



Overview:

The Citywide Growth Strategy focuses on how to enable strategic, sustainable growth and development and retain investment and jobs in Calgary. The strategy consists of three components, Calgary’s New Communities, Established Areas, and Industrial Areas. Funding considerations for new community business cases are considered on a two year cycle in alignment with the beginning and mid-cycle of the four year budget timeframe. As part of Council’s service plan and budget decisions for the 2023-2026 budget cycle, new community business cases will be accepted for consideration from October 19 to December 6, 2021. The process is described at www.calgary.ca/newcommunity, with information provided on how to submit a business case proposal.

The business case evaluation process (and associated Growth Management Overlay status) are tools used by The City to ensure that land use approvals in New Communities align with investment decisions that support strategic citywide growth. This process is repeated every two years. This current process is starting now to provide sufficient time to arrive at service recommendations for the 2023-2026 budget cycle. Recommendations will be presented for consideration by Council later in 2022, as part of the budget cycle process.

The City acknowledges and thanks proponents in advance for their interest in supporting economic development and delivering strategic growth for current and future residents of Calgary.

2022 New Community Business Case Criteria:

Factor	MDP Goal	Definition	Criteria	Notes and Guidance
Strategic Alignment: Municipal Development Plan/Calgary Transportation Plan	Prosperous Economy	Planning for our economy’s long-term sustainability ensures that current and future generations are resilient and adaptable to economic cycles and unanticipated changes.	<ol style="list-style-type: none"> 1. How many temporary construction jobs are expected from development within the business case area? 2. How many future jobs/permanent jobs are expected within the business case area? 3. How does the business case area support economic diversification for Calgary? 	<p>Temporary construction and future/permanent job numbers will be calculated from information provided by the proponent (development template provided) based on benchmark ratios from Corporate Economics.</p> <p>Calgary Economic Development’s key focus areas include: aerospace and logistics, agribusiness, creative industries, energy and environment, financial services, interactive digital media, life sciences, and technology. In broad terms, indicate which of these sectors is supported by the business case in terms of workforce housing, activity centres (supporting services), and employment areas.</p>

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Strategic Alignment: Municipal Development Plan/Calgary Transportation Plan	Compact City	A dispersed and spread out population creates some social, economic, and environmental challenges. In a compact city, balancing growth between new and developed areas builds vibrant, thriving communities. A compact city is made up of complete communities that provide a broad range of housing choices and services, as well as high quality transit and transportation options.	4. Is the business case area contiguous with existing development? Is the area immediately serviceable?	Proponents should illustrate the location of the business case in relation to developed and developing communities, or an area with existing urban land uses (i.e., not S-FUD). Proponents should provide a GIS file for the business case with the preliminary road and utility networks. The City will assess whether the site is immediately adjacent to existing urban land uses and areas covered by development agreements, as well as connections to existing services.
			5. How does the business case area meet the intensity target of 60 people and jobs per gross developable hectare? What intensity does the business case provide?	The Municipal Development Plan requires a minimum intensity of 60 people and jobs per gross developable hectare. Proponents should demonstrate how the business case area meets the target of 60. If the business case is a smaller portion of a larger community, proponents should indicate how the overall community will meet the minimum target.
	Great Communities	Great communities are flexible. They adapt to the needs of current and future residents by providing a variety of housing options and services so that people can meet their day-to-day needs within their own neighbourhood. Essentially, it is about creating communities where residents can live, work and play.	6. How does the business case area fit into the greater community? a) Does the business case area complete an actively developing community? b) If the business case area is larger than 75ha, how does the business case area propose to create multiple neighbourhoods?	6a) Proponents should indicate if the business case is part of a community already under development, or if it is starting a new community. 6b) For business cases over 75 ha, proponents should indicate how multiple neighbourhoods will be accommodated. Proponents should provide an overall plan to illustrate neighbourhood scale context, including how amenities and services such as proposed schools, activity centres, parks, and transit stops can be accessed by walking or cycling.
			7. Indicate how well-served the business case area is by nearby existing and planned activity centres and employment areas outside of the business case. Indicate how it will contribute to the viability of existing and planned activity centres and employment areas	The City will calculate the travel distances (by the street and pathway network) between the business case and nearby existing and approved activity centres and employment areas. The City will calculate the change in population within 600m travel distance (by the street and pathway network) of nearby existing and approved activity centres as a result of the business case. Greater and closer connectivity to higher order activity centres is better. Proponents should provide any information they have in GIS format (ESRI shapefile or CADD preferred) that includes road, sidewalk, and pathways; transit routes and stops (polylines/points); and land use (polygons) that include information on anticipated dwelling units and non-residential GFA.
8. Does the business case area include new Activity Centres and/or employment areas within the business case?	Proponents should indicate the locations and sizes (hectares, homes, non-residential gross floor area; anticipated numbers of people and jobs) of any planned new Activity Centres and employment areas. Proponents should highlight situations where these benefit underserved areas and populations and indicate how they can be accessed by all modes and all abilities. Proponents should indicate how their business case may align with or advance principles in The City's Social Wellbeing Policy (see Note 4 at end of this table).			

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			<p>9. Indicate how well-served the business case area is by nearby civic and public facilities (such as schools, rec centres, libraries, etc.) and how it contributes to the viability of existing and planned civic and public facilities.</p>	<p>The City will calculate the distance (by the street and pathway network) between the business case area and nearby existing and planned City facilities.</p> <p>The City will calculate the change in the catchment population of nearby existing and planned City facilities as a result of the business case.</p> <p>Proponents should indicate public amenities provided or made more viable as a result of the business case.</p> <p>Proponents should highlight situations where these benefit underserved areas and populations and indicate how they can be accessed by all modes and all abilities. Proponents should indicate how their business case may align with or advance principles in The City's Social Wellbeing Policy (see Note 4 at end of this table).</p>
Strategic Alignment: Municipal Development Plan/Calgary Transportation Plan	Good Urban Design	Good urban design is the result of collaboration and coordination between various disciplines, creating public places that people enjoy.	<p>10. How does the business case area respond to the elements of urban design as outlined in section 2.4 of the MDP?</p> <p>How does the business case area advance The City's commitments to providing equitable services and reducing barriers to access and inclusion, advancing Truth and Reconciliation, and supporting and growing culture?</p> <p>Does the business case demonstrate innovation or a new approach, in an urban design context, for development in Calgary?</p>	<p>Proponents should consult section 2.4 of the Municipal Development Plan and indicate how the business case responds to the thirteen elements of urban design Business cases may respond to none, some, or all of these elements.</p> <p>Proponents should indicate how their business case may provide opportunities to integrate Indigenous elders, artists, and knowledge into the development process and for ultimate community design to reflect Indigenous cultural resources.</p> <p>If there are innovations or new approaches to development, proponents should highlight these and indicate if additional support may be required for implementation.</p>
	Connecting the City	The design of the transportation system has a significant impact on how a city grows and how people get around. The Municipal Development Plan encourages more sustainable transportation options such as walking, cycling and transit to create a system that provides more choice. This means prioritizing investment to improve transit networks, designing streets to accommodate cycling and walking, plus improved connectivity.	<p>11. How does the business case area integrate with the citywide networks (primary transit network, 5A pathway/bikeway network, open space and naturally vegetated lands) in the MDP/CTP?</p>	<p>Indicate how the business case aligns with the:</p> <ol style="list-style-type: none"> 1- Primary Transit Network (PTN) (measured as walking distances to PTN service, area and population of the business case within 600m of PTN service, and local transit service connectivity); Proponents should identify proposed transit service changes. 2- Proponents should identify local and citywide pathway/bikeway network (additions, connections). 3- Proponents should identify open space and naturally vegetated lands (additions, connections, contributions of sites with particular value in terms of recreation, habitat/biodiversity, and climate resilience). <p>Proponents should highlight situations where proposed changes to transit service, pathways/bikeways, and open space benefit underserved areas and populations. Proponents should indicate how their business case area may align with or advance principles set out in The City's Social Wellbeing Policy (see Note 4 at end of this table).</p>
	Greening the City	Protecting environmentally sensitive areas and promoting renewable energy sources, energy efficiency, low-impact development for stormwater management, construction of green buildings, and encouraging cycling and walking all work together to make Calgary more environmentally friendly.	<p>12. What technologies, innovations or processes, if any, are under consideration for implementation in the business case area to improve energy efficiency and reduce greenhouse gas (GHG) emissions?</p> <p>13. How does the business case area provide opportunities for infrastructure that is</p>	<p>Proponents should highlight efforts in the areas of emissions reduction, resilience, and natural assets and innovative approaches to these items. Please identify any steps that The City can take to assist in implementing the above noted climate mitigation and resilience measures (e.g., varying certain policy and/or development standards).</p> <p>Beyond and outside of these three evaluation criteria, The City will model the anticipated carbon emissions of the business cases (buildings, transport) and proponents will be requested to complete a climate risk statement and a natural asset valuation (templates provided). These supplementary materials are collected for</p>

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		<p>Reduce exposure and vulnerabilities to climate related hazards.</p> <p>Promoting urban forms and infrastructure that support alternative and renewable energy production and reduced energy consumption.</p>	<p>designed to withstand climate change hazards?</p> <p>14. How does the business case area provide opportunities to protect or utilize the natural assets of the area?</p>	<p>background information purposes only, to help inform subsequent planning approvals conversations. Summary information collected through the climate modelling, climate risk statement, and natural asset valuation may be included as a background attachment in the 2022 Business Case recommendation Council report.</p>
Market Demand	Managing Growth and Change	Founded on the principles of sustainable development and guided by fiscal responsibility and managed growth, these goals will stimulate growth and change across the city for the next 60 years.	15. What is the business plan for development approval starting from Outline Plan and Land Use to Subdivision Phasing?	<p>Intent is to understand where proponents are in the development continuum and preparedness to enable development in the 2023-2026 timeframe.</p> <p>Provide the status of technical studies such as Master Drainage Plan, Transportation Impact Assessment, etc. Provide the projected timeline of planning application submission and approvals including land use and outline plan, stripping and grading, and subdivision. Provide a subdivision phasing plan with expected year of development for each phase.</p>
			16. Are there any considerations involving third parties? (e.g., public land claims, rights of way acquisitions, Provincial funding or approvals, other landowners / developers)	<p>Intent is to identify situations where third party considerations may slow development timeframes beyond the 2023-2026 timeframe, or as identified in 15. Indicate if there are any considerations involving third parties and how these would be addressed (e.g., public land claims, rights of way acquisitions, Provincial funding or approvals, court proceedings, other landowners / developers delivering infrastructure).</p> <p>Under what timeline does the proponent understand a third-party consideration to be resolved? What factors may cause a delay in private investment and how will the proponent mitigate against them?</p>
			17. How does the business case area benefit the city-wide serviced residential or non-residential growth capacity? How does it improve near term market competition?	<p>For city-wide serviced growth capacity, please ensure that the information provided disaggregates by product type (single/semi-detached versus multi-residential versus non-residential). Market information from The City and industry will be used to assess impacts of business cases on city-wide and sectoral/local supply and demand.</p> <p>Explain how development in the business case area addresses city-wide and sector/local serviced residential or non-residential market capacity. The City's forecasted demand is outlined in the Suburban Residential Growth document. Please demonstrate how the development fits within these forecasts or discuss how the proponent anticipates that the development will alter forecasted demand expectations.</p>
			18. How does the business case area benefit the sector/local serviced residential or non-residential growth capacity? How does it improve near term market competition?	<p>Proponents should indicate if and how the mix of housing types and price points proposed in their business case may align with or advance the principles set out in The City's Social Wellbeing Policy. For example, proponents should highlight any plans to provide housing suitable to aging in place, with features such as accessible main floors, as well as options suitable for multiple generations and older adults (see Note 4 at end of this table).</p>
Financial Impacts	Managing Growth and Change	Founded on the principles of sustainable development and guided by fiscal responsibility and managed growth, these goals will stimulate growth and change across the city for the next 60 years.	19. What are the City of Calgary's direct and indirect operating costs for the business case area over the lifetime of the development and on an annual basis?	<p>The City will be using its operating cost model to estimate direct and indirect operating costs over the lifetime of the development and annually, based on information provided by the proponent in the development template. The City will assess how the business case area may impact operating efficiency.</p> <p>If there are opportunities to adjust the timing of early operating costs to ensure that operating costs better align with revenue streams, without causing operational or service level issues, proponents should identify these strategies for consideration.</p> <p>Proponents are to fill in the provided development template. The City will complete an operating cost review to determine anticipated operating costs for the business case.</p>

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				The City will calculate the cumulative impact of actively developing communities and any new business cases received.
			20. What is the average annual City portion of the property tax revenue for the business case area over the lifetime of the development?	The City will calculate the average annual City portion of the property tax revenue for the business case area over the lifetime of the development based on the information indicated in the provided development template and using 2022 rates.
			21. What are the total capital costs required to service (including but not limited to transportation, water, sanitary, storm, and emergency services) the business case area within the 2023-2026 timeframe as well as over the lifetime of the development?	Based on information provided by the proponent, The City will review the total capital costs required to service the development and discuss with the proponent. Proponents should identify opportunities to close the gap between the timeline of the capital investment and development buildout. If there are opportunities to reduce or defer capital costs, or efficiencies that can be found using existing infrastructure, without causing operational or service level issues, proponents should identify these strategies for consideration.
			22. Do capital investments required to service the business case area benefit existing development and/or other business case area?	The City will consider the potential for synergies between nearby business cases that may be able to share capital infrastructure and consider this in the recommendations. If there are potential synergies that proponents may be aware of without causing operational or service level issues, proponents should identify these for consideration.
			23. Does the business case, when grouped with nearby business cases, require additional capital investment for servicing?	The City will consider the potential that individual business cases may not require infrastructure on a one-by-one basis, but that collectively they may create a need for capital investment.
			24. What is the anticipated total amount of levies to be contributed by the business case area?	The City will calculate the total amount of levies to be contributed using 2022 rates and the levy hectares indicated in the provided development template.
Other	Other	25. Are there any other key attributes that should be highlighted about the business case area? Examples could include improvements to city resiliency and sustainability, service efficiency, alignment to other City initiatives, and innovative approaches.		

Broader Considerations Influencing the Recommendation to City Council

The following notes include information on how broader considerations will be taken into account by City Administration at the level of the overall Citywide Growth Strategy and associated investment recommendations, beyond the evaluation of any individual business case. This is provided for information and proponents do not need to respond to items 1-4 below.

1. *Overall Direction of the Citywide Growth Strategy*

The overall recommendation to Council on business cases will:

- a) consider how New Community investment balances with that for Established Areas (including Main Streets and Transit Oriented Development) and Industrial Areas; and
- b) consider direction from the MDP:

- i. (5.2.5b) which prioritizes municipal capital investment in infrastructure in the order of first supporting support of intensification of the Developed Areas, next expediting the completion of communities in planned Greenfield Areas, and then investments that support the development of Future Greenfield Areas.
- ii. (5.2.2c) which seeks to accommodate 33 per cent of future population growth within the Balanced Growth Boundary by 2039.
- iii. (5.2.5d) which endeavours to maintain three to five years of serviced land supply.

2. *Market Demand*

For the market supply and demand, analysis will:

- a) ensure baseline supply is informed by consideration of Industry timelines and understanding of lots buildable in the coming two years;
- b) emphasize sector capacity and competition relative to citywide and regional capacity and competition; and
- c) consider anticipated absorption and pace of development in the context of ensuring timely development and managing risk related to infrastructure investment cost recovery.

3. *Financial Resources and Constraints*

Council's priority-setting and decision-making on the funding available for citywide growth related capital investment and operating costs will affect the overall recommendation.

4. *Equity*

Equity has been identified by Council as a key consideration across corporate initiatives. With reference to section 2.3.8 of the Municipal Development Plan, this direction considers equity in terms of the principles of The City's Social Wellbeing Policy ([CP2019-01](#)). These principles include:

- a) The City will strive to provide Equitable Services. This includes removing barriers to Access and Inclusion;
- b) The City will advance the active and shared process of Truth and Reconciliation in collaboration with the community;
- c) The City will seek opportunities to support and grow Culture in Calgary; and
- d) The City will aim to stop problems before they start, using a Prevention approach.

Within criteria 8, 9, 10, 11, 17, and 18 above, proponents are encouraged to highlight ways in which business cases contribute to the ability of The City to realize these principles of equity. Proponents should indicate how their business case may benefit underserved areas and populations (in terms of housing diversity/mix, accessibility/visitability, and choice and access to services and amenities) and advance The City's commitments to providing equitable services and reducing barriers to access and inclusion, advancing Truth and Reconciliation, and supporting and growing culture. Proponents should indicate how their business case may provide opportunities to integrate Indigenous elders, artists, and knowledge into the development process and for ultimate community design to reflect Indigenous cultural resources.

Request for Additional Climate Background Information

Outside of responses to the evaluation criteria, The City will be collecting additional climate information with the business case proposal. This information is not anticipated to be part of the evaluation process and is rather intended to provide additional background context and to help inform subsequent stages of the development approvals process. Summary information collected through these items will likely be included as a background attachment in the 2022 Business Case recommendation report to Committee and Council. These items include:

- a) Carbon Emissions Modelling: The City will model forecast emissions for each business case, from buildings and transport, and provide proponents with an opportunity to identify potential innovations and strategies for reducing forecast emissions.
- b) Climate Risk Disclosure: proponents are asked to complete a climate risk disclosure statement outlining potential climate-related risks such as extreme heat, drought, fire risk, severe storms, and flood (if and as applicable) and proposed actions to address these.
- c) Natural Asset Valuation: proponents are asked to identify the total hectare size of natural areas pre-development (from an Environmental Assessment) and identify areas to be protected.

Please complete both (b) and (c) as part of any business case submission.

For questions, clarification, and further information, please visit www.calgary.ca/newcommunity or contact Desmond Blik at desmond.blik@calgary.ca. Business cases are **due no later than 16:00 Mountain Standard Time, 2021 December 6**.