

Engagement Summary

A focus of the Strategy and its actions was to increase internal expertise and knowledge within OLSH as well as strengthening partnerships with key groups in the industrial community in Calgary. This attachment highlights engagement and partnering efforts that have occurred following approval of the 2013-22 *Industrial Land Strategy 2013-22: For the development of City-owned lands* (the Strategy). The information has been organized by three main stakeholder areas: industrial land development and real estate stakeholders; economic development partners; and internal partners and stakeholders within Administration.

1.0 Industrial Development and Real Estate Stakeholder Engagement

Direction from Council in 2013 March specifically directed OLSH to report back on how it is engaging industry about the new Strategy. This section focuses on engagement over the past year with industrial development and real estate industry stakeholders. The Commercial Real Estate Development Association/National Association of Industrial and Office Parks - Calgary (NAIOP), the Urban Development Institute- Calgary (UDI) and Building Owners & Managers Association (BOMA) were the groups engaged over the past year. Through the NAIOP Governmental Affairs Committee sessions were arranged between OLSH and these industry groups.

OLSH has standing memberships in both NAIOP and UDI, which provide great benefit and information on general market conditions and technical information bulletins shared by the groups. Attendance at monthly industry sponsored events also helps OLSH expand its relationships with the organization and introduce OLSH to both private and public development members.

A summary of five engagement sessions in the past year is provided in the table below. The intent for 2013 was to focus on creating greater awareness of the new Strategy and clarifying the role of OLSH going forward in developing industrial lands. However, these sessions also provided value back to OLSH by allowing broader discussions on the day-to-day operations of the program and how OLSH develops projects and sells serviced industrial lots. It also allowed OLSH to clarify industry misconceptions around The City program and land inventory. As an example, identification that OLSH is impacted by the same acreage assessments, boundary charges and other development costs as private sector was not commonly known. It was also beneficial for OLSH to share project-specific development details and upcoming lot sale information. There were also common issues identified relevant to general industrial land development in Calgary and the region, where all groups could collaborate to better represent the priority and needs of the industrial sector and goods movement industry, including the cost of congestion and infrastructure priorities.

Date	Purpose & Outcomes
2013 May 15	<p>Introductory Information session</p> <p>OLSH hosted this kick off event and NAIOP facilitated invitation of its members and UDI and BOMA.</p> <p>The event was well received by attendees. The presentation allowed OLSH to inform them of the new Strategy and how this new direction will be implemented through OLSH actions at both the program and project levels. The event also allowed OLSH to work with industry to identify any issues they had with current program, talk about the state of industrial land development in Calgary (and region), as well as identify opportunities and challenges facing industrial land developers and builders going forward.</p> <p>Some key issues identified on OLSH operations and processes:</p> <ul style="list-style-type: none"> • Concern with OLSH's current role industrial land development and influences on lot pricing and availability • Concern with OLSH's current land sales processes and inability to negotiate price or acquire large raw land parcels. • Concern the new focus on small and medium lots could limit opportunities for OLSH lands • There is a role for OLSH in providing strategic infrastructure that benefits city-wide industrial growth.
2013 Sept 19	<p>Urban Development Institute – Luncheon Speaker</p> <p>OLSH Director Armitage presented the new Industrial Land Strategy to the broader UDI membership at its monthly luncheon. Key messages were to inform that there was a new Strategy, how it aligns OLSH with The City's other strategic initiatives, and what it means to OLSH development and sales operations.</p>
2013 Dec 09	<p>NAIOP Update session</p> <p>This event was organized to continue the discussions from 2013 May15 and provide an update on how the Strategy is being implemented. It was also an opportunity for OLSH to provide detailed information on current lots availability, the status of development projects, future projects in 2014 and beyond, as well as to review the issues identified at the previous session.</p>
2014 Feb 26	<p>NAIOP Breakfast – State of Industrial Market Panel Discussion</p> <p>NAIOP facilitated this Panel discussion where OLSH Director Armitage presented in conjunction with Calgary Economic Development, City of Airdrie and Rocky View County on the state of the industrial market in the region. It gave OLSH exposure to a broader audience of industrial stakeholders and offered opportunity to inform on purpose of OLSH, the new Strategy, as well as provide project updates to potential customers and industrial business representatives. The panel took questions from the moderator and the floor and discussed issues of common interest within the Calgary region.</p>
2014 Mar 14	<p>NAIOP Summary meeting</p> <p>Purpose was to meet again with NAIOP in advance of the Land and Asset Strategy Committee meeting to confirm key events, issues and outcomes to be reported to Committee. It also confirmed an interest by both parties to continue dialogue going forward and issues in 2014 where both groups should collaborate.</p>

Some of the key results of this engagement with industry stakeholders over the past year have been:

- Better relationships were built with key stakeholder groups from the land development and real estate industry in a collegial environment that allowed open discussion about OLSH, its role and function.
- Creating awareness of The City's rationale and benefits for being in industrial land development and its complementary role in providing lots not being met by private development.
- OLSH was able to clarify misconceptions about The City's industrial land inventories.
- Areas were identified where OLSH can work to improve transparency in its land development and sales processes.
- Areas for collaboration were identified for the groups to jointly represent the greater needs of industrial sectors across Calgary. These included better understanding the needs of the transportation and logistics industry, providing OLSH data to support Standard Development Agreement negotiations in 2014 and the on-going industrial supply and demand needs of the Growth Management Framework.

2.0 Engagement with Economic Development Partners

Calgary Economic Development

OLSH worked with Calgary Economic Development (CED) in developing the *2013-22 Industrial Land Strategy*. The CED Board supported the vision and guiding principles at Land and Asset Strategy Committee in 2013 February and the Strategy's actions for OLSH to build stronger working relationships to benefit from CED's knowledge and expertise in promoting and marketing Calgary. It was also important for OLSH to continue to understand Calgary's economic development priorities, have access to market data and to understand the needs of new businesses looking to locate in Calgary.

Over the past year, OLSH and CED have established regular working arrangements and created a collegial environment to share information. CED has led on generating business awareness and attraction of Calgary and sharing The City's available industrial lands through its first point of contact role and attendance at numerous conferences and trade shows across North America. OLSH has supported CED diversification objectives by providing serviced industrial lands for a major intermodal customer in Dufferin North intermodal park. OLSH is currently working with CED to explore available City industrial lots to locate the future Calgary film studio.

Calgary Regional Partnership

A specific action in the Strategy directed OLSH to explore opportunities to participate with the Calgary Regional Partnership (CRP) to cooperatively market The City's industrial land.

OLSH was approached by the Calgary Regional Partnership (CRP) to promote its new internet site (www.explorecalgaryregion.com) to advertise The City's available industrial lands as part of the greater Calgary Region. OLSH did provide its upcoming sales information to the Regional site but has encountered issues around keeping The City's inventory on the site current in light of effort to improve The City's own real estate website. Coordination of this data will be addressed with CRP in 2014.

In Spring 2013 OLSH was invited to join the CRP Economic Prosperity Committee. This involvement supported the Region's desire to have representation from The City on the committee to share knowledge of industrial land development in Calgary. This new relationship provides OLSH with access to municipal economic development partners in the region. Participation has allowed OLSH to better understand the economic development goals of the Calgary Metropolitan Plan, in particular the priority to develop the Calgary region's emergence as a strategic Transportation and Logistics (T&L) hub in western Canada. As part of this work CRP and CED are investigating the creation of a Foreign Trade Zone (FTZ) to make the Calgary region a more attractive location for businesses in international goods movement. This exposure allows staff to increase its specific knowledge of the goods movement industry and Calgary's emerging role as a strategic "inland port". Through this participation, OLSH is also being introduced to key stakeholders in transportation and logistics including the Calgary Logistics Council and the Van Horne Institute.

In support of the CRP's desire to raise awareness of the transportation and logistics industry and opportunities and challenges, OLSH hosted a session with City Administration to allow the Region to share its T&L expertise with a number of City business units that directly or indirectly impact the movement of goods to and through Calgary. OLSH is also planning to continue this discussion with the CRP's resources to specifically talk about T&L in context of the OLSH industrial development program and its specific land assets.

Some of the key results of this relationship building have been:

- OLSH has developed day to day working relationship with key Calgary Economic Development (CED) and Calgary Regional Partnership (CRP) personnel and programs.
- CED and CRP provide avenues for OLSH to share available inventory and market its serviced industrial lands to a wider audience of businesses aligned with Calgary's economic development goals.
- CED provides earlier introduction to businesses looking to locate in Calgary and ability for these businesses to consider City owned lands.
- CED provides ongoing client support to clients it brings to OLSH on significant industrial property sales
- CRP helps OLSH broaden its knowledge of the transportation & logistics industry and Foreign Trade Zones and helping OLSH to identify opportunities to target City-owned lands to support economic diversification of this sector.
- CRP has provided valuable introductions to OLSH with key stakeholder groups in regional transportation & logistics, including the Calgary Logistics Council and the Van Horne Institute.

3.0 Corporate Partnerships and Administration

OLSH also focussed efforts in the past year to engage stakeholder groups within Administration. One of the focus areas was to ensure that stakeholders within City Administration were made aware of the Strategy and specifically how OLSH is taking a broader approach to developing sustainable industrial and business parks.

The City's Sustainability Champions Network was addressed at the 2013 June monthly meeting, which allowed OLSH to present the Strategy to strategic planners from across the corporation and have a broader discussion on how OLSH will be addressing broader sustainability objectives within its future Industrial development projects.

OLSH presented on two occasions to the Corporate Planning Applications Group (CPAG) and specialists about the new Strategy the Vision, Principles and implementation actions. This provided opportunity to discuss how and when CPAG can be involved as OLSH plans and develops future industrial parks, and opportunities and challenges to work differently going forward. One area of collaboration was when OLSH invited Business Unit specialists and CPAG members to participate in early feasibility planning for the Forest Lawn Creek industrial project. The purpose was to collectively develop an understanding of the land base, identify corporate objectives and policy deliverables that should be achieved, and identify the challenges that will require a more corporate resolution approach through planning and development phases. A concept plan was developed, which is now being used by OLSH in its planning work and to assess the overall financial return of the project.

OLSH staff also provided support and brought an industrial land perspective to other corporate teams and initiatives. Examples include the Industrial, Commercial, Institutional (ICI) waste reduction workshops hosted by Waste and Recycling as well as the scoping of the city-wide industrial policy review being led by Land Use Planning & Policy.

Some of the key results of this engagement with key internal stakeholders have been:

- There was internal awareness created about OLSH, its mandate to develop industrial land and the *2013-22 Industrial Land Strategy*.
- OLSH collaborated with key business units to begin identifying corporate objectives that could be delivered through the industrial land development program.
- Participation by OLSH in the Sustainability Champions' Network and other departmental projects has created an awareness of opportunities to implement other departmental objectives within new industrial development projects. These opportunities will be explored further in 2014 through continued cross –departmental dialogue and in specific project feasibility assessments.
- The multi-departmental planning assessment of Forest Lawn Creek is proving to be a successful model to building corporate alignment and balance conflicting objectives across the various City departments. This collaboration approach will be continued through 2014 as the development plan and business cases are refined. It can also be brought into future industrial and non-industrial projects being led by OLSH. This approach is being piloted concurrently through the transforming planning initiative.