Alignment to The City Plan

This attachment outlines ways in which Enterprise Land Development (ELD) actions could directly contribute to wider City initiatives by supporting the policies outlined in the City Plan. The Outcomes, Intentions and Directions in the City plan were reviewed to establish supportive actions the City could take in its land development activities. Each proposed disposition option was then ranked in its ability to support the action.

Policy C511 - Land Development Policy has not been updated since 2004 and Administration will begin an update to bring it into alignment with The City Plan, the Energy Transition Strategy, and other City goals. The updated policy is anticipated to be completed by Q3 2022.

Option Overview

Option 1 - Sell all land as-is. No further land development activities beyond completion of plan amendments. Once plan amendments are complete, the land is publicly offered for sale. The City is reliant on land use plans, standards, and bylaws. Adding conditions to land sales agreements may also be a tool that could be used. However, since the majority of these holdings would not be developed in the short term, enforceability of these sale conditions would be difficult and, thus, it's effectiveness would be reduced.

Option 2 - Partial development. Sale of some residential greenfield holdings and development of others with a focus on ensuring funding was available when major infill development projects required it. For land sold as-is, the City is reliant on land use plans, standards, bylaws and, potentially, sales agreements to achieve outcomes. For land the City retains for development, the City is able to directly control what is planned, designed, built and the terms of the sales agreement for the end user. The City may go above the minimum requirements of planning, standards and bylaws to achieve goals.
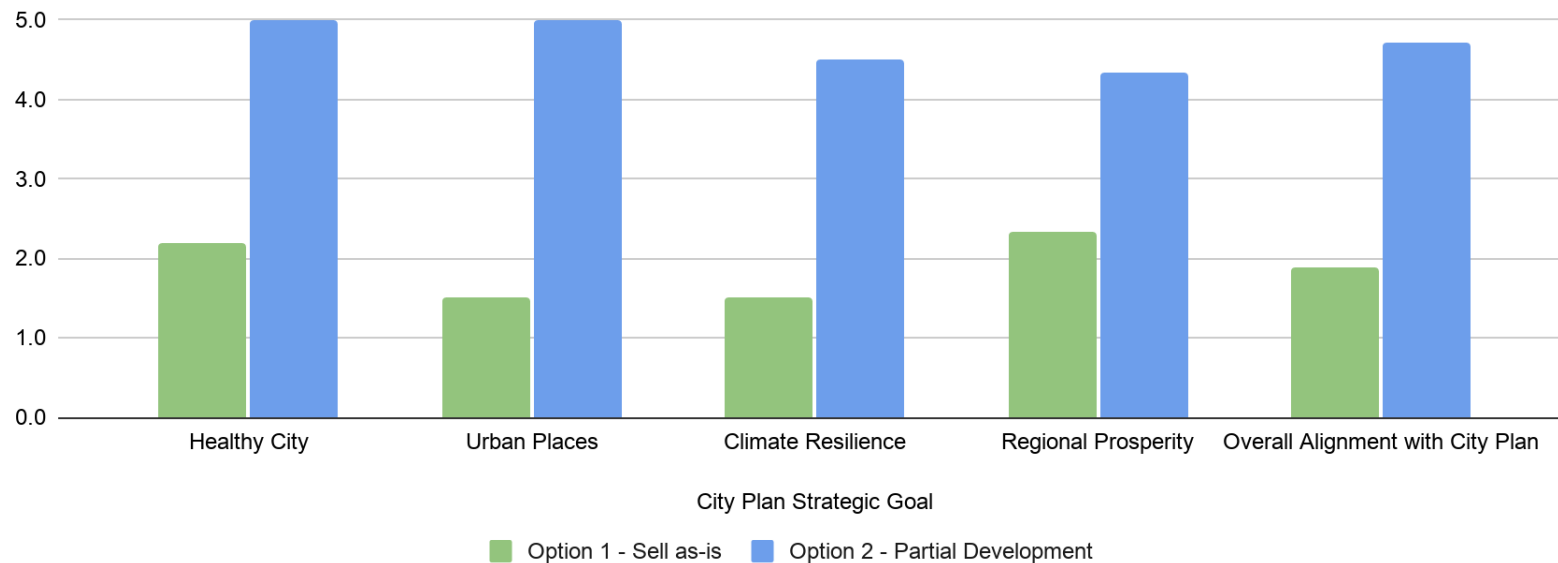
Scoring Overview

Scoring was based on each option's ability to implement the noted actions in support of the Strategic Goals provided by the City Plan. Scoring is shown as a colour for ease of viewing, however each colour corresponds to a value that was used to rank each option's ability to support the objectives in the City Plan. The available scores are the following:

🟢 - Score of 5. In addition to the City's regulatory powers, the City has an increased ability to realize the strategic outcome by taking direct action either through land development activities or conditions in sales agreements with lot purchasers to ensure the development achieves the strategic goal.

🟡 - Score of 3. The City is able to realize the strategic outcomes through it's regulatory powers and potentially through conditions of a sale agreement with the land purchaser, though with limited enforceability.

🔴 - Score of 1. The City is unable to or would have difficulty to achieve the outcomes through its current regulatory powers.

Scoring Results

The figure below shows the average score for each option's ability to support the four ConnectEdmonton Strategic Goals as well as its support for the City Plan as a whole. In general, the more land development activities the City undertakes as a developer, the more actions it is able to incorporate into the communities it develops.

Alignment with City Plan per Option

Areas of particularly strong alignment with City Plan include:
- Creating subdivisions that promote safe living and active lifestyles through good design practices, connectivity and opportunities to enjoy the outdoors;
- Support for more diverse and inclusive forms of housing such as creating lots for housing that is affordable, varied in land use and types, age friendly, and a higher standard for sustainability;
- Supporting infill and redevelopment projects or completing pockets of undeveloped land in established neighbourhoods by redirecting funds from profitable greenfield development to projects that require significant capital investment and see lower returns;
- Being a leader and taking a continuous improvement approach to sustainability in an effort to normalize new and emerging technologies and practices with the goal of making them "business as usual" within the development industry;

- Provide opportunities for improved design and construction standards by providing an opportunity to pilot new, innovative and creative designs.
- Supporting the growth of new and small businesses by selling a portion of lots with higher level sustainability requirements directly to small builders to grow and innovate their business.

The City has a much stronger ability to achieve the goals above and the actions presented in the Scoring section by carrying out greenfield land development activities and selling fully serviced lots. This allows the City to be more intentional about how subdivisions are developed and to whom the lots are sold. Terms and conditions included in the sales agreement with the purchases of fully serviced lots are much more enforceable and, therefore, more effective. The City can be a key driver in reaching its goal of all new homes being net-zero by 2030, in alignment with the Energy Transition Strategy. By being a leader in responsible land development practices, the City can play a significant role in normalizing these types of activities within the industry. The City's higher development standards may help to grow the sustainable home-building industry. Lastly, the City may be able to demonstrate that there is a market demand for these types of developments and higher sustainability standards doesn't necessarily translate to reduced lot sales and home builder migration to neighbouring municipalities.

Scoring
For this section, a scan of The City Plan was completed to find Outcomes, Intentions and Directions that related to land development. Administration then determined relevant land development actions that could be taken to help realize these Outcomes, Intentions and Directions. Each option was then ranked based on its ability to effectively implement the actions.

Healthy City

Goal: Edmonton is a neighbourly city with community and personal wellness that embodies and promotes equity for all Edmontonians.

Summary: Potential land development actions towards achieving the strategic goal of **Healthy City** include:
- Supporting an **active lifestyle** through the creation of networks that promote activity, creating or enhancing green spaces and natural areas to encourage outdoor activities, and incorporating elements of winter design into land development projects.
- Assisting in **equitable access to housing** by undertaking land development activities that incorporate a variety of land uses to ensure a mix of housing types are provided. Create fully serviced lots in which a portion could be used for affordable housing.
- Ensure **safe access to mobility** within subdivisions by creating accessible, well lit communities.
- Include opportunities to celebrate the history and culture of **Indigenous connections to land**.
- Activate open spaces through the contribution of **Public Art** within communities

Outcome / Intention / Direction	Land Development Action	Option Impact	
City Plan		**1** Sell as-is	**2** Partial Development
Active Lifestyle - 1.1.1.4 - Encourage healthy and active living by supporting community-focused recreational, leisure, social and cultural programs. - 1.2.1 - Promote active communities through the design of diverse, welcoming and playful public places. - 1.3.2.2 - Increase opportunities for Edmontonians to be physically active throughout all seasons.	- create communities with activity networks - create parkspace to allow opportunities for winter City designing - Integrate elements of Winter City design elements into subdivisions - Incorporate active networks within subdivisions	🟡	🟢

- 1.3.2.4 Improve and integrate winter city design through the development of buildings, the public realm and open spaces. - 2.1.2 - Support the physical and mental health of Edmontonians by integrating housing, services, amenities and natural systems with active transportation networks. - 5.1.1.1 Provide opportunities for people to access, enjoy and connect to open space and the river valley and ravine system	- preserve natural areas where possible and incorporate natural elements - Ensure natural spaces are maintained where possible in areas of land development activities		
Equitable Access to Housing - 1.3.3.1 - Partner with organizations, agencies and private sector leaders in the collective effort to end poverty and homelessness in Edmonton. - 1.3.3.4 - Enable all districts to achieve more income-diverse neighbourhoods and a greater mix of land uses. - 2.2.1 Promote compact, mixed use development within districts that supports equitable access to employment, education and amenities. - 2.2.2.1 Streamline provision of affordable housing in all neighbourhoods through continual regulatory and procedural review and improvement. - 4.4.1.1 Encourage a shift to transit and active transportation options.	- create lots for affordable housing - design subdivisions with a mix of land uses and housing types - Incorporate relevant conditions into sales agreements	🟡	🟢
Safe Access to Mobility - 4.1.2.1 Provide safe streets and convenient pedestrian crossings that appropriately serve the context of the area. - 4.1.3.5 Provide people with disabilities equitable opportunities to participate in the workforce, access services and amenities, and contribute to the development and implementation of policies, programs and infrastructure.	- Design well lit sidewalks and pedestrian crossings - Design neighbourhoods with high level of accessibility in mind (design for 8-80)	🟡	🟢

Indigenous Connection to Lands			
Indigenous Connection to Lands - 1.2.3.1 Acknowledge Treaty Six and recognize the First Nation, Métis and Inuit peoples and their connection to this land. - 3.1.1.1 Commemorate and celebrate Indigenous history and culture through the planning and design of civic spaces. - 5.2.1.5 Collaborate with Indigenous communities to understand and recognize cultural landscapes and traditional land use areas - 5.2.1.7 Partner with Indigenous communities and cultural groups to name places and spaces to be culturally reflective of the diversity of Edmonton.	- Include opportunities to commemorate and celebrate Indigenous culture and connections to land through land development activities.	🔴	🟢
Public Art - 6.2.1.4 Integrate public art as a means of activating open space and public facilities throughout the city.	- Provide areas within developments where public art can be located, where possible. - Participate in the percent for art program	🔴	🟢

Urban Places

Goal: Edmonton neighbourhoods are more vibrant as density increases, where people and businesses thrive and where housing and mobility options are plentiful.

Summary: Potential land development actions towards achieving the strategic goal of **Urban Places** include:
- Encourage **age-friendly design** by developing lots to be used as seniors sites, developing at grade lots so homes are more accessible and looking to areas to partner with groups for good design with 8-80 years olds in mind.
- **Increase density and housing diversity** through the creation subdivisions with diverse land uses and where possible exede density targets.
- Provide opportunities for **innovative and creative design** within communities by using flexible road design standards, trying out any new road design standards and installing innovative infrastructure.
- **Plan and design for 15-minute communities** that focus on the nodes and corridors, and active networks that connect to other active infrastructure.

Outcome / Intention / Direction	Land Development Action	Option Impact	
City Plan		**1** Sell as-is	**2** Land Development
Age-friendly Design - 1.1.4.3 - Integrate age-friendly design to connect seniors and reduce social isolation. - 6.2.2.1 Encourage excellence in design through advocacy, education, competitions and partnerships.	- Develop lots that can be used as senior sites - Incorporate relevant conditions into sales agreements - Develop lots where homes can be constructed at grade - limiting barriers.	🔴	🟢

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	- Look for areas within developments where we can partner for good design		
Increased Density and Housing Diversity - 1.2.2.4 - Encourage medium and high density residential development that serves households above the average Edmonton household size. - 1.3.1.3 - Encourage diverse design and development in all neighbourhoods so communities can continue to evolve over time. - 2.3.1.6 Enable and encourage new growth in alignment with priority areas as outlined in Managing Growth in Edmonton - 2.3.2.6 Require that all districts meet or exceed regional density targets as they develop and redevelop over time.	- Create subdivisions with diverse land use types - design subdivisions with a mix of land uses and housing types exceeding density targets - Where feasible, develop pockets of undeveloped lands in established neighbourhoods - Incorporate relevant conditions into sales agreements	🔴	🟢
Innovative and Creative Design - 2.1.1.2 - Design, build, maintain and operate public infrastructure to facilitate movement and universal accessibility in all seasons. - 2.3.3.5 Collaborate with private developers, utility providers and communities on innovative and creative solutions for temporary and permanent infrastructure and amenities that support the public realm. - 2.4.2.4 Design roadways and manage road rights-of-way to be adaptable to future mobility and land use needs. - 6.1.2.2 Encourage activation of public rights-of-way to allow formal and informal gathering spaces	- Incorporate active networks within subdivisions that support use in all seasons - Work with transportation on the best and most flexible road design standards. - Ability to test new design standards - Provide innovative and creative solutions for infrastructure in developments - Provide areas for gathering within public ROW in communities	🔴	🟢

Plan and Design for the 15 minute City		
Plan and Design for the 15 minute City - 2.2.3 Ensure that walkable and attractive mixed use development occurs at nodes and along corridors in a manner that is integrated with accessible mass transit. - 4.1.1.4 Enhance street design through building and renewal to improve connectivity, amenity space and beauty. - 4.2.1.2 Plan and design active transportation and transit networks in support of nodes and corridors. - 4.2.3 Ensure active transportation networks serve a variety of purposes including recreation, commuting, commerce and fun - 4.2.3.2 Provide opportunities for universal accessibility	- Redirect revenue from greenfield work to support investment in nodes and corridors - create communities with activity networks and easily connected network of streets - Plan communities with focus around the closest node or corridor - Design well connected active networks that connect to other cycling infrastructure, the river valley system and/or regional connections - Design neighbourhoods with high level of accessibility in mind - Design sidewalks and active transportation networks for 8-80	🟡　🟢

Climate Resilience

Goal: Edmonton is a city transitioning to a low-carbon future, has clean air and water and is adapting to a changing climate.

Summary: Potential land development actions towards achieving the strategic goal of **Climate Resilience** include:

- Aligning with the Energy Transition Strategy, the City could **build sustainable communities** through developing net zero communities, encourage builders to build net zero homes, provide electric vehicle charging capabilities to new residential lots and redirect revenues to support infill projects.
- Encourage the **creation of sustainable green infrastructure** by installing low impact development (LID) green infrastructure, preserving natural areas and including urban agriculture in developments where possible, and potentially undertaking green energy generation in new neighbourhoods.
- Work to **protect Edmonton's Environment** through supporting natural area conservation and leading the carbon budget initiative.
- Assist in **remediation of contaminated sites** by providing funding to contaminated surplus sites that are currently unfunded.

Outcome / Intention / Direction	Land Development Action	Option Impact	
City Plan		**1** Sell as-is	**2** Land Development
Build Sustainable Communities - 1.4.1 - Support Edmontonians' transition to a low carbon future in their daily live - 2.4.1.3 Pursue emissions-neutral and net-positive infrastructure, buildings and neighbourhoods. - 2.4.2.2 Enable green energy generation and distribution systems.	- Carry out land development activities in alignment with the City's Energy Transition Strategy - Create sustainable developments that conserve water and allow for net-zero buildings. - Take a continuous improvement approach to sustainable design	🔴	🟢

- 4.4.1.2 Enable publicly accessible electric vehicle charging and encourage new developments to be electric-vehicle ready.	that can be adopted into the industry. - Redirect revenue from greenfield work to support infill developments - Provide electric vehicle charging capabilities to each new residential lots - Incorporate relevant conditions into sales agreements - Encourage builders to build net zero - Build net zero communities - Require builders to report building energy performance to EnerGuide		
Create Sustainable Green Infrastructure - 2.4.1 Support ecological function and energy efficiency of Edmonton's built environment. - 5.4.1.1 Manage stormwater runoff and improve water quality through the design and development of the built environment - 2.4.2.6 Prioritize and enable green infrastructure including low impact development solutions. - 3.3.2.6 Increase ecological function within non-residential areas - 5.3.1.1 Facilitate urban agricultural activities and protect agricultural operations through regulation, programming, land use and design.	- Carry out land development activities in alignment with the City's Energy Transition Strategy - Encourage LID infrastructure when possible - Undertake green energy generation in new neighbourhoods. Or help fund this in other developments (ex. Rossdale/Exhibition lands) - Encourage district renewable and district energy systems for neighbourhoods	🔴	🟢

	- Incorporate natural elements into design - Where possible include urban agricultural land uses within developments		
Protect Edmonton's Environment - 1.4.2 Ensure Edmonton's air, land and water are safe and clean. - 5.1.2.1 Improve the quality and function of habitat greenways and ecological connections within the Green and Blue Network - 5.1.2.3 Pursue the protection, management and integration of wetlands into new and existing developments. - 5.3.3.2 Establish full cost accounting for natural assets as part of capital planning and budgeting. - 5.3.3.3 Implement Edmonton's carbon budget through ongoing development decisions. - 6.4.2.1 Align, implement and monitor climate change mitigation and adaptation planning to meet local, national, and international commitments.	- Carry out land development activities in alignment with the City's Energy Transition Strategy - support natural area conservation - Ensure natural spaces are maintained where possible in developments - Opportunity for City developments to lead the natural assets budgeting or carbon budget - Create net zero communities - Encourage Developer membership in the Alberta Capital Airshed and other similar groups	🟡	🟡
Remediate Contaminated Sites - 2.1.3.1 - Require investigation of potentially contaminated sites and, where appropriate, require remediation to ensure site suitability.	- Provide funding to contaminated surplus sites that do not have budget	🔴	🟡

Regional Prosperity

Goal: Edmonton grows prosperity for our Metro Region by driving innovation, competitiveness and relevance for our businesses at the local and global level.

Summary: Potential land development actions towards achieving the strategic goal of Regional Prosperity include:

● Promoting entrepreneurship and innovation within developments by designing a mix of flexible land uses and looking for ways to promote economic development within the neighbourhoods.
● Supporting non-residential development through funding the intensification of industrial lands and providing funding to service locked industrial lands.
● Supporting regional partnerships by integrating transportation networks when holdings are close to our regional partners.

Outcome / Intention / Direction	Land Development Action	Option Impact	
City Plan		**1** Sell as-is	**2** Land Development
Promote Entrepreneurship and Innovation - 3.1.3.1 Reduce barriers for local businesses and producers to provide goods and services to the City. - 3.3.1.3 Encourage entrepreneurial opportunities through support for emerging and non-traditional workplace locations. - 6.3.2.3 Embrace innovation and calculated risk-taking in City services, programs and activities related to economic development.	- design subdivisions with a mix of flexible land uses. - Where possible look for innovative ways to promote economic development within neighbourhoods. - Sell lots to small builders to allow them to grow their business	🟡	🟢
Support Non-residential Development - 2.3.1.1 Identify opportunities to facilitate redevelopment and intensification of industrial and commercial lands in established non-residential areas supported by mass transit. - 3.3.2 Promote the continuous improvement, evolution and intensification of Edmonton's non-residential lands.	- Provide funding for servicing locked industrial lands - Fund the intensification of our industrial lands.	🔴	🟢

- 3.3.2.1 Maintain land supply necessary to support continued industrial growth. - 3.3.2.2 Facilitate the intensification of non-residential areas including commercial and mixed uses along their edges to efficiently use existing infrastructure.			
Support Regional Partnerships - 4.3.2.1 Improve multi-modal connectivity to and from neighbouring municipalities and jurisdictions within the Edmonton Metropolitan Region.	- Where City developments are near other regional partners - coordinate efforts to integrate with their transportation networks.	🟡	🟢