



April 26, 2020.

Regarding PFC2020-0381:

Dear Mayor Nenshi and City Council,

On behalf of the Kensington BRZ/BIA, I served as a stakeholder on the Established Areas Growth and Change Advisory committee, as well as on the Financial Planning and Investment Working Group, and on the Planning and Policy Tools Working Group. I am pleased to offer support for the work accomplished and the recommendations offered in the Established Areas Growth and Change Strategy.

These recommendations represent a long-overdue strategy to honour promises made to encourage and to support inner-city growth and change. Supporting community improvements, supporting community readiness, supporting market interest and investment and supporting business districts experiencing such growth and change will enable City planning decisions, City budgeting conversations, and City investment choices to be more strategic, more focused, more supportive of areas experiencing growth and change, and more cost-effective.

Supporting inner City investment in MDP goals, community and business readiness and market interest will build trust that promises to areas experiencing change and growth will be honoured.

As a resident of Sunnyside when the LRT was built (I lived in the old brick apartment building that was located where the LRT touches the ground on the north side of the river) as a participant in many of the early conversations about a vision for our City's future, as a stakeholder on the Hillhurst-Sunnyside ARP, as a stakeholder on the Prioritization Matrix work, and as the Kensington BRZ/BIA's ED for 17 years, I was a hopeful participant in this EAGS work. This EAGS work has been the next step for all those other stakeholder experiences and has been a hopeful reminder that we are moving in the right direction toward a more sustainable City for all Calgarians.

In these times of uncertainty, in these times of hunkering down in our homes and communities, let us not lose sight of Calgary's eventual return to a new normalcy that will no doubt feature frugality, more strategic spending, and a new focus on communities that support citizens, walkability, shopping local and a new thirst for connection. I urge you to vote to support the good work of administration and stakeholders on your behalf and to approve the recommendations in PFC2020-0381.

Annie MacInnis, Executive Director
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* I have read and understand that my name, contact information and comments will be made publicly available in the Council Agenda.

* First name **Beverly**

* Last name **Jarvis**

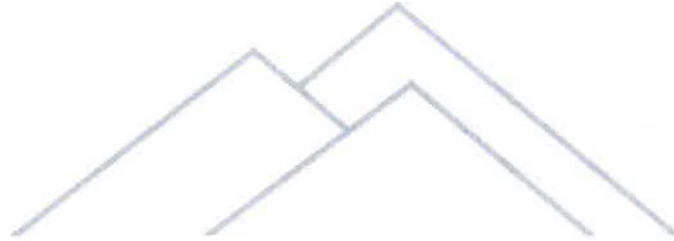
Email **beverly.jarvis@bildcr.com**

Phone **403-477-7900**

* Subject **PFC: 2020-0381 Established Area Growth & Change Strategy Phase 1 Report**

* Comments - please refrain from providing personal information in this field (maximum 2500 characters)

**BILD Calgary Region is submitting the attached letter for inclusion in the above noted Report to PFC tomorrow, April 29th. Thank you.
If there are any concerns with delivery of the 3-page attachment (2pg letter and infographic) please let me know... Bev. Cell: 403-477-7900 or by email.
Thank you!**



April 27, 2020

Members of Priorities & Finance Committee and Calgary City Council
The City of Calgary
PO Box 2100, Station M
Calgary, AB T2P 2M5

Re: PFC2020-0381 Established Area Growth and Change Strategy 2020: Phase 1 Recommendations

Dear Members of Priorities & Finance Committee and Members of Calgary City Council:

BILD Calgary Region (BILD) would like to thank Administration for the comprehensive report and acknowledge Phase 1 progress is a direct result of collaboration with an extensive stakeholder network comprised of community, business, shallow utility, and industry representatives. As noted, **'the multi-stakeholder approach will continue'** - the success of Phase 2 is dependent upon this continued close collaboration.

The multi-stakeholder approach of the EAGCS (Strategy) has been **supported by BILD staff/directors/members** participating on all working groups and the advisory committee. The Strategy has been a priority for BILD Standing Committees (including InnerCity, Urban Redevelopment, Commercial and Planning), and is discussed regularly at BILD Board of Directors meetings. BILD's prioritization of its diverse membership's interests is reflected in this work. As well, the November 2019 BILD bylaw change (nearly unanimous membership vote) balanced New Community/Established Area developer-builder board composition, to reinforce **BILD's commitment at its highest governance level** to Established Areas and balanced growth throughout the city.

CRITICAL POINTS/ KEY CONCERNS:

Holistic & Comprehensive Approach – the **Funding Framework** Infographic (**attached for reference**) was created by EAGCS industry representatives and reviewed/edited by members of Administration.

*A successful Strategy requires a **holistic planning + funding framework** that addresses 3 key components – Existing public infrastructure / New + Enhanced Public Amenities / Developer-sized Piped-servicing Upgrades.*

Each element, and the funding for it, must be considered in concert with the others. There will be limitations on financial capacity to pay and the collective impact of all costs must be considered together. Decisions must not be made in isolation regarding levies (existing or new), density bonusing, public realm funding, existing or new development fees/charges/security, as well as policy or processes with financial impacts.

Established Area Investment Fund (EAIF) – All stakeholders appreciate the creation of the fund and the \$30 million contribution from reserves. However, this cannot be a one-time only contribution – *Council MUST prioritize this Fund and commit to replenishing the EAIF with each 4 year budget cycle.*

The items identified in the report as possible financial tools to ‘replenish’ the fund, including the Tax Uplift pilot, are not expected, even collectively, to provide sufficient funding in the magnitude required. Accordingly, it is critical that **Council commitment to replenishing the Established Area Investment Fund as part of the One Calgary Budget.**

Developer Funding (potential Off Site Levy) for Water & Sanitary Pipe - Stakeholders identified a disconnect between the Phase 1 Working Group’s and Administration’s Recommendations. Attachment 3, p. 4/7: “the FP&I Working Group arrived at the recommendation to **consider and explore** adding local-sized water and sanitary pipes into the list of infrastructure funded by an Established Areas Levy.” Attachment 7, Phase 2 Work Plan Graphic: “* **Exploration** of local-sized utility levy”

The Administration Recommendation, “2. Direct Administration to **develop** (a) A new Established Area off-site levy for local-sized water and sanitary pipes...” should be amended to read ‘**explore**’.

The Phase 1 recommendation to ‘explore’ encourages genuine investigation of reasonable alternatives. ‘Develop’ presupposes the outcome and is too limiting, particularly at this *unprecedented time of uncertainty and economic crisis*. This Recommendation must be revised to align with the Working Group’s Phase 1 recommendations, and to validate and preserve the integrity of Stakeholders’ Phase 2 work.

Phase 2 Work Plan Collaboration – The EAGCS Phase 1 meaningful progress is a direct result of the framework for collaboration and should be continued in the Phase 2 work. We request that the Administration Recommendation be amended to read: *Direct Administration to continue Phase 2 of the Established Area Growth and Change Strategy work as defined in a Phase 2 Work Plan (Attachment 7), in collaboration with the Phase 1 stakeholders, and bring back the next round of recommendations...*

We look forward to working on Phase 2 with Administration and all stakeholders, building upon the existing foundation of respect and collaboration.

Respectfully,
BILD Calgary Region



Beverly Jarvis
Director of Policy, Projects & Government Relations

Attachment 1: Funding Framework. Infographic

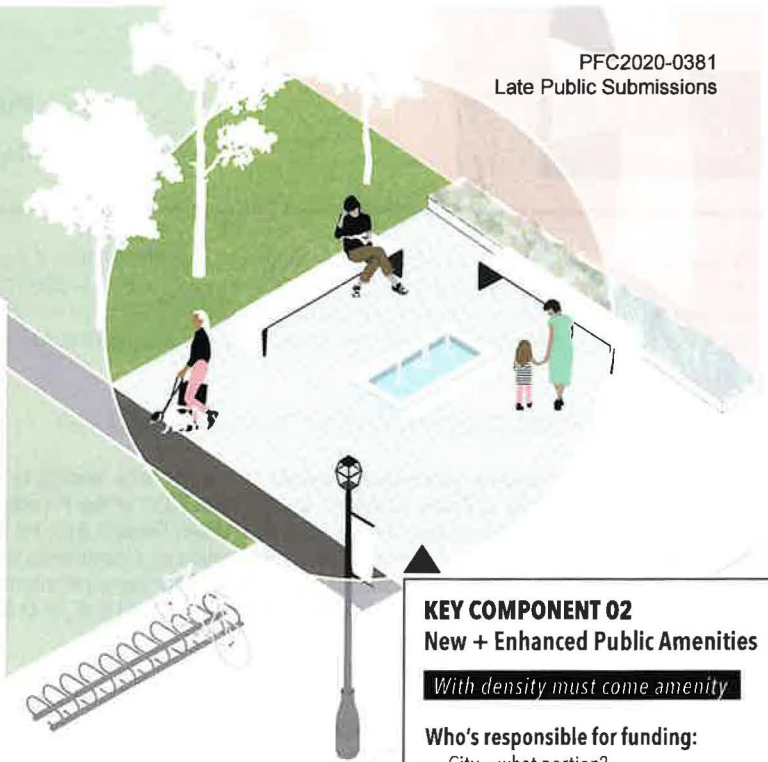
c.c. Stuart Dalglish, General Manager, Planning & Development
Kathy Davies Murphy, Manager, Growth Funding & Investment, Planning & Development
Matthew Sheldrake, Acting Manager, Growth & Strategic Services, Planning & Development
Lesley Kalmakoff, Planner, Growth & Strategic Services, Planning & Development

EAGCS

Funding Framework.

Financial Tools for Delivering Infrastructure + Community Amenities in the Established Areas

There are a variety of necessary components to a "framework" for success for the Established Area Growth + Change Strategy – adequate / sustainable funding is key. The Strategy's growth goals require a **holistic planning + funding framework** in order to achieve the shared goals of the Municipal Development Plan vision.



KEY COMPONENT 02 New + Enhanced Public Amenities

With density must come amenity

Who's responsible for funding:

- City – what portion?
- Developers⁴ – what portion?

Funding mechanisms proposed:

- Incremental Tax Redirection
- Ad hoc funding through City Budget cycles¹
- No agreement on a sustainable mechanism

What's missing:

- Secure + sustainable funding
- Cost allocation between City + developers
- Comprehensive EAGCS²
- LAP³ updates / implementation
- List of enhanced amenities + anticipated costs
- Sustainable + transparent method of establishing priorities

KEY COMPONENT 03 Developer-Sized Piped-Servicing Upgrades

Growth requires infrastructure

Who's responsible for funding:

- City – what portion?
- Developers⁴ – what portion?

Funding mechanisms proposed:

- New levy being explored
- Ad hoc funding through City Budget cycles¹
- Development Permit Conditions
- No agreement on a sustainable mechanism

What's missing:

- Comprehensive EAGCS²
- LAP³ updates / implementation
- Agreement on levy methodology
- Better City information to inform capacity limitations / anticipated costs



KEY COMPONENT 01 Existing Public Infrastructure + Life Cycle Maintenance

Addressing repair + replacement

Who's responsible for funding:

- City – collection of municipal taxes + utilities

Funding mechanisms proposed:

- Ad hoc funding through City Budget cycles¹
- No agreement on a sustainable mechanism

What's missing:

- Secure + sustainable funding
- Comprehensive EAGCS²
- LAP³ updates / implementation
- List of existing deficits + anticipated costs
- Sustainable + transparent method of establishing priorities



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* I have read and understand that my name, contact information and comments will be made publicly available in the Council Agenda.

* First name **Leslie**

* Last name **Evans**

Email **leslie.evans@calgarycommunities.com**

Phone **4032444111**

* Subject **Letter of Support - PFC2020-0381**

* Comments - please refrain from providing personal information in this field (maximum 2500 characters)

This letter is to be directed to the members of PFC. The Federation is a member of the EAGCS Steering Committee and this is our letter of support.



April 28th, 2020

Priorities and Finance Committee

Re: Established Area Growth and Change Strategy (EAGCS) 2020: Phase 1 Recommendations

The Federation of Calgary Communities is the support organization for over 230 community based non-profit organizations, including 152 community associations. We advocate for and assist community associations in navigating Calgary's planning process. The Federation has served as a key stakeholder on various EAGCS Advisory Committees reflecting the voices of community members and associations across the City of Calgary. We support the EAGCS phase 1 recommendations and thank the team for including us in this important work.

While the Federation has participated in all aspects of EAGCS, public realm improvements are what residents see and appreciate when taking on growth and change. As a result, this letter reflects on the significance of investments in the public realm. We commend Council for approving \$30 million of funding towards public realm improvements in Phase 1 Established Areas. This funding is crucial to adding more amenities and improving the public realm deficit in established areas.

Ongoing strategic investment and commitment to our established communities will continue to create complete communities for residents and businesses and contribute to making Calgary a great and livable city. Although there are plans to explore future funding tools to replenish the Established Area Investment Fund; given the financial constraints caused by the COVID-19 pandemic and the state of the economy, we have concerns around the capacity of any combination of tools to ensure the replenishment of this fund.

A steady state of investment in amenities in communities experiencing redevelopment is vital to supporting change. The Established Area Investment Fund cannot be a one-time investment of Council, nor is it likely that various funding tools can adequately replenish the fund alone. We recommend that Council commit to replenishing the Established Area Investment Fund as part of ongoing One Calgary Budget to ensure meaningful investments in subsequent multi-community areas can be supported through growth and change.



We look forward to seeing the implementation of Phase 1 projects, and to the continued work Phase 2. We believe that Phase 2's success will rely on continuing this collaborative work with administration, community members and industry stakeholders.

Thank you for this opportunity.

Sincerely,



Leslie Evans, M.M., BSc
Executive Director



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* I have read and understand that my name, contact information and comments will be made publicly available in the Council Agenda

* First name **Bob**
* Last name **Morrison**
Email **aresem@shaw.ca**

Phone

* Subject **April 29th Priorities & Finance Committee - Item 7.1**

* Comments - please refrain from providing personal information in this field (maximum 2500 characters)

This is a submission from the Calgary Climate Hub. We would like permission to make a presentation to the Committee. If we are allowed to present, could someone help us by moving from one slide to another during the presentation?



Calgary Climate Hub

Presentation

ESTABLISHED AREA STRATEGY



We support

- ▶ \$30 million in public realm investments
- ▶ \$5.4 in utilities upgrades.

City investment is the key to

- ▶ Encouraging smarter growth
- ▶ Realizing the \$17 billion in savings from smarter growth.



We support

- ▶ An Investment Fund for the Established Area

The goal of the fund should be

- ▶ After 2022, ensure that all development/
redevelopment is net-zero, water-wise.



We support

- ▶ Focusing on a short list of targeted places

IF investment supports

- ▶ Activity Centres
- ▶ Main Streets
- ▶ TODs



We are disappointed that, again, Administration is only “broadly aligning” an initiative to the *Climate Resilience Strategy*.



Instead, the most cost-effective climate action The City can take is

- ▶ Conform to and strengthen the *Municipal Development Plan*.



We do not support an off-site utility levy for the Established Area.



Instead, City-funded utility upgrades should be an inducement to private investment.



The property tax uplift penalizes those who do the right thing and continues the City's reliance on the property tax



Instead, use strategic increases in user fees to fund the Established Area



The City is responsible for ensuring fiscally responsible development in a family of communities.

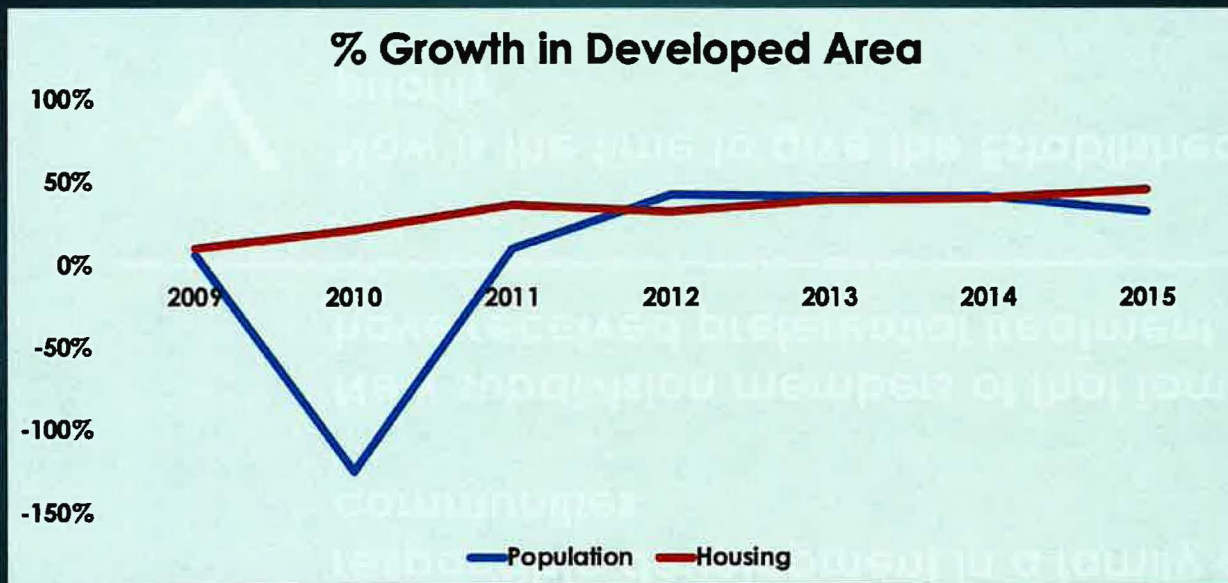
New subdivision members of that family have received preferential treatment



Now is the time to give the Established Area priority



Prior to the downturn, the Established Area was headed in the right direction



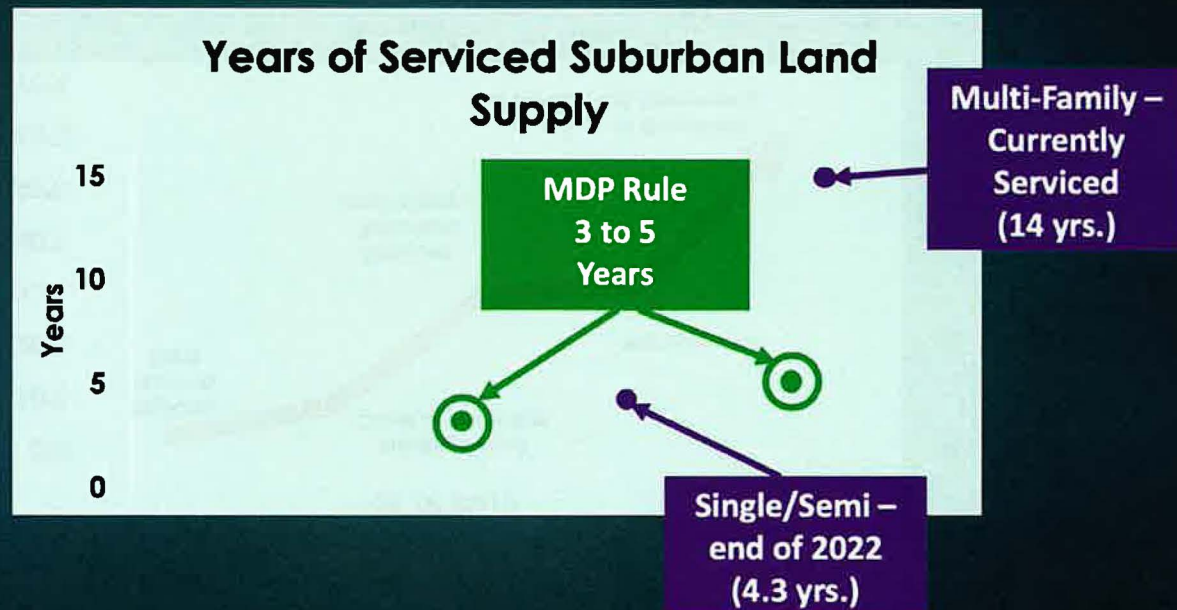


Forecasts for new subdivisions were off the mark





Over 2,600 hectares of excess land were approved for new subdivisions.



What else needs to be done to support the Established Area?



1. **Delay funding for the 14 new communities**
2. **Moratorium on new subdivisions for fifteen years.**
3. **Right-size the service fees charged by the City**
4. **As recommended by the Climate Panel,**
 - ▶ Implement by 2022, programs to achieve by 2030 the financially neutral and positive measures identified in the *Economics of Low Carbon Development* report.



Our recommendations will

- ▶ Make our communities stronger and more vibrant
- ▶ Make a major contribution to
 - ❑ The success of the *Climate Resilience Strategy*
 - ❑ Balancing the City's books

Notes

Slide 1: Title Page

Slide 2: Public Realm & Utilities Upgrade

Slide 3: Investment Fund

- What we build today will be with us until 2050 and beyond. We build the future today.

Slide 4: Short List of Targeted Places

- It is absolutely crucial that the *Strategy* direct development to Activity Centres, Main Streets, and transit-oriented development. That is where Calgary will gain the greatest efficiency, cost savings, and greenhouse gas reductions. This will require pro-active City-led initiatives for
 - land swaps,
 - land consolidation,
 - mutually advantageous developer coordination,
 - financial incentives
 - other methods that
 - maintain a community's character
 - while promoting population stability and growth that ensures the services and amenities a community needs.

Slide 5: *Climate Resilience Strategy*

As identified in the *Economics of Low Carbon Development* report, the most cost-effective climate action The City can take is to conform to and strengthen the *Municipal Development Plan*. There are also other climate-positive initiatives that need to be built directly into the *Strategy*, including

- Completion of the Primary Transit Network
- Completion of the *Cycling Strategy*, *StepForward*, and the *Safer Mobility Plan*
- Raising building standards to net-zero
- Incentives to reduce car ownership

Slide 6: Off-Site Utility Levy

It is a nice thought to try to solve the “first-in” problem. However, up-front utility upgrades – focused on targeted areas – should be used by the City as a key inducement to private investment, not as a cost to developers.

Slide 7: Property Tax Uplift

The two-year property tax uplift is another nice thought. As described, it is not what we recommend for two reasons. First – if used – it should be applied as a general surcharge for properties with unrealized development potential rather than a tax when redevelopment occurs. That penalizes those who do the right thing. Second, and most importantly, the City already relies too heavily on the property tax and needs to diversify its revenue base

Slide 8: Family of Communities

Slide 9: Established Area Headed in the Right Direction

Developers and Calgarians saw the benefits of the *MDP*. New, community-sensitive homes were built in existing communities. Homebuyers – particularly young adults – responded by choosing existing communities over new subdivisions. With more people moving in, more services became available in those communities and it was easier to retain existing services – especially neighbourhood schools.

Population and housing trends showed the *MDP* was working. The percentage of population growth in the Developed Area rose from a paltry 6% in 2009 to 33% in 2015. New housing in subdivisions followed suit increasing from 11% to 46%.

Population and housing trends showed the *MDP* was working. The percentage of population growth in the Developed Area rose from a paltry 6% in 2009 to 33% in 2015. New housing in subdivisions followed suit increasing from 11% to 46%.

Slide 10: Forecasts for New Subdivisions

In the meantime, Administration's suburban housing forecasts, on average, exceeded the trends by 15%. Suburban population forecasts were even more extreme, averaging 31% above trends.

Slide 11: Over 2,600 Hectares of Excess Land

Over 2,600 hectares of excess land in new subdivisions were approved for development. The market for multi-family homes was especially hard hit. Even under the most optimistic assumptions, the 14 new subdivisions have fourteen years of land supply for multi-family homes – a direct contradiction of the *MDP* which limits new subdivisions to five years of land supply.

In the Established Area, developers who bought into the promises in the *Municipal Development Plan* are faced with a glut of unsold units. Wide swaths of serviced land remain in areas such as the Westbrook TOD and Currie Barracks.

Slide 12: What Else Needs to be Done

Delaying the 14 new communities will allow the money saved to be invested in the Established Area. For 2020-2022, the estimated cost savings from a delay are:

- Operating costs: \$14 million (property tax)
- Capital costs: \$50 million (property tax and utility rates)

plus being able to defer \$230 million in spending from off-site levy funds and re-deploy some Growth Strategy FTEs. Assigning those FTEs to the *Established Area Growth and Change Strategy* would provide significant benefits to existing communities.

Although the City may re-coup some of those costs, taxpayers would still be on the hook to fund LRT service, schools, expansion of the ring road, social services, and the delay in completing the subdivisions.

A moratorium on new subdivisions will allow subdivisions approved before 2018 to be completed ASAP.

Revenue from **right-sizing service fees** should be put in the proposed investment fund. Examples of right-sizing user fees are:

- As the Climate Panel has recommended, implement by 2022 a progressive fee structure for electrical, heating, water, wastewater, and road use within the City.
- Initiate/increase fees for residential and commercial parking permits
- Reinstigate fees for LRT station parking

- Apply flood protection fees to utility bills

Slide 13: Summary

Our recommendations ensure that development and redevelopment in the Established Area will not only make our communities stronger and more vibrant.

They will make a major contribution to the success of the *Climate Resilience Strategy* and to balancing the City's books.



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* I have read and understand that my name, contact information and comments will be made publicly available in the Council Agenda

* First name **Guy**

* Last name **Huntingford**

Email **guy.huntingford@naiopcalgary.com**

Phone **4036072644**

* Subject **PFC2020-0381 Established Areas Growth and Change Strategy 2020: Phase 1 recommendations**

* Comments - please refrain from providing personal information in this field (maximum 2500 characters)
**Dear City Clerk
Please add this letter to the record for the April 29th PFC meeting**



Date: 27-Apr-2020

Members of Priorities & Finance Committee
Mayor & Members of City Council
The City of Calgary
PO Box 2100, Station M
Calgary, AB T2P2M5

Re: PFC2020-0381 Established Areas Growth and Change Strategy 2020: Phase 1 recommendations

Dear members of PFC

NAIOP Calgary has been an active participant in the Established Areas Growth and Change Strategy (EAGCS) work that has been underway since September 2018.

The EAGCS is one piece of the City's goal of a comprehensive growth strategy (other pieces being the new community strategy and the industrial strategy). From a NAIOP perspective the EAGCS is most important as it affects the largest group of our members.

The EAGCS has been split into 2 phases and the report presented to Committee details the results of phase 1 and looks forward to phase 2.

This letter provides our support for the EAGCS, the transition to phase 2 and the collaborative work with Administration to bring us to this point.

As with any report of this scope it presents some areas for reflection and provides key issues that the committee should be aware of. They are as follows;

Recommendation 1:

Approval by Council to create and seed (\$30M) an Established Areas Investment Fund is welcomed. Recommendation 1 asks for approval to spend all \$30M in 2021 and 2022. We support this direction. In attachment 1 it specifies that \$24M of the \$30M has been allocated and \$6M is set aside for unknown support of current or future public realm projects. We ask that the \$6M be allocated with input from all stakeholders.

Recommendation 2:

We support the intent of each of the points presented with the exception of the wording regarding a levy for local-sized water & sanitary pipes. All our discussions with

administration have been to 'explore' a levy, not 'develop'. The term 'develop' implies there will be a levy. This does not provide for a possibility that other funding sources besides a levy may be presented as a preferable means to fund water infrastructure.

Recommendation 3:

We applaud and support the creation of a Reserve (Established Area Investment Fund) for funding in Established Areas. Our concern is the replenishment of the Fund (based on details in attachment 4) will not be sufficient to provide for future growth areas and requires an annual commitment from Council to seed this fund, commencing in 2023. Further Attachment 4 states that the review of the fund should be every 3 years. We would like to see the review every 2 years to match One Calgary and the mid-cycle review timelines.

Recommendation 4:

We support this recommendation as stated.

Again we thank the Growth Strategies team and all stakeholders for their collaborative approach to this work and ask that PFC accept the recommendations presented in this report with the considerations as described above.

Sincerely, on behalf of, NAIOP



Guy Huntingford
Director Strategic Initiatives
NAIOP Calgary

Cc:

Stuart Dalglish, GM Planning & Development
Kathy Davies-Murphy, Manager, Growth Funding & Investment
Matthew Sheldrake, Acting Manager, Growth & Strategic Services
Lesley Kalmakoff, Planner, Growth & Strategic Services
Chris Ollenburger, Chair, Government Affairs Committee, NAIOP Calgary