

2022 Industrial Action Plan: Updated and Revised

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

Blue Text denotes a new action, a revised action description, or an adjusted timeline from the 2021 Industrial Action Plan.

Actions	Next Milestone Date	Anticipated End Date	Accountable Business Unit	Lead Senior Management Role
A. Development Enabling Regulatory Improvements				
1. <i>Streamlining Land Use Bylaw Industrial Districts (Industry priority): Prioritize the review and update of industrial districts (Part 8) of the Land Use Bylaw</i>	Q2 2021	Q2 2022	Legislation & Land Use Bylaw	GM PD (Stuart Dalgleish)
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	City Wide Policy	
3. <i>Characterize and 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 in support of Action A.1, A.2, and B.1.</i>	Q3 2021	Q2 2022	Growth Strategy	
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	Growth Strategy with support from Geodemographics	
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</i>	February 2022	Q4 2022	Growth Strategy, Transportation & Water Resources	GM PD (Stuart Dalgleish) GM CFOD (Carla Male)

<i>the year, progressing to when final decisions are made in November 2022.</i>				
C. Cost				
1. <i>Property Taxes (Industry priority): Identify and evaluate solutions for improving the competitiveness of Calgary's non-residential tax rate for the industrial sector.</i> <i>Align with other City of Calgary growth and business friendly initiatives, including the Financial Task Force (FTF), and the Council-led Business Advisory Committee (BAC) and the Administration-led Real Estate Working Group (REWG)</i>	Q2 2021	Q4 2022	Corporate Planning & Financial Services	GM CFOD (Carla Male)
2. <i>Development Cost (Industry priority):</i>				
i. <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</i>	Q4 2021	Q3/4 2022	Growth Funding & Investment	GM PD (Stuart Dalgleish)
ii. <i>Evaluate development standards for industrial areas for changes that may enable more cost-effective industrial development.</i>	Q3 2021	Q1 2023	Water Resource & Transportation	
D. Public Lands				
1. <i>Public Lands: Real Estate and Development Services continues to monitor the industrial land market in order to assess how The City can position its lands to achieve the goal of enabling development</i>	Q4 2021	Ongoing	Real Estate and Development Services	GM DCMO (Chris Arthurs)
E. Business Environment				
1. <i>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.</i>	Q2 2021	February 2022	Growth Strategy	w/ Calgary Economic Development (CED)
F. Climate				
1. <i>Identify and evaluate opportunities to support industrial users in achieving their corporate commitment to sustainability and the city's climate mitigation and adaptation goals.</i>	Q2 2022	Q4 2022	Climate Team	GM PD (Stuart Dalgleish)

Citywide Growth Strategy: Industrial Action Plan – Completed Actions in 2021

The following Actions were identified in the 2021 Industrial Action Plan and have been completed. They have therefore been removed from the revised 2022 Industrial Action Plan but are noted here as a record of completion and progress.

Actions	Next Milestone Date	Anticipated End Date	Lead Senior Management Role	Comments
A. Development Enabling Regulatory Improvements				
1. Streamlining Land Use Bylaw Industrial Districts <i>(industry priority)</i> i. With industrial stakeholders, pilot an Industrial Direct Control land use district that increases flexibility for industrial uses	Q2 2021	Q3 2021	Stuart Dalglish, GM PD	Completed August 2021
C. Cost				
2. Development Cost <i>(industry priority)</i> ii. Identify and review approvals, and fee structures that support the financial feasibility of industrial development	Q3 2021	Q4 2021	Stuart Dalglish, GM PD	Completed Q4 2021
D. Business Environment				
1. Inform the 2021 industrial work of the Business Advisory Committee (BAC), and leverage the BAC to advance necessary process improvement in support of the industrial sector to remain regionally competitive	Q3 2021	Q4 2021	Councillor Ward Sutherland	completed July 2021.