

### 2019 Industry City Work Plan Schedule

The Industry/City Work Plan was directed by Council at the approval to the Off-site Levy Bylaw (C2016-0023). This document summarizes the Industry/City 2019 Work Plan prepared by Administration, the Developer Advisory Committee, and the initiative working groups.

**Purpose:** To present a high level 2019 work plan and outline key actions to address collaboratively, as agreed upon by Administration and Industry stakeholders.

**Commitment:** Administration and Industry stakeholders will 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 2019 Work Plan was developed. For 2019, Administration will continue to prioritize and allocate resources to deliver on the work plan. It is acknowledged that other Corporate priorities may draw on resources that also support this work. Working groups with cross-corporate internal representatives and members of Industry will continue to work develop and implement this work plan.

New Community Growth Strategy				
Timelines				2019 Actions
2019 Q1	2019 Q2	2019 Q3	2019 Q4	
X	X	X	X	<ol style="list-style-type: none"> <li>1. Monitor implementation of the New Community Growth Strategy 2018 including cumulative impacts</li> <li>2. Link to city-wide funding and financing tools discussion in the Established Area Growth and Change Strategy</li> <li>3. Explore city-wide capital and operating options that share risk, leverage private investment, reduce City costs, and provide mutually beneficial outcomes</li> <li>4. Link to Off-site Levy Bylaw review</li> <li>5. Prepare for the One Calgary Mid-Cycle new community business case review process. Provide direction around Growth Management Overlay removals, business case review processes, and geographic definitions</li> </ol>
X	X			
		X	X	
		X	X	
X			X	

<b>Established Area Strategy</b>				
<b>Timelines</b>				<b>2019 Actions</b>
2019 Q1	2019 Q2	2019 Q3	2019 Q4	
X				<i>Established Areas Growth and Change Strategy:</i> <ol style="list-style-type: none"> <li>1. Initiate Advisory Group and working groups</li> <li>2. Set the context for the work</li> <li>3. Complete best practices research               <ol style="list-style-type: none"> <li>a. Including bonus density work related to financial and planning tool identification</li> </ol> </li> <li>4. Identify critical infrastructure and public amenities</li> <li>5. Develop sustainable financial and planning tools</li> <li>6. Identify opportunities to leverage investment</li> <li>7. Develop decision process for investment recommendations</li> <li>8. Update report by May 2019</li> <li>9. Outline a strategy</li> <li>10. Recommend strategic actions and investments by March 2020</li> </ol>
X				
X	X			
X				
	X			
	X			
		X	X	
X	X			
		X	X	
		X	X	
				<i>Established Areas Working Group:</i> <ol style="list-style-type: none"> <li>11. Stay connected to ongoing policy work</li> <li>12. Centre City Levy Annual Report for 2018</li> </ol>
X	X	X	X	
X	X			

<b>Industrial Strategy</b>				
<b>Timelines</b>				<b>2019 Actions</b>
2019 Q1	2019 Q2	2019 Q3	2019 Q4	
X	X	X	X	1. Begin development of a framework for the city-wide Industrial Strategy and prepare a scoping report for Council
X	X			2. Continue to explore mutual access issues
X	X			3. Link to city-wide funding and financing tools discussion in the Established Area Growth and Change Strategy
	X		X	4. Provide updates on industrial land supply and development activity in Q2 and Q4
		X	X	5. Link to the Off-site Levy Bylaw review (provide input on how the industrial sector can remain competitive in attracting and maintaining investment)
X	X	X	X	6. Link to city-wide policy planning, including the Stormwater Strategy and the MDP/CTP review
		X	X	7. Stay informed of regional considerations and competitiveness, including updates on Calgary Metropolitan Regional Board work

<b>Continuous Process Improvements (CPI)</b>				
<b>Timelines</b>				<b>2019 Actions</b>
2019 Q1	2019 Q2	2019 Q3	2019 Q4	
X	X	X	X	1. Construction Drawings – Implementation of Recommendations
X	X	X	X	2. Construction Completion Certificate/Final Acceptance Certificate – Implementation of Recommendations
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. Application Circulation – development of criteria for all circulations, including specialists and internal and external stakeholders
X	X	X	X	5. Transportation Impact Assessment – review and enhancement of the process
X	X	X	X	6. Additional CPI projects to be determined collaboratively with City Staff and Industry members