

### Industry/City 2018 Work Plan Schedule

The Industry/City Work Plan was directed by Council at the same time as the approval of the Off-site Levy Bylaw (C2016-0023). This document provides an update, since the mid-year memo to Council on 2018 July 25, and summarizes the Industry/City 2018 Work Plan agreed to by Administration, the Developer Advisory Committee, and each initiative working groups.

**Purpose:** To present a high level 2018 work plan and outline key actions to address the issues that were agreed upon by Administration and key members of the development industry.

**Commitment:** Administration and Industry continue with the collaborative approach on work that was started as a part of the Off-site Levy Bylaw process. As a result of these discussions the Industry/City 2018 Work Plan was developed. City and Industry commitment to resources is needed to achieve the outcomes. Working groups with cross-corporate internal representatives and members of Industry have been established to collaborate on solutions to some of the challenges that were identified.

In the following tables:

- An asterisk (\*) denotes that an action will continue into 2019;
- A **bolded X** denotes that additional time was provided to complete or make progress on an action;
- *Italicized* text, describing an action, denotes an action added to the work plan during 2018 that were not anticipated when 2018 began.

New Community Growth Strategy				
Timelines				2018 Actions
2018 Q1	2018 Q2	2018 Q3	2018 Q4	
X	X			1. Business Cases: Prioritize business cases for budget consideration 2. Report back in Q1 2018 to Priorities and Finance Committee on a framework for strategic growth decision making, including: a) Process articulation (within and outside of City budgets) b) Alternative funding options for capital and operating costs c) Cumulative impact monitoring *
X	X			
	X	X	X	3. Implementation of framework in Action 2 (above) 4. City Financial Reporting and Planning (Off-site Levy Bylaw/One Calgary)
X	X	<b>X</b>	<b>X</b>	

<b>Established Area Strategy</b>				
<b>Timelines</b>				<b>2018 Actions</b>
2018 Q1	2018 Q2	2018 Q3	2018 Q4	
X	X	<b>X</b>		<ol style="list-style-type: none"> <li>1. Explore reductions to targeted costs of redevelopment – including density bonusing programs, permit &amp; hoarding fees, and excavation/shoring securities</li> <li>2. Scope how policies and initiatives both benefit and impact redevelopment areas considering costs, infrastructure requirements, and MDP alignment</li> <li>3. Pilot one community to identify, plan, and prioritize technical requirements that will enable redevelopment to be realized *</li> <li>4. Review of underutilized road right-of-ways on key corridors *</li> <li>5. Further development of funding tools for developed areas investment *</li> <li>6. Water Resources site specific utility info requests – pilot implementation*</li> <li>7. Centre City Levy Review and Annual report *</li> <li>8. <i>Established Areas Growth and Change Strategy</i> *</li> </ol>
X				
	X	X	<b>X</b>	
X	X	<b>X</b>		
	X	X	X	
X	X	X	X	
X	X		<b>X</b>	
	<b>X</b>	<b>X</b>	<b>X</b>	

<b>Industrial Strategy</b>				
<b>Timelines</b>				<b>2018 Actions</b>
2018 Q1	2018 Q2	2018 Q3	2018 Q4	
X	X	<b>X</b>		<ol style="list-style-type: none"> <li>1. Complete the industrial education work (publish factsheet information)</li> <li>2. Conduct additional research around the cost/value proposition for industrial development in Calgary relative to other regional municipalities</li> <li>3. Explore mutual access issues (coordinating with neighbour tenants) *</li> <li>4. Provide input to prioritize infrastructure investments for the next capital budget in industrial areas (e.g. interchange upgrades, incentivizing industrial development)</li> <li>5. Provide input on policies, and local area planning updates that impact the industrial sector (regional governance, area redevelopment plans, etc.) *</li> <li>6. Continue to build partnerships and provide input to support industrial development *</li> <li>7. Continue to provide input on relevant continuous process improvement work *</li> </ol>
X	X			
		X	X	
X	X	X	X	
X	X	X	X	
X	X	X	X	
X	X	X	X	
X	X	X	X	

<b>Continuous Process Improvements</b>				
<b>Timelines</b>				<b>2018 Actions</b>
2018 Q1	2018 Q2	2018 Q3	2018 Q4	
X	X	X		1. Construction drawings – implementation of the enhancements identified in 2017 *
X	X			2. Construction Completion Certificate/Final Acceptance Certificate – implementation of enhancements identified in 2017 *
X	X	X	X	3. Standard Comment Library and Detailed Team Review Template Revisions – review of standard comments used in CPAG, and enhancement of documents *
X	X			4. Explore – CPAG training on enhanced pre-application process
X	X	X	X	5. Application Circulation – development of criteria for all circulations, including specialists and internal and external stakeholders *
X	X	X	X	6. Transportation Impact Assessment – review and enhancement of the process *