

Letters from Industry



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,

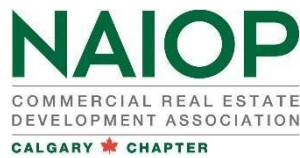
BILD Calgary Region



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

Date: Wednesday, December 18, 2019



Re: Industry City Work Plan – Comments: Year End Report to Council + 2020 Work Plan

From: NAIOP Calgary

Thank you for the opportunity for NAIOP Calgary to comment on the Industry City Work Plan (ICWP) year-end report to Council.

NAIOP Calgary supports the ICWP moving forward as it is a key component in ensuring focus and collaboration between Industry and City administration on issues that affect the Building & Development Industry the most. We thank Administration and Council for their ongoing commitment to the ICWP, and the excellent communication forum it continues to be.

At the mid-year, the memo that was provided to Council from Administration, caused us some concern as staffing resources were constrained as well as potential funding gaps were identified and administration was clear that *“Adjustments to deliverables have been reflected in the timelines”* Now that we have reached the end of the year and look forward to a continued Work Plan for 2020, we are more comfortable that resources and funding have been secured to continue this key collaborative work between the City and Industry.

Looking back at 2019, the City and Industry worked on 30 mutually identified actions. Half were completed. Some of the actions (approximately 6) remaining were mutually delayed. The key files were advanced, including the Established Area Growth and Change Strategy (EAGCS) which is marching towards its key Phase 1 report in March 2020. This is an extremely important initiative as it affects development in established areas for the foreseeable future. Work was accomplished on the Continuous Process Improvements initiative.

We remain concerned that initiatives in the Industrial sector of the Work Plan remain very slow to initiate, but we recognize the unique challenges for the City to move those industrial initiatives and actions forward at this time, including budgetary resource constraints. We would ask that Council consider industrial initiatives carefully in future strategic and funding plans to ensure that the City continues to address the issues that hold back Industrial initiatives and competitiveness.

For 2020 the Work plan has been reshuffled into three initiatives. They are ...Growth Funding & Investment, City-Wide Growth Strategy and Continuous Process Improvements. We are pleased that these initiatives have been advanced, with the Growth Funding and Investment concentrating on the Offsite levies and the associated auditing of the Offsite reporting. The Growth Strategy will continue to concentrate on the Established areas while work will be done to produce a scoping report for industrial areas. We expect work on new communities to be reduced as that strategy is now in place, and also as

Council has emphasized the importance of the Central Business District, Centre City, Established Areas, Main Streets, business growth, attracting new businesses and (finally) Industrial initiatives.

In terms of concerns we have for 2020, is the statement from Administration in the City-Wide Growth strategy 'looking ahead' paragraph, that there will be a 'full cost recovery model' by Q3 of 2020. We would like to know exactly what that entails and its impact on established area developers. Our other concern is not the issues identified for Continuous Improvement (we agree), but the pace at which they are moving to completion. For example the CCC/FAC project will be more than 2+ years by the end of 2020. We need to find a way to expedite!

In conclusion, NAIOP continues to support and resource in participation of the Industry City Work Plan. Since its inception in 2016 it has proven to be a key in the success of the Industry and the City working together on complex planning and development issues. We support Administration is their request that Council continues to endorse this very important initiative.

Sincerely, on behalf of, NAIOP Calgary

A handwritten signature in black ink, appearing to read "Guy Huntingford". The signature is fluid and cursive, with the first letter of each word being significantly larger and more stylized than the others.

Guy Huntingford
Director Strategic Initiatives, NAIOP Calgary