

**Citywide Growth Strategy: Industrial
Action Plan**

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

Actions	Next Milestone Date	Anticipated End Date	Lead Senior Management Role
A. Development Enabling Regulatory Improvements			
1. <u>Streamlining Land Use Bylaw Industrial Districts (Industry priorities):</u> i. <i>With industrial stakeholders, pilot an Industrial Direct Control land use district that increases flexibility for industrial uses</i>	Q2 2021	Q3 2021	GM PD (Stuart Dalglish)
ii. <i>Prioritize the review and update of industrial districts (Part 8) of the Land Use Bylaw</i>	Q2 2021	Q2 2022	
2. <i>Update and strengthen industrial policies in the Municipal Development Plan to reinforce that industrial uses be the primary use within industrial areas</i>	Q1 2022	Q4 2022	
3. <i>Identify the importance of industrial development to internal and external stakeholders during policy exercises that impact industrial areas such as Airport Vicinity Protection Area (AVPA) related projects, and local area plans</i>	Q3 2021	Q2 2022	
4. <i>Monitor industrial indicators to determine if industrial growth has been enabled and competitiveness increased. Indicators include, but are not limited to, industrial land absorption, available land supply, regional growth share, and economic diversification indices.</i>	February 2022	Ongoing	
B. Public Realm, Infrastructure and Servicing Investments			
1. <i>Identify and prioritize investments that enable growth and enhance regional goods movement as part of budget preparation and adjustments. Ensure investments that benefit industrial are considered as part of the 2023-2026 service plan and budget cycle, including as priorities are set early in the year, progressing to when final decisions are made in November 2022.</i>	February 2022	Q4 2022	GM PD (Stuart Dalglish) GM CFOD (Carla Male)

C. Cost			
<p>1. <u>Property Taxes (Industry priority):</u> Identify and evaluate solutions for improving the competitiveness of Calgary's non-residential tax rate for the industrial sector.</p> <p><i>Align with other City of Calgary growth and business friendly initiatives, including the Financial Task Force (FTF), the Council-led Business Advisory Committee (BAC) and the Administration-led Real Estate Working Group (REWG)</i></p>	Q2 2021	Q4 2021	GM CFOD (Carla Male)
<p>2. <u>Development Cost (Industry priority):</u></p> <p>i. Ensure the costs and benefits to the industrial sector of the off-site levy calculations and processes are considered in the Off-Site Levy Bylaw Review work</p>	Q4 2021	February 2022	GM PD (Stuart Dalgleish)
<p>ii. Identify and review development standards, approvals and fee structures that support the financial feasibility of industrial development</p>	Q3 2021	Q4 2021	
D. Public Lands			
<p>1. <u>Public Lands:</u> Through the Real Estate Working Group, monitor the industrial land market in order to assess how The City can position its lands to achieve the goal of enabling development</p>	Q4 2021	Ongoing	A/GM DCMO (Chris Arthurs)
E. Business Environment			
<p>1. Work with Calgary Economic Development (CED) and industrial stakeholders to increase Calgary's competitiveness and improve awareness of the city's advantages, including to help attract key industrial clusters and facilitate the incubation of new clusters</p>	Q2 2021	February 2022	w/ Calgary Economic Development (CED)
<p>2. Work with Business Advisory Committee (BA) to find ways to expedite the industrial approvals process. This should shorten time to development and improve regional competitiveness.</p>	Q2 2021	Q4 2021	BAC Committee Chair (Councillor Ward Sutherland)