

## Proposed Industrial Action Plan

This attachment outlines the actions that will be undertaken through 2025-2026 as part of the Industrial Action Plan.

Actions	Anticipated End Date
A. Modernize Policy and Focus Growth	
1. Right size the industrial land base: a. Assess conversion opportunities to achieve an optimal mix of industrial, commercial and residential b. Bring forward amendments to the Municipal Development Plan and proposed Calgary Plan to enable residential and industrial development in targeted locations c. <b>for future ASPs (excluding ASPs underway as of June 2025) explore retention of industrial areas and uses as strategic employment hubs with the target timeline as ongoing</b> d. <b>review any completed local area plans and bring forward any amendments to industrial areas to align with 1a and 1b with the target timeline of Q2 2027</b>	Q2 2026
2. Update and align the industrial land use districts in the new Zoning Bylaw	Q4 2026
B. Invest in Infrastructure and Servicing	
3. Pursue funding for the design and construction of growth enabling capital investment in industrial areas in 2026, and as part of the 2027-2030 Service Plans and Budgets cycle. 4. Include capital infrastructure priorities that benefit industrial in the 10-year Capital Investment Plan	Q4 2025 & Q4 2026
C. Increase Development Attractiveness	
5. Develop and pursue funding for an industrial development incentive program that attracts investment in Calgary by offsetting costs such as those associated with land development	Q4 2025
6. Develop an industrial development non-residential property tax incentive	Q1 2026
7. Pursue funding for industrial development from other orders of government	Q4 2026
8. Align with Prairie Economic Gateway to ensure opportunities are maximized	Ongoing
9. Explore ways to maintain a streamlined approvals process for industrial proposals	Q4 2025
D. Track and Adjust	
10. Monitor Calgary’s attractiveness in the regional and broader industrial markets in terms of costs and strengths. Collaborate with industrial developers, Calgary Economic Development, industry associations and other market leaders to understand shifts in demand to proactively respond to opportunities.	Q4 2026
11. Track trends in industrial land conversions and evaluate the financial and strategic implications	Q4 2026

12. Monitor the impacts of this Action Plan to ensure decision-making is well informed	Q4 2026
--	---------