

Examples of Responding Proactively to Growth Opportunities and Challenges

The purpose of this attachment is to provide a summary of findings from an environmental scan conducted to review how Calgary and other municipalities approach growth opportunities and challenges. The summary of findings is provided in Table 1. The ideas in these attachments will be considered and applied in ongoing efforts to improve Calgary's growth and planning processes.

Examples were identified where various municipalities took a proactive role to enable and respond to growth. Examples from Calgary (Table 2) and other cities (Table 3) were considered. The "Outcomes" column highlights both positive and negative outcomes from these efforts.

Examples from Calgary were identified through reviewing official planning documents and connecting with Administration project team members familiar with the projects for details and outcomes. Examples from other cities were collected from reviewing official planning documents, academic reports, council reports, and media articles from those jurisdictions.

This environmental scan focused on five themes where municipalities considered:

1. Outreach and engagement;
2. Leveraging existing amenities & infrastructure;
3. Managing capital & operating costs;
4. Protecting natural areas; and
5. Other benefits.

There are many examples of cities acting proactively in different ways to support, enable, and encourage growth, in alignment with their objectives. The examples provided in this attachment are not exhaustive but represent a sample of cities that have similarities to Calgary's development environment. These similarities include geographic or population size, development pattern, infrastructure and growth issues, infrastructure cost pressures, or similarities in policy or planning efforts underway to what Calgary may consider in the future.

Table 1: Summary of Findings from Environmental Scan

Theme	Best Practice to Consider	Does Calgary Use this Approach?	Selected Examples
Outreach and Communications	<ul style="list-style-type: none"> Collaborate openly and often about growth with all partners at all planning and investment stages. 	Always	All cities have examples
	<ul style="list-style-type: none"> Create a stable, long-range planning environment that indicate where growth should occur and where growth is not supported. 	Often	Vancouver, Kitchener, Auckland
	<ul style="list-style-type: none"> Develop long range plans proactively to build awareness with landowners. 	Often	Edmonton, Winnipeg
Leverage Existing Amenities and Infrastructure	<ul style="list-style-type: none"> Develop long range plans to identify major opportunities and challenges to service development well in advance of development. 	Often	Edmonton, Vancouver
	<ul style="list-style-type: none"> Regularly monitor servicing availability and capacity of infrastructure to support decision-making about growth. 	Always	Kitchener
Manage Capital and Operating Costs	<ul style="list-style-type: none"> Optimize infrastructure provision to reduce land footprint and operating costs. 	Sometimes	Montreal
	<ul style="list-style-type: none"> If expected growth does not materialize or local needs change, downsize or reallocate land/infrastructure at next opportunity. 	Sometimes	Montreal, Vancouver
	<ul style="list-style-type: none"> Regularly identify and reallocate underutilized lands to other public amenities or sell to private development if no public need exists. 	Often	All cities have examples
Protect Natural Areas	<ul style="list-style-type: none"> Key natural assets and environmentally significant areas should be identified as early as possible in all plans. 	Often	Edmonton, Vancouver
	<ul style="list-style-type: none"> Consider strategic land purchases as early as possible to influence private development outcomes and achieve co-benefits. 	Sometimes	Edmonton
Other Benefits	<ul style="list-style-type: none"> Enable private development interests to realize the type of growth Calgary is planning for. Avoid overly prescriptive policies that prevent markets from working efficiently to add new housing supply. 	Always	Auckland
	<ul style="list-style-type: none"> Consider strategic investment in public amenities and infrastructure as a growth catalyst to attract private development. 	Sometimes	Surrey

Table 2: Examples of how Calgary is Proactively Approaching Growth

Theme	Example Project	Goal	Tools Used	Outcomes
Outreach & Engagement	Corridor Studies – Glenmore Trail East Study (2017)	<ul style="list-style-type: none"> Understand impacts, benefits, and technical requirements for future investment 10 to 30 years ahead of growth 	<ul style="list-style-type: none"> Letters to impacted landowners. Individual meetings with interested parties Public Information Sessions Advertising and website updates 	<ul style="list-style-type: none"> Identified long-term impacts to aide in future design and plans. Created awareness for landowners on long-term plans to incorporate into their design and development decisions.
Outreach & Engagement	City-led Servicing Coordination with Landowners – Springbank Hill Sanitary Options (2019)	<ul style="list-style-type: none"> Coordinate developers and landowners to explore sanitary and stormwater servicing options identified by developers. Identify landowner preferences between two servicing options ahead of significant redevelopment. 	<ul style="list-style-type: none"> Letters to impacted landowners. Meetings with interested parties. Landowners voted on preference. Established mechanism to apportion benefit to landowners. Facilitated meetings with landowners and shared information on servicing options, limitations and implications. 	<ul style="list-style-type: none"> Facilitated a non-standard servicing solution for an area that had servicing challenges due to topography, fragmented ownership and differing development timelines. Created a mechanism for cost sharing and decision making amongst affected landowners that took into consideration varying levels of readiness to develop.
Leverage Existing Amenities & Infrastructure	City-led New Community Business Cases – West Belvedere, Rangeview (2018)	<ul style="list-style-type: none"> Coordinate developers and landowners to common level of readiness within a servicing catchment 	<ul style="list-style-type: none"> Created a benefitting landowner group. Determined servicing limits. Authored the business case content on behalf of the landowner group, for presentation to Council 	<ul style="list-style-type: none"> City-led business cases brought interested developers together. Competition with other, non-City-led business cases under simultaneous review with these two was awkward.

Theme	Example Project	Goal	Tools Used	Outcomes
				<ul style="list-style-type: none"> • Developers wished for more control over final content and representation.
Protect Natural Assets	Parks and Open Space Planning - Open Space Plan (2002); Parks Plan updates (2023)	<ul style="list-style-type: none"> • Provide consistent and comprehensive guidance to identify and meet needs for parks, natural areas and assets, and open space in Calgary. 	<ul style="list-style-type: none"> • Public engagement on key goals and policy initiatives, specific parks and open space investments. • Collection of inter-related policies developed to address specific goals identified in the original plan. 	<ul style="list-style-type: none"> • Over 8,500 hectares of park and natural areas preserved in Calgary; 1,000km of pathways. • 2002 policy in process of being updated and integrated with many additional guiding policies, strategies, and plans developed since 2002 that work together to protect natural assets.
Other benefits - Investing in Public Spaces as a Growth Catalyst	East Village and Rivers District Redevelopment (2007 - present)	<ul style="list-style-type: none"> • Revitalize East Village neighbourhood by investment in infrastructure and public amenities to attract private development. 	<ul style="list-style-type: none"> • Public engagement in development of a long-range master plan to guide development. • Investment in public spaces and infrastructure funding through Community Revitalization Levy tool. 	<ul style="list-style-type: none"> • \$400M in public investment attracted estimated \$3B in private development investment. • New amenities and public spaces available for local and citywide benefit.

Table 3: Examples of how Other Municipalities are Proactively Approaching Growth

Theme	Example Project	Goal	Tools Used	Outcomes
Leverage Existing Amenities & Infrastructure	Metro Vancouver 2040 Regional Growth Plan (2011, Vancouver, British Columbia)	<ul style="list-style-type: none"> • Concentrate growth along key transit corridors to leverage exist infrastructure. • Prevent growth outside Urban Containment Boundary to preserve agricultural lands 	<ul style="list-style-type: none"> • Investment in high-quality primary transit network to connect regional urban Centres. • Urban Containment Boundary to indicate stable, long-term plan where development can occur and where it cannot to preserve agricultural and environmentally sensitive areas. 	<ul style="list-style-type: none"> • 98% of growth occurred within the Urban Containment Boundary between 2011 and 2021 • 40% of growth between 2006 and 2016 occurred in regional urban centres near primary transit network.
Leverage Existing Amenities & Infrastructure	Complete Communities Direction Strategy 2.0 (2022, Winnipeg, Manitoba)	<ul style="list-style-type: none"> • Implementation strategy for citywide growth 	<ul style="list-style-type: none"> • Broad in-person and online engagement citywide • Focused conversations with landowners and developers 	<ul style="list-style-type: none"> • Provides a sequenced map and list of greenfield development sectors. • Assigns relative priority ranking to different growth opportunities. • Prioritizes infrastructure and development.
Manage Capital & Operating Costs	Montreal's Bonaventure Expressway Removal (2016, Montreal, Quebec)	<ul style="list-style-type: none"> • Need to replace elevated roadway in Montreal's city centre at end of lifespan. • Solution to increasing maintenance costs. on aging structure • Incorporate park space in area with deficit. 	<ul style="list-style-type: none"> • Extensive public engagement on options to retrofit roadway or reallocate space to other uses. • Considered private development needs and growth. • Monitoring of traffic volumes to optimize infrastructure to changing urban development context and expected growth. • 	<ul style="list-style-type: none"> • Elevated roadway converted to lower-cost urban boulevard. Reduced lanes to optimize infrastructure. • Dedicated bus lanes and improved pedestrian access. • New park space added for downtown residents. • Private development attracted to the area

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Manage Capital & Operating Costs	Kitchener Growth Management Plan (2019, Kitchener, Ontario)	<ul style="list-style-type: none"> • Biennial coordinated infrastructure and development sequencing plan 	<ul style="list-style-type: none"> • Open to applications and proposals received through Planning Department. • Ongoing communication program. • Openness to public private partnerships. • Consideration of recent and expected construction activity. 	<ul style="list-style-type: none"> • Identifies all greenfield growth opportunities in alignment with regional and provincial plans. • Evaluates feasibility and sequencing on a revolving two-year cycle. • Aligns development phasing with infrastructure capacity.
Protect Natural Areas	Edmonton's 'Emerald Crescent' (2021, Edmonton, Alberta)	<ul style="list-style-type: none"> • Preserve a network of regionally significant natural areas and wetlands ahead of private development. • Link school sites, regional recreation opportunities, gathering spots, public spaces, and natural networks together. 	<ul style="list-style-type: none"> • Edmonton's Inventory of Environmentally Sensitive and Significant Natural Areas (1993) used to identify key areas 30+ years ahead of growth. • Collaborative planning exercise done ahead of development between City of Edmonton, school boards, and private developers. • Land purchases made early in planning phases 	<ul style="list-style-type: none"> • City of Edmonton purchase 32 hectares of land in Area Structure Plan to influence development outcomes. • Neighbourhood Structure Plans are being designed to integrate into natural space. • 10km of connected trails and parks to be developed to support future development of 8 new community neighbourhoods.
Other Benefits – Investing in Public Spaces as a Growth Catalyst	Building Surrey Program – Civic Centre Projects (2010,	<ul style="list-style-type: none"> • Invest in cluster of high-quality public space and facilities to act as private development catalyst. 	<ul style="list-style-type: none"> • Public investment in public spaces and facilities • Individual meetings with interested parties • Public Information Sessions • Advertising in newspapers & website updates 	<ul style="list-style-type: none"> • New public amenities available to residents in convenient, transit-oriented location. • City Centre attracted over \$12B in development investment since 2011.

Theme	Example Project	Goal	Tools Used	Outcomes
	Surrey, British Columbia)		<ul style="list-style-type: none"> • Press releases 	<ul style="list-style-type: none"> • City Centre growing faster than surrounding areas, 24.5% population growth between 2016 and 2021.
Other Benefits – Land Use Reform to Enable Growth	Auckland Unitary Plan changes (2016, Auckland, New Zealand)	<ul style="list-style-type: none"> • Update local plans and policy to allow for greater growth in alignment to city objectives. 	<ul style="list-style-type: none"> • Individual meetings with interested parties • Public Information Sessions • Advertising in newspapers & website updates • Press releases 	<ul style="list-style-type: none"> • Reduced barriers to growth for most landowners by increasing base residential density allowed and streamlining approval processes. • Doubled rate of housing supply growth, increased affordability, reduced rent growth, and improved housing choice.