



Strong Foundation

The right direction

Municipal
Development Plan

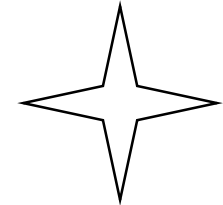
Calgary
Transportation Plan



City Building Driver of Success

Lessons from growth and
change strategies

Achieving the Plans
What The City
can do



Focus Areas in the Next Year

Ann McAfee
Guest speaker

Workshop:
Trade-offs, levers and
potential recalibration

Calgary

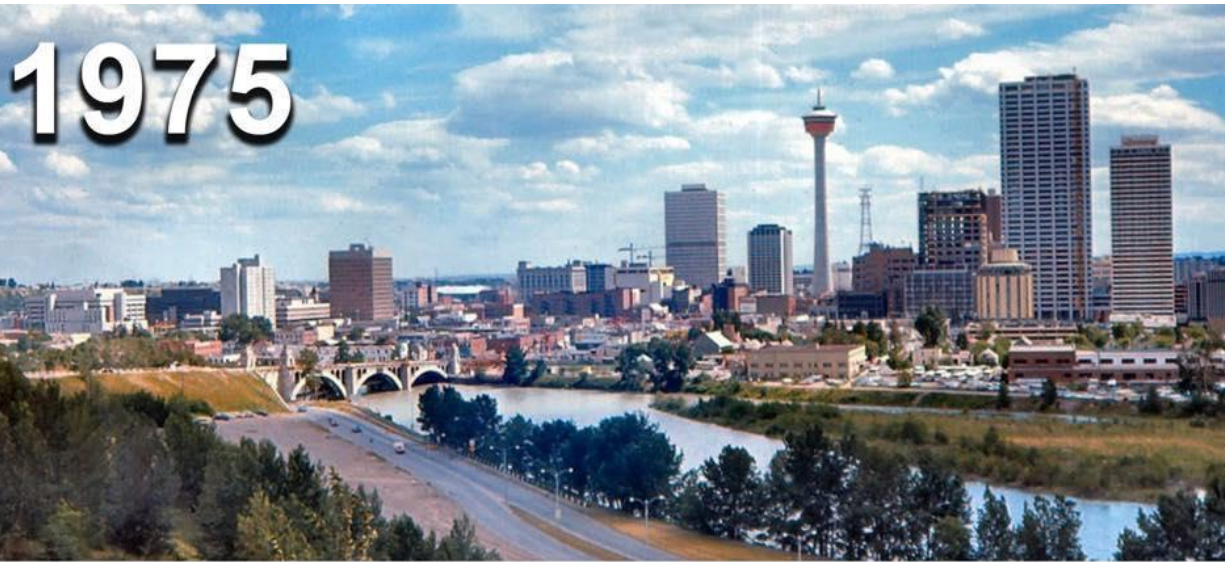


Guest Speaker – Ann McAfee

Achieving the Calgary of Tomorrow –
Putting the MDP and CTP into Action



Calgary Going Forward



Dr. Ann McAfee

Calgary Today



- World Recognizes Calgary's Livability
- Municipal Development Plan and Transportation Plan illustrate 'best practices'

And Tomorrow?

- Changing World Economy
- Climate Change
- Social Justice Protests
- Migrations (Climate, Famine, War)
- COVID Uncertainty & Costs

Many Demands Limited \$



Pivot



Stay the Course with Focus

Presentation Overview

1. City Strategies: Relevance for Calgary?

- 1) How are cities responding to challenges?
- 2) How focus when many demands & limited funds?
- 3) How attract new economy jobs while:
 - Maintaining Livability
 - Enhancing Equity
 - Building Resilience

2. Learning from Other Cities

- 1) Council Leadership: Making Difficult Choices
- 2) Council Walking the Talk
- 3) Public, Private, Non-Profit, Community Partnerships
- 4) Managing Change at City Hall

Livable City Plans

- **Livable**
- **Sustainable**
- **Green**
- **Affordable**
- **Resilient**
- **Prosperous**
- **Connected**
- **Compact**
- **Solvent**
- **Equitable**
- **Inclusive**
- **Safe**
- **Engaged**

Traditional Plans



‘Deconstructed’ City Plan Separate Plans for e.g.

- Land Use
- Transportation
- Economy
- Affordable Housing & Services
- Environment & Climate Change

New City Plans



All Topics Consolidated ‘Under one Cover’

- Everyone Sees Their Interests
- Context for Focus & Funding Tradeoffs

Marketing Livability with Focus

Auckland



Population 1.65 million

**2010 Auckland Amalgamated
into Single (Metro) Unitary Authority**



Create a New Plan

Mayor and Council Lead Process



Downtown Focus Attracting New Economy Training, R&D, Housing



Auckland University of Technology



Downtown



New Housing

New Jobs
High Tech

Focus on Compact Growth: RUB

Objective: Preserve agricultural and environmentally sensitive lands. Limit Sprawl to Minimize Service Costs

Plan



Results



Problem Rural-Urban Boundary 'Wiggle' Words

Locate "70% of Growth Inside Rural-Urban Boundary and up to 40% Outside"

Not All Pivots are Successful

Marketing Skilled Labor, R&D

Gothenburg

SWEDEN



City 570,000

Metro 1,025,355



Partners with:
Volvo Green Technology
SKF Parts and Systems
Ericsson Communications

Chalmers University of Technology focuses on research and education in technology, natural sciences, architecture, mathematics, maritime management.



Founded 1829
1994 Swedish Government
Builds New Campus

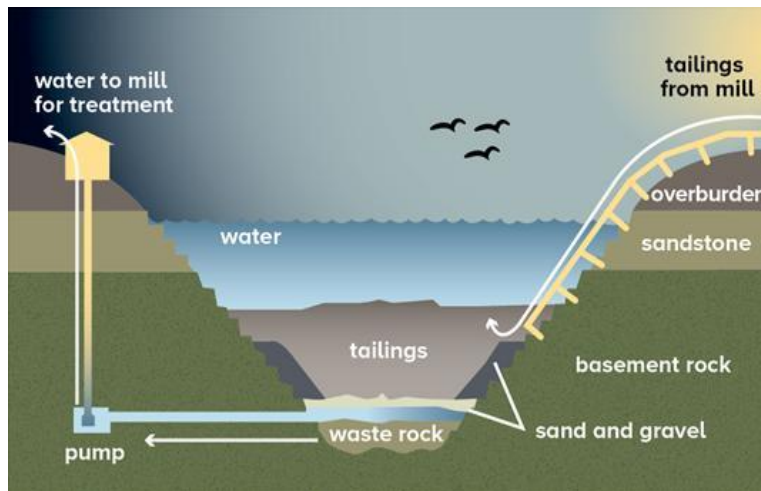
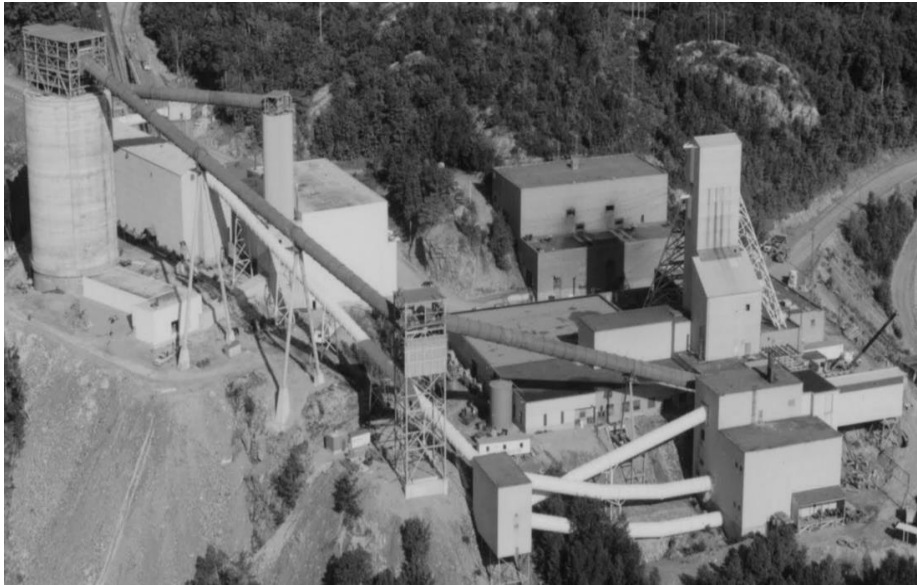
Marketing Skilled Labor, R&D



*From Uranium Mining to:
Affordable retirement and all-season tourist destination
Mine Technology Hub*

Population 1950s 30,000. Mines Close 1990s 4,000 jobs lost. Today 11,000+ People

Mining Companies Pivot: Reuse Skilled Work Force



Watershed Recovery

Now Elliot Lake Mine Technology Hub

- Mine reclamation expertise
- Specialty mining equipment



Denison Mines & Rio Algom 16

Prosperity Through City Initiated Redevelopment



Bilbao Change Starts 1980s

SPAIN



Population Bilbao City 345,900 Metro 1.1 Million

Bilbao's Pivot

1. Outdated Heavy Industry. Jobs lost.

2. Mayor-Council Leadership

- 1) **Focus Efforts:** Brownfield Redevelopment, Environment Remediation, Invest in Arts
- 2) **Metropoli 30** – **public-private think-tank.** Link elected politicians and private sector. Owners of outdated industries work with city to attract new economy.
- 3) **Ria 2000 City buys-remediates-sells brownfields**
- 4) **Ekinzta:** **Amalgamate out-reach agencies** – economic development, tourism, social support
- 5) **No Debt Policy:** Pay as you go- Make Difficult Choices

3. New future in tertiary sector = trade, culture, tourism, information, investment.

Prosperity Through Public – Private Partnerships



Prosperity Through Art & Culture



1997

Guggenheim Financed by City, Basque, & Provincial Governments
Paid for itself in 8 years 2019: 1.2 million visits

Bilbao 1980s



Guggenheim Area Today

- 2010 World City 'Nobel Prize' for Urbanism
- 2012 World Mayor Award: Inaki Azkuna Bilbao
- 2014 World Mayor Naheed Nenshi Calgary



Vancouver's Downtown Pivot

1970s

Changing Economy
Freeway Proposed

Election Candidates
Promote Livability

- No Freeways
- Family Friendly Downtown



1972 New Directions
Implement Change
on City lands
Model for Market

2004

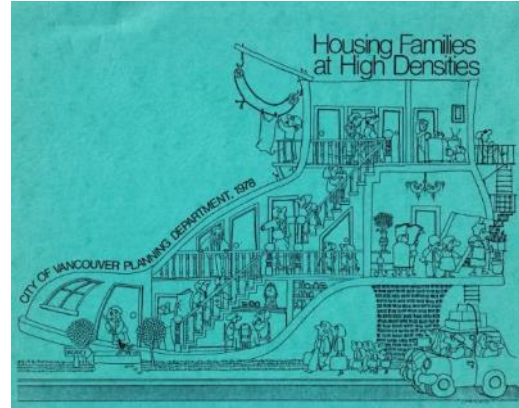


We're Number One

A survey that tallies up quality of life ranks Vancouver as one of the best places in the world, but a

Council Leads Vancouver Redevelopment

1. House All Incomes & Ages



2. Growth Pays Its Way

Developer provides Infrastructure and Community Services

1980s City Demonstrates New Mixed Income-Age Community

3,000 units/ 5.000 people on City Land





‘Walking the Talk’

**Saying ‘Sorry’ Means
‘Not Your Way’
‘Try Again’ or ‘Go Away’**

What the Applicant Wanted

City Public Waterfront Access



Walking the Inner-City Talk



Downtown

+75%
POPULATION

+26%
JOBS

-20%
VEHICLES ENTERING
DOWNTOWN

A vertical strip of images showing a busy street scene with pedestrians and a transit stop. The strip is overlaid with three colored hexagonal callouts containing statistics.

WEDNESDAY, JANUARY 23, 2013

Not All Pivots are Successful

CAN YOU AFFORD TO LIVE HERE?

An international study ranks Vancouver's housing as the second least affordable of 337 metropolitan areas surveyed

NEWS A2-3



Vancouver's housing is less affordable than that of any city except Hong Kong among 337 metropolitan areas in the Demographia International Housing Affordability Survey.

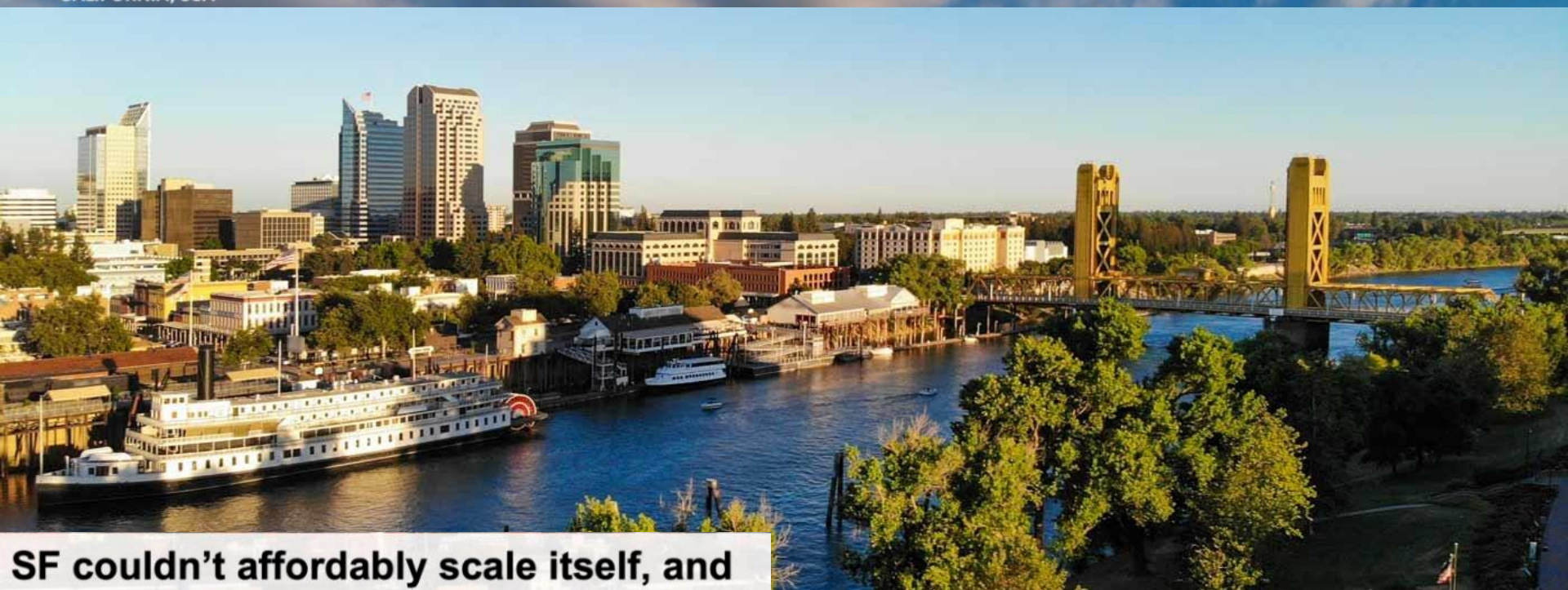
— THINKSTOCK

Marketing Relative Affordability

Sacramento

CALIFORNIA, USA

California's Capital, Silicon Valley's Future?



SF couldn't affordably scale itself, and the cool kids are moving inland. As they do, Silicon Valley's center of gravity will move up the I-80 corridor. (A hint: more one-way U-Haul trips went to Sacramento than anywhere else in 2018)

City .5 million Metro Area 2.3 million

90 Miles 1½ hours S.F. to Sacramento

Promoting Calgary's Relative Affordability & Skilled Work Force?



Calgary Suburb \$ 589,000



Vancouver Suburb \$1,400,000

What \$300,000 Buys You

Calgary 926 sf

Vancouver 339 sf

Learning from Other Cities

1. **Council Leadership: Focus Action**
2. **Establish a City ‘Signature’ / ‘Handle’**
(e.g. Tech R&D, Skilled Workers, Affordability, Arts & Culture)
3. **Facilitate Plan Implementation through Partnerships** (Public-Private-Non Profit- Community)
4. **Council Leadership: Walk the Talk**
5. **Engaging Stakeholders (who, when, how)**
6. **Managing Change at City Hall**

Public Processes



**Council Leads when:
Develop Vacant Sites
Public Emergency**



Council as Cruise Ship Captain
Council Sets Directions
Stakeholder Partnerships
(Land-owners, Govt's, Agencies)

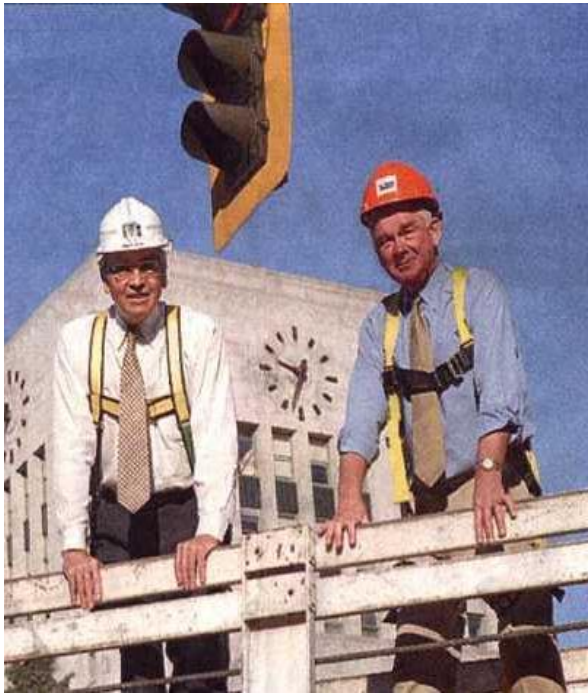
Broad Community Engagement when:

- Redevelop Existing Neighbourhoods
- Many Demands > Exceed Funds



River Rafting
Council Leads by Seeking Advice
Council Listens (in-person/on-line?)
Council Decides

Managing Change in City Hall



Council

- **Set Directions**
- **Keep Focus**
- **Delegate Action**

City Services: from 'silos' to integrated teams

- Share diverse knowledge
- Implementation buy-in

Staff

- Respect all participants
- Not empire builders
- **New Directions** = Realize will be mistakes – Learn don't assign blame.

Lessons from a Lifetime



- 1. Borrow but don't assume you can Cut and Paste from Other Cities.** Actions Need to be Tailored to Time, Place, Your Resources, Legislative Authority.
- 2. Council Defines Destination, Sets Priorities.** Unless Policy Changes stick to priorities. Its OK to Say NO.
- 3. Promise Less Deliver More.** Establish Realistic Expectations. Ideas & Solutions Travel Together
- 4. Link Plans to Funds.** Policies Must Be Relevant in Your Back Yard and Back Pocket.

No “Quick Fix”

Building Livable,
Sustainable, and
Resilient
Communities
is a Lifetime
Commitment



Questions