

City Planning & Policy

Led by: Director of City & Regional Planning

Service Description

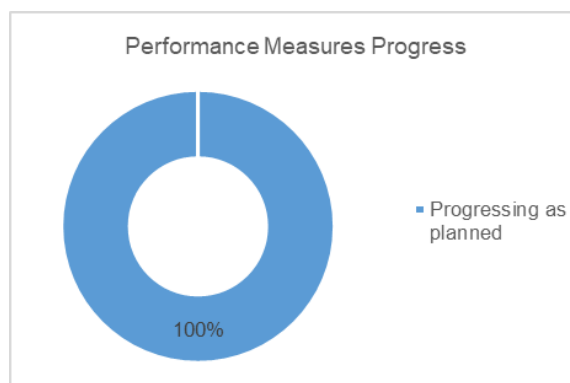
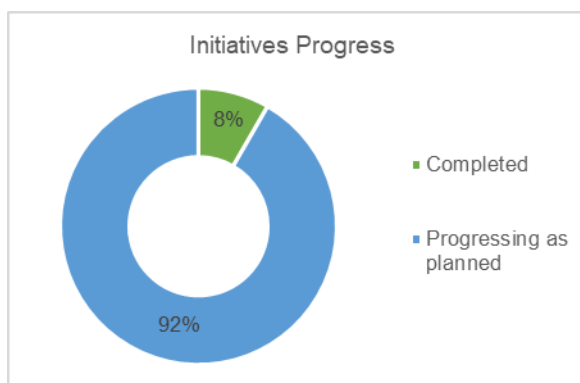
Our goal is to build a resilient city of attractive, inclusive and equitable communities that meet the various lifestyle choices of Calgarians, and employment areas that support diversity in our economy. We engage with Calgarians and the development industry to develop the long-range vision for the city, 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 built environment and continuing economic prosperity.

Service Updates

Key service results

- In January, Council approved the Off-site Levies Bylaw to continue funding ten home and business essential services.
- In May, Council approved Rezoning for Housing, rezoning low density residential parcels to allow for middle density development, with changes taking effect on August 6, 2024.
- New community Growth Applications were evaluated through the redesigned system for the first time.
- Community collaboration continues on five Local Area Plans. Four Area Structure Plans are underway. Rocky View County and The City made progress on a Prairie Economic Gateway Area Structure Plan.
- The Cornerstone project is now complete, creating 112 homes in Calgary's downtown. Place 800 project was approved and will convert approximately 200,000 square feet into 204 new homes in downtown.
- Downtown Strategy and Arts & Culture launched the Downtown Summer Festival Campaign, showcasing over 100 festivals and events to Calgarians and visitors.
- The City Building Program made progress on the Calgary Plan, Zoning Bylaw and Street Manual, with active public engagement continuing through the summer.

Progress summary



Risk(s) impacting the progress

Public Engagement Expectations
Dependency on Council Deliberations/Approvals
Downtown Incentive Program Funding



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

→ Progressing as planned

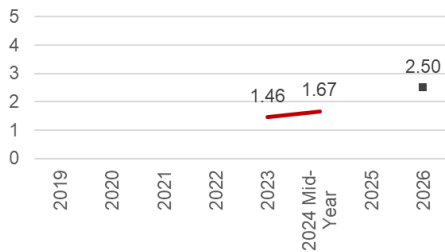
○ Not progressing as planned

Performance Measures

Story behind the numbers

Status

PM 1: Downtown Surplus Office Inventory Reduction (million sq ft)

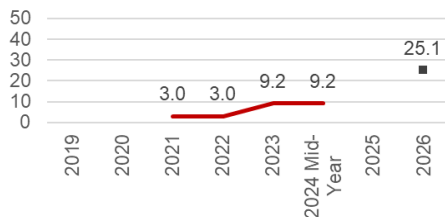


Square footage reduced is the anticipated amount of vacant office space being converted from office to residential use as indicated in plans associated with project applications. Final confirmation of square footage would occur at project completion/building occupancy.

To-date, 12 projects have been approved through the Downtown Calgary Development Incentive Program, creating over 1,556 new homes and removing approximately 1.67 million square feet of vacant office space.



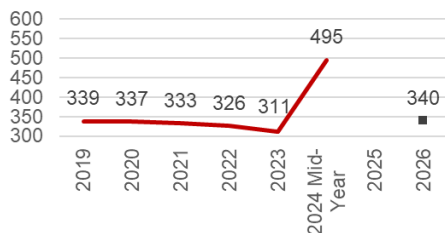
PM 2: Calgarians living in communities where a modernized Local Area Plan has been recommended to Council for approval (per cent)



Five Local Area Plans (LAPs) are underway in 2024, covering 46 communities and three industrial areas. The East Calgary International Avenue Communities (formerly the Greater Forest Lawn LAP) and Riley Communities LAPs are on track to be delivered to Council for consideration by Q4 2024, and will add 13 communities and two industrial areas to the total inventory of communities with modernized LAPs.



PM 3: Land area where middle density housing is allowed, per 100,000 Calgarians (hectares)

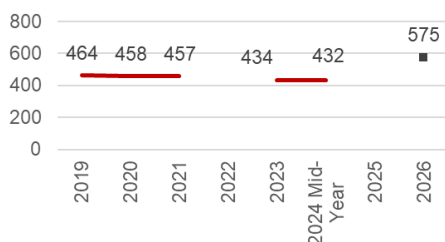


Due to consecutive years of strong migration, the rate of Calgary's population growth was outpacing the rate of middle density zoning availability. The supply of land area where middle density housing is allowed has struggled to keep up with rising demand.

In May 2024, Council approved Rezoning for Housing, rezoning low density residential parcels to enable middle density development and allow for more housing options in communities across the city. Implementation of the rezoning to a base residential district is scheduled for August 6, 2024, though the impact of these changes will require time to be realized.



PM 4: Land area designated for industrial uses, per 100,000 Calgarians (hectares)

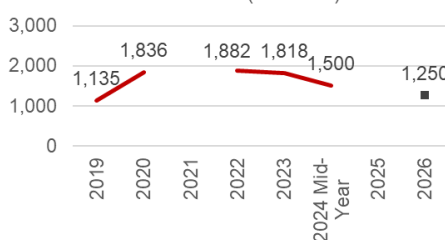


Industrial development faces conversion pressures from non-industrial uses, including proposals for residential, due to airport vicinity legislation changes. Higher costs compared to neighbouring municipalities have also challenged industrial development. To address this, the 2023 Industrial Action Plan includes initiatives to enable industrial growth by updating the policy and regulatory environment, exploring financial incentives and identifying strategic considerations when land use conversions are proposed.

A reliable value for 2022 could not be provided due to an error in land use data. The 2023 value has been recalculated for accuracy.



PM 5: Serviced land supply for new communities (hectares)



Serviced land is vacant land that has an Area Structure Plan and infrastructure for transportation, water, sanitary, storm and emergency service, making it ready for development.

The reduction of serviced land supply in 2024 reflects accelerated absorption in new communities. Based on growth expectations, the current inventory of serviced land represents land supply which is above the Municipal Development Plan's target of 3-5 years of serviced land supply.

Improvements to data analysis in 2022 resulted in land supply data being available for the same year it is reported instead of the year prior, so no land supply data was produced in 2021.





Progress on Service Delivery

PROGRESS STATUS



Completed



Progressing as planned



Not progressing as planned



Not started

FUNDING TYPE



Capital



Operating

Initiative 1	Impact Area: City-wide	Funding Type: 
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.		
UPDATE 	Phase II of engagement on the Calgary Plan concluded in March with 8,623 participants engaging in person, online or via the portal. The team continued engagement with industry and with Indigenous and equity deserving communities to support key equity and Truth & Reconciliation commitments. The feedback provided key insights that informed the first draft of the Calgary Plan, which was shared with 32 internal business units. Phase III of engagement and the release of a public draft is scheduled for June 24-July 21. The Calgary Plan will be delivered for Council's consideration in December 2024.	
Initiative 2	Impact Area: Ward 7, City-wide	Funding Type: 
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.		
UPDATE 	8th Street SW is proceeding into construction; Stephen Avenue is progressing toward construction; 1st Street SE & underpass are moving to design development; Riverwalk West is moving to design development; Arts Commons Transformation project reveal & Olympic Plaza design projects are progressing. Downtown Safety Leadership Table released final report & recommendations to improve downtown safety and visitor experience and increase supports for at-risk individuals. 12 grants were directed to Business Improvement Areas and Community Associations to activate downtown with performances & events.	
Initiative 3	Impact Area: Ward 7, City-wide	Funding Type: 
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.		
UPDATE 	The City's downtown office conversion programs are instrumental in achieving the vision and goals of creating a vibrant and thriving downtown. To-date, 12 projects have been approved through the Downtown Calgary Development Incentive Program, creating over 1,556 new homes and removing approximately 1.67M square feet of vacant office space.	
Initiative 4	Impact Area: City-wide	Funding Type: 
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.		
UPDATE 	The new Zoning Bylaw (currently the Land Use Bylaw) will simplify the rules that govern land use and the form of buildings in the city. Engagement of Calgarians on the Zoning Bylaw will continue throughout 2024, and an update will be presented to Council in Q4 2024. The finalization of the new zoning bylaw will occur throughout 2025 with the participation of interested parties.	

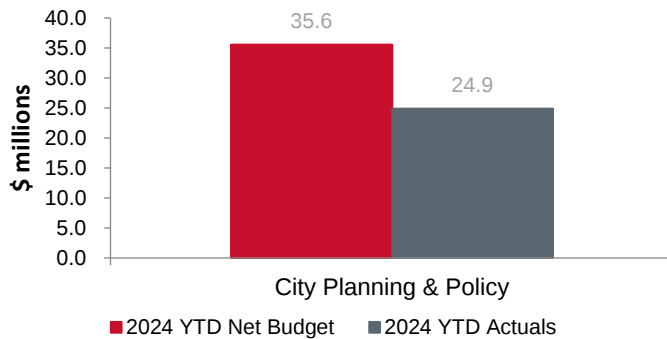
Initiative 5		Impact Area: City-wide	Funding Type:  
Attract further investment, create jobs and support climate mitigation efforts, while supporting growing communities and business areas, by refining and improving our Citywide Growth Strategy to achieve compact, strategic and sustainable growth through targeted and balanced investments.			
UPDATE 	In new communities, Growth Applications were evaluated through the redesigned system, resulting in seven applications being brought for Council's consideration in Q2. In established areas, there were new public space investments and progress was made on financial tools for enabling greater investment. Main Streets and Transit-Oriented Development enabled growth in priority locations using Council approved funding and support from external partners. In industrial areas, 2023 Action Plan actions progressed, focusing on policy and incentive programs to initiate new industrial growth.		
Initiative 6		Impact Area: Ward 1, Ward 2, Ward 3, Ward 4, Ward 5, Ward 9, Ward 10, Ward 11, Ward 12, Ward 13	Funding Type:  
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.			
UPDATE 	To advance actions of the 2023 Industrial Action Plan, local policy amendments to existing industrial Area Structure Plans have been approved by Council at the July 16 Public Hearing. An update to land supply is underway, and a framework for an incentive program has been developed in collaboration with external parties.		
Initiative 7		Impact Area: City-wide	Funding Type: 
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.			
UPDATE 	New financial evaluation criteria were applied to New Community Growth Applications to improve transparency and strengthen decision-making. Recommendations including investment options were brought to Council in May. Market analysis demonstrating the benefits of Prairie Economic Gateway to the City and Region was completed. Publishing the 2023 Off-site Levies & Centre City Levy Annual Reports achieved compliance with Municipal Government Act transparency requirements. Priority focus areas for public space investments for the Established Area Growth & Change Strategy were identified.		
Initiative 8		Impact Area: City-wide	Funding Type: 
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.			
UPDATE 	In January 2024, Council approved the new Off-site Levies Bylaw. The Bylaw was implemented on March 1, 2024, providing a consistent approach to funding new infrastructure, supporting growth and development and providing a more sustainable funding source for complete communities by transparently and accurately reflecting the costs of growth. Since January, Administration has worked on continuously improving the inputs to the bylaw and on developing a contingency growth funding option (IGA2024-0529 & IP2024-0573).		
Initiative 9		Impact Area: City-wide	Funding Type: 
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.			
UPDATE	Five local area plans are underway covering 46 communities and three industrial areas. Four area structure plans covering 2,040 hectares (5,051 acres) in Calgary and Rocky View County are under development. The Local Area Planning team has hosted over 80 engagement sessions in 2024, connecting with over 1,400 Calgarians to support this		

	work. Projects have been identified for implementation as part of the Local Area Investment Fund; work is ongoing. The Local Area Planning Program's sustainment workplan is currently under development.		
Initiative 10		Impact Area: City-wide	Funding Type: 
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).			
UPDATE 	Planning & Development Services' People Committee delivers on "Our People" departmental goal. Business Units (BUs) completed Corporate Employee Survey Action Plans in Q1&Q2, addressing respect, inclusion & equity. BUs are assessing current state and will engage employees on equity, diversity, inclusion & belonging workplan development. The second "Seasons for Reconciliation" series was launched in January. Work continues on the Indigenous Cultural Heat Map project. The April and May leader connect sessions focused on talent acquisition & safety for leaders, focusing on inclusion & belonging.		
Initiative 11		Impact Area: Ward 12, Ward 13, Ward 14	Funding Type: 
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.			
UPDATE 	In July 2023, Council directed Administration to explore alternative ways to engage regional partners. Progress continues on the Prairie Economic Gateway Initiative, a joint venture between The City and Rocky View County which explores a mutually beneficial planning opportunity to spur economic growth. Administration will review this initiative to ensure it reflects current approaches ahead of mid-cycle. The City also works with regional partners through the Calgary Metropolitan Region Board to support industrial and residential developments and servicing that benefits the region.		
Initiative 12		Impact Area: City-wide	Funding Type: 
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.			
UPDATE 	The Food Resilience Plan will support food security for Calgarians by mitigating acute crises and addressing chronic inequities. Implementation includes identifying strategies, policies, and legislation to bolster vulnerable elements of the food system and leveraging ongoing cross-corporate work, such as the City Building Program. As the team and budget have been transferred to the Climate & Environmental Management (CEM) service line through mid-year adjustments, this initiative transferred to Climate & Environment Management for future reporting periods.		



Service Updates on Financial Performance

**Net Operating Budget and Actuals
as of June 30, 2024**



Operating Budget Updates - 2024 YTD net operating budget vs actuals:

City Planning & Policy has a favourable operating variance of \$10.7 million. The main reasons that have contributed to the variance are lower spending in salary and wages, Prairie Economic Gateway, City Building Program, Heritage Incentive Program, consulting and internal communication charges.

The variance in salary and wages is due to vacancies and challenges of hiring. Variances in Downtown Strategy spending is due to an unbudgeted Government of Alberta Downtown Revitalization Grant transfer.

As of June 2024, City Planning & Policy released a first draft of the Calgary Plan for public engagement, with plans to deliver the Calgary Plan for Council's consideration later in 2024.

The Off-site Levies Bylaw implemented in March 2024 will continue funding home and business essential services.

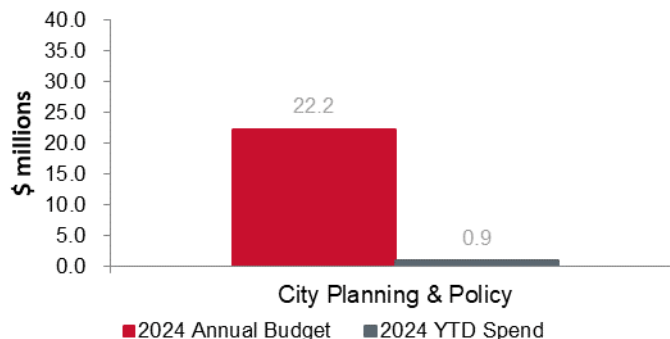
Market analysis demonstrating the benefits of Prairie Economic Gateway to the City and Region was completed and work continues on a Prairie Economic Gateway Area Structure Plan.

Priority focus areas for public space investments for the Established Area Growth & Change Strategy were identified.

The risks impacting these initiatives, plans and policies include public engagement expectations, dependency on Council approvals and availability of Downtown Incentive Program funding. Teams within City Planning & Policy continue engaging with partners, Council and the public, and establishing priorities for future program funding.

A portion of the favourable operating variance in City Planning & Policy will be relinquished through 2024 mid-cycle budget adjustments.

Capital Budget and Spend as of June 30, 2024



Capital Budget Updates - 2024 total capital budget vs 2024 YTD spend:

City Planning & Policy has spent 4.1 per cent of the 2024 approved capital budget. In 2024, the capital expenditures have been used to deliver the following:

- Main Streets and Transit-Oriented Development enabled growth in priority locations using Council approved funding and support from external partners.
- Five Local Area Plans and four Area Structure Plans are underway, supporting planning for up-to-date, livable, equitable and diverse communities. Projects have been identified for implementation as part of the Local Area Investment Fund.
- Priority capital projects in downtown Calgary are progressing through various stages, including 8th Street SW proceeding into construction, Stephen Avenue progressing toward construction, Riverwalk West and 1st Street SE and underpass moving to design development, the Arts Commons Transformation project reveal and the design of the Olympic Plaza design upcoming.
- Downtown Strategy and Arts & Culture launched the Downtown Summer Festival Campaign, showcasing over 100 festivals and events to Calgarians and visitors. The Explore Downtown YYC Campaign was launched to generate excitement and encourage and welcome citizens to experience all that downtown has to

offer.

Work on these projects and initiatives includes regular engagement and communication to anticipate and address risks associated with public engagement expectations and dependency on Council approvals.

Capital budget funds have been committed to projects that are at various stages of design and development. Due to the scale of these projects, more of the capital budget is expected to be deployed as projects and initiatives progress and/or construction advances.