

Background and Previous Council Direction

Context

An annual monitoring report on growth trends and related budget decisions is a key supporting element for the Citywide Growth Strategy and a part of the Monitoring and Reporting objectives identified in Part 5.3 of the Municipal Development Plan. The catalyst for the monitoring report was to report on the progress of the new communities, including the 14 approved in 2018, along with relevant housing market indicators. It has since grown to include industrial and established areas and all three together form the Citywide Growth Strategy.

The Citywide Growth Strategy was initiated to help enable growth in new communities, established areas, and industrial areas through prioritized City investments, process improvements, increased data sharing, and leveraged relationships with stakeholders. The Citywide Growth Strategy evolved from the Industry/City Work Plan, itself an effort to enable growth that arose following the approval of Off-site Levy Bylaw in 2016. Significant milestones in the Citywide Growth Strategy have included the prioritization of business cases for new community development in 2018 and 2020, the approval of the Established Area Growth and Change Strategy Phase 1 report and investment identification in 2020, and the approval of the Industrial Action Plan in 2021.

Looking ahead to the 2023-2026 service plan and budget cycle, Administration will bring forward growth investment recommendations for all three components, under the banner of the Citywide Growth Strategy. This integrated approach will rely upon growth trends and stakeholder feedback to deliver meaningful results.

Strategic growth investments balanced across the city are important because (1) investment in established areas is important to help communities with the impacts of population growth and change; (2) industrial development plays a key role in supporting a prosperous economy and fiscally sustainable city and well-timed growth-related investments in support of this sector are crucial; and (3) investment in new communities helps Calgary accommodate its growing population, supports housing choice and affordability, and sustains a strong housing sector.

By publicly reporting on these topics to Council and stakeholders, accountability and transparency for the Strategy are increased.

Previous Council Direction

This report is in response to the recommendation from report PFC2020-0962 adopted by Council on 2020 November 2. The recommendation stated that “that the Priorities and Finance

Committee recommends that Council direct Administration to bring a Growth Strategy Monitoring Report to the Priorities and Finance Committee no later than 2022 January.”

Additionally, PFC2020-0131, Notice of Motion – Identifying a Funding Source for Public Realm Improvements in Established Areas, included as part of its recommendation “That Administration report annually to Council through Priorities and Finance Committee on the status/balance, use and benefits of the dedicated funding stream for the Established Areas Growth Strategy through the Growth Monitoring Report.” Details on the status of the funding stream can be found in the Established Area section of Attachment 2.

Citywide Growth Strategy

The table below provides details on Council direction since 2018 pertaining to the Citywide Growth Strategy. It is important to understand the foundation on which the Citywide Growth Strategy was built.

| DATE | REPORT NUMBER | DIRECTION/DESCRIPTION |
|-------------|----------------------|--|
| 6/21/2021 | PFC2021-0639 | Council directed Administration to continue to work with stakeholders to explore and implement business-friendly refinements to improve the 2022 New Community Growth Strategy Business Case review process, and consider more significant changes to the Growth Management Overlay mechanism. |
| 3/22/2021 | PUD2021-0150 | Council directed Administration to undertake the Citywide Growth Strategy: Industrial Action Plan as identified in Attachment 3, and report back to Council through the Priorities and Finance Committee no later than 2022 February. |
| 11/2/2020 | PFC2020-0962 | Council received the 2020 Growth Strategy Monitoring Report and approved the recommendation to direct Administration to bring a Growth Strategy Monitoring Report to the Priorities and Finance Committee no later than 2022 January. |
| 5/25/2020 | PFC2020-0381 | Council received the Established Area Growth and Change Strategy (EAGCS) 2020: Phase 1 Recommendations report and approved the recommendation to approve a capital budget request for Budget Id 481650 Public Realm (EAGCS) of \$11.7M in 2021 and \$18.3M in 2022, funded by the Established Area Investment Fund. |
| 2/3/2020 | PUD2020-0020 | Through the Industry/City Workplan 2019 Year-End Report, Administration indicated that an Industrial Growth Strategy scoping report would be brought forward in Q3 of 2020. Through report C2020-0698 that deferred all reports due in Q3 and Q4 2020 at the discretion of the City Manager and the General Manager, the timing of the scoping report was adjusted to Q1 2021. |
| 11/18/2019 | PFC2019-1062 | Council received the 2019 Growth Strategy Monitoring Report (PFC2019-1062) and directed Administration to complete a review of new community business cases in 2020. In recognition of The City's financial constraints at the time, Council directed a modified business case process as outlined in Council's recommendations 1-4. |

| DATE | REPORT NUMBER | DIRECTION/DESCRIPTION |
|--------------|--------------------------|--|
| 9/24/2018 | PFC2018-0891 | Council directed Administration to undertake the Established Area Growth and Change Work and bring forward strategic actions across the Established Area that meaningfully support community growth, change and quality of life. |
| 2018 July 30 | PFC2018-0678, C2018-0900 | <p>Council approved a total of 14 new communities for the 2018 New Community Growth Strategy. Eight communities were recommended for approval by the Priorities and Finance Committee through PFC2018-0678, and the Priorities and Finance Committee also recommended that associated Growth Management Overlay removals be brought forward to Council on 2018 July 30 for a public hearing. Overlay removals were accomplished through C2018-0585 New Community Growth Strategy – Growth Management Overlay Removals Arising from PFC2018-0678.</p> <p>An additional six new communities were added on 2018 July 30 through Council direction on supplemental report C2018-0900 New Community Growth Strategy 2018 – Further Review and Analysis Directed through PFC2018-0678.</p> |
| 3/19/2018 | PFC2018-0200 | <p>Council provided direction for a New Community Growth Strategy. Foundational to this work, Administration and Industry agreed on six principles that were developed together to guide the work, they are; 1) Collaborate 2) Incorporate a market oriented perspective 3) Advance new development 4) Establish an accountable processes 5) Cumulative impact considerations on capital and operating costs 6) Shared risk.</p> <p>Council also directed Administration to bring a report to Council with findings and recommendations toward the development of an Established Areas Growth Strategy, including funding and timing considerations, that complements the New Community Growth Strategy.</p> |