

Calgary Regional Land Use Plan Working Session Notes

Economic Development

January 10, 2008

Attendance

Elected

Councillor Barry Williamson	Turner Valley
Councillor Joann Churchill	Cochrane
Reeve Dene Cooper	Bighorn
Councillor Hopeton Loudon	Rocky View
Councillor Harvey Buckley	Rocky View
Mayor Les Rempel	High River

Staff/Other

Matthew Sheldrake	Calgary
David Coroux	Calgary
Rick Butler	CRP
Darrell Burgess	Calgary
Ron Laycraft	Foothills representative
Judy Martin	Chestermere
Doug Howard	Okotoks Citizen
Fred Hays	Rocky View Citizen
Jim Benum	EUB
Troy Payne	CRP
Melissa Scaman	High River
Bruce Racicot	Cochrane Lake Gas Coop
Sara Chamberlain	Airdrie
Diane Berreth	CRP
Connie Fett	Cochrane
Dave Kalinchuk	Rocky View
Jennifer Brooks	CFC Wildrose
Jon Yuen	Turner Valley
Maggie Armstrong	Cochrane
David Yee	Wheatland County
Verne Kemble	Action for Agriculture
Don Brownie	Prolog Canada
Doug Olson	O2 Planning and Design
Jessica van de Mosselaer	Calgary
Jim Shea	Rocky View resident
Jodie Eckhert	CFC West
Walter Valentini	AEII
Jessica Sullivan	Airdrie
Shane Olson	Okotoks
Adam Legge	CED
Amanda Cromar	CRP
Colleen Shepherd	CRP
Bob Miller	Calgary/CRP
Maureen Nelson	Nanton Citizen

1 Preamble

The Calgary Regional Partnership is creating a regional growth management plan where each municipality's uniqueness and autonomy will be kept, while ensuring that we have a way forward to make decisions about sustainable growth in the region for our future. The plan that we collectively create, with all 18 municipalities aboard, will help us determine a logical process for the **sustainable** development of infrastructure, land and community services across the region. Put another way, we will determine where the next 1.5 million new residents to our region will live sustainably; and what areas or lands need to be preserved forever – be that for agriculture, recreation or environmental protection. Taking this regional approach will allow us to not only avoid potential inter-municipal and environmental conflicts in the region, but it will help us proactively plan. The plan is being built for citizens in the region, by citizens in the region. Opportunities for input have been created for expert groups alongside citizens. To date we have developed three growth scenarios that show what the region could look like if we made certain assumptions. The first being – what if we continued to grow as we are now? The second looks at growth management from an entirely environmental perspective and the third looks at nodes and economic and transportation corridors. These scenarios have been fully and spatially mapped out by our planning team and have been presented to all the Mayors, Reeves and Councillors across the region.

This working session is part of the evaluation process and is designed to explore all the key issues around the regional plan and in particular, with respect to economic development issues. We will present an overview of the three growth scenarios mentioned above with particular emphasis on how these scenarios will impact our economic development within the region. Experts from around the region will join attendees to discuss the key elements of the scenarios as well as the essential criteria needed to move forward to the Draft Plan.

2 Welcome provided by Mayor Les Rempel from High River

Mayor Les Rempel is the elected representative on the CRP's Economic Development Forum.

3 Session Presentations

All presentations are available to view in full at www.calgaryregion.ca under the Regional Land Use Plan/presentations or by clicking on

<http://www.calgaryregion.ca/crp/projects/projects/regionalgrowth/presentations.aspx>

Regional Land Use Plan – an overview of three scenarios for regional planning By CRP Core Planning Team member - Doug Olson, O2 Planning and Design

Doug Olson – planning consultant to the CRP on the regional land use plan core planning team provided a summary of the three learning scenarios developed by the CRP's core planning team that look long into the future and assume the same 1.75 million additional population. The first -Trend and Regional Predictions maps out what the region would look like if we continued with current policies, all approved ASPs, MDPs, and other contemplated projects currently in the planning stages. The second scenario looks at growth from the perspective of Nodes and Corridors – A network of connected nodes and corridors of intensified development that provides for efficient infrastructure and transportation delivery whilst building complete communities that adopt the forms of towns and villages. The final scenario focuses on creating a future that assumes that we will identify an ecologically and culturally

sensitive land base and that development is excluded from these areas. It will create complete communities that adopt the forms of towns and villages with non retail employment associated with all towns to reduce travel requirements. Each of these scenarios will be evaluated against the same set of impact criteria and the resulting “Plan” will be a hybrid scenario that includes critically important conditions/assumptions from each learning scenario.

This presentation can be viewed on the home page of the CRP or by clicking http://www.calgaryregion.ca/crp/media/25209/crp_overview_2007_12_14.pdf

Regional Land Use Plan and Economic Development

By David Kalinchuk, Economic Development Manager, MD Rocky View

Summary

David provided an overview of how we need to understanding our regional economy and the location of new jobs as well as addressing regional economic development and CRP’s land use plan. He noted that investors want diversified locations and we must think big to ensure that we attract investment and support business expansion. We will need to develop new business parks and industrial areas to accommodate growth and any land use planning must not impact investors or erode their confidence. Regional Planning is an opportunity to reduce red tape and to enhance investment certainty by working together to understand each other’s needs and future directions.

Employment in the Calgary Region – Trends and Analysis

By Matthew Sheldrake and David Couroux, Corporate Economics & Geodemographics (CEG), Land Use Planning & Policy, the City of Calgary

Summary

Matthew and David’s presentation looked at Population and Employment Data and the sources and methodology. In particular, population Growth – 1996 to 2006 and job Growth – 1996 to 2006 as well as lots of supporting information and data. The Corporate Economics and Geodemographics (CEG) department at the City is mandated to monitor, analyze, and forecast the economic and demographic trends relevant to The City. The presentation looked at the sources of data – being the Federal Census 1996 & 2001, the Place of Work Survey (POW), 2006 done by the City of Calgary and the Socio-Economic Outlook (City of Calgary). They emphasized that population and employment operate in concert and that there were strong population gains made between 1996-2006. Both population growth and employment categories were considered in more detail particularly with regards to areas of industrial and retail growth in the Calgary region.

Discussion following presentation

- Regional population drives increasing retail demand, which drives increasing rural/small town warehousing space
- 2001 – 2006 in Calgary was unusual as we added as many jobs as population (150,000 of each) making use of all available labour supply, reducing unemployment rates, putting upward pressure on participation rates (usually the ratio is 0.5 jobs/resident added)
- Can we create a view by jobs that redistribute income in the region, vs. jobs that bring income into the region?
- Can we create a table on “who commutes where, to work”?

- Can we create a table of investment in industrial land/plants across the region (source is Statistics Canada data)?
- Note that FedEx just completed new warehouse 16 months ago and already short of space
- Regional challenges – the meat sector is slow, wood (Spray Lakes in Cochrane) is slowing, oil supply is fixed and being used up over time and the number/proportion of senior citizens is increasing as is their demand for services

Panel Discussion

Members:	Mayor Les Rempel	High River
	Walter Valentini	Regional Director for Alberta, AEII
	Adam Legge	Director of Research and Business Information, Calgary Economic Development
	David Kalinchuk	Manager Economic Development, MD Rocky View

Panel Observations and Review of the following questions:-

- √ *“3 things we need to understand about economic development as we develop a regional land use plan”*
- √ *“3 important questions we need to wrestle with about regional economic development”*

Adam Legge (Calgary Economic Development)

Key message – Economic development here is more about people attraction than industry and job attraction. That is people attraction and people retention in the region – we have to ensure that people will really want to live in this region (for amenities services, affordable housing) because without the people / labour, force we can't fuel the economy's growth. In addition, demographic changes, labour force changes and aging are all contributing to a current and long-term labour shortage.

We should focus on innovation and creativity and should not try to compete with other manufacturers (e.g. China on a cost basis). The region is and needs to be supported by an educated labour force. Our jobs are uniquely concentrated in the downtown and we need effective transportation connections to the downtown as well as good regional transportation logistics. We should focus more on the region as City has limited, and more expensive land supply, and faces greater congestion challenges. We should also be focusing on different forms of employment i.e. future jobs may be less oriented to built space and more flexible in location and form - we should expect more home-based businesses and telecommuting.

Question responses:

- How do we work collaboratively within the region, but still respect a broader approach and region-wide perspective?
- There is a need for transportation strategies in the region, emphasizing the importance of rail
- How do we create true employment centre's (transit oriented developments (TDO's). These require strong public policy and implementation actions
- How do we work with jurisdictional boundary challenges and how should we balance off “seamless possibilities” with local interests, autonomy, and uniqueness?

Walter Valentini (Alberta Economic Development – AED):

Key Message – We need to shift from “location, location, location” to “opportunity, opportunity, opportunity”

We need to recognize the interdependencies of communities in the region and need to build relationship bridges. We should clarify the region’s economic outcomes and put in place implementation plans i.e. “what do you want to become”? We have to be very strategic and recognize that we have our challenges (e.g. labour shortages, lower productivity than US workers) and we need to be more efficient. Each community should identify which “niches” it might want to pursue and find new approaches to old issues. We need (and seem to be getting) strong leadership at the local level to become more collaborative and less competitive with each other (e.g. Cargill and the Aldersyde joint development collaboration among Okotoks, Foothills and High River).

Businesses need to know what they need and are looking for in locational opportunities, but many communities are not ready (e.g. have little planned, serviceable land). We should ensure that we understand the different sectors’ needs and have the capacity in place to respond in a variety of locations. We need to make sure that we do not paralyze the big transportation corridors that we have – like roads, around airports, beside rails – as we have to keep the commercial traffic moving. Finally, we need to plan more and know where, as a region, we need to expand the land supply.

Les Rempel (Mayor, Town of High River):

Key Message - We have a great “work culture” environment here, with a strong work ethic which is a real asset to us.

People are drawn here by our attitude and physical environments but we need to make greater efforts to integrate other nationalities into our communities as they will become a more significant component of our work force over time. We should recognize, as a region around a big city, the benefits of being close to a big city – the supply of products, services, access to city’ s amenities.

We should have more flexibility in how and where we can accommodate new businesses. We have a great environment to live in while working from home and we should expect to see more of this. We should remember that the next generation has different values and expectations (e.g. a 40 hour work week maximum) than we do and we must account for this in our planning. Finally, we have a huge range of housing stock in some areas which is an asset in being able to accommodate a wide range of housing needs and preferences.

Questions responses:

- How do we share infrastructure and make it work for everyone (e.g. Cargill approaching its 20 year anniversary, based on a tax sharing agreement). Can we use this as a model for creating other cost / revenue / tax sharing agreements?
- How and where can we have an “open book” discussion about how to plan for and deal with urban expansion, but NOT as a negotiation of positions among jurisdictions (e.g. annexation applications, IDP’s) but as a forward looking planning challenge?

Dave Kalinchuk (Economic Development Coordinator, MD of Rocky View)

Key Message - Our region needs to do more to meet business’ basic needs as Calgary can’t accommodate all the new jobs.

We need to plan for new industrial parks across the region and look at land use planning as an opportunity to reduce red tape and increase certainty. World-class investors think BIG, and we need to too. Any Regional planning partnerships must benefit all and work interconnected and interdependent. Finally, the Province knows that when the Calgary region is successful, so too is the Province – so they have a stake in, and should be a partner in, our efforts.

Summary Comments and Questions:

- Little was mentioned of the principles of planning, sustainability and conservation in the panel's economic development presentations. How do our plans conserve our natural capital? or do they?
- We do not need to replicate everything – we can conserve land by finding where are the “best fit” locations (e.g. focus development around “core facilities”)
- We must make sure that we know what services are needed with industrial uses (e.g. Cargill uses as much water as the entire town of High River and we need to know the environmental impacts of proposed developments (adjacent residents draw attention to environmental implications and demand better planning).
- The Plan should be about “community economic development” – not just the attractiveness of the region to businesses coming from outside the region. We should build on indigenous resources – like promoting local food production to feed the region's population – and will our region feed itself when it reaches 2.8 million people one day? Surely saying “our region produces its own local food” will be an attractive advantage in drawing new residents to the region.
- To what extent should we be subsidizing or supporting businesses, especially multi-nationals? (when the income moves beyond the region anyway)?
- We need to figure out how to support local food producers by perhaps promote new forms to farm ownership etc.

Other panel comments

- We cannot let “seamlessness” undermine our individual municipal uniqueness
- How do we become “non-competitive” in this culture?
- “Urbans” need aggressive intensification, not just suburbanization
- We must not forget those who invested first
- Economic development cannot be an approach that is taken in isolation. It must be connected to community development strategies and sustainability strategies
- It is clear that if we start from a position of negotiation, we will fall short of achieving the benefits of a regional, collaborative, transparent approach
- We need to think both “BIG” and “LONG TERM” and the challenge continues to be “how to ask/get pocket-books to cooperate?”