



December 18, 2019

City of Calgary, Standing Policy Committee on Planning & Urban Development  
And All Members of Calgary City Council  
The City of Calgary  
PO Box 2100, Station M  
Calgary, AB T2P 2M5

Dear Members of SPC - Planning & Urban Development

**Re: PUD 2020-0020, Industry/City Work Plan 2019 Year-End Report**

BILD Calgary Region (BILD) is pleased to acknowledge and thank City of Calgary Senior Administration, Management and Staff for their effort and attention dedicated to the Industry/City Work Plan in 2019. Although it has been a challenging year, with difficult economic conditions, resource constraints and various other hardships, the Industry/City Work Plan teams have persevered through adversity to achieve the advancements identified in the year-end Report.

As noted in the Report, the Work Plan arose from the 2015/2016 Off-site Levy Bylaw review process to build upon the spirit of cooperation and collaboration that began with the Off-site Levy Bylaw process, and to continue to support building and development as the Industry adapted to increased greenfield levy costs and the newly created established area sanitary treatment levy. The Work Plan has indeed shaped a closer working relationship and partnership between the City and Industry.

**2019 In Review:**

Throughout 2019, Working Groups were able to achieve various measures of success as indicated in Administration's Report. Resource constraints proved to be a challenge to all Working Groups, for some more than others. The Continuous Process Improvement program has been impacted with progress on the priority projects addressing Transportation Impact Assessment and Construction Completion/Final Acceptance Certificates being stalled and extended into 2020. The Industrial Strategy working group has also been hampered in its objective to develop a framework for a city-wide Industrial Growth Strategy, and the New Community Growth Strategy will carry forward into 2020 its work on capital and operating cost options as well as off-site levy review related work.

**Looking Ahead to 2020:**

The Work Plan has been structured into three distinct areas, including the first newly defined Growth Funding and Investment initiative, encompassing both the Off-Site Levy Bylaw Review (building upon the 2015/2016 levy review) and the implementation of the 2017 Off-Site Levy Audit Report

recommendations. *Given the significant importance (both in priority and scope) of this work, the highest degree of collaboration and partnership between BILD and the City will be critical to achieve optimal constructive outcomes.*

The second initiative, the City-Wide Growth Strategy, will see a continuation and expansion of scope for much of the work started in 2019 on the Established Area Growth & Change Strategy, the New Community Growth Strategy and the Industrial Strategy, as outlined in the Report.

Likewise, the Continuous Process Improvement initiative will advance the work currently in progress and may see a reprioritizing of projects throughout the year, as needed, to address emerging issues or concerns.

While the Work Plan Report usually projects one year out, we note Administration's reference to work through 2020 into 2021, including the completion of the full cost model for growth (to be confirmed if that relates to all types of growth) by Q3 2021 and, perhaps aligning with, the comprehensive City-wide Growth Strategy, for new communities, established and industrial areas.

**Work Plan Reporting:**

With respect to the Administration Recommendation in the Report, BILD would concur with adjusting the Work Plan Report back to "annually", foregoing the mid-year reporting memorandum to Council, this in consideration of the resource concerns and appreciating that the existing Developer Advisory Committee will continue to receive monthly updates and provide ongoing oversight and direction as needed.

Lastly, BILD's Board of Directors, Management and Staff would like to recognize and thank our BILD Member Volunteers for generously donating their time and dedicating their expertise to the Industry/City Work Plan.

While each year of the annual work plan is important, the **2020 Work Plan** is exceptionally so given the potential scope and scale of impacts for our Industry and, with the leadership of General Manager Stuart Dalglish and City Manager David Duckworth, we look forward to working on it closely in partnership with Administration.

Respectfully,

**BILD Calgary Region**



Brian Hahn  
Chief Executive Officer

c.c.     Stuart Dalglish, General Manager, Planning & Development, City of Calgary  
          Kathy Davies Murphy, Manager, Growth & Strategic Services, City of Calgary  
          Sarah Alexander, Manager, Growth Funding & Investment, Growth Strategies, City of Calgary  
          Darren Lockhart, Manager, Calgary Approvals Coordination, City of Calgary  
          Lesley Kalmakoff, Planner, Growth & Strategic Services, City of Calgary



