

City Planning & Policy

Led by: Director of City & Regional Planning

Description

Our goal is to build a resilient city of attractive, inclusive and equitable communities that meet the various lifestyle choices of Calgarians, and employment areas that support diversity in our economy. We engage with Calgarians and the development industry to develop the long-range vision for the city, and multi-community local area plans that reflect the goals of individual communities. While looking to our future, we align equity, growth funding, and investment considerations with the regeneration of our environment and continuing economic prosperity.

Value and benefits

Communities and the public, developers and businesses benefit from useful, easy-to-use tools and thoughtful strategies to help inform Council decisions; plans to guide community development; and incentives and rules to deliver desired results. We collaborate with residents and industry toward the goals of enabling new communities to be planned, homes to be built or changed, businesses to be opened, and jobs to be created for current and future Calgarians. These plans and policies set in motion investments from other services, such as Main Street improvements, parks, transit service and recreation facilities. This service's work also directly supports the preservation of irreplaceable heritage buildings, improving housing equity and advancing sustainability in Calgary.

Customers

Our customers are all Calgarians – today and in the future. They are the people who bring life to our community, business owners who create jobs, industry members and investors who develop and build our communities and homes, other city departments, and Council who looks to the service for its professional recommendations.

What we deliver

City Planning & Policy delivers planning recommendations to Council to implement the Municipal Development Plan and Calgary Transportation Plan. We do this by engaging with Calgarians, industry and Council, and applying best professional practices that balance the interests of these diverse groups for the optimal mutual outcome.

Partners

We work with a broad range of partners involved in the visioning and planning of the city. This includes Calgarians, community associations, civic partners like Heritage Calgary, and industry partners like the Building Industry and Land Development Association, NAIOP Commercial Real Estate Development Association, Inner-City Builders' Association, business improvement areas, and business owners.

6 million	Sq. ft. of proposed Downtown Conversion
45	Communities engaged in LAPs 2021
17	Established areas public realm projects
200	Hectares redesignated by Main Streets

City Planning and Policy

2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

Key assets

None

What we have heard & what we are watching

What we have heard

Major topics that have emerged in recent years include the need to:

- Address climate change and the climate emergency
- Revitalize our downtown
- Provide affordable housing choices for all Calgarians
- Address diversity, equity, inclusion, and belonging in the design and growth of our communities
- Facilitate the journey toward Indigenous reconciliation through purposeful action
- Diversify our economy, invest in and fund growth in a fiscally sustainable manner
- Address concerns that redevelopment is changing the character of communities
- Provide a clear, predictable, user-friendly planning system

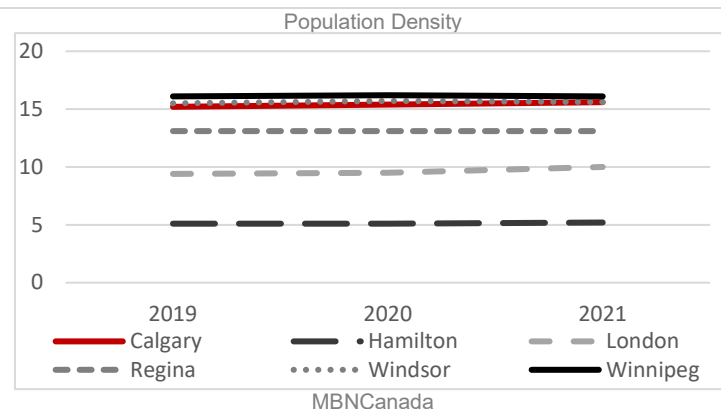
These topics are often connected and must be comprehensively addressed for Calgary to continue to be a competitive city of choice and continue to rank as one of the most livable cities, attracting new residents and businesses as a great place to make a living and a great place to make a life.

What Council has directed

Council's Focus Areas include both downtown revitalization and land use and local area planning process review. These objectives are directly reflected in the City Planning Policy Roadmap 2022 (IP2022-0053), which contains key city planning policy initiatives that are underway or will be undertaken in 2023-2026. These roadmap initiatives are essential towards modernizing our planning system and creating a policy landscape that enables equitable community growth in alignment with Council's priorities.

What we are watching

Our service sets the foundation for the wide range of activities Calgarians are engaged in every day. City planning holistically and proactively considers the demographic, cultural, and economic changes that influence the city's development and works towards giving Calgarians the choices they expect. External influences and trends that may impact the service include, but are not limited to, social, economic, and environmental challenges and changes. These influences and our increasingly diverse population demand strategies and plans that enhance Calgary's resilience.



Comparing our service

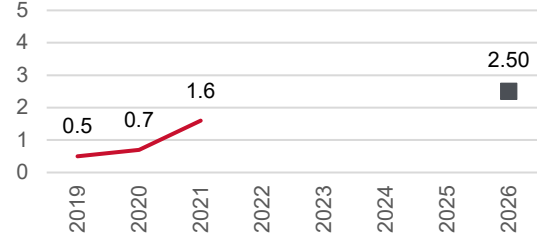
Calgary is comparable in density with other cities, in relation to growth, migration, household formation, and changes in the number of people living in each home. Strategies to support communities help shape a more compact urban form, creating great communities and a prosperous economy. As the Calgary Plan is established, effective planning and engagement ensures development and redevelopment is done strategically, providing more certainty and predictability in both established areas and new communities, allowing for a variety of housing types and land uses where Calgary can thrive.

Measuring performance & where we want to go

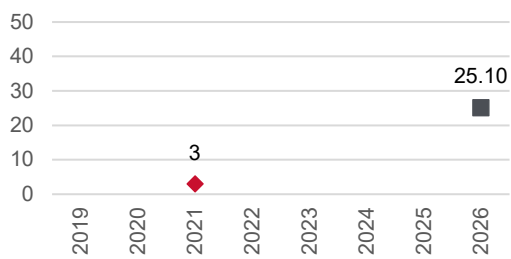
For Council Approval

— Actuals ■ Expected Future Performance

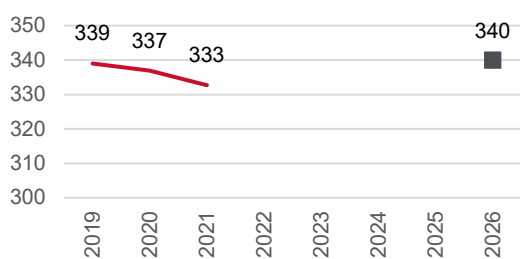
PM1: Downtown Surplus Office Inventory Reduction (million sq ft)



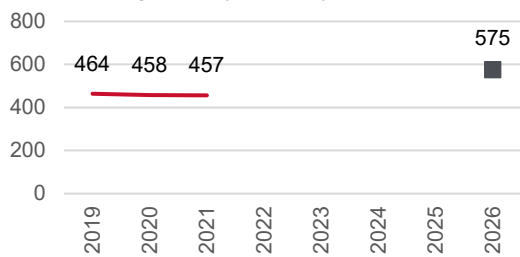
PM2: Calgarians living in communities where a modernized Local Area Plan has been recommended to Council for approval (per cent)



PM3: Land area where middle density housing is allowed, per 100,000 Calgarians (hectares)



PM4: Land area designated for industrial uses, per 100,000 Calgarians (hectares)



PM5: Serviced land supply for new communities (hectares)



Story behind the curve

Greater Downtown's economic recovery can be supported through the elimination of excess downtown office space through building conversions or demolition of existing office buildings, some of which are entirely or largely vacant. Development incentives will encourage building conversions to residential and non-office uses to reduce office vacancy and develop vibrant downtown neighbourhoods.

Local area plans provide clarity and greater certainty on how communities will evolve over time. They outline the future vision, guide where growth makes sense and include development direction to support that growth. Our hope is to recommend up to two Local Area Plans to Council for approval annually. However, the creation of these plans is done in collaboration with the community at large; it is complex work and thus setting specific timeframes to approval is not realistic.

As Calgary's population continues to grow, newcomers and new households benefit from a range of housing choices, including multi-unit dwellings. Allowing low-scale multi-residential development supports redevelopment in a manner that provides more choice for a variety of households and income levels. The land supply designated for multi-residential redevelopment that is compatible in scale with low-density housing forms may influence the balance of growth between the established area and new communities.

A healthy industrial land supply provides choice for investors to meet the site selection requirements of a broad range of industries. Serviced industrial land available for development enables new business incubation and leverages Calgary's strategic location, established supply chain and transportation networks, and the diversity of its industrial labour force. Proposed initiatives will enable industrial competitiveness and growth, further Calgary's economic prosperity, increase the non-residential tax base, and support job creation and economic diversification.

Maintaining a healthy supply of land where The City has invested or allocated funding to build leading infrastructure allows land developers to proceed with the development of new communities. The supply of serviced land within Area Structure Plans is monitored in order to inform policy alignment decisions and monitor the financial impact of City investments, while ensuring sufficient opportunities exist to accommodate new population growth and housing choice.

What we plan to do

Result for 2023-2026

Our vision is twofold: First, deliver strategies, plans and tools to implement Council's focus areas of downtown revitalization, social equity, and land use and local area planning. Secondly, and equally critical is taking action on the climate emergency through land use and transportation policies.

How we are going to get there

Continue to rank as one of the most livable, attractive, and successful cities in the world, by aligning and combining the Municipal Development Plan and the Calgary Transportation Plan into one user-friendly document, The Calgary Plan. This new policy will enable us to effectively address the climate emergency, social equity, diversity, inclusion, belonging, anti-racism, and Truth and Reconciliation.

Revitalize Calgary's downtown by investing in (1) major civic projects to support trade, tourism, job creation and building strong regional economies; and (2) priority public infrastructure projects to provide necessary public amenity for a thriving community and that complement developer investment.

Diversify the mix of uses and increase housing opportunities in the downtown core to attract new residents and increase vibrancy in the heart of our city by implementing the Downtown Calgary Development Incentive Program, which, offers financial incentives to building owners to convert surplus office space into non-office uses and homes for Calgarians.

Deliver the residential, commercial and industrial opportunities that will continue to make Calgary one of the world's most livable and attractive cities by renewing the Land Use Bylaw to implement the vision of the Municipal Development Plan more effectively, while removing barriers from desired development and business activities.

Attract further investment, create jobs and support climate mitigation efforts, while supporting growing communities and business areas, by refining and improving our Citywide Growth Strategy to achieve compact, strategic and sustainable growth through targeted and balanced investments.

Enable industrial growth through the modernization of Calgary's industrial policy and regulation and incentivize strategic short and long-term sector growth by pursuing growth-focused land use policy, regulatory and development initiatives to streamline city planning processes for industrial development and increase development flexibility and competitiveness.

Enable The City to make transparent, informed, and sustainable investment decisions by evolving The City's understanding of the full financial impacts of a fast-growing city.

Provide a consistent approach to funding new infrastructure, that supports growth and development, increases awareness of the impacts of growth decisions; provides a more sustainable funding source for complete communities; and improves timing between levy collection and infrastructure investment by refining, implementing and continuously improving Calgary's Off-site Levy Program.

Support efforts in planning for up-to-date, livable, equitable and diverse communities by updating, replacing, and implementing over 250 outdated policy documents with approximately 40 new multi-community local area plans.

Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to (our employees).

Increase supply of industrial and residential lands within Calgary to meet increasing demands on market supply by implementing Council-directed annexations in Rocky View County and Foothills County.

Cultivate a food system that works with partners to ensure food is consistently available, accessible, appropriate, and healthy for all Calgarians by developing a Council-approved Food Resilience Plan.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	24,000		36,915		37,653		41,333	
Previously approved One-time budget		850		-		-		-
2022 One-time carry forward		114,905		4,445		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	290	17	238	26	180	7	182	9
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	12,625	36,331	500	42,217	3,500	1,439	1,150	1,175
Transfers to/(from) reserves	-	-	-	(40,000)	-	-	-	-
Total net budget*	36,915	152,103	37,653	6,688	41,333	1,446	42,665	1,184

*The previous year's One-Time Budget is not carried forward to the following year.

Operating Grants to Civic Partners (\$000s)

Civic Partner	Budget as of April 30, 2022	2023	2024	2025	2026
Calgary Heritage Authority (Heritage Calgary)	343	586	674	629	643

Note: The total net budget includes one-time budget of \$67 thousand in 2023 and \$59 thousand in 2024.

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	150,820	40,498	152,103	192,602	41,237	46,688	87,925	44,917	1,446	46,363	46,248	1,184	47,432
Recoveries	(989)	(989)	-	(989)	(989)	-	(989)	(989)	-	(989)	(989)	-	(989)
Revenue	(2,676)	(2,594)	-	(2,594)	(2,594)	(40,000)	(42,594)	(2,594)	-	(2,594)	(2,594)	-	(2,594)
Net	147,154	36,915	152,103	189,018	37,653	6,688	44,341	41,333	1,446	42,779	42,665	1,184	43,849
Base	24,000												
One-Time	123,154												

Note: Figures may not add up due to rounding.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
463960	TOD Development Program	3,000	7,000	4,000	2,000	-	16,000
Program(s)							
463910	Downtown Improvement Fund	300	300	300	300	-	1,200
446455	Local Area Plan Building Neighbourhood Amenity Fund	2,000	4,000	6,000	8,000	-	20,000
Projects(s)							
463920	Downtown Revitalization	1,171	10,890	36,750	59,680	-	108,491
Sub-Total (New Budget Requests)		6,471	22,190	47,050	69,980	-	145,691
Previously Approved Budget Remaining		18,600	26,000	-	-	-	44,600
Total Capital Investment		25,071	48,190	47,050	69,980	-	190,291

Explanation of capital budget requests

Annual Investment Program(s)

Activity 463960: TOD Development Program

The program will deliver public realm improvements with the main focus on 11/12 ST SE in Ramsay/Inglewood and a greenway connecting the LRT station to the Elbow River. Capital investments in public space near Inglewood-Ramsay Station will support private investment in TOD and improve quality of life for Calgarians.

Funding From: Municipal Sustainability Initiative (\$16,000 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 463910: Downtown Improvement Fund

Intended for small capital partnership matching projects in the public realm for the greater downtown. Investment in the Downtown's public realm and amenities is critical for investor confidence, attracting vibrancy, safety and resiliency for downtown.

Funding From: Capital Reserves (\$1,200 thousand)

Contributing Services: None

Operating Impact: None

Activity 446455: Local Area Plan Building Neighbourhood Amenity Fund

The program will provide seed funding to support citizen identified capital improvements within Local Area Plans. The fund directly reflects the City's commitment to provide amenities to communities that are supporting growth and redevelopment through policy development. The fund will also support an approach of striving for equity across communities throughout Calgary.

Funding From: Reserve for Future Capital (\$20,000 thousand)

Contributing Services: None

Operating Impact: None

Projects(s)

Activity 463920: Downtown Revitalization

Catalytic placemaking and public realm focused projects in the downtown to build a thriving, future-focused downtown. Our investment in downtown amenities will build investor confidence and support attraction of new residents, visitors, and businesses to downtown.

Funding From: Municipal Sustainability Initiative (\$52,295 thousand) Canada Community-Building Fund (\$52,295 thousand)

Capital Reserves (\$3,901 thousand)

Contributing Services: Arts & Culture; Economic Development & Tourism; Emergency Management and Business Continuity;

Climate & Environmental Management; Parks & Open Spaces; Sidewalks & Pathways; Streets

Operating Impact: None