

Implementing the Actions of the Industrial Land Strategy - Summary

Creating greater awareness about the 2013-22 Industrial Land Strategy

A focus of OLSH's implementation efforts in the past year has been on creating awareness around the new Strategy. It has engaged key stakeholders to provide information about the Strategy and opportunity for dialogue around what it will mean for the groups going forward.

- The Commercial Real Estate Development Association/National Association of Industrial and Office Parks - Calgary (NAIOP) has been very supportive of this effort and has facilitated these discussions by organizing a number of events between OLSH and a range of industry representatives.
- OLSH has been working directly with Calgary Economic Development to further its awareness of OLSH, the Strategy and how the two parties can continue to work together to promote diversification of the local economy through City developed industrial lands.
- OLSH joined the Calgary Regional Partnership - Economic Prosperity committee, which has offered the opportunity to share information about the Strategy and generate awareness of The City's industrial program and OLSH with municipal neighbours.
- OLSH engaged key internal business units and working groups within Administration that might influence industrial land including Land Use Planning & Policy, Corporate Planning Applications Group (CPAG) and the Sustainability Champions Network.

Managing the Industrial Land Development Program

Broadening market knowledge within OLSH

- The industrial program is taking a more pro-active, market demand approach to defining its annual servicing objectives. The aim is to use better market knowledge to forecast annual land supply targets as opposed to the past commodity-based approach of setting annual acreage targets based on past sales trends.
- OLSH has created a marketing arm within Real Estate Sales & Marketing group to research and forecast markets demand and understand customer needs, to underpin efforts to provide the right product at the right time.
- OLSH is integrating detailed market reviews into the feasibility assessments for every potential project. This upfront work supports the creation of better business cases and pro-forma, which will help OLSH prioritize the scope and timing of future projects.
- OLSH is working to build better internal knowledge of market acceptance for a broader range of strategic planning objectives that could be delivered through The City's industrial development projects. Some of the areas where staff is acquiring specific knowledge include: marketing "eco-industrial", LEED standards for industrial buildings, alternative energy generation, complete streets, and enhanced stormwater management facilities and Low Impact Development.

Monitoring & Reporting

- OLSH is aligning its financial management, records management and land asset tracking systems to align with existing corporate software and technologies.
- OLSH is developing an annual report structure for all of its development sales activities to improve overall awareness of these activities, improve business transparency and benefits being delivered for Calgarians. The first annual report will be delivered in 2015.
- OLSH is creating a data base for tracking and reporting market and economic trends that influence demand for industrial and business park lots.

Building Future Work Programs

- OLSH is undertaking feasibility assessments for all potential projects, to support better business planning and project selection and sequencing in Action Plan 2015-18.
- Capital expenditure/cash flow analyses are being undertaken to better forecast the impacts developing projects will have on the overall financial sustainability of the industrial program.
- OLSH is exploring opportunities to better align project delivery and timing with other development initiatives and capital investments across The Corporation.

Delivery Industrial Land to the Market

Planning & Designing

- OLSH is reducing project risk and uncertainty through better planning. It has developed and is executing a project feasibility process to investigate all industrial land assets early in the planning process. This will develop a fuller understanding of opportunities and challenges to align industrial projects with corporate strategic objectives and policy outcomes. It will also provide OLSH time to assess project risks and financial impacts at early stages of the process.
- OLSH facilitated a workshop of impact business units in the early planning phase of Forest Lawn Creek Industrial Park. This created a collaborative, exploratory relationship that helped to identify key opportunities to build corporate alignment, achieve strategic planning objectives. It also identified possible constraints or conflicting objectives that would need to be addressed through future planning, design and application processes.
- OLSH is working with the approving authority to mitigate requirements that arise through the planning and development processes that limit the marketability of industrial lands or potentially lead to legal claims and reputational risks for The City.

Development & Construction

- OLSH is a leading business unit in applying The City's Corporate Project Management Framework and industry best practices within its sponsorship, management and delivery of projects.

- The City was awarded the “Project of the Year” by Project Management Institute’s Southern Alberta Chapter for the Temporary Housing Project for Displaced Southern Alberta residents.
- OLSH continues to explore and employ global engineering best practices in its project design and construction management processes.
- OLSH has aligned its construction safety protocols with its site contractors to meet or exceed The City’s safety standards.

Selling Industrial Lots

- OLSH’s relationship with Calgary Economic Development and its role in marketing Calgary at conferences and trade shows across North America has generated awareness of The City’s available industrial lands
- OLSH is working to upgrade the Land Sales internet site on Calgary.ca to ensure a friendlier user experience and provide best information on current listings.
- OLSH is working with the Calgary Regional Partnership to market The City’s lands through the Explore Calgary Region website.
- OLSH is sharing greater project and available land data as part of its ongoing engagement with industry groups.