

Background & Previous Council Direction

This attachment provides context on the Citywide Growth Strategy, how Administration makes recommendations to advise on City growth decisions and summarizes previous Council directions that led to this report. A summary table of all relevant reports and Council directions is available at the end of this attachment.

Background

Why have a Citywide Growth Strategy?

The Municipal Development Plan outlines how strategic growth is an opportunity to shape a more compact urban form, create complete communities, and grow in a socially, environmentally, and economically sustainable way. Specific to growth investment decisions, Part 5.2.5 of the Municipal Development Plan calls for The City to:

- Balance future growth between Developed Areas and Greenfield Areas
- Prioritize public investments supporting the intensification of Developed Areas, followed by investments that expedite the completion of communities in planned Greenfield Areas; and finally
- Support growth in Future Greenfield Areas.

For the purposes of this report, Greenfield Areas are split and referenced as previously approved new communities, proposed new communities and industrial areas. Developed Areas refer to existing established and industrial areas.

Growth decisions have a significant impact on housing choice and affordability, economic diversification, exposure to climate risks, greenhouse gas emissions, financial sustainability and municipal tax and utility rates. Growth investments can also generate a broad return that includes improved access to opportunities, amenities for citizens, new jobs, and help grow in The City's tax base.

Growth investments create challenges and risks for The City. When growth approvals are made and new infrastructure is funded and built to support growth, The City creates long-term operating and lifecycle cost obligations that will impact Council's choices and The City's financial picture for decades. That is because the new communities being proposed today, will take years to build out and can take decades to complete with services such as transit, policing, fire, and recreational centres for example.

Failing to plan and invest strategically in growth creates higher costs for taxpayers and utility rate payers through over- or under-building infrastructure and reduces Calgary's attractiveness for private investment. For current and future citizens, failing to plan and invest strategically means reduced opportunities and choices to live, work and play.

How can a Citywide Growth Strategy be realized?

Since 2018, Administration has been developing citywide growth recommendations by analyzing growth opportunities using the Citywide Growth Strategy's three factor analysis:

- 1) Alignment to the Municipal Development Plan and Calgary Transportation Plan;
- 2) Consideration of market demand and land supply conditions; and
- 3) Assessing the financial impact of growth investments.

Growth and the need for growth investment is spread unevenly across the city, with different areas requiring different types of investment. The Citywide Growth Strategy addresses this challenge through this comprehensive approach, but specific in its application. This is achieved by organizing this work into three component strategies – Industrial Areas, Established Area, and New Communities – to recognize the different needs across the city while maintaining an overarching vision. For the first time, the investment portfolio includes the three component strategies within a single report. This allows growth to be considered comprehensively by Council and stakeholders.

Administration continues to mature and refine its understanding of the financial impacts of growth to ensure growth recommendations align with the efficient use of infrastructure and achieve cost recovery. Administration also considered improvements to processes to keep growth investments decisions aligned with service plans and budget timelines, while balancing the needs of private industry in building our city.

The Citywide Growth Strategy takes a collaborative and comprehensive approach in advancing the thinking about how Calgary grows with partners in city building – including citizens businesses and developers/builders. The Citywide Growth Strategy has supported the changing growth needs of Calgary and helped enable innovative new communities, activated significant established area public space investments, and encouraged more efficient and competitive industrial area planning processes.

Previous Council Direction

This report continues to follow numerous Council directions provided since 2018 and reflects the evolution of a comprehensive, integrated Citywide Growth Strategy. The Strategy is the tool by which Administration advises Council in making and funding strategic, citywide growth decisions.

Citywide Growth Strategy Timeline

The table below provides details on Council directions since 2018 related to the Citywide Growth Strategy and its components: the Industrial Action Plan, the Established Area Growth and Change Strategy, and the New Community Growth Strategy.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2022 February 14	IP2021-1668	<p>2021 Growth Strategy Monitoring Report</p> <p>This report provided the annual update on how Calgary is growing and changing, including Industrial, Established Areas and New Community sectors. Administration directed to return to Council with the 2022 Growth Monitoring Report no later than 2022 October.</p>
2022 February 14	IP2022-0080	<p>Citywide Growth Strategy: Industrial Action Plan Update</p> <p>This report provided an update on the Industrial Action Plan. Administration directed to report back to Council no later than Q2 2023 and bring capital investment recommendations to Council as part of the integrated Citywide Growth Strategy in coordination with the 2023-2026 business plan and budget cycle.</p>
2021 June 21	PFC2021-0639	<p>Citywide Growth Strategy: Growth Management Overlay Review</p> <p>This report reviewed how the business case review process and growth management overlay tool can be used in New Community growth decisions and made recommendations to refine and rethink growth management overlay tool. Administration was directed to undertake the 2022 business case review with several process refinements; and to 'rethink' the GMO tool and how it is used to guide growth decisions in the following cycles.</p>

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2021 March 21	PFC2021-0121	<p>Growth and Development Climate Framework</p> <p>This report provided Council with the Growth and Development Climate Framework. Administration directed to adopt the framework and associated actions, including incorporating climate risk and emission reduction opportunities into the New Community business case process and Established area public realm investment work.</p>
2020 December 14	PFC2020-1245	<p>Established Area Growth and Change Strategy Phase 2 Update on Financial Tools and Strategies</p> <p>This report provided an update on the development of financial tools and strategies as part of the Strategy's Phase 2 report. Administration directed to return in alignment with the citywide growth strategy and 2023-2026 business plan and budget cycle discussions.</p>
2020 November 02	PFC2020-0963	<p>2020 New Community Growth Strategy</p> <p>This report provided recommendations for the New Community Growth Strategy including business case and growth management overlay recommendations. Directed Administration to prioritize the goal of creating a citywide growth strategy, continue to evaluate the merits of the growth management overlay as a tool, revisit previous areas of approval to evaluate if investments can be right-sized or postponed; and bring forward recommendation at the next budget cycle including growth management overlay removal, where applicable.</p>
2020 May 25	PFC2020-0381	<p>Phase 1 Established Area Growth and Change Strategy Report</p> <p>This report provided recommendations from the Established Area Growth and Change Strategy including public realm investments, funding tools and work plan updates. Directed Administration to continue Phase 2 of the Strategy work and bring back the next round of recommendations, no later than 2022 November, in coordination with the 2023-2026 business plan and budget cycle.</p>

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2020 March 22	PUD2021-0150	<p>Citywide Growth Strategy Industrial</p> <p>Council directed Administration to undertake the Citywide Growth Strategy: Industrial Action Plan and report back through Council no later than 2022 February.</p>
2018 September 24	PFC2018-0891	<p>Established Area Growth and Change Strategy – Scoping Report</p> <p>This report outlined the creation of the Established Area Growth and Change Strategy and directed Administration to develop investment recommendation for the 2020 mid-cycle adjustments to the One Calgary business plan and budget process.</p>
2018 July 30	PFC2018-0678	<p>New Community Growth Strategy: Investment Recommendations</p> <p>Council approved a total of 14 New Communities for the 2018 New Community Growth Strategy. Eight communities were recommended by the Priorities and Finance Committee and a further 6 New Communities were added on 2018 July 30 through Council direction of a supplemental report (C2018-0900). For a complete history of this New Community Growth Strategy outcome, reports PFC2018-0200 and C2018-0900 provide additional context.</p>