

# City Planning & Policy

Led by: Calgary Growth Strategies & Community Planning

## Description:

The City Planning & Policy service provides specialized planning expertise to guide and enable growth and change in Calgary. The goal of the growth and change is to build a city of attractive communities that meet the various lifestyle choices of our diverse citizens and employment areas that support continued economic prosperity in Calgary. We engage with communities and the development industry to develop the long-range vision for the city and the detailed growth plans that reflect the goals of individual neighbourhoods. While looking forward, we also preserve and protect Calgary's unique heritage buildings and the sustainability of our environment.

## Customers:

Our customers are the citizens who bring life to our community and provide the vision for Calgary's future. Our customers are also the landowners, developers and builders who build our city and the business owners who create employment for Calgarians.

## What is delivered to customers:

City Planning & Policy delivers tools that enable and encourage desired growth and change in our communities. They are used by builders to implement the vision for our city. The tools include strategies, plans, policies and bylaws that effectively guide changes for the entire city as well as for individual streets.

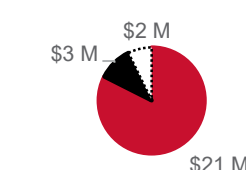

## Partners:

City Planning & Policy works with community and industry partners who are involved in the development of the city. On the community side, it works with the Federation of Calgary Communities, community associations, citizens, and groups like the Calgary Heritage Authority. On the industry side, its partners are industry organizations, such as BILD and NAIOP, as well as individual members of industry.

## Service need (value proposition):

Developers and builders need reliable and effective tools that provide certainty when planning and building communities for Calgarians. Citizens must be able to participate in the planning and vision for their communities. This foundation for community growth and business activity in Calgary is provided by the City Planning & Policy service. Its plans turn Council's and citizen's priorities into tools that enable the development industry to build communities that provide homes and jobs to Calgarians. It collaborates with communities and industry to create balanced outcomes and enable growth while considering the vision of the community. The plans guide investments in main street improvements, parks, transit service and recreation facilities. The service also supports the preservation of irreplaceable heritage buildings, improved urban design and sustainability in Calgary.

## Current state service value

<p><b>71</b> Neighbourhoods enabled since MDP in 2009</p> <p><b>12</b> Heritage buildings protected in 2017</p>	<p><b>9,105</b> Citizens engaged in PD projects in 2018</p> <p><b>38</b> Centre City planning projects in 2017</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p>  <p><b>\$20</b> Annual operating cost per resident</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p><b>Connections to Citizen Priorities</b></p> 		<p><b>What the service includes (\$000s)</b></p> <p>We provide Calgarians and businesses with planning tools to build an inspiring and prosperous city. Our five sub-services are: The Municipal Development Plan Implementation and Sustainment (\$7,326) and Growth Strategy (\$5,211) work to ensure the city grows as desired. Community Planning and Policy Development (\$6,978) and Urban Strategy (\$4,868) guide community growth and main streets planning and design. Heritage Planning and Sustainability Consulting (\$1,229) protect Calgary's past and future.</p> <p><b>Key Capital Investments</b></p> <p>Investments include digital improvements to strengthen community and citizen engagement in the planning process. Initiatives strengthen transparency and improve monitoring of the goals outlined in planning policies.</p>



## What we've heard and service outlook

### What we heard: Research & Engagement Results

Calgarians want to participate in the planning of their communities and to know the plans consider our population's increasing diversity. Many community plans need to be replaced with effective tools that implement desired growth. Calgarians and developers tell us they value reliability, fairness, reduced risk, convenience and reduced effort. Communities need new amenities when accommodating higher density. Council desires main streets implementation to continue in capital projects, an integrated roll-out of multi-community plans to achieve improvements, and a holistic one-city planning approach.

### What Council has directed

Through plans and policies, this service contributes to Council's priority of creating a City of Safe and Inspiring Neighbourhoods (N1, N3, N4 and N5). This service provides plans and policies that promote the economic growth and enable local business activity. It delivers new community and established areas growth strategies, and plans and designs main streets. It works towards implementing the Cultural Plan, and Climate Adaptation and Resiliency Plan to create balance between community growth and respect for the established culture and context of neighbourhoods (H3). Working with other service lines, it provides Calgarians with housing, mobility, recreation and employment choices to meet their diverse lifestyles. This service implements the long-term growth plans for Calgary as directed by Council in the Municipal Development Plan and Calgary Transportation Plan.

### What are we watching?

This service plays a key role in enabling the wide range of activities our citizens are engaged in every day. It must be aware of demographic, technical and economic changes that influence the city's development. External influences and trends we are watching include: new legislative authorities, economic challenges and their impacts on the City's revenue and funding of planning and policy services, new requirements regarding climate change and resilience, and changing lifestyle choices. Strong focus has been placed in recent years on increased economic diversification and providing more choice to Calgarians. The increasing diversification of Calgary's population and culture has also inspired new approaches to how the service engages with and plans for Calgarians. We continue to watch the costs of our service and that we are effectively delivering desired outcomes.

### Benchmarking



Appropriate benchmarking for City Planning & Policy is not currently available. Benchmarking between Canadian municipalities is challenging for this service as municipalities apply unique policies and bylaws specific to the local context. This service will continue to work with the Municipal Benchmarking Network Canada on benchmarks relating to city growth and monitor Calgary's growth through performance metrics. This will support understanding how municipalities grow and change, and the effect of prioritizing different planning policies compared to Calgary.

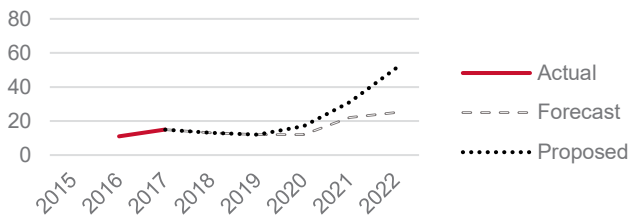
### What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Reliability	Citizens and investors want to know that requirements in plans will be upheld and not abandoned arbitrarily.
Convenience	Applicants want plans and rules to be easy to find and understand.
Fairness	All stakeholders want to be fairly represented in plans through participation in engagement events and policy creation.
Reduces effort	Communities want meaningful engagement, developers want simple processes, council wants effortless experiences for all.
Reduces risk	Council wants plans and policies that reduce Calgary's financial risk and the risk of impeding our economic growth.

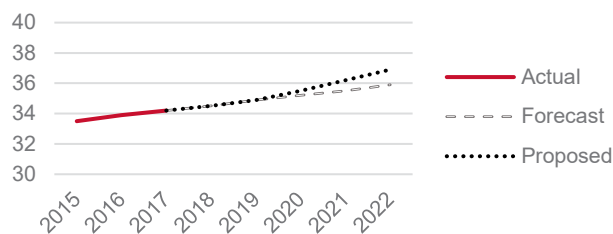


# How is the Service performing? Where we are headed and where do we want to go?

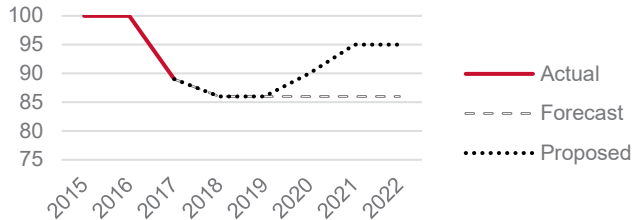
Per cent of Calgary's land area addressed in local area plans completed in last four years (%)



Per cent of MDP intensity targets reached in strategic growth areas (%)



Per cent of Local Area Plans that did not need amendments within four years of approval (%)



Per cent of Calgarians that had opportunity to participate in community planning (%)

BASELINE TBD

## Story behind the curve

Maintaining Calgary's system of local area plans has become more challenging as the city has grown. Some Area Redevelopment Plans were approved long before the introduction of the Municipal Development Plan (MDP) / Calgary Transportation Plan (CTP) in 2009. Increasing redevelopment in established communities has led to more frequent questioning of the older community plans. Many communities and landowners are asking for their plans to be updated to provide modern guidance that considers the newer MDP/CTP. Some communities also do not have a local area plan, their growth is guided only by the Municipal Development Plan. Providing modern and effective plans is essential to enable desired growth.

The MDP encourages future housing and job growth in specific areas of the city. These areas include Main Streets, Activity Centres and Transit Station Planning Areas with transit, businesses, and more diverse forms of housing and amenities. The aim is to maintain or create Main Streets and city areas that attract the population needed to support shops, services, schools and valued amenities. As Calgary continues to grow, balanced growth throughout all communities is required to meet Calgarians' lifestyle choices.

Community plans are developed with the involvement of many stakeholders. This ensures the plan reflects the community's and The City's goals and that it is supported. Planning intends to enhance its engagement activities to involve a more diverse citizen group in the local planning process. We also are moving to larger, multi-community plans to increase the diversity of stakeholders for each plan. Through this we intend to provide plans that do not require major amendments within four years of their approval. This is important to citizens as it shows that the considerable resources and time put into community plans are delivering high quality and that we are implementing those plans to provide increased predictability for the community and reliability for investors. This measure is designed to monitor the success of this new planning approach.

The participation of citizens in planning helps decision-makers better understand the perspectives and concerns of people potentially affected by the plans. Ensuring that Calgarians can contribute to these decisions is an important part of creating successful policies. This measure will monitor citizens' ability to participate. Data is not yet available and will be collected over the 2019-2022 cycle.



# What do we propose to do?

## What we propose to continue doing

STRATEGY
Coordinating the new community and established areas growth and change strategies through the Industry/City work plan.
Work with stakeholders to improve the Developed Areas Guidebook and implement desired growth.
Improve our heritage preservation tools, continue to legally protect heritage assets and directly support landowners.
CalgaryEats and Urban Agriculture work and provide developers and builders with urban design guidelines.
Main Streets initiative, renew the Land Use Bylaw and completion of the Transit Oriented Development Implementation Strategy.
Improve our service in terms of engagement, cross-service culture, and enhance partnership and involvement of our stakeholders.

### Why?

Council's direction has been consistent for years: engage stakeholders in planning, provide them with tools for their needs and implement the MDP/CTP. We will move forward with multi-community plans as a key action. We help fulfill further Council direction such as the Cultural Plan and will continue to provide services in support of these. We will continue to plan and design Main Streets and will work with other services towards implementation.

## What we propose to do less of

STRATEGY
Long, difficult to understand plans and policies that contain redundant policies, and take years to complete and update.
Area redevelopment plans for individual communities.
Plans that do not provide certainty or are not implementable.

### Why?

This service must be effective to enable the desired growth and change. The planning tools provided must be reliable for communities and landowners. This service intends to prioritize the work that advances the Municipal Development Plan and Council's priorities. Lower priority will be given to work in communities where there is little market demand or community readiness.

## What we propose to do more of or include as a new offering

STRATEGY
Provide an integrated growth & change strategy for new communities, established areas, TOD and industrial areas.
Accelerate the delivery of multi-community local area plans so that most communities have new plans within 5 years.
Engage Calgarians differently so that we go to them and can hear from them and improve their ability to participate in planning.
Support community character by increasing The City's heritage grant program and developing additional tools to support heritage preservation.
Change our plans, policies and rules so they are implementable and effective towards enabling desired growth and change.

### Why?

We will effectively enable community and economic growth in Calgary in alignment with the Municipal Development Plan. We will provide effective, implementable plans and policies. We propose doing more multi-community plans and to provide better opportunities for Calgarians to participate in community planning. Culture, identity and heritage are key aspects of inspiring neighbourhoods. We propose increasing the City's financial grant support for heritage buildings.



# What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
Per cent of Calgary's land area addressed in local area plans completed in last four years (%)	13	↑
Per cent of MDP intensity targets reached in strategic growth areas (%)	34.5	↑
Per cent of Local Area Plans that did not need amendments within four years of approval (%)	86	↑
Per cent of Calgarians that had opportunity to participate in community planning (%)	N/A	↑

## Breakdown of net operating budget (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	21,114	21,093	25,257	24,621
Less Previous Year one Time	(752)	(320)	(3,690)	(3,035)
Base	20,362	20,773	21,567	21,586
Revenue Changes	187	21	15	26
Internal Recovery Changes	(18)	-	-	-
Inflation	101	109	106	108
Operating Impact of Previously Approved Capital	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-
Efficiencies	(125)	-	-	-
Service Reductions	(154)	(90)	(87)	(89)
Service Increases	440	775	-	-
One Time	320	3,690	3,035	2,932
Realignments	(20)	(21)	(15)	(26)
Total	21,093	25,257	24,621	24,537

## Operating Grants to Civic Partners (\$000s)

Civic Partner	2018 Budget at Mar 31	2019	2020	2021	2022
Calgary Heritage Authority	50	200	350	350	350

## Total Operating Budget (\$000s) for Approval

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	25,613	24,791	470	25,261	25,860	3,860	29,720	25,879	3,120	28,999	25,898	3,014	28,912
Recoveries	(1,848)	(1,776)	-	(1,776)	(1,776)	-	(1,776)	(1,776)	-	(1,776)	(1,776)	-	(1,776)
Revenue	(2,651)	(2,242)	(150)	(2,392)	(2,517)	(170)	(2,687)	(2,517)	(85)	(2,602)	(2,517)	(82)	(2,599)
Net	21,114	20,773	320	21,093	21,567	3,690	25,257	21,586	3,035	24,621	21,605	2,932	24,537



# Recommended Capital Investment to Support Service Delivery

For Council Approval

## Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		500	500	500	500	-	2,000
481250	CPP Service Improvements	500	500	500	500	-	2,000
Project(s)		-	-	-	-	-	-
Program(s)		400	600	400	600	-	2,000
463910	Downtown Improvements	400	600	400	600	-	2,000
<b>Sub-Total (New Budget Requests)</b>		900	1,100	900	1,100	-	4,000
Previously Approved Budget Remaining		-	-	-	-	-	-
<b>Total Capital Investment</b>		900	1,100	900	1,100	-	4,000

## Explanation of Capital Budget Requests

### Annual Investment Program(s)

#### Activity 481250: CPP Service Improvements

New Budget Request of \$2,000 thousand for ongoing investment in citizen, community and customer focused enhancements and the continuous improvement of business processes and information management.

Funding from Capital Reserves

Operating Impact of Capital: None

### Program(s)

#### Activity 463910: Downtown Improvements

New Budget Request of \$2,000 thousand to fund, in conjunction with other programs, projects that improve safety and vibrancy in the Centre City in a timely manner to support businesses, citizens & visitors.

Funding from Capital Reserves

Operating Impact of Capital: None