

## Letter from BILD Calgary Region and NAIOP



December 21, 2017

City of Calgary SPC for Planning and Urban Development (PUD)  
-and- City of Calgary Members of Council  
The City of Calgary  
PO Box 2100, Station M  
Calgary, AB  
T2P 2M5

Dear Members of SPC for Planning & Urban Development & Council:

**Re: SPC-PUD – Jan 15, 2018 | Industry/City Work Plan Update**

BILD Calgary Region and NAIOP Calgary offer this letter in support of the GM, Planning & Development Report to SPC-PUD on January 15, 2018.

It has been almost two years since the inception of the Industry/City Work Plan. The Work Plan has become an integral part of the collaboration and direction that both the Industry and City (specifically, Planning & Development) have undertaken as it relates to all aspects of the Building and Development of Calgary.

2017 was a transition year, with the Work Plan evolving to meet longer-term objectives for growth in new communities and established areas. Further, the Work Plan participants recognized that some timelines for expected outcomes should be extended in order to meet the required mandates. The City and the Industry are committed to the continuation of the Work Plan with no pre-determined term or end date. It is recognized that there are always key strategic and tactical issues that should be tackled together and the Work Plan structures allow that to happen.

BILD CR and NAIOP applaud the support for the Work Plan that has come from both the City Manager, the General Managers and many City staff that are assigned to and believe in the Work Plan initiatives. This support is critical along with the many, many industry personnel that volunteer their time to ensure the success of the Work Plan. In addition to the effort of Planning and Development, Industry wishes to emphasize the need for collaboration, cooperation and support of the Work Plan across the various business units (including Water, Transportation, Roads and Parks) in order to achieve the highest and best outcomes for all initiatives.

As we have stated in past letters of support, Industry continues to be frustrated with the pace of achieving some of the outcomes from the Work Plan, particularly related to the established areas and new community growth strategy initiatives, notwithstanding the effort of the City project leaders. While there have been many unforeseen issues in 2017, from budget concerns, personnel changes and losses,

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to systems upgrades, it is the aversion to risk and the governance structures that administration must operate under, that are barriers to achieving desired outcomes in a timely manner.

As an example, BILD CR and NAIOP were pleased to see Council support the creation of the \$100M economic development fund that will help to attract new businesses to Calgary. While many in Industry are supportive, they question why businesses that are presently working in the City and contributing to economic development carry the burden of current excessive fees and costly policies, processes and procedures (e.g: developer funded new growth areas, Fire response as it relates to growth areas, innovative funding mechanisms, established areas charges including density bonusing, permit & hoarding fees, excavation/shoring securities, off-site levies related to established areas sanitary levies, underutilized road right-of-ways) that impede their investment opportunities and endeavours.

We will continue to champion change through the Work Plan as one of the best tools to find answers to these big issues. We hope that Council will be receptive to making changes that are brought forward as a result of our collective work and help ensure that Calgary moves forward at a new pace.

Yours truly,

**BILD Calgary Region**



Guy Huntingford  
Chief Executive Officer

**NAIOP Calgary**



Paul Derksen  
Chair, Government Affairs

- c.c.   Stuart Dagleish, General Manager Planning & Development, City of Calgary  
Kathy Davies Murphy, Manager, Growth & Strategic Services, City of Calgary  
Joel Armitage, Managing Director, Calgary Approvals Coordination, City of Calgary  
Darren Lockhart, Manager, Application Services, City of Calgary  
Lesley Kalmakoff, Planner, Growth & Strategic Services, City of Calgary  
Marlena Rogowska & Shawn Small, Planners, Growth & Strategic Services, City of Calgary