

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

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ENDORSEMENT STATEMENT ON TRUTH AND RECONCILIATION, ANTI-RACISM, EQUITY, DIVERSITY, INCLUSION AND BELONGING

The purpose of The City of Calgary is to make life better every day. To fully realize our purpose, we are committed to addressing racism and other forms of discrimination within our programs, policies, and services and eliminating barriers that impact the lives of Indigenous, Racialized, and other marginalized people. It is expected that participants will behave respectfully and treat everyone with dignity and respect to allow for conversations free from bias and prejudice.

First name [required]	Guy
Last name [required]	Huntingford
How do you wish to attend?	
You may bring a support person should you require language or translator services. Do you plan on bringing a support person?	
What meeting do you wish to comment on? [required]	Standing Policy Committee on Infrastructure and Planning
Date of meeting [required]	Jun 4, 2025
What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published here .)	
[required] - max 75 characters	Industrial development action plan
Are you in favour or opposition of the issue? [required]	In favour



ATTACHMENT_01_FILENAME

May 29 2025 Letter of Support for 2025 Ind. Action Plan.pdf

ATTACHMENT_02_FILENAME

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

May 29, 2025

To: City of Calgary Infrastructure & Planning Committee

Cc: Matthew Sheldrake, Manager Growth & Change Strategy | City & Regional Planning
Lesley Kalmakoff, Coordinator Growth & Change Strategy | City & Regional Planning
Selina Chen, Senior Growth Management Planner, Growth Strategy

From: NAIOP Calgary

Re: **Letter of Support for the 2025 Industrial Action Plan**

NAIOP Calgary and our Industrial developers, builders and property owners/managers are pleased to support the 2025 Industrial Action Plan that is being presented to IPC on June 4th, 2025. The Plan helps address the reality that the City has become uncompetitive for new industrial development due to higher development fees and property taxes than surrounding municipalities in the region.

NAIOP members have participated in the Industrial working group that was struck in 2019 to focus on Industrial Strategy for the City of Calgary. This working group has been a success for the collaboration between the City and Industry in advancing Industrial development, such as revising 6 ASP's, change to uses in Industrial land use districts, the use of Direct control districts and support for a plan to encourage new horizontal greenfield development.

The updated 2025 Action Plan addresses 4 strategic initiatives for Industrial development and 10 action items related to those initiatives. NAIOP supports all the updated list of initiatives and action items. The revised Action Plan is the result of collaboration between industry and the City over recent months to fully address the path forward for both land servicing and vertical industrial development in the City of Calgary.

The central question that both parties contemplated is; to what extent does the City wish to implement structural changes to protect and develop its industrial lands?

A number of years of little or no industrial greenfield development has brought this question to the forefront for the City growth strategy team.

The consensus after much discussion between the parties is that any future industrial development requires a long term strategy that recognises the City needs to create an environment that encourages strategic industrial development.

Not all zoned industrial lands are equal.

There is an expectation that having Industrial development creates jobs, need for housing demand and higher (non-residential) property taxes.

There is recognition that some lands would be better suited with an alternate land use (ex: residential).

There is a recognition that as long as the City is unable to attract large bay uses due to the development and property tax differential to the region, its market is reduced to small and mid-bay uses.

Further, there is a recognition that the City will need to implement a long-term strategy, including revision of the approach to development fees and property taxes for both new and existing industrial buildings. Failure to implement such a strategy will see a continued flight to the County for all forms of industrial development.

In specifically addressing the Action Plan, NAIOP provides these comments.

A. Modernise Policy and Focus growth

- a. This initiative speaks to the need to analyse all industrial lands and allow for land use changes where applicable and the need to update policy to facilitate changes. We fully support this approach.

B. Invest in infrastructure and servicing

- a. This is critical as City-led infrastructure is a first requirement for any new greenfield development.

C. Increase development attractiveness

- a. This is a key initiative. The delta between the County and the City must be addressed if there is to be sustained new development in the City. Both an incentive plan to address input costs (ex: levies) and higher property taxes should be dealt with concurrently if the City wishes to attract new private industrial development.

D. Track and adjust

- a. As with any plan of this scope, monitoring a changing market (which includes the region) and the success of the action items should be implemented from the start.

As a final suggestion NAIOP would like to see a truly regional approach to industrial land development. The City and County have initiated this direction with the agreement to work together on the Prairie Economic Gateway (PEG). However, with the demise of the CMRB (Calgary Metropolitan Region Board) there is no entity that is focused on regional collaboration and development.

We feel that the work the City and Council are doing on the PEG should be expanded in the future to encompass the region once the action plan, which should create a more competitive environment, is completed.

We thank the administration for their ongoing support for the need to pursue an industrial growth strategy that is beneficial to both the City and Industry. We look forward to continuing collaboration to realise a new industrial strategy.

Yours Truly,

A handwritten signature in black ink, appearing to read 'Guy Huntingford', written in a cursive style.

Guy Huntingford
Director Strategic Initiatives
NAIOP Calgary

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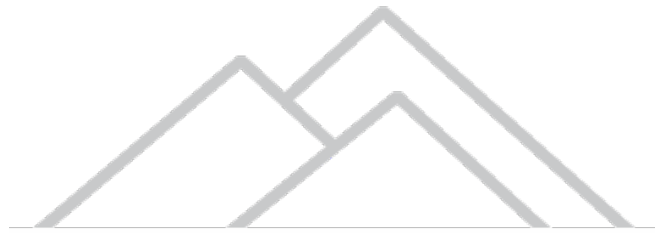
First name [required]	Brian
Last name [required]	Hahn
How do you wish to attend?	In-person
You may bring a support person should you require language or translator services. Do you plan on bringing a support person?	
What meeting do you wish to comment on? [required]	Standing Policy Committee on Infrastructure and Planning
Date of meeting [required]	Jun 4, 2025
What agenda item do you wish to comment on? (Refer to the Council or Committee agenda published here .)	
[required] - max 75 characters	Item 7.1 Citywide Growth Strategy: Industrial Action Plan, IP2025-0538
Are you in favour or opposition of the issue? [required]	Neither



ATTACHMENT_01_FILENAME2025-06-03 IPC Item 7.1.pdf

ATTACHMENT_02_FILENAME

Comments - please refrain from providing personal information in this field (maximum 2500 characters)Deborah Cooper, Jackie Stewart and Mohamad Mohamad will accompany Mr. Hahn to the podium to assist in answering questions.



June 3, 2025

Infrastructure and Planning Committee
The City of Calgary
800 Macleod Trail SE
Calgary, AB T2P 2M5

Attention: Councillor Sharp, Chair

RE: Item 7.1 Citywide Growth Strategy: Industrial Action Plan, IP2025-0538

Dear Members of the Infrastructure and Planning Committee,

On behalf of BILD Calgary Region, we are writing to express our strong support for the City's updated *Industrial Action Plan* and to commend Administration for its collaborative and transparent work in developing this strategy. We recognize the significant effort and engagement that went into crafting a plan that acknowledges current challenges while laying the groundwork for long-term economic resilience.

We appreciate the City's willingness to take an honest look at Calgary's industrial development landscape. The "honest look" confirms Calgary's industrial competitiveness has declined in recent years, and the resulting stagnation in industrial growth is a symptom of broader systemic issues—ranging from comparatively high property taxes and off-site levies to uncertainty in planning and permitting processes. These barriers have had a tangible impact, driving investment, jobs, and tax base beyond Calgary's borders.

Unless these issues are addressed with urgency and sustained commitment, we believe the City risks not only missing future opportunities but also weakening its existing industrial base. This, in turn, could place greater fiscal pressure on residential taxpayers and other non-residential sectors. The *Industrial Action Plan* is a meaningful step forward, and we are encouraged by the City's intention to translate this strategy into action.

BILD and its members are particularly pleased to see that the *Industrial Action Plan* moves beyond high-level goals and includes actionable steps to:

- Modernize planning policies and zoning to support contemporary industrial needs and enable thoughtful land use transitions, where appropriate; and
- Invest in strategic enabling infrastructure that aligns with economic opportunity; and
- Improve Calgary's cost competitiveness through targeted financial tools and incentives; and
- Streamline approval processes to enhance industrial-investor confidence; and
- Monitor performance and adapt based on market conditions and regional trends.

These actions align well with broader City objectives, including the “Modernizing Policy and Focusing Growth” approach, and reflect a serious commitment to restoring Calgary’s appeal for industrial investment.

However, plans alone will not achieve the change that’s needed. Success will depend on clear prioritization, disciplined execution, and the necessary financial and Council support. Ensuring Calgary is not only viable but truly compelling for industrial development must remain a top-tier economic priority.

BILD Calgary Region and our members are committed to working in partnership with the City to realize this shared vision. We thank you for your continued collaboration and leadership, and we look forward to supporting the implementation of this important plan.

Sincerely,

A handwritten signature in black ink, appearing to read "Brian R. Hahn", with a stylized flourish at the end.

Brian R. Hahn
CEO, BILD Calgary Region