



NAIOP Calgary Government Affairs Newsletter

August 2023



The GAC Committee

The NAIOP GAC Committee

The current committee members are:

Barry Sullivan	Chris Ollenberger	Reid Hendry
Grace Lui	Richard Morden	Bob Homersham
Jamie Cooper	Dallas Wingerak	Bernie Bayer
Patrick Briscoe	Paige Magnussen	Josh Selby
Guy Huntingford		

Issues: - Top Priorities

Latest Advocacy Items (last 6 months):

1. Non Residential Property Taxes
2. Industrial Growth Strategy
3. OSL's + Established Areas Pipes Levy
4. Climate Change Strategy - pathway to 2050
5. Greenline
6. CABR (Calgary Airport Banff Rail)
7. Downtown Strategy / Conversions / Safety
8. NAIOP Corporate Canadian Task Force
9. Building Information Exchange Initiative
10. Alberta CRE Group

Issues: - Other

The list of other issues that we work on from time to time has been updated to reflect our latest advocacy efforts.

Please note the list is NOT in priority order

Each one of these issues are on-going

Other advocacy issues

1. LAP's (Local Area Plans)
2. Drought Resilience Plan
3. BAC - Business Advisory Committee (cut red tape)
4. MGA & City Charters
5. CMRB (Calgary Metropolitan Region Board)
6. Storm Water Management
7. RECA
8. EAGCS (Established Areas Growth and Change Strategy) + CIT (Comprehensive Investment Tools) for established areas.

Council - Highlights

As always, Council has been busy with a number of initiatives in the past 6 months. Here are a few that stand out as important 'City building'.

Affordable Housing Investments:

On Feb 16 the City announced funding towards affordable housing in collaboration with the Calgary Homeless Foundation and the United Way of Calgary and Area.

[Mayor Gondek announces almost \\$14M toward affordable housing projects | CBC News](#)

Event Centre:

See elsewhere in this newsletter for more details on the Event Centre and buildout of the Rivers District

[Agreements announced to further develop the Rivers District, anchored by a modern event centre \(calgary.ca\)](#)

Transit Safety Investments:

[The City of Calgary announces immediate actions to make Transit safer](#)

Downtown Incentive Expansion and New Projects:

This is an extremely important project for many of our members. The goal is to remove 6M sqft of office space in 10 years. The incentive program expands beyond residential conversions to Post secondary conversions and demolition

[City expands Downtown Calgary Development Incentive Program and introduces new incentives to support downtown revitalization](#) & [Five more downtown office-to-residential conversion projects to receive City funding \(calgary.ca\)](#)

Safe Access Bylaw:

[New bylaw ensures safe access to recreation facilities and libraries \(calgary.ca\)](#)

Affordable Housing Taskforce:

This key long term strategy took some heavy lifting to get it over the finish line involving a 'change of minds' on Council and some needed amendments.

[Housing and Affordability Task Force | Engage \(calgary.ca\)](#)

Council - Highlights - Cont'd

Route Ahead strategy for Enhanced Transit Service:

The 2013 30 yr Route Ahead plan, which is revised and reapproved every 10 years was approved on July 4th.

[Calgary Transit's RouteAhead continues keeping Calgarians moving](#)

Tax Shift:

As members know this is a key file for NAIOP. (see more on the Non-residential property Tax Shift elsewhere in this newsletter.

[Property tax split in Calgary to remain as is | CTV News](#)

Airport connector:

The City has partnered with the GOA and received \$3M to study a rail link from the Airport to downtown Calgary. This is happening concurrently with private investors studying an Airport-downtown-Banff link.

[Calgary Airport Rail Connection Study announced](#)

Non-Residential Property Taxes

As NAIOP members are aware the non-residential property tax file is on the top of the advocacy pile.

In the last newsletter it spoke to the work our Property Tax Working Group had done to realize a property tax shift from non-residential to residential tax payers and the decision by Council to move the vote from November of 2022 (4 year budget decisions) to February 2023 when Council felt the negative feedback from the property tax increase, that was approved in the budget, would have dissipated and a more focused discussion could be had.

This strategy was unfortunate as it became a stand-alone issue and some Councillors who were in favour of a tax shift in November decided that now was 'not the right time' to implement the shift. On February 14th, after much debate and some strangely worded motions, the final motion 'not' to implement a tax shift was passed 8-7. Voting in favour of this motion... Chabot, Pootmans, McLean, Wyness, Wong, Sharp, Chu Dhaliwal. Voting against (they wanted the tax shift) ...

Gondek, Demong, Penner, Walcott, Mian, Spencer, Carra.

Our advocacy group of NAIOP, BOMA, CDA and the Chamber are now working on a new strategy. We need to get the Councillors who were swayed to stop a tax shift to reconsider their position. This amounts to 2 - 3 Councillors. Further, we need to ensure that those Councillors that were in favour of a tax shift remain committed. This work is underway with a goal of being completed before the Mid-cycle budget discussions in October/November. The goal is to have a Councillor bring forward a motion as part of the mid-cycle budget changes.

We have created a FAQ's document that we will give to Councillors when we meet with them. [See attachments.](#)

OSL's (Off Site Levies) + Est. Areas Pipes Levy

In the last newsletter we stated that the City would implement a new bylaw in Q2 of this year. Wrong.

By all indications it will be Q1 of 2024.

Surprisingly, after more than 3 years of on-again off-again work to secure a new Bylaw, the City has put many resources into the work, stepped up the engagement meetings with industry, solidified their methodology to calculate levy rates for all infrastructure types and started to 'inform' rather than 'engage'.

At this writing nearly all leviable infrastructure (more work on Transportation) has had a draft levy rate calculated and the City has shared its rate methodology for each infrastructure type.

This has provided industry with tangible data with which to challenge methodology inputs and assumptions as well as review the list of leviable projects (a major input to all calculations).

The issues that were still outstanding from industries viewpoint at the last newsletter are updated as follows...

- How are infrastructure grants (non-City funds) applied to the levy calculations?
Any grants the City receives will become 'City' funds unless a grant is specifically targeted for a project. The grant will reduce the project cost before input to the levy calc.
- Agreement on which infrastructure projects should be leviable.
There are still some disagreements but basically its complete
- Agreement on the share of the infrastructure cost that is paid by offsite levies
This is referring to the % of benefit that is attributable to each project for the offsite levy calculations. It's almost completed
- The term of the bylaw. (admin proposed 2 years)
The City has decided that rates will be updated annually if necessary. (any changes to leviable projects will trigger a rate change)

OSL's + Est. Areas Pipes Levy ... Cont'd

- The decision and final details on an established areas 'pipes' levy
A decision has been made. NAIOP supports the proposed Established Areas Pipes levy as a way to provide insurance against massive 'pipes' costs that a project can incur; rendering the development project unviable. What is surprising is the City has decided to implement the levy program but they will pay the levies for 3 years with City reserves. They feel that there needs to be a thorough review of their methodology before full implementation.
- Changes in OSL reporting for 2023
No decision on this issue

Climate change initiatives

For the last year, since Council approved the Calgary **Climate Strategy – Pathways to 2050**, the City climate team has been working on a structured implementation strategy. This has included creating the **Calgary Climate Panel** and an executive panel. They are 6 elected individuals that will collaborate with the City Climate Team in an advisory role. They are

Chris Brown – Sr. Director BD, Calgary Economic Development:

Lorna Crowshoe – Aboriginal Issues Strategist, City of Calgary, and Indigenous Representative:

Grace Lui – Director of Asset Management, Triovest. Member of the Government Affairs Committee, NAIOP Calgary

Mike Mellross – Director of Programs, Alberta Ecotrust Foundation:

Harris Switzman – GM of Environment and Sustainability, Calgary Airport Authority:

Graham Twyford-Miles – Director, Energy Planning & Innovation, University of Calgary Office of Sustainability:

The City Team has approached NAIOP after the July 14th Climate panel meeting, The City, is interested in working with us on a discussion on incentives towards climate goals. Key points included were benchmarking/labeling and baseline reporting. We have discussed this with BOMA Calgary as they were also approached by The City Team. On the point about baselining – the utility companies present at the July 14th meeting indicated that they are working on something that can share the info on an aggregated basis. They are key in the establishment of reporting and baselining.

At the same meeting Enmax & Cadillac Fairview shared their pilot on the secondary network they put up at Chinook. The pilot network consists of 1,900 solar panels spanning 53,000 square feet atop CF Chinook Centre. The panels provide energy while excess energy is exported back to the grid. The innovative solution will help remove technical and financial barriers to distributed generation, giving customers more choice in how they generate and use electricity while maintaining safe, reliable supply overall.

Climate change initiatives - Cont'd

Further, the City would like to understand other incentive potentials that can benefit both Industry and The City. Grace Lui has met with The City Team and provided the three areas that interest the Industry. They are..

Develop/build, Lifecycle and redevelop/renovate and Ongoing property and asset oversight. As expected the City needs to address its own resources before committing and make sure that Industry is aligned with the City priorities. The City is considering if they need to hire a consultant to assist them in working on various initiatives, including a potential scoping exercise with industry.

Green Line

Shallow utility relocation work (third-party telecom, electricity and gas utilities) are the focus in the downtown with both shallow and deep utility relocation work (sanitary, water and stormwater utilities) in the Beltline. The remainder of 2023 will see significant lane and road closures to accommodate this work.

Graham Construction began their work on the 78th Avenue S.E. Project in Ogden in July. This multi-year project will build both pedestrian and vehicle tunnels and the infrastructure needed to maintain CPKC (Canadian Pacific Kansas City Ltd.) operations throughout Green Line construction.

Green Line's Community & Business Relations team is focused on minimizing construction impacts to the travelling public and coordinating construction activities among the third-party utilities. Green Line has set stakeholder communication protocols and are continuously trying to ensure compliance that

construction notices are received well in advance of construction beginning. While there will always be last-minute changes, this remains an area of concern and focus for the project team.

Work with the Development Partner, Bow Transit Connectors (BTC) is underway as they work to advance design, while negotiating the costs, schedule and risk allocations. Green Line is three-months into the approximately 16-month Development Phase and remain on track to begin the Implementation Phase in late 2024.

When the implementation phase begins, BTC will have the complete 18kms (Shepard to Eau Claire) for the line turned over to them. They will build out the line using many concurrent construction locations. In other words it will not be built sequentially from end to end.

Event Centre

While the Event Centre is not an active advocacy issue for NAIOP, a number of our members are interested in the progress and next steps.

The project is in an active procurement and negotiation phase with all involved parties.

While there is a draft agreement between all parties (City, CSEC and the GOA), definitive agreements are still to be signed. This should occur by early fall.

While the 2023 project is very different from the defunct 2021 project there continues to be comparisons made.

See [comparison in attachments](#)

The Premier is very engaged with getting the Event Centre and associated Rivers District development moving forward. The GOA has committed to \$330M to build the infrastructure to prepare the area for the new Arena. This is a critical component of the agreement.

The City project lead is Michael Thompson. Michael's key team members are Joanne Paulenko, James McLaughlin and Feisal Lakha.

See the teams June 5th presentation to the [Event Centre Committee in the attachments](#)

Industrial growth strategy + Downtown Strategy

The **Industrial Growth Strategy (IGS)** work has ground to a halt as the lead for the project Abdul Jaffari left the City and moved to the U.S.

The City is actively finding a replacement to continue this important work.

On June 6th, Council approved the 2023 IGS action plan. At this writing there is no update on the status of the plan.

Please see the [approved plan in the attachments](#).

The Downtown Plan continues to make important strides.

The office conversion incentive program has been fully subscribed. The current list of approved conversion projects is up to date on the City's website.

<https://www.calgary.ca/development/downtown-incentive.html>

One of the key components of the DT strategy is to upgrade the public realm to make it more attractive for the current and new residents. The latest project - Basketball courts at 7th Av and 8th St (one of the sketchiest corners in the City) has been a great success. The courts have attracted a stream of players and helped revitalize the corner.

<https://calgary.ctvnews.ca/more-vibrancy-calgarians-shoot-hoops-at-new-downtown-basketball-courts-1.6512960>

Building information exchange initiative

The final report on the Initiatives and Governance of a building information exchange has been written and posted by Andrea Linsky of the Alberta EcoTrust.

She highlights the 11 recommendations that came out of the extensive workshops that have been underway with a broad section of industry participants as well as folks from the City and the major Utilities.

We will look forward to next steps this fall

Please see the final report at.

<https://drive.google.com/file/d/12U39CinYus4M-IH60xyafjyMWzW19QUr/view>

NAIOP Corporate : Canadian Task Force

The NAIOP Canadian Task Force continues to make progress in identifying national issues that affect the CRE industry. As members know, the bulk of advocacy work for each NAIOP chapter is conducted at the Municipal level and some at the Provincial level.

Until now we have not had the ability to tackle national issues.

NAIOP corporate recognized the need for a Canadian national strategy, which NAIOP chapters in the U.S have always enjoyed due to NAIOP corporate being located in Washington with most of their work focusing on national issues.

The Canadian task force (with representatives from all Chapters) has chosen Campbell Strategies to lead the national advocacy work.

Campbell strategies are based in Ottawa. Their principles have been in this arena for many years and have a solid track record.

In recent meetings the Task Force has worked with Campbell strategies to identify the 3 biggest national issues that they felt could be addressed successfully. As we know, a problem/issue can't always find a solution and we need to utilize Campbell Strategies time as effectively as possible.

It should be noted that NAIOP Corporate stepped up with funding for the first 9 months of the year contract that was signed with Campbell Strategies.

The 3 issues identified:

- ALTERING THE TIMING OF HST/GST PAYMENTS FOR RENTAL BUILDINGS
- SUPPORT FOR OFFICE CONVERSIONS
- IMMIGRATION POLICY (skilled trades) SUPPORT

For more details on the [3 action items see attachments.](#)

Other Advocacy Issues : Update

LAP's:

The LAP roll-out continues, however slowly.

For the latest up to date information on those LAP's in progress and those fully approved see...

<https://www.calgary.ca/planning/local-area.html>

The LAP is a much needed update and consolidation of numerous small neighborhood plans. The resulting LAP's are designed to provide everything from updated zoning to public realm improvements. Unfortunately the City was not prepared for the multitudes of 'leave my neighborhood alone' Calgarians. Most LAP implementations are a battle with Council firmly in the middle and reluctant to upset voters.

RECA:

Still waiting for direction from the Real Estate Council of Alberta.

CMRB:

The Calgary Metropolitan Region Board has finally released their economic strategy for the region ..[see attachments](#)

CABR (Calgary Airport to Banff Rail) friendsofcabr.com

We asked Bruce Graham (Exec' Dir' of Friends of CABR) and Adam Waterous (Chairman Liricon Capital, financial supporter and main planner and facilitator of stakeholder support for CABR) to come and address the recent NAIOP GAC (government arrears committee).

One must give Adam Waterous credit for his relentless pursuit of an Airport to DT Calgary to Banff rail line. He is a Banff resident and supporter of reducing the carbon footprint and congestion from the endless stream of cars that travel to Banff. He believes a rail link from Calgary to Banff is the key to a solution.

Adam is a very wealthy entrepreneur and he and his wife have been the main boosters over the last 7 years and continue to make progress.

The discussion we had at the GAC was reassuring that this is not just an idea but a well financed and carefully considered project.

Other Advocacy Issues : Update - Cont'd

CABR (Calgary Airport to Banff Rail) ... cont'd

The CABR project has got the attention of the Province and is supported by the 4 mayors 'along the route'. Calgary, Cochrane, Canmore and Banff.... So much so that the Calgary and the GOA have ordered a \$3M study for a rail connection from the Airport to DT.

Further, for the CABR, the main Proponents + the Canada Infrastructure Bank + the Province and additional private funds have commissioned a \$4.5M study to review the current CABR project.

Reading between the lines an extension of the current LRT up to the Airport will likely stop CABR from realizing their goal as the Airport to DT piece of the route is critical to paying for the DT to Banff leg.

The Friends of CABR are asking for a firm decision by the fall of 2024

Alberta CRE group

The 4 chapters of both NAIOP Calgary and Edmonton and BOMA Calgary and Edmonton are now meeting monthly to discuss common issues and best practises.

Our current list of topics are.

- GOA 'back to work' policy - we are writing a letter
- MGA Strategy - Engage a consultant to help draft our wish list and concerns if the GOA proceeds with opening and amending the MGA.
- Downtown strategy - this includes the safety issue which is plaguing both cities.
- Access to utilities - securing aggregated data from the utilities to help benchmarking and energy reducing programs.
- RECA - ongoing review
- Taxation and Assessment - The perennial issue.
- Creation of an AB CRE Authority that can represent the CRE industry with all levels of government.

Thanks!

Contact us:

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Dir. Strategic Initiatives
guy.huntingford@naiopcalgary.com

Chris Ollenberger
Chair, Government Affairs Committee
chris@quantumplace.ca



Attachments

- Property Tax 1-pager
- Property Tax shift - Notes for Councillors

- Administration presentation to the Event Centre Committee
- Comparison between 2021 and 2023 Event Centre costs

- Council approved 2023 Industrial Growth Strategy plan

- Canadian Task Force NAIOP top 3 national issues

- CMRB Economic development framework



REDISTRIBUTING MUNICIPAL PROPERTY TAXES: Keep Calgary Businesses Thriving



2023 Tax Year Numbers



The ratio for non-residential is up
11.7%
over the last year



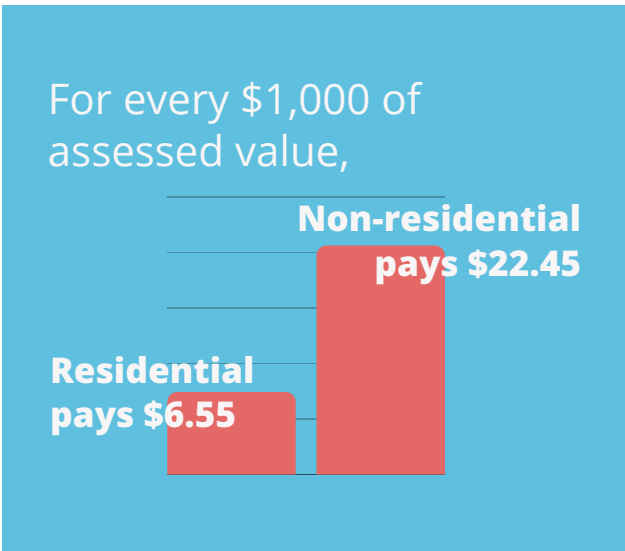
540,000
Residential Properties



14,500
Non-residential Properties



The Municipal tax burden on non-residential is **4.26 times** higher than residential.



The Consequences

- ▶ **Increased difficulty** attracting and retaining business
- ▶ **Increased likelihood** of business failures
- ▶ **Less competitive** than other jurisdictions
- ▶ **Reserves are unsustainably used** to mitigate the burden

Our Proposed Solution

Phased in reduction to the municipal non-residential tax share from

48% to 40% ↓

or reduce the tax ratio from

4.26 to 2.8 ↓

times higher than the residential rate

This more fair approach to taxation

- ▶ Helps businesses of all types **grow, create jobs, and facilitate vibrancy** for Calgarians
- ▶ **Creates a more stable tax base** with programs and supports for those Calgarians who need it most.
- ▶ Allows Council to **establish a fair and equitable tax rate**
- ▶ **Supports complete communities** by ensuring Calgarians have access to businesses and services near where they live

How can we diminish the impact of the tax change?

- ☑ Study and implement alternative municipal revenue generators
- ☑ Reassess the municipal budget
- ☑ Invest in attracting new businesses and investments

Date: July 17, 2023

Municipal Property Tax Shift - Speaking notes for Councillors - Round 2

- Created and edited by Guy Huntingford & Jay Islam
- For the NAIOP, BOMA, CDA, Chamber P-Tax advocacy group.
- NOT for distribution

Elevator Pitch: - Use for quick interaction

On Feb 14th there was an 8-7 vote against implementing a multi-year staged property tax shift from Non-Res to Res taxpayers.

It would be fair to say that a number of Councillors voted against the shift, not because they felt it was a wrong decision to implement a shift but because they felt the timing was wrong. They felt it was too close to Property tax increases that were approved in November 2022 for the 4-year budget.

We believe this next round of budget amendments in November is the right time for Council to vote 'yes' to a 1% annual shift over the next few years that will lead to a rebalanced share of municipal property taxes creating a more equitable balance for all taxpayers.

To put the need for a tax shift into perspective, for every dollar of assessed value, a non-residential taxpayer pays \$4.26 in municipal property tax and a residential tax payer pays \$1. This ratio is the highest of any large city in Canada and approaching the legislated limit of 5:1 in Alberta.

Our current tax structure is severely burdening the businesses that employ the residential taxpayer. We cannot continue on this path. We must implement a tax shift over a number of years, which will ensure the health of our business sector.

Is this a recent problem?

No.

It has been almost a decade since the inequity started. It has gotten progressively worse over the years.

Is this a Calgary only problem?

Yes.

Prior to 2015, Calgary perennially used excessively high downtown office building assessments to generate a third of all municipal property taxes. This kept the residential tax burden low. In 2015, downtown assessments started to drop, shrinking the tax revenues from Non-Res tax payers. To collect the required tax revenue from Non-Res all those outside downtown had to pay higher taxes to meet the City's budget requirement.

Has the City been mitigating the massive increases to help tax payers pay their taxes?

Yes.

In most years the City has used 'one time' money from reserves. The program used is the PTP (phased tax program). To date the City has used over \$260M from reserves to fund the PTP.

Is using the PTP sustainable? Wouldn't continuing this program negate the need for a tax shift?

No and No.

Reserves are needed for many City budget requirements. Reserves are not limitless. It must be noted that reserves result from all taxpayers (res and non-res) paying more than the City actually required to meet the annual budget.

The PTP is simply a band-aid program used each year. It does not address the fundamental problem, that the share of municipal property taxes paid by Non-Res and Res must be rebalanced.

Why is the PTP a band-aid program? It worked in the past.

A PTP doesn't address the systemic issue, it simply covers the cost of the annual P-Tax increase using taxpayer dollars for the year it's applied.

Without any other changes, non-res properties will be asked to pay for the increase the year following ON TOP of the increase the year the program is applied. (referred to as the Bow Wave issue)

Hasn't a Non-res tax payer always paid more per assessment dollar? Is 4.26 : 1 that bad?

Yes and Yes.

In all jurisdictions across Canada Non-res tax payers pay higher taxes per assessment dollar. We are not asking the non-res properties pay the same as res. Across Canada it averages around 2.5 : 1.

Calgary is at 4.26 : 1 which is a major concern for creating a competitive business environment and/or forcing businesses to close.

The GOA sets a limit of 5 : 1 for all municipalities. Exceeding this threshold means the Province steps in and forces the municipality to reduce the ratio.

Isn't implementing a tax shift just moving the problem from one class of taxpayers to another?

Yes and No.

Yes, a shift nets to zero change for total taxes collected. For each dollar not paid by a non-res taxpayer, that dollar must be shared by many res tax payers.

No, the current tax burden is very different from Non-res to res. There are only 14,700 (2.75%) non-res taxpayers and 535,000 (97.3%) res taxpayers. Currently non-res taxpayers are responsible for 48% of the municipal property taxes. Res' 52%. A 1% share shift from non-res to res provides an exponentially higher impact for a non-res taxpayer. It also reduces risks for The City by sharing the burden across a significantly higher number of taxpayers.

Is the problem of an untenable tax burden widespread for non-res taxpayers or can most pay the required increases?

The tax burden is untenable, hence the annual PTP program.

Isn't there another solution without implementing a shift to residential?

Yes. There are ways.

The City can lower its budget requirements and collect less from municipal property taxes.

The City could ask the Province to make legislative changes to allow for more flexibility in raising revenues. E.G: other new revenue generating tools.

What are sub-classes?

Sub-classes are a method of segmenting a class of taxpayers.

Sub-classes are used in other jurisdictions in Canada.

Our organizations disagree with implementing sub-classes and would argue that where sub-classes have been implemented, they have caused another whole level of inequity.

The current system for either class (non-res and res) uses the property assessment and mill rate as the inputs to the tax calculation. Introducing sub-classes creates multiple mill rates set by Council for each sub-class which results in winners and losers within the same class.

This complicates and politicises what is a current simple P-Tax system.

Is there a program to aid those residential taxpayers that will struggle to pay?

Yes.

The City already has the PTAP (Property Tax assistance program). This program aids those Calgarians that cannot afford not only property taxes but City services like transit passes.

This program could be modified to meet the needs of Calgarians that cannot pay a tax shift. Our annual cost estimate is approx \$4.5M. (The criteria must be refined). Contrast this with the PTP that has been costing annually between \$13M and \$131M.

There is also a provincial Seniors Property Tax Deferral Program, which will support our seniors on fixed income who stand to be most impacted by a shift.

Why would the PTAP cost so much less than the PTP?

By our estimates, there will be 8,919 residential properties (1.65% of all residential taxpayers) that would see an increase in taxes of over 10%. Providing a \$500 rebate to these properties would cost an estimated \$4.5 Million investment from Council.

The same criteria for non-res could cost the city in excess of \$35 Million.

Why should a residential taxpayer pay more to support businesses? They can afford to pay for it.

We support non-residential property paying more than their residential counterparts but the current balance has significantly increased the cost of doing business in Calgary.

Non-residential taxpayers have also been hit by our current cost of living crisis, while tackling increases in their property taxes for over a decade. Many of our members are or are supported by small businesses, we are suggesting that each resident pay slightly more to offset the cost of remaining competitive. This helps us keep jobs in Calgary and encourage businesses to continue to keep their door open.

If the shift were to happen, what would it cost a res taxpayer?

Based on the 2023 budget, each \$4 monthly increase shifted to a typical home in Calgary, would equate to a savings of \$17 monthly for a non-residential property of the same value in the same neighbourhood.

Why does BOMA/Calgary Chamber/CDA/NAIOP care about this issue?

Our members, who have fought to keep their businesses afloat through rising inflation, a global pandemic, and increasing property tax bills, are the driving force behind a vibrant community. Our city's businesses and their successes are what attracts the best and the brightest to Calgary, both in terms of new businesses and talent.

We believe that without course correction in property taxes, we risk losing new and established businesses and the jobs they bring to Calgary along with all their economic benefits.

NOTE: This last point (below) should only be discussed if a member of Council raises the issue.

It is our understanding that the P-Tax assessment team is implementing this program. We believe raising this point could convince Council our suggested 1% annual shift is unnecessary as this program will move the burden from non-res to res. Based on recent history the annual shift is extremely small and our suggested 1% annual shift is still required.

What do you think about a differential for annual physical growth?

We support Council's decision to implement a differential physical growth annual calculation as part of municipal property tax calculation. While this is a great decision for the future, we must couple this with a tax shift now to reduce the impacts of nearly a decade of increasing burdens of property-tax that non-residential properties have been taking on.



August 8, 2023

Thom Mahler
Director, Downtown Strategy, City of Calgary
Calgary City Hall, 800 Macleod Trail SE,
Calgary, AB T2G 5E6

Re: Third Avenue Cycle Track Removal

Dear Mr. Mahler,

On behalf of BOMA Calgary, the Calgary Downtown Association, and NAIOP Calgary, we are writing to express our support for the City's planned removal of the 3rd Avenue Temporary Cycle Track this fall following the completion of the Bow River Path and Jaipur Bridge construction. When this project was first being implemented our organizations recognized the need for a construction detour, but expressed our concerns related to safety and business interruption on 3rd Avenue. The City confirmed to our organizations that the 3rd Avenue Cycle Track was a temporary detour, and would be removed following the completion of the Bow River Path construction. The project's temporary nature was confirmed in successive engagements with the City's project team. We appreciate and thank the City for hearing our member's concerns as articulated below, and for the removal of the cycle track this fall.

- 3rd Avenue has a high concentration of both surface parking lots as well many entrance/exits for office tower parkades, dramatically increasing the likelihood of conflicts between pedestrians, bicycles, and vehicles. The presence of more parkade entrance/exits is a direct result of City planning policy that has forced developers of these buildings to accommodate the entrance/exits on 3rd Avenue rather than on the side streets.
- There were already concerns with building parkade exit times from properties along the project area (some already ½ hour long at peak times), which were further compounded by the addition of cycle tracks on both sides of 3rd Avenue.
- 3rd Avenue has long provided valuable short term street parking in the Eau Claire area for customers, tenants, and residents, and has been drastically reduced as a part of this project.
- The long-term feasibility and compatibility of future cycling infrastructure needs to ingrate with the Green Line LRT project, including the potential for duplicate work that will need to be redone when Green Line LRT is completed (as occurred with Elbow Drive and 17th Avenue upgrades).

Our organizations all view cycling infrastructure in our downtown as a key amenity for tenants, visitors, and Calgarians alike, with many downtown buildings investing in facilities within office towers to support it. These include secure bicycle storage, washing facilities, change rooms and showers, as well as education and awareness on issues like safety and theft prevention.

However, we further believe there is a need for a comprehensive mobility strategy for downtown that provides consideration of the many infrastructure investments that are underway. This includes The Future of Stephen Avenue, River Walk, Green Line LRT, 8th Street, 11th Street and 1st Street underpass.

The development of infrastructure that permanently alters the transportation network as well as the operations of properties along its route requires a robust planning and consultation process. This did not occur due to the temporary nature of the 3rd Avenue Cycle Track and its planned fall 2023 removal. With

that in mind, we welcome the opportunity to work with the city and stakeholder groups to identify lessons learned from the 3rd Avenue Temporary Cycle Track as well as to engage in future discussions on the downtown cycle track network after this detour has been removed.

Sincerely,



Lloyd Suchet
Executive Director
BOMA Calgary



Guy Huntingford
Director Strategic Initiatives
NAIOP Calgary



Mark Garner
Executive Director
Calgary Downtown Association

CC: Terry Wong, Ward 7 Councillor
Graham Gerylo, City of Calgary
Dennis Hoffart, City of Calgary

[insert company letterhead],

August X, 2023

Calgary City Council and City Administration
Calgary City Hall, 800 Macleod Trail SE,
Calgary, AB T2G 5E6

Re: 3rd Avenue Temporary Cycle Track Removal

Dear Councillors and City Administration,

I am writing this letter on behalf of our company, *[insert company name here]*, with offices located on 3rd Avenue SW in *[insert name of building]*. *[Insert description of company, services provided, number of employees, how long offices have been downtown, how much space the company occupies, how much the company pays in property tax annually, etc.]*.

We are writing to express our support for the planned removal of the temporary Cycle Track on 3rd Avenue. While we support greater cycling infrastructure in the downtown as an important amenity for our employees and visitors, we have concerns with its location on 3rd Avenue. Our concerns are based on the clear safety hazard posed by the cycle track's configuration on 3rd Avenue that dramatically increases the likelihood of accidents involving pedestrians, bicycles, and vehicles. Like many buildings, our parkade exits onto 3rd Avenue, and the cycle track has added additional congestion and created poor sight lines that makes exiting a safety hazard to all users. *[insert any specific incidents or issues your employees may have experience. If possible, describe the sight lines and safety issues with your specific location]*

We elected to locate in the Eau Claire District because of the higher parking ratios relative to other parts of downtown. The addition of this temporary cycle track and the high number of parkades exiting onto 3rd Avenue means that exit times at peak hours can be over 30 minutes, adding another level of frustration for our employees. *[insert building/employee specific exiting frustrations here]*. This is counterproductive while we encourage employees to spend more time at the office by making it commute worthy, which ultimately elevates productivity and improves vibrancy in downtown Calgary.

We understand that this detour was necessary while the River Pathway was under construction, however the frustrations we have experienced over the past two years have convinced us that 3rd Avenue is not a safe or efficient location for this Cycle Track. We therefore respectfully request that this infrastructure be removed in the Fall, as was planned and communicated to us in 2021.

Signed,

[insert company signature, preferably with senior title holder]

Submission Guide

Thank you for taking the time to make your voices heard on the 3rd Avenue Temporary Cycle Track removal! We know that the City wants to hear from impacted stakeholders like you, with your feedback impacting their decisions. Please individualize your letters by including your organizations details and specific project impacts following the red, italicized font cues. When ready, please email your letter to City Council and the Project Team at the email addresses below:

themayor@calgary.ca

Ward01@calgary.ca

Ward02@calgary.ca

Ward03@calgary.ca

Ward04@calgary.ca

Ward05@calgary.ca

Ward06@calgary.ca

Ward07@calgary.ca

Ward08@calgary.ca

Ward09@calgary.ca

Ward10@calgary.ca

Ward11@calgary.ca

Ward12@calgary.ca

Ward13@calgary.ca

Ward14@calgary.ca

graham.gerylo@calgary.ca

dennis.hoffart@calgary.ca

thom.mahler@calgary.ca

Proposed 2023 Industrial Action Plan

To increase Calgary's economic and business competitiveness and enable the development of Calgary's industrial lands

This attachment outlines the priority actions that will be undertaken as part of the Industrial Action Plan.

Actions	Anticipated End Date
A. Development Enabling Regulatory Improvements	
1. Review the Nose Creek Area Structure Plan to explore a mix of uses without compromising its industrial importance	Q4 2024
2. Modernize, update and remove potential development restrictive policies by undertaking City-initiated surgical text and map amendments to the six industrial Area Structure Plans. These amendments will be very specific and limited. This is not intended to be a full overhaul: <ul style="list-style-type: none"> a. Revised Stoney Industrial Area Structure Plan (2005) b. Northeast Industrial Area Structure Plan (2007) c. Saddle Ridge Area Structure Plan (1984) d. Southeast Industrial Area Structure Plan (1996) e. Southeast 68 Street Industrial Area Structure Plan (2010) f. Sheppard Industrial Area Structure Plan (2009) 	Q3 2024
B. Public Realm, Infrastructure and Servicing Investments	
3. Explore and evaluate alternative funding and financing tools for key unfunded transportation upgrades in strategic industrial areas.	Q3 2024
C. Cost	
4. Evaluate potential incentive opportunities to support the industrial sector including incentive for existing and new construction.	Q4 2024
D. Business Environment	
5. Collaborate with Rocky View County on a joint economic development framework for an industrial growth corridor along Calgary's southeast boundary.	Q4 2024
E. Climate	
6. Develop and refine climate-lens tools for supporting industrial applications (e.g., green buildings).	Q4 2024

Date: 16-Aug-2023

NAIOP Canadian Task Force - 3 Advocacy Priorities

PROPOSED KEY ISSUES:

1. ALTERING THE TIMING OF HST/GST PAYMENTS FOR RENTAL BUILDINGS

- **ISSUE:**
 - The current HST payment schedule acts as a disincentive to develop rental buildings
- **REQUEST:**
 - Alter the timing of when the HST is collected to make it more reasonable for developers of rental buildings (e.g. delay payment until the next transaction)
 - This will not create a tax benefit for developers and should not be prohibitively expensive for the federal government to implement (unlike an HST exemption)
- **TIMEFRAME:** Target inclusion in 2024 Budget (March/April). Budget process is already underway

1. SUPPORT FOR OFFICE CONVERSIONS

- **ISSUE:** A significant oversupply of office space is expected for decades, both across the country and globally as illustrated in [NAIOP Greater Toronto's Altus report](#) and the recent [McKinsey report](#).
- **REQUEST:**
 - The federal government should support the conversion into residential housing or the replacement of older obsolete office buildings
 - This could include funds to reduce GHG footprints, taxation support, financial contributions from the Canada Infrastructure Bank
 - The government is trying to be more involved in housing policy and NAIOP can show them that there are issues like conversions where they can meaningfully be involved
- **TIMEFRAME:** September 2023-2024

1. IMMIGRATION POLICY SUPPORT

- **ISSUE:**
 - Canada's immigration levels have increased significantly and are contributing to several issues across the country. Of particular relevance to NAIOP:
 - Municipalities are unable to handle this unusually high level of immigration and it is resulting in:

- Decay of downtown cores because of homelessness, partially related to lack of immigration/refugee support, which is impacting downtown office buildings and return to office plans
 - Strains on municipal budgets that are unable to match demands for shelter and other supports
 - Inadequate supply of new housing and city infrastructure to accommodate increased residents, which in turn limits the resources available to bring on new commercial development
 - Strain on municipal budgets to provide school places, culturally-appropriate services and other supports, which is causing an overall increase in property taxes for residents and businesses alike
 - Immigration policies are not adequately reflecting the demand for skilled trades for the building sector, which is contributing to housing shortages and higher construction costs
- **REQUEST:**
 - NAIOP can offer several solutions for the federal government to implement:
 - Update immigration policies and targets to focus on the skilled trades
 - Provide additional and ongoing federal funding for municipalities to address budget strains due to higher immigration levels, particularly refugees
 - Offer a tax credit to offset the fees paid by qualified applicants to have their international credentials recognized in Canada]
 - NAIOP can partner with municipalities and the federal government to help implement policy changes and address the ongoing homelessness issue
- **TIMEFRAME:** September 2023-2024

Purpose

The Calgary Climate Panel (Panel) is a network of private, non-profit, institutional, government, and community organizations that come together with shared purpose: to share knowledge and support the creation of innovative/multi-party initiatives that will make a significant impact towards Calgary's 2050 net zero and climate adaptation goals.

Panel Priorities and Scope

- The Panel will meet regularly with the purpose of:
 - Building connections between Calgary organizations to disseminate information, best practices and technology learnings;
 - Sharing progress on climate initiatives to maximize outcomes; and
 - Keeping up to date on collaboration opportunities and possible funding sources shared by the group.
- Panel members will continue to act as catalysts for climate innovation initiatives that support the climate mitigation and adaptation goals of Calgary's Climate Strategy Pathways to 2050.
- Panel members are encouraged to spearhead and work together on collaborative initiatives as appropriate.
- The Panel's scope includes:
 - Providing a forum for members to initiate collaborative climate-oriented initiatives;
 - Informing members of pilot projects/initiatives to share details, maximize outcomes and ensure efficient use of resources;
 - Peer-to-peer sharing of learnings on best practices and technology;
 - Providing an avenue for Panel members to request The City administration's participation in specific collaborative initiatives, and/or resources for these initiatives; and
 - Providing a forum to relay policy opportunities and barriers to The City's administration related to collaborative initiatives.
- Out of scope activities include:
 - Formally advising The City of Calgary's administration or Council;
 - Reporting on progress with respect to The City's Climate Strategy; and/or
 - Communicating in advocacy matters to City Council or others in public as a formal, unified body.

Collaborative Initiatives

- The Panel provides an opportunity for Panel members to create and lead collaborative initiatives amongst the Panel members.
- A collaborative initiative must follow the following criteria to be recognized by the Panel:
 - Be led and resourced by one or more Panel member;
 - Include more than one Calgary region organization in the initiative; and
 - Clearly demonstrate alignment to an established goal or outcome of The City's Climate Strategy.
- Collaborative initiatives will be self-organizing and have fully autonomy on process, participation, timelines, etc.
- Panel member participation on collaborative initiatives is expected to be solution-oriented.
- Solicitation for Panel member involvement will occur at the regular Panel meetings or through email between meetings.

Roles and Responsibilities

- The Calgary Climate Panel governance structure includes the following:
 - Executive Committee;
 - Secretariat; and
 - Members.



Executive Committee

- The Panel’s leadership will be comprised of a five-member Executive Committee comprising a Chair, Vice-Chair and three Executive Committee members.
- The responsibilities of the Executive Committee include:
 - strategic leadership and oversight for the Panel including setting strategic direction in collaboration with the membership;
 - making key decisions that cannot be addressed by the membership as a whole;
 - determining whether actions are within the Panel’s scope; and
 - actively ensuring members are engaged.
- The Executive Committee is accountable to its membership.
- The Executive Committee members will be elected by the Panel membership bi-annually.
- The role of the Chair is to:
 - provide strategic leadership generally;
 - set the Panel meeting agendas;
 - provide oversight to the day-to-day functioning of the organization and the Secretariat; and
 - represent the Panel (if necessary).
- The Role of the Vice-Chair is to:
 - support the Chair as required; and
 - fill the subsequent role of Chair to provide continuity for succession planning.

Secretariat

- The Panel will be supported by a Secretariat, Alberta Ecotrust.
- Alberta Ecotrust will support the Panel’s activities by providing:
 - administrative support for the Executive Committee and Panel generally;
 - Panel meeting coordination including preparation and distribution of agenda;
 - facilitation;
 - record keeping;
 - coordination of communications materials and documentation; and
 - communication and accountability management to support collaborative initiatives.
- Alberta Ecotrust is not responsible for coordinating or supporting the collaborative initiatives.
- The Secretariat function is currently financed by one time funding from The City of Calgary that is projected to accommodate two years of support (April 2023 to April 2025)

Membership Structure and Principles

- Panel membership is intended to be inclusive, encourage diversity and be open. New members can join by invitation or contacting an existing member.
- Members are expected to represent organizations from the private, non-profit, institutional, government, and community sectors who can contribute to the development and delivery of a low carbon, climate resilient Calgary region.
- Members commit to participate in the Panel on an annual basis. Members are encouraged to attend meetings as they are able.
- Membership eligibility is open to anyone contributing to climate mitigation or adaptation/resiliency in the greater Calgary region. No specific boundary is envisioned, but rather if members self-identify as having impact in the region, they are welcome.
- Panel members must be individuals representing their organizations with explicit support from senior levels of their organization; ability to challenge ideas; and organizational support to action ideas.
- There is no term limit for Panel members.

Expectations of Members

- Panel members will act as champions for the Climate Strategy and actively contribute on implementation opportunities.
- Panel members are expected to act in the shared interests of implementing the Climate Strategy, and be solution-oriented.
- Panel members will make reasonable efforts to attend all meetings and attendance will be recorded in the meeting notes.
- For the effectiveness and consistency of the Panel, members are not encouraged to send delegates on their behalf. If a delegate must attend (i.e., in the event of an unexpected conflict or emergency), it is the responsibility of the Panel member to brief the delegate in advance so they can come prepared to participate meaningfully.
- If a member is absent for three meetings in succession, The Chair will reach out to see how participation can be supported.
- Panel members will not lobby or campaign for individual interests to external parties on behalf of the panel. As per the Panel Priorities and Scope above, communicating in advocacy matters to City Council or others in public as a formal, unified body is not in the scope of this panel.
- To enable a productive and safe environment for discussion, commitments have been established by the Calgary Climate Panel members. The focus is on creating a safe discussion space by:
 - actively participating in Panel meetings;
 - taking time to reflect on statements made before responding;
 - enabling everyone to participate in discussions;
 - being clear that it is okay to test ideas in the discussion, or say what others may think about an idea without judgement from the group, or being held to those ideas; and
 - each member being responsible for communicating reservations or concerns as they emerge rather than being silent.

Remuneration and Disbursements

- No remuneration or disbursements will be provided to Panel members.

Decision-making

- The Panel is unlikely to require decision-making; however, any decisions made as a whole will use a consensus decision-making model. If after significant attempts, consensus cannot be achieved, a simple majority plus one will be sufficient. If there is disagreement with a recommendation or direction emerging from the Panel discussions, members will have the opportunity to have their perspective noted in the meeting notes at the time of the discussion to enable full transparency of decisions and support. Each organization would have one vote in cases where a vote is needed.

Meeting Frequency and Logistics

- The Panel will meet 4 times per year, generally once per quarter, or as required.
- The agenda will be developed by the Co-Chairs with the support of the Secretariat.
- Agendas will be sent out a minimum of one week in advance of the meeting with all supporting documentation required.
- Distribution of meeting materials will be by electronic means.
- Quorum is not required.
- If less than 7 members can attend, the meeting may be cancelled.

Communication and Media Contact

- Transparency is an important value for the Panel. Meeting notes will be taken for all regularly scheduled Panel meetings and distributed with the agenda package of the subsequent meeting, and made available publicly.
- Notes will be non-attributed.
- Neither external communications nor media spokespersons roles are expected; however, the Chair is the de facto spokesperson, if required and at the Executive Committee's discretion.
- Panel members will not represent themselves as speaking on behalf of the Calgary Climate Panel as a whole and will refrain from speaking publicly on behalf of any member of the Calgary Climate Panel.

Confidentiality and Conflict of Interest

- It is anticipated that Panel discussions will involve the need for confidentiality at times. If confidential information is to be shared among the members, it is up to the Panel member (or Secretariat) to clearly articulate the expectation for confidentiality prior to materials being distributed and the topic discussed.
- Confidential information will not be included in the meeting notes.
- All members are expected to maintain confidentiality when requested by a Panel member.
- To promote transparency, all members will disclose any conflicts of interest as they may arise.

Terms of Reference Review Schedule

- The Terms of Reference will be reviewed annually by the Executive Committee and can be amended on an as needed basis.

**Approved by consensus of the Calgary Climate Panel: July 13, 2023
Version 1.0 Update: July 13, 2023**



Event Centre Update (Verbal) – ECC2023-0546

June 5, 2023 – Event Centre Committee

A panoramic view of the Calgary skyline under a clear blue sky. The Calgary Tower is prominent in the center. In the foreground, there is a view of a city street with a bridge, utility poles, and buildings, including a brick building on the right.

Recommendation:

That the Event Centre Committee receive this report for the corporate record.



Timeline





An Agreement, in principle, between partners

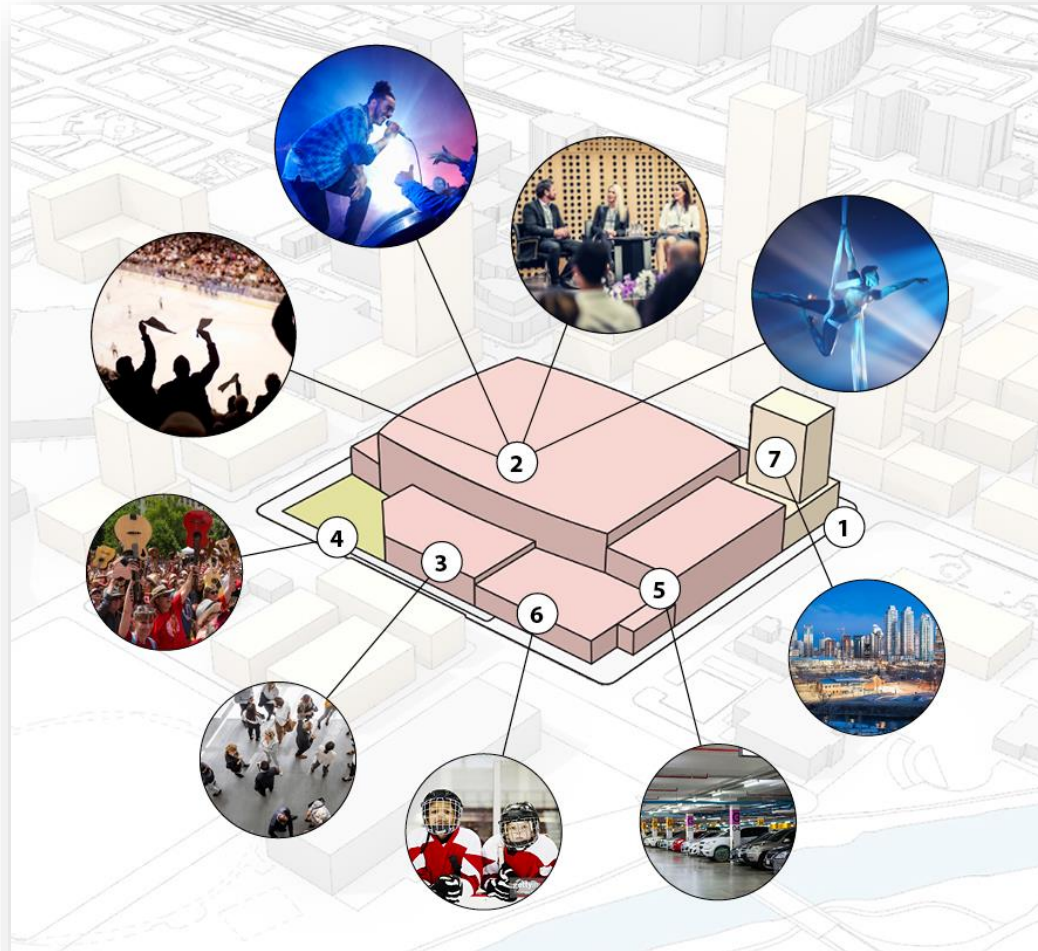
- Parties have agreed to the major terms
- Definitive agreements still under negotiation
- Agreements made up of two major projects:
 - Calgary Event Centre Block
 - Culture & Entertainment District Improvements



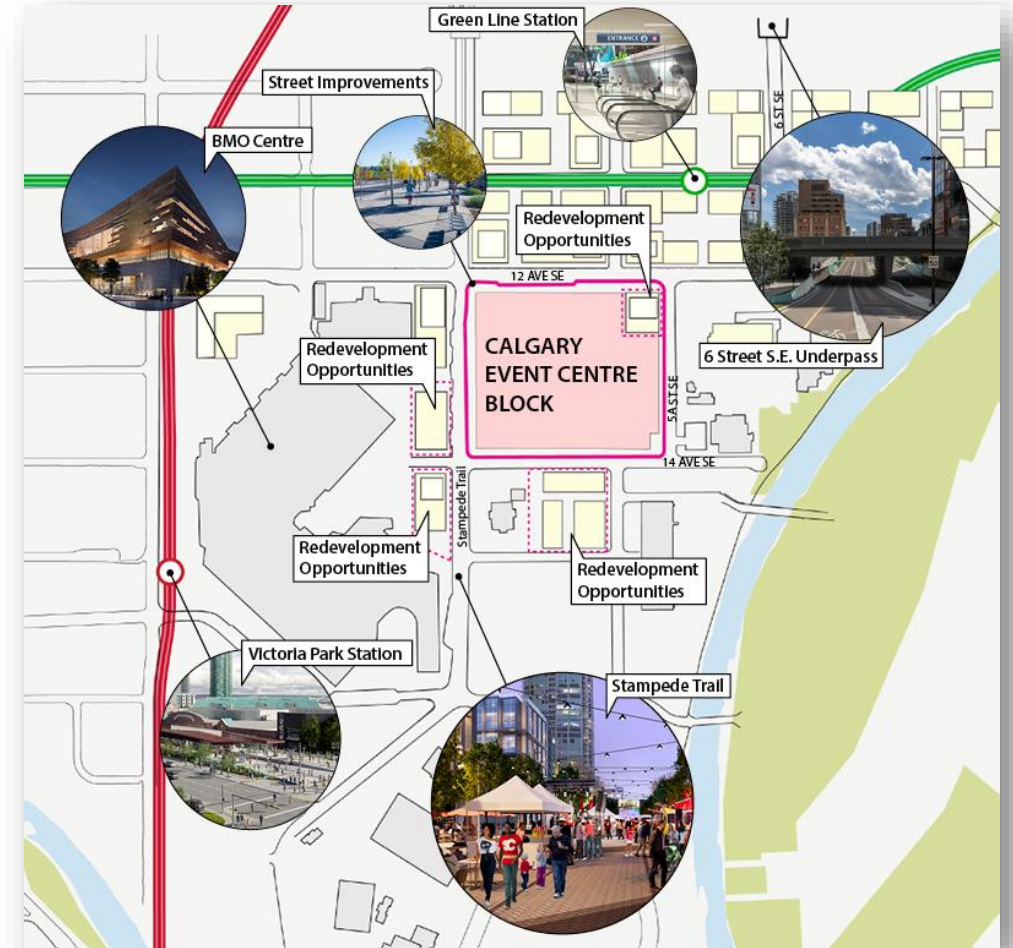
CALGARY SPORTS AND ENTERTAINMENT CORPORATION

A new experience for Calgarians and visitors

Calgary Event Centre Block



Culture & Entertainment District Improvements



Calgary Event Centre Block



Event Centre



Community Rink

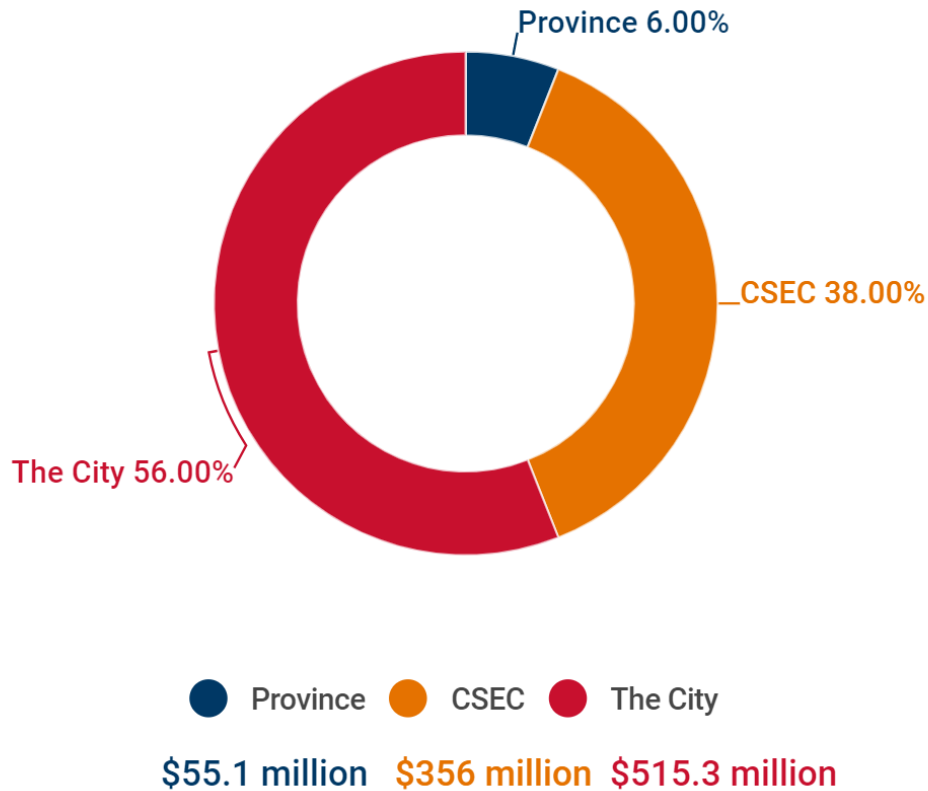


**Outdoor & Indoor
Community Plazas**

Event Centre	\$800.0
Parkade	\$35.4
Community rink	\$52.8
Outdoor community event plazas	\$28.7
Indoor community plaza	\$9.5
TOTAL	\$926.4 million



Contributions to the Event Centre Block – Present Value



Calgary Event Centre Block \$926.4 million

- **City of Calgary**
 - \$515.3 million

- **Calgary Sports & Entertainment Corporation (CSEC)**
 - \$356 million
 - \$40 million - Initial investment in Event Centre and Community rink
 - \$316 million - long term lease to be paid to the City

- **Province of Alberta**
 - \$55.1 million
 - 50% of the Community rink
 - Onsite public realm
 - Outdoor community event plazas



Culture & Entertainment District Improvements



New mobility connection



Street & public realm improvements



Land

Transportation connections and improvements	\$147.1
Remediation, public spaces and demolition	\$57.8
Land purchase	\$33.5
Site enabling, utilities, and other costs	\$58.5
TOTAL	\$296.9 million



Contribution from The City

- **\$515.3 million**
 - Capital contribution (excludes Long term Lease)
- **\$316 million** (Present value of Long term lease at 5% discount rate)
 - The City will receive **\$708.3 million** from CSEC over the 35 year lease
- **Cost Over Runs**
 - Responsible for 50% of cost over runs
- **Operations**
 - Responsible for major structural repairs
- **Land Exchange**
 - The City will assemble and own the land for the Event Centre Block
 - The City will have four redevelopment properties for sale

Contribution from Calgary Sports and Entertainment Corporation (CSEC)

- **\$748.3 million** (Present value of \$356 million at 5% discount rate)
 - \$40 million upfront
 - \$708.3 million (\$17 million annual lease payment escalating 1% per year for 35 years)
- **\$52.5 million Community Sport Funding** (Present value of \$25 million at 5% discount rate)
 - \$1.5 million annual payment to community sport funding (35 years)
- **Cost Over Runs**
 - Responsible for 50% of cost over runs
- **Operations**
 - Responsible for all operating costs and maintenance for 35 years (excluding major structural repairs)



CALGARY SPORTS AND ENTERTAINMENT CORPORATION

Contribution from the Province

- **\$330 million**
 - Transportation connections and improvements including:
 - 6 Street Underpass
 - 5A Street
 - 15 Avenue
 - 17 Avenue adjustments
 - 25 Avenue adjustments
 - Public realm improvements
 - Outdoor community plazas and gathering places
 - Remediation and Demolition
 - Land Purchase
 - Site enabling and utilities
 - 50% of the Community rink





Contribution from Calgary Stampede

- Supporting land transactions that:
 - Increase the size of the Calgary Event Centre Block by almost 40%
 - Transfer ownership and operation of the roadways around the Calgary Event Centre Block to the City
 - Provide sites for future redevelopment opportunities
 - Stampede is enabled to consolidate the current Saddledome lands into the exhibition lands

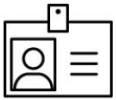
Contribution from Calgary Municipal Land Corporation (CMLC)

- In 2018, CMLC developed the vision for Rivers District and Culture + Entertainment District
- CMLC is currently delivering infrastructure and investments in the Culture + Entertainment District including:
 - BMO Centre Expansion
 - 17th Ave Extension & Stampede Station Rebuild
 - BMO Convention Centre Hotel
 - Stampede Trail
- CMLC will work with The City to deliver the district improvements





Accelerating the benefits to Calgarians and the Region



1,500+
Permanent jobs
maintained once event
centre opens
(2019 E&Y EIA)



More Concerts
Large-scale concerts
require two venues
(Calgary and Edmonton)
to make coming to
Alberta viable



\$500 million
Investment in the BMO
Centre Expansion,
complementing the
event centre's impact
on tourism in the city
and region



4,750
Full-time jobs created
during construction
phase (2019 E&Y EIA)



4 million sq. ft.
Estimated mixed-use
development (homes,
retail, hotels) in the C+E
District



\$3 billion+
Private investment in
the Rivers District/C+E
District to date



8,000
Estimated new residents
in the C+E District



500+
Events per year in the
C+E District



3 million+
Annual visitors to the
C+E District



Where are we today?



Definitive Agreement



Procurement



Land Acquisition



Team Structure





Stay informed at:
[Calgary.ca/eventcentre](https://calgary.ca/eventcentre)

A panoramic view of the Calgary skyline under a clear blue sky. The Calgary Tower is visible in the center. In the foreground, there is a bridge over a road and some trees with yellow autumn leaves.

Recommendation:

That the Event Centre Committee receive this report for the corporate record.

Date: Aug 10, 2023
 ECC project comparisons (2021 vs 2023)

Calgary Event Centre Block

Comparison to July 2021	July 2021	2023 Agreement	Difference
Event Centre	\$608.5	\$800	\$191.5
Indoor Community Plaza	\$0.0	\$9.5	\$9.5
Parkade	\$0.0	\$35.4	\$35.4
Community Rink	\$0.0	\$52.8	\$52.8
Outdoor Community Plaza	\$0.0	\$28.7	\$28.7
Total	\$608.5 million	\$926.4 million	\$317.9 million

Culture + Entertainment District Improvements

Comparison to July 2021	July 2021	2023 Agreement	Difference
Transportation connections and improvements	\$0.0	\$147.1	\$147.1
Remediation, public spaces and demolition	\$0.0	\$57.8	\$57.8
Land purchase	\$0.0	\$33.5	\$33.5
Other	\$0.0	\$58.5	\$58.5
Total	\$0.0	\$296.9 million	\$296.9 million

In late 2022, the Calgary Metropolitan Region Board (CMRB) undertook a process of developing a vision for how our eight member municipalities will collaborate and work together to facilitate economic development activities as a region.

Thank you to each of the over 30 stakeholder organizations who contributed their insight and experience to the process! Your feedback, along with research, working group meetings with municipal administration, and Board workshops, was used to develop the purpose, objectives, and recommendations to further efforts toward collaborative regional economic development.

We are excited to share that the CMRB Board has passed a motion to approve the Purpose and Objectives to facilitate collaborative regional economic development within our mandate to “promote the economic well-being and competitiveness of the Calgary Metropolitan Region.” You can find the final report [here](#). The Purpose and Objectives give the Calgary Metropolitan Region Board and its member municipalities a foundation for how to align, commit, collaborate, and focus on collaborative economic development activities.

The Purpose: *Position the CMR as the most attractive place in North America to invest and grow businesses in our regionally significant sectors.*

The Objectives:

1. Define, Focus on, and Pursue Regionally Significant Opportunities
2. Coordinate Our Policy and Regulatory Environment to Increase the Ease of Doing Business Across the CMR for Our Regionally Significant Sectors
3. Collaborate with Economic Development Stakeholders to Leverage Shared Resources to Attract Regionally Significant Opportunities

Now that the CMRB Board has endorsed the purpose statement and objectives, the Board will take the summer to determine which of the commitments they wish to pursue and decide how they intend to approach those initiatives.

A crucial principle of regional economic development is not to duplicate or replace individual member economic development activities but to augment them and build capacity across the region so that opportunities more ambitious than the means of an individual municipality are not out of reach. By engaging in collaborative economic development, the region will be positioned to attract and grow economic development in a way that is unified, mutually beneficial and exceeds what could be accomplished individually.

As we move forward prioritizing and actioning the recommended commitments, we look forward to continuing to connect and collaborate with our regional stakeholders and partners to advance the economic success of the region. This is what is needed to maximize and sensibly manage the growth we want and know is coming.

Q&A: CMRB Collaborative Regional Economic Development Framework and Vision

Where can I read the Collaborative Regional Economic Development Framework and Vision?

We are excited to share that the CMRB Board passed a motion approving the Purpose and Objectives to facilitate collaborative regional economic development aligning with our mandate to “promote the economic well-being and competitiveness of the Calgary Metropolitan Region.” You can find the final report [here](#).

Why is an economic development framework and vision needed?

In 2022, the Calgary Metropolitan Region Board (“CMRB”) agreed to establish a framework and vision to guide how the organization could support regional economic development. The framework and vision align the efforts of the CMRB’s member municipalities and are guided by the CMRB’s provincially regulated mandate to:

- Promote the long-term sustainability of the Calgary Metropolitan Region;
- Ensure environmentally responsible land-use planning, growth management and efficient use of land;
- Develop policies regarding the coordination of regional infrastructure investment and service delivery; and
- Promote the economic well-being and competitiveness of the Calgary Metropolitan Region.

Collaborative Regional Economic Development requires a mindset whereby neighbouring municipalities work together toward an ambition greater than the resources or capabilities of any one municipality. By engaging in collaborative economic development, the region will be positioned to attract and grow economic development in a way that is unified, mutually beneficial and exceeds what could be accomplished individually.

Who was involved?

Extensive desktop research and interviews with over 30 stakeholders were used to develop an understanding of the regional context. These findings served to guide the discussions during Board Workshops for how the member municipalities, by focusing on areas of alignment and addressing misalignment, can set the stage for a focused discussion with the CMRB members to define how they wish to work together to improve the socioeconomic standing of the region.

As we move forward prioritizing and actioning the recommendations, we look forward to continuing to connect and collaborate with our regional stakeholders and partners to advance the economic success of

the region. This is what is needed to maximize and sensibly manage the growth we want and know is coming.

How does the framework and vision align with the other activities and initiatives the CMRB is doing?

The purpose and vision were designed to align with the broader mandate of the CMRB. Building on the strong foundation established in the CMRB Growth Plan, Servicing Plan, and Regional Evaluation Framework, the collaborative regional economic development framework and vision will guide the way the member municipalities of the region work together, build momentum in the short term, and advance their larger ambitions in the longer term.

How will the Framework and Vision be used?

This framework balances the priorities of each municipality with the opportunities in the region, ultimately setting the stage for practical impacts.

By engaging in collaborative economic development, the region will be positioned to attract and grow economic development in a way that is unified, mutually beneficial and exceeds what could be accomplished individually. The Framework and Vision gives the Calgary Metropolitan Region Board and its member municipalities the foundation of how to align, commit, collaborate, and focus on collaborative economic development activities.

What are the next steps?

In June 2023, the CMRB Board passed a motion to approve the Purpose and Objectives outlined in framework and vision to facilitate collaborative regional economic development. The Board also directed CMRB administration to prioritize the recommendations outlined in the report from the consultant, which will allow the Board to begin to enable the Framework and Vision. This will be presented to the Board in Fall 2023 for further decision.

Collaborative Regional Economic Development Framework and Vision

The purpose statement is intended to provide clarity and focus on reasons for collaboration.

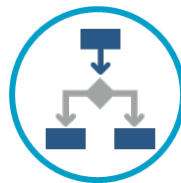
Position the CMR as the most attractive place in North America to invest and grow businesses in our regionally significant sectors.

Objectives support the purpose by outlining a path forward. They are supported by recommendations the CMRB will be prioritizing.



Objective 1

Define, Focus on, and Pursue Regionally Significant Opportunities



Objective 2

Coordinate Our Policy and Regulatory Environment to Increase the Ease of Doing Business Across the CMR for Our Regionally Significant Sectors



Objective 3

Collaborate with Economic Development Stakeholders to Leverage Shared Resources to Attract Regionally Significant Opportunities

How We Got Here



Over 30 stakeholders

representing regional industries, economic development organizations, and municipalities contributed their insight and expertise

Stakeholders are supportive of regional economic development and want the CMRB and our members to



Align



Commit



Collaborate



Focus

Next Steps

In June 2023, the CMRB Board passed a motion to approve the Purpose and Objectives outlined in the framework and vision to facilitate collaborative regional economic development.

The Board has directed CMRB administration to prioritize the recommendations to begin to enable the framework and vision. This will be presented to the Board in Fall 2023