensure that citizens understand why decisions are being made and how those decisions are helping to create or enhance the human experience within communities. It allows for a different approach to community conversations, allowing the focus to not only be on the buildings, but also on the environment around the buildings, thereby creating a planning system that can better respond to how Calgarians experience their communities.

While this approach will still keep the existing structures of the Land Use Bylaw and the Developed Areas Guidebook for the immediate future, it provides options for how to consider these documents differently in the future, which could allow Administration to create different solutions for issues experienced during the application stage.

Rowhouse Development

Administration has identified a gap between policy and regulation that is being consistently raised through recent local area plan and Guidebook discussions, as well as individual discussions for applications at Council. Current Municipal Development Plan policy encourages growth and change in low-density neighbourhoods through development and redevelopment that is similar in scale and built form and increases the mix of housing types such as accessory suites, semi-detached, townhouses, cottage housing, row or other ground-oriented housing (Policy 2.2.5b). Current Land Use Bylaw districts do not align with this direction often imposing barriers to being able to achieve a mix of housing types. Similarly, the current Developed Areas Guidebook allows for local area plans to consider exemptions, allowing communities to pick, parcel by parcel, which areas of the community are appropriate for rowhouse forms, often sterilizing a majority of low density areas. As such, Administration intends to come back with a recommendation to address this gap that would align with the policies and direction of the Developed Areas Guidebook by Q3, 2019.

Calgary Planning Commission Discussion

On 2019 April 4, Administration held a working session with members of Calgary Planning Commission. In general, Commission agreed with the amendments to the Bylaw that are being

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proposed, asking a few questions regarding the technical nature of the amendments. The majority of the questions were surrounding how the amendments to allow for off-site tree planting will be accommodated, and whether a cash-in-lieu system was considered. Commission also commented on how changing the way height is measured should be simple to understand and implement.

The majority of the conversation with Commission centred on the strategic alignment between the Land Use Bylaw and the Guidebook, highlighting the need to review other cities (such as Miami and Denver) that have introduced a higher level of form-based rules into their planning system. Questions arose about the status of the Guidebook and on how the Guidebook policies could translate to Bylaw rules, as well as around the timing of developing new districts. More information regarding this conversation is contained in Attachment 6.

Conclusion

Amendments to the existing rules have been exhausted because the Bylaw districts do not align or implement the policies of the Municipal Development Plan. Administration recommends creating new districts based on the new Developed Areas Guidebook. Once the Guidebook policies are finalized in Q3, 2019, Administration can then propose a suggested framework of changes to the bylaw districts. This work will be in conjunction with the update to the Guidebook, and will outline how to align policy, guidelines, and Bylaw regulations to better support the evolution of Calgary's neighbourhoods and implement policies through effective tools. This update will show how the policies in the Guidebook would result in rule and district structure changes and should Council agree on the framework, engagement will be done over the following year to discuss specific rules and numbers, to conclude with new districts for the developed areas in Q3 2020. Next steps and an implementation plan can be viewed in Attachment 2.

Stakeholder Engagement, Research and Communication

Administration engaged with both BILD Calgary and the Federation of Calgary Communities to get their feedback on these specific amendments. While there is general support that the Land Use Bylaw needs to be updated to align with policy, there were a mix of concerns and support for the individual rule amendments. One concern in particular was around changing the measurement for height in the developed areas, but not in the developing. (Letters noting detailed concerns are in Attachment 7.) Given the rules of the current Bylaw, this change would have resulted in additional changes for the developing area that were not considered through the analysis. The current Bylaw is not set up in a way that offers parity between the developed and developing communities (there are different rules, different ways to measure rules, and different built form elements that are emphasized). The current Bylaw approaches these areas of the city differently and as such, individual rule amendments can be difficult given the complexity of the system. Administration acknowledges this concern and direction for the future; however, does not consider amendments to the developing areas to be appropriate at this time.

A working group that was used for the previous amendments on porches and subterranean structures, as well as recent R-CG amendments, was also circulated for feedback, which was generally positive. One concern raised during this discussion focused on the added tree requirements with some members of industry seeing this as an additional cost on development.

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Over the past year, Administration has been engaging on how to change the planning process to better achieve our desired outcomes. Discussions with stakeholders over the past year have indicated that the underlying issue with infill development isn't about the specific number related to a rule, but rather about the bigger issue of how infill development complements the evolving character of a developed community. As such, stakeholders seem to be in agreement that a more thoughtful, holistic approach to aligning policy and regulation is needed.

Strategic Alignment

With a number of initiatives underway, there is a need to be strategic about our approach to policy and regulation so that none of the initiatives are done in isolation. Being able to understand the dependencies between these initiatives is key to their success. While the current work on the Land Use Bylaw and Guidebook will help link policy and regulation in a more transparent way, the new approach will impact the way future local area plans are created and implemented. One of the key discussions with communities often surrounds low density redevelopment and the placement of rowhouse forms. Acknowledging this on a city-wide scale will allow for a strategic approach to equalizing the playing field between communities currently seeing growth and redevelopment and will allow the local area plans to focus on the parts of the community that are seeing significant change. Delays or changes to the approach currently being pursued could mean delays in the ability to complete local area plans, which could impact the evolution and long-term success of how growth is accommodated.

The conclusion of individual amendments to district rules helps to implement the intent and approach of the Renewed Land Use Bylaw priority area identified in the City Planning and Policy Priorities 2019 Workplan. This priority area initiative supports the move to a planning system that is more outcome-oriented and in which there is clear line-of-sight between the City's vision, the community plans and the Land Use Bylaw. Instead of minor, incremental amendments, future changes to the Land Use Bylaw should be undertaken with a view towards achieving comprehensive change and overall improved outcomes for great communities.

Social, Environmental, Economic (External)

Social

These amendments help to ensure that our developed communities are ones that meet the needs of current and future citizens, ensuring that development is responsive to changing needs.

Environmental

These amendments help to ensure that more trees are planted and help to promote the retention of existing trees. These amendments will also help to enhance the urban tree canopy,

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thereby reinforcing work underway through Parks and Urban Forestry Calgary's Climate Strategy and 100 Resilient Cities.

Economic

Being flexible in the way rules are considered will allow for greater understanding and more transparency, thereby reducing the time it takes for developers to understand the process for applications. This enhances investor certainty.

Financial Capacity

Current and Future Operating Budget:

No implications identified.

Current and Future Capital Budget:

No implications identified.

Risk Assessment

Should Council want more individual amendments to individual Bylaw rules, there is a risk that it will derail the larger policy discussion and create a further disconnect between the Bylaw and the Guidebook. It could also have a significant impact on the way Administration embarks on the multi-community plans intended to be completed over the next five years. These multi-community plans would benefit from being able to have a different discussion regarding the evolution of their communities. Time and resources should be spent on determining how all our tools can be renewed in order to better achieve our shared outcomes, provide implementable policies and link effective, understandable tools to the policies.

There is also a risk should Council not want to contemplate options for how to address the location for rowhouse development. Currently, conversations at a community level are being driven and often derailed by conversations about low density areas. Being able to have this discussion at a city-wide scale rather than a parcel by parcel basis, will allow Council to make a strategic decision on how best to align policy with this type of development form to allow for consistent application of policy in all communities.

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REASON(S) FOR RECOMMENDATION(S):

Administration recommends approval of the recommendations in this report given the need to align policy and regulatory approaches. This approach will drive better discussions with communities and allow Administration to be thoughtful about how different initiatives impact one another. Abandoning individual bylaw amendments and returning with a new framework for how the districts in the Bylaw could align to the Developed Areas Guidebook will help to fulfill the direction of the City Planning and Policy Service line, as well as add value to the conversations with citizens and communities. Administration recommends approval of the amendments contained in Attachment 1, given that they will help ensure redevelopment is responsive to community values in the immediate term while the strategic alignment of planning tools is underway.

ATTACHMENT(S)

1. Attachment 1 – Proposed Amendments to Land Use Bylaw 1P2007
2. Attachment 2 – Implementation Plan for Option 3
3. Attachment 3 – Optional Amendments to Land Use Bylaw 1P2007
4. Attachment 4 – Individual Item Update
5. Attachment 5 – Measurement for Height
6. Attachment 6 – Calgary Planning Commission Discussion
7. Attachment 7 – Letters