

Risk Summary

This attachment outlines the risks associated with the recommendations in the Citywide Growth Strategy: Industrial (the “Strategy”) report.

Risk of not undertaking the Strategy

In this competitive industrial market, there is a risk for Calgary losing additional industrial development to surrounding municipalities and other continental cities if financial challenges to industrial development are not addressed, and if Calgary’s competitive advantages are not highlighted. In order to maintain Calgary’s high rankings on liveability and affordability surveys, a strong economy and resilient tax base is required.

Competition and encroachment from non-industrial uses are putting considerable pressure on industrial lands; this should be managed strategically. Since 2009, 464 hectares of industrial lands were converted to industrial commercial or other non-industrial districts. Non action may result in deterioration of existing industrial lands and a decrease in the non-residential tax base in the city.

Risk of delaying the Strategy

Since 2016, industrial stakeholders have been working collaboratively with Administration aiming to achieve a common goal of supporting and enabling industrial development. These same stakeholders have been involved in building and refining the actions identified in Attachment 3. If this Strategy is delayed or does not proceed, there is risk of reputational loss for The City, and it may generate friction with stakeholders.

Staff resourcing

The scope of work and project timeline outlined in *Citywide Growth Strategy: Industrial Action Plan* (Attachment 3) are aggressive and there is a risk of project delay. The actions are achievable and can improve Calgary’s industrial competitiveness. Work that is important but not yet resourced is included in Attachment 6. Any additional actions added to the Action Plan may result in project delay.