

THE 2013-22 INDUSTRIAL LAND STRATEGY – ACTIONS TABLE

1.0 Plan & Develop Land	2.0 Market & Sell Land	3.0 Operate a Successful Land Development Program
GUIDING PRINCIPLE – SUPPORT LOCAL ECONOMIC DEVELOPMENT		
Actions 1.1 Ensure a one- year supply of serviced industrial land is available to meet annual supply targets. 1.2 Focus product delivery on providing small and medium sized lots (under 10 acres), with design flexibility to accommodate a variety of lot widths or parcel configurations. 1.3 Consider requests for large lot development (10+ acres) or lot consolidations for strategic alignment with corporate policies, economic development objectives, and impact on serviced and raw land inventories. 1.4 Identify the appropriate level of City participation that best achieves the development and business objectives of that project, as identified in the <i>Land Development Approaches Table</i> (Appendix 1).	Actions 2.1 Work collaboratively with Calgary Economic Development (CED) to understand its economic development priorities and the short-term supply needs of emerging and expanding business sectors. 2.2 Explore opportunities to participate with CED and Calgary Regional Partnership (CRP) to cooperatively market our land and promote the Calgary region. 2.3 Assess opportunities to acquire land parcels that meet the strategic needs of the Industrial Land Development Program. 2.4 Promote timely on-site development of City supplied lots by including building time commitments, with options for The City to repurchase lots from purchasers not meeting those commitments.	Actions 3.1 Monitor and maintain current market data to inform the strategic direction of the Industrial Land Development Program. 3.2 Align the development and timing of future projects with market need, infrastructure availability and optimization of land assets. 3.3 Establish annual acreage and product targets through the three- year business plans and one-year work programs of the Office of Land Servicing & Housing. 3.4 Ensure the three year business plans and one-year work programs include necessary planning, pre-design steps and budgets that ensure the timely delivery of each development project. 3.5 Support corporate initiatives relating to industrial land use policy change and broader economic development of Calgary, by providing an industrial development perspective.
GUIDING PRINCIPLE – ACHIEVE CORPORATE OBJECTIVES		
Actions 1.5 Incorporate sustainable design solutions and environmental best practices into the public realm of each project. 1.6 Establish clear architectural controls and minimum design performance standards for individual projects.	Actions 2.5 Identify opportunities to develop City-owned lands for industrial purposes that achieve planning policy objectives, including: a. Supporting the location of the transportation and logistics industry in proximity to major intermodal infrastructure and regional goods movement networks. b. Developing high quality, employee intensive business parks in locations close to population concentrations, community and natural amenities, and multi-modal accessibility. 2.6 Develop a means to encourage purchasers to incorporate sustainable design solutions and best practices that optimize use of land, mitigate negative impacts to the environment and reduce long-term operating and life cycle costs.	Actions 3.6 Assess each industrial development project with the goals and objectives of the <i>2020 Sustainability Direction</i> and report on the achievable corporate objectives, financial implications, risks and tradeoffs within the business case for each industrial development project. 3.7 Increase awareness of the Industrial Land Development Program with other business units and investigate opportunities to cooperatively promote innovation, pilot emerging technologies, and new design and operating standards through The City's industrial projects. 3.8 Redirect 5% of proceeds from gross industrial land sales to the Public Housing Reserve to support the provision of affordable workforce housing in Calgary.

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GUIDING PRINCIPLE – OPERATE WITHIN OUR FINANCIAL CAPACITIES		
Actions 1.7 Prepare a business case for each development project, which includes a complete project pro-forma identifying impacts on Program funding. 1.8 Incorporate contract management best practices into the delivery of each project. 1.9 Support the financial viability of each project by seeking alternative funding for non-typical infrastructure and operational costs that will deliver enhanced environmental, social or economic benefits to Calgary.	Actions 2.7 Ensure land sale procedures are in accordance with the Real Property Bylaw and within the authority of the <i>Municipal Government Act</i> .	Actions 3.9 Monitor the cumulative impacts of all development projects on the Program's ability to generate sustainable financial returns and continue to service future industrial projects. 3.10 Build financial capacity within the program to fund future land acquisitions to ensure a long-term supply of developable land. 3.11 Monitor the impacts of non-industrial projects funded by the Industrial Land Development Program on the Real Estate Reserve Fund's sustainability. 3.12 Manage The City's land inventory by pursuing interim uses that demonstrate good land stewardship practices and protect the land's long-term developability for industrial purposes.
GUIDING PRINCIPLE – FOSTER A FAIR AND TRANSPARENT BUSINESS ENVIRONMENT		
Actions 1.10 Demonstrate project management leadership by integrating The City's Project Management framework and best practices into each project. 1.11 Pursue excellence and apply global best practices to the design and construction practices of each project.	Actions 2.8 The Method of Disposition for each project will identify the approach that best achieves the development and business objectives of the project, as identified in the <i>Land Sales Continuum Table</i> (Appendix 2). 2.9 Ensure that The City's marketing and sales information clearly identifies and outlines site development and building obligations to prospective purchasers.	Actions 3.13 Monitor the Program's development and sales processes to seek improvements, efficiencies and competitiveness, as permitted within legislation and by corporate procedures. 3.14 Complete a comprehensive review of this Strategy no later than 2018 January.
GUIDING PRINCIPLE – ATTRACT THE RIGHT BUSINESS		
Actions 1.12 Create products aimed at attracting businesses that support economic diversification, broaden the assessment base, provide intensive job creation and support Calgary's sustainability performance targets.	Actions 2.10 Work with Calgary Economic Development and Council to build awareness and facilitate relationships with future end users of City lots. 2.11 Strengthen The City's relationship with industry to increase awareness of the <i>Industrial Land Development Strategy</i> , current projects, targeted business sectors and lot availability. 2.12 Pilot incentive programs for end users to incorporate site development and building improvements that achieve the objectives of an individual industrial park.	Actions 3.15 Continually improve in-house knowledge on the needs of industry being attracted to Calgary and those businesses' best practices that align with corporate sustainability objectives.