



Program Guidelines

Industrial Development Incentive Program

Planning and Development Services
2026

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1. Purpose

The purpose of the Program Guidelines for the Industrial Development Incentive Program (the Program) is to define the Program's intended outcomes, establish eligibility criteria, outline application requirements and processes, and provide clarity and transparency in the review and decision-making process.

Scope and Intended Outcome

The Program addresses Action Item C.5 of the Council-approved *Citywide Growth Strategy: Industrial Action Plan* (IP2025-0538).

The intended outcome of the Program is to stimulate shovel-ready industrial land development by offsetting development costs associated with new projects (see "Eligible Costs" in Section 2 below) within the designated greenfield area, as identified in Schedule "A" of Bylaw 1H2024 (Off-site Levies Bylaw). The Program supports the development of a wide range of light and medium general industrial uses, as defined in the Industrial - General (I-G) District of the Land Use Bylaw (1P2007). In doing so, the Program aims to:

- Expand the inventory of shovel-ready industrial land;
- Improve Calgary's attractiveness within the regional industrial market;
- Broaden the non-residential property tax base and enhance The City's fiscal sustainability;
- Support job creation and retention; and
- Strengthen Calgary's overall economic development.

2. Incentive

The Program contemplates incentive funding of \$235,000 per hectare, up to a maximum of 8.5 hectares per application, for Eligible Land (as defined in Section 3) to offset costs directly related to industrial development. Eligible costs include, but not limited to, subdivision and land use application fees, development permit costs, site grading and preparation, construction of internal municipal roads, installation of water, sanitary, and stormwater servicing infrastructure, and applicable off-site levy contributions ("Eligible Costs"). Funding is subject to the terms and conditions of a funding agreement, in The City's form, to be entered into with The City.

3. Eligibility Criteria (Pass/Fail)

The Program is open to applicants demonstrating the financial capacity to undertake the proposed project and is intended to fund Eligible Costs (as defined and set out in Section 2) in respect of up to 8.5 hectares of project lands. Eligible projects must meet, to The City's sole determination, all of the following criteria ("Eligible Land"):

- **Location:** The project lands must be within the City of Calgary's designated greenfield area, as identified in the map in Schedule "A" of Bylaw 1H2024 (Off-site Levies Bylaw), and must not involve work on lands owned by the federal, provincial or City governments.
- **Land Use:** The project lands must accommodate a wide range of light and medium general industrial uses, as defined in the Industrial - General (I-G) District of the Land Use Bylaw (1P2007), or a Direct Control District with an I-G base district.
- **Land Servicing Status:** At the time of the application, the project lands must be serviced (i.e. municipal water, sanitary sewer, stormwater, emergency services, and transportation infrastructure have been provided in accordance with relevant approvals) or partially serviced, provided that any outstanding servicing work is funded and included in approved City of Calgary budgets.
- **Development Status:** The project must not be subject to a development agreement or an issued development permit.

4. Program Duration

- The Program will be announced April 9, 2026.
- The City will accept completed applications from April 30, 2026, through December 31, 2026, or until the Program budget is fully allocated.
- Funding will be provided on a first-come, first-served basis to eligible and approved applicants, subject to the execution of a funding agreement, until the Program budget is fully allocated.

5. Decision Making and Approval

The Internal Review Team (IRT): The Internal Review Team will serve as City Administration's main point of contact for applicants and will guide applications through the review process. The IRT will conduct comprehensive reviews and provide

recommendations to Administration's City Planning and Policy Growth Committee (CPPGC) for decisions on applications, in accordance with Sections 6 and 7.

City Planning and Policy Growth Committee (CPPGC): The CPPGC is an existing Administration internal decision-making body responsible for projects and initiatives that guide urban growth and development. The CPPGC provides final approval on whether an application may proceed to execution of a funding agreement, based on the IRT's recommendation.

The Director: The Director of City & Regional Planning approves all funding agreements as to content and shall have sole discretion as to escalation or reconsideration options available to applicants, if any, in the event that an application is refused by the CPPGC and funding remains available under the Program.

6. Application Submission Requirements

To be considered for the Program, applications must be submitted by the stated deadline and in the format specified on the Program webpage.

Applications must include the following information and documentation:

Location

- Legal description and municipal address of the subject property.

Legal Status of the Property

- Description of current legal and beneficial ownership of the property, including a recent certificate of title search obtained within 30 days prior to submission; and
- Description of unregistered encumbrances or agreements affecting the lands, if applicable.

Project Description

- Approximate size (in hectares) of industrial land to be developed;
- Proposed eligible use on the land;
- Relevant site context, including adjacency to other industrial lands or goods movement networks;
- Preliminary architectural drawings, schematic plans and renderings, where available;
- Anticipated job creation statistics, where available; and
- Proposed building size (in square feet), where available.

Financial Details

Applicants are required to provide a financing plan outlining the anticipated sources of funding for the proposed project and demonstrate that they have the financial capacity to undertake the proposed project. Acceptable evidence of financial capacity may include a letter from a financial institution confirming available funds or credit, or recent financial statements. The City reserves the right to request additional financial information or documentation at any time to verify the applicant's financial capacity and eligibility under the Program.

Project Experience, Capacity and Team

Applicants must provide a detailed description of the project team and organizational structure, including the applicant's or ownership/management group's demonstrated development experience. This should include:

- Identification of key internal and external resources (e.g., development manager, and the general contractor);
- A summary of prior development experience, including industrial projects of similar scope and/or scale.
- The numbers of development agreements entered with City of Calgary and confirmation that obligations were met within the applicable development agreement timelines;
- References from one or more other municipalities demonstrating substantial development experience, where experience is primarily outside The City of Calgary; and
- Examples of prior relevant projects.

Project Readiness

Applicant must provide information demonstrating the readiness of the proposed project, including:

- High-level breakdowns of estimated project costs, noting that further refinement and updated cost information will be required as the project progresses;
- Project timelines, including anticipated timelines for entering into any required development agreement, receipt of development permit approvals, and construction schedule;
- Information regarding any known site constraints; and
- Any prepared construction or permit drawings, where available.

Consent Forms for Due Diligence

- Applicant will be required to submit signed consent forms authorizing The City to conduct legal and financial due diligence searches (forms will be available on the Program webpage).

If any of the above materials cannot be reasonably provided at the time of application submission, applicants must provide a clear rationale for not including the material, along with an indication of when the information will be submitted. All submission requirements must be received by the IRT prior to an application advancing to the evaluation stage outlined in Section 7.

Applicants may also submit additional information that provides further clarity on the proposal. Where submitted materials lack clarity, or where additional information is required, the IRT may contact applicants at any stage of the review process to request the necessary information.

7. Application Review Process

Application intake timing and details on how to apply to the Program will be posted on the Program webpage. The Program Guidelines, along with additional resources and further guidance on application submissions, will also be provided on the Program webpage.

The IRT will be the primary point of contact throughout the application review process, and will communicate directly with applicants, providing guidance as required. Other subject matter experts may be engaged, as needed, to support the application review process.

All applications which satisfy the Eligibility Criteria (as set out in Section 3) will undergo a thorough review process to ensure transparency for applicants and to provide decision-makers with clear checkpoints within the process. An application may advance to the next stage, be deemed ineligible to proceed, or receive a decision recommendation (approval or refusal) to progress to finalize a funding agreement.

7.1 Evaluation

Applications that receive a 'Pass' on all Eligibility Criteria in Section 3 will proceed to detailed evaluation.

Applications will be scored based on the merits of the proposal across the categories outlined below, using the following scale: 0 (below expectations), 1 (meets expectations), and 2 (exceeds expectations). To proceed to the next stage, which includes a recommendation to CPPGC for approval, a submission must receive a

minimum overall score of 3 and a minimum score of 1 in each evaluation category. Applications that do not meet minimum scoring requirements will be recommended to CPPGC for refusal.

7.1.1 Review of Project Team & Relevant Experience

Applicants shall provide a detailed description of the project team and relevant experience.

Applicants will be scored on their experience and demonstrated understanding of the development process, municipal regulatory processes, the Calgary market, and the construction environment, as well as their overall ability to successfully deliver the proposed project. Applicants are encouraged to provide any supporting information that demonstrates their ability to undertake the project and deliver it on schedule.

7.1.2 Review of Project Maturity & Readiness to Proceed

Applicants will be required to demonstrate project readiness and their ability to deliver the project within a reasonable timeframe. Applicants will be scored on their demonstrated understanding of the proposed project, including any development challenges arising from the site, as well as their ability to address those challenges and deliver the project within accelerated timelines.

7.1.3 Review of Project Elements

Applicants will be required to demonstrate how the proposed project addresses the elements listed below. Applications will be scored based on the extent to which the following elements are incorporated:

- The size of the project.
- The project's proximity to adjacent industrial land or the goods movement network, and its ability to strengthen the surrounding industrial district while enhancing the overall vitality of the broader industrial area through improved supply chain efficiency, industrial clustering, shared infrastructure, and employment growth.
- Any additional relevant supporting information, such as the proposed future building types within the project, as applicable.

7.2 Funding Recommendation

Following the completion and evaluation of the application review process, the IRT will make recommendations to the CPPGC for approval or refusal of applications.

Applicants will be notified in writing by the IRT of the decision rendered (approval or refusal) within approximately four to six (4-6) weeks of receiving a complete submission.

Applications that receive a decision of approval for funding from will proceed to the next stage of the process: Execution of the Funding Agreement.

The Director, City & Regional Planning has discretion as to escalation or reconsideration options available to applicants, if any, in the event that an application is refused by the CPPGC and funding remains available for the Program. An applicant may communicate with the Director in this regard within thirty (30) days of the issue of the refusal notice.

7.3 Execution of the Funding Agreement

Following approval by the CPPGC, and in order to proceed with execution of a funding agreement, the IRT and the applicant will further refine project development details, finalize the terms of the funding agreement, and confirm the applicant's additional obligations. This may include, but not limited to, project details and outcomes, permitting, financing, milestones, reporting requirements, payment terms, and the registration of a restrictive covenant and/or a restriction on the pursuit of material land use changes.

Subject matter experts from The City, including Finance and Law, will be included in funding agreement discussions, as required.

If the applicant and the IRT are unable to successfully finalize a funding agreement within a reasonable period of time due to delays caused by the applicant, the application will be cancelled. The IRT will notify the applicant in writing that the application has been cancelled.

7.4 Contract Management

Following execution of the funding agreement, the applicant must provide regular updates to The City in accordance with the terms of agreement. Failure to comply with the reporting requirement may constitute an event of default and could result in termination of the funding agreement, including the repayment of all or a portion of the incentive funds.

7.5 Payment of Funds

In accordance with the further terms of the funding agreement described in Section 7.3, and only after The City has verified that:

- (i) a development agreement for the project has been executed, or a development permit has been issued; and
- (ii) amounts due pursuant to such development agreement(s) or development permit, as applicable, are paid on such schedule as required thereby,

The incentive amount for the project will be disbursed in instalments aligned with, and proportionate to, the instalment payments made by the applicant pursuant to the relevant development agreement(s) or development permit (in most cases, 30%, 30%, 40%).

If these or any other applicable conditions are not met or are breached, the funding commitment will be subject to re-evaluation, with the possibility of being withdrawn and reallocated to other eligible projects, depending on the circumstances and at the sole discretion of The City.

The City also reserves the right to recover any previously issued incentive payments, in whole or in part, in the event that the applicant breaches the funding agreement or fails to meet the Program requirements.

8. Confidentiality

For the purposes of this section, "Confidential Information" means information considered proprietary to an Applicant and disclosed to The City pursuant to the Program, and includes all material, data and information (regardless of form and whether or not the same is protected by copyright, patent, or other applicable law) which is not available to the public. "Confidential Information" does not include any information that: (i) is now in or subsequently enters the public domain through means other than by the direct or indirect disclosure by The City; (ii) is already in the possession of The City; (iii) is lawfully communicated to The City, free of any confidentiality obligation; (iv) The City has received the Applicant's prior written approval to disclose; or (v) The City is required to disclose pursuant to the Municipal Government Act (Alberta), the Protection of Privacy Act ("POPA"), or any subsequent legislation of similar effect, or The City is required to disclose pursuant to any law or order of a court having jurisdiction over the matter.

Applications may include the Confidential Information of the Applicants. The City shall make all reasonable efforts to maintain in confidence the Confidential Information. Without limiting the generality of the foregoing, The City will make reasonable efforts to keep, file and store all Confidential Information, together with any notes or other material incorporating or relating to the Confidential information, in a manner consistent with the POPA, as well as in a manner consistent with its confidential nature and to take all reasonable action, whether by instruction, agreement or otherwise, to ensure that its employees do not disclose or use the Confidential Information directly or indirectly, for any purpose other than the purposes for which it was provided.

Notwithstanding the foregoing, The City may be required to disclose Confidential Information pursuant to its public disclosure obligations as contained in the Access to

Information Act ("ATIA"). Should such disclosure be required, The City shall use its reasonable efforts to limit that disclosure and, in any event, shall make that disclosure only to the extent so required. The City shall communicate its disclosure obligations to all Applicants and advise them that any disclosure of Confidential Information pursuant to The City's obligations under the ATIA shall not breach any obligation of confidentiality that may exist between The City and Applicant.