



Targeted Policy Amendments to Industrial Area Structure Plans

Engagement Summary
May 2024

Project Background

As part of the ongoing effort to support industrial development in Calgary, Council approved the [2023 Industrial Action Plan](#) in June 2023. One key action is to modernize, update and potentially remove select policies by undertaking targeted amendments to six Industrial Area Structure Plans. The proposed amendments aim to enable industrial development, thereby enhancing Calgary's strategic growth and economic prosperity of Calgary. They further support job creation and promote economic diversification.

The following Area Structure Plans were reviewed by City Administration:

- [Revised Stoney Industrial Area Structure Plan \(2005\)](#)
- [Northeast Industrial Area Structure Plan \(2007\)](#)
- [Saddle Ridge Area Structure Plan \(1998\)](#)
- [Southeast Industrial Area Structure Plan \(1996\)](#)
- [Southeast 68 Street Industrial Area Structure Plan \(2010\)](#)
- [Shepard Industrial Area Structure Plan \(2009\)](#)

These City-initiated policy amendments are specific and focused, not intended to be a full-scale revisiting of the Area Structure Plans. The amendments primarily focus on land use policies and transportation policies that could act as barriers to modern industrial developments.

Engagement Overview

The main source of feedback for engagement was the Industrial Strategy Working Group, which consists of internal and external members involved in, or interested in, industrial growth in Calgary. Between June 20, 2023, and May 9, 2024, Administration presented updates on the progress and sought members' opinions on the existing Area Structure Plans' policies through presentations and discussions. Additionally, Administration sent out two email circulations:



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- Circulation #1: December 6, 2023 to January 5, 2024 - for members to identify policy barriers and gaps.
- Circulation #2: February 29, 2024 to March 25, 2024 - to seek members' input on proposed policy amendments.

Given that the proposed amendments are minor in scope and focused on specific changes to the existing policies, Administration opted not to conduct a full postcard or mail circulation to every landowner, with considerations for cost and time efficiency. Instead, Administration utilized multiple communication channels to engage with the public and gather feedback, supplementing the input received from the Industrial Strategy Working Group. The full list of engagement opportunities are as follows:



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Engagement Activities

Engagement with the Industrial Strategy Working Group	Engagement with the Public
<ul style="list-style-type: none"> • Presentations and Discussions at Working Group Meetings <ul style="list-style-type: none"> ○ June 20, 2023 ○ September 21, 2023 ○ November 23, 2023 ○ January 24, 2024 ○ April 3, 2024 ○ May 9, 2024 • Email Circulations <ul style="list-style-type: none"> ○ December 6, 2023 – January 5, 2024: Circulation #1 ○ February 29, 2024 – March 25, 2024: Circulation #2 	<ul style="list-style-type: none"> • Newsletters and Bulletin Board Advertisements <ul style="list-style-type: none"> ○ March 13, 2024: Building Industry and Land Development Association (BILD) Newsletter ○ March 14, 2024: The City’s Planning & Development Services Dispatch Newsletter ○ March 27, 2024: Commercial Real Estate Development Association (NAIOP) Bulletin Board Advertisement • Virtual Public Engagement Sessions <ul style="list-style-type: none"> ○ March 26, 2024, 11 a.m. - 12 p.m. ○ March 28, 2024, 6 - 7 p.m. ○ April 2, 2024, 12 - 1 p.m. • Online Webpage Public Engagement <p>Opportunities for input were available online from March 22 to April 14, 2024</p>

Engagement with the Industrial Strategy Working Group



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This initiative aims to enable industrial development by making minor amendments to development-related technical policies within the existing Area Structure Plans. To achieve this, Administration primarily engaged with the Industrial Strategy Working Group to seek their expertise and feedback during the process. The Industrial Strategy Working Group is comprised of diverse City of Calgary teams and industry members, including representatives from:

- Land development associations (BILD and NAIOP),
- Industrial landowners and developers,
- Calgary Economic Development (CED),
- Professional consultants,
- Industrial brokers, and
- Calgary Airport Authority.

Presentations and Discussions at Working Group Meetings

Since 2023 June, Administration has presented the project's progress at the Industrial Strategy Working Group meetings to provide an overview of the initiative, identify policy challenges in the existing industrial Area Structure Plans, and seek members' input on the proposed policy amendments. The Working Group members supported the intent of this initiative and provided feedback based on their expertise throughout the engagement. During meetings, industry members shared concerns about the outdated and inflexible policies. Administration acknowledged these concerns and proposed targeted amendments to update the current application process and requirements, offering more flexibility and consistency. Additionally, smaller group discussions were held to address controversial policies, as necessary.

Email Circulations

Administration sent two email circulations to Industrial Strategy Working Group members after analyzing six Area Structure Plans. These communications highlighted policies that may pose challenges to modern industrial development and identified potential for improvement.

The first circulation asked members for their opinions on which policies within the six Area Structure Plans warranted quick amendments to facilitate strategic industrial growth.

Administration requested for comments on 39 policies and received nearly 300 comments from 17 industry members and cross-departmental teams. Administration then evaluated these comments and proposed 11 policy amendments in five Area Structure Plans. The second circulation asked members for their opinions



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on the proposed policy changes. Administration received 60 comments from 19 members from both the industry and internal teams.

In both circulations, the overall themes of comments from external members included:

- Advocating for more flexibility in commercial uses,
- More flexibility in locational criteria,
- Removing the maximum Floor Area Ratio to align with the Land Use Bylaw, and
- Clarifying policy language and changing 'shall' policies to 'should' policies for more flexibility.

The general themes of comments from internal members included:

- Limiting the encroachment of commercial uses into industrial areas for strategic industrial growth,
- Aligning policies with application requirements, and
- Addressing the mismatch between a Land Use Concept Map and an approved Outline Plan application.

Engagement with the Public

Public engagement took place between March 22 and April 14, 2024. Administration created the [Amendments to Industrial Area Structure Plans](#) Engage portal page to provide information and gather feedback on the proposed targeted amendments to support industrial development. While there was minimal public interest in providing feedback via the Engage portal page, the virtual public information sessions were effective in gathering feedback. Administration also created an email subscription link to ensure interested individuals can sign up and stay informed and to allow for additional feedback beyond the public engagement period.

Newsletters and Bulletin Board Advertisements

Administration placed ads in the monthly newsletters of the Building Industry and Land Development Association (BILD) and The City's Dispatch by Planning and Development Services. The ads provided an overview of the initiative, demonstrated its efforts in supporting industrial growth, and promoted virtual public engagement sessions. Additionally, since the commercial real estate development association (NAIOP) does not have a regular monthly newsletter, Administration posted an advertisement on their website's



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bulletin board instead.

Virtual Public Engagement Sessions

Administration held three one-hour virtual engagement sessions to explain the intent of this initiative and proposed policy changes to the existing industrial Area Structure Plans. They were held at different times of the day (morning, afternoon, and evening) to maximize availability. These sessions were advertised through external newsletters, bulletin board advertisements, and The City's X (formerly Twitter) page. There were seven attendees in total, including a major landowner of industrial lands, an industrial developer, a commercial real estate agent, and a planner from a different municipality.

Feedback from the engagement sessions included:

- Positive feedback on the quality of the presentation and conversations,
- The need for more flexibility in industrial land uses,
- Concerns about accommodating medium industrial uses in gentrified industrial lands and managing the transition to avoid over-commercialization in industrial areas,
- Questions regarding the alignment of processes with the new Zoning Bylaw and the future Local Area Plans, and
- Requests for additional engagement opportunities.

Administration integrated this feedback into policy review and updated the list of policies as needed.

Online Webpage Public Engagement

Administration updated the existing [Citywide Growth Strategy: Industrial](#) website and created a new [Amendments to Industrial Area Structure Plans](#) Engage portal page to invite the public to view the full list of proposed changes and relevant information, including the 2023 Industrial Action Plan. The public also had the opportunity to fill out questionnaires to provide feedback on the proposed amendments in each Area Structure Plan between March 22 and April 14, 2024. Administration received one comment about the need for a piped stormwater solution to foster industrial development in empty parcels. In total, the Engage webpage generated 134 visitors with 213 views between March 25 and May 7, 2024.



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Next Steps

An Infrastructure and Planning Committee is anticipated on June 12, 2024 and the Council public hearing is anticipated on July 16, 2024. Please refer to the [Council and committee agendas, minutes and video](#) website for the Committee and Council agenda.