



1-May-2019

The City of Calgary  
P.O. Box 2100, Station M  
700 Macleod Trail South  
Calgary, AB  
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Attention: Members of Standing Committee on Planning and Development

**Re: PUD 2019-0305: Update Report on the Established Area Growth and Change Strategy**

NAIOP Calgary thanks Administration for the opportunity to participate in the Established Area Growth and Change Strategy (EAGCS) initiative. We believe this is a critically important body of work as it is the second and, arguably, the most complex component of an overarching Growth Strategy for the City of Calgary - the other components being the recently completed Developing Areas Strategy and the Industrial Growth Strategy.

NAIOP Calgary has reviewed the update report and supports Administration's recommendations. We have also reviewed and concur with the recommendations made by BILD Calgary Region in their letter to Committee. With this in mind, we would like to offer some further observations and recommendations for Committee's consideration.

- While the update report speaks to alignment of the many individual initiatives that are underway affecting established areas of the City (e.g: (Stormwater Strategy, the Next20 review of the MDP and CTP, Land Use Bylaw), - established area portion, the Developed Areas Guidebook, Downtown Strategy, Green Line City Shaping, TOD implementation strategy, Main Streets and the Integrated Civic Facility Planning Program), there needs to be a more formal process to bring all these initiatives under the management and guidance of the Established Areas Growth and Change Strategy (EAGCS) team.

*We recommend that Committee direct Administration to have leads on any Established Areas related initiatives connect with and receive direction from the EAGCS team.*

- NAIOP Calgary supports an integrated City-wide Growth Strategy and as such supports

a comprehensive strategy for established areas. That said, we recognize that redevelopment cannot halt while the work to create the Strategy is underway. The update report speaks to the phase 1 and 2 approach which would see an interim funding proposal for phase 1 that would be ready for the 2020 mid cycle review. However, it is the understanding of NAIOP Calgary that there is no additional funding available through 2022 above the current One Calgary approved budget and that a funding proposal for the 2020 mid cycle review will require a re-allocation of currently dedicated funds.

*Reluctantly, and only due to recognition of the ability to make material funding available sooner, we recommend that Committee directs Administration to continue with the current methods in place for development in Established Areas until such time as an Established Areas Growth Strategy is completed and approved by Q2 2022 or sooner.*

- Given the unpredictability of development in Established Areas, NAIOP Calgary believes that the City will need to provide 'seed money' to accelerate the Strategy and 'prime' some of the funding methods under consideration (e.g: levies). An Established Areas Development Fund would be similar to the Opportunity Calgary Investment Fund that was provided to Calgary Economic Development (CED), in that it is an investment in the growth and financial health of the City and would be expected to provide a positive return on investment (ROI).

*We recommend that Committee instructs Administration to provide a proposal for an Established Areas Development Fund (to be used for non O&M (operating and maintenance) initiatives) created by striking a City/Industry committee to draft its terms in advance of the 2023-2026 One Calgary budget.*

NAIOP Calgary appreciates the opportunity to provide feedback to Council and Administration in supporting redevelopment and growth in Established Areas.

Sincerely, on behalf of, NAIOP



Guy Huntingford  
Director Strategic Initiatives  
NAIOP Calgary