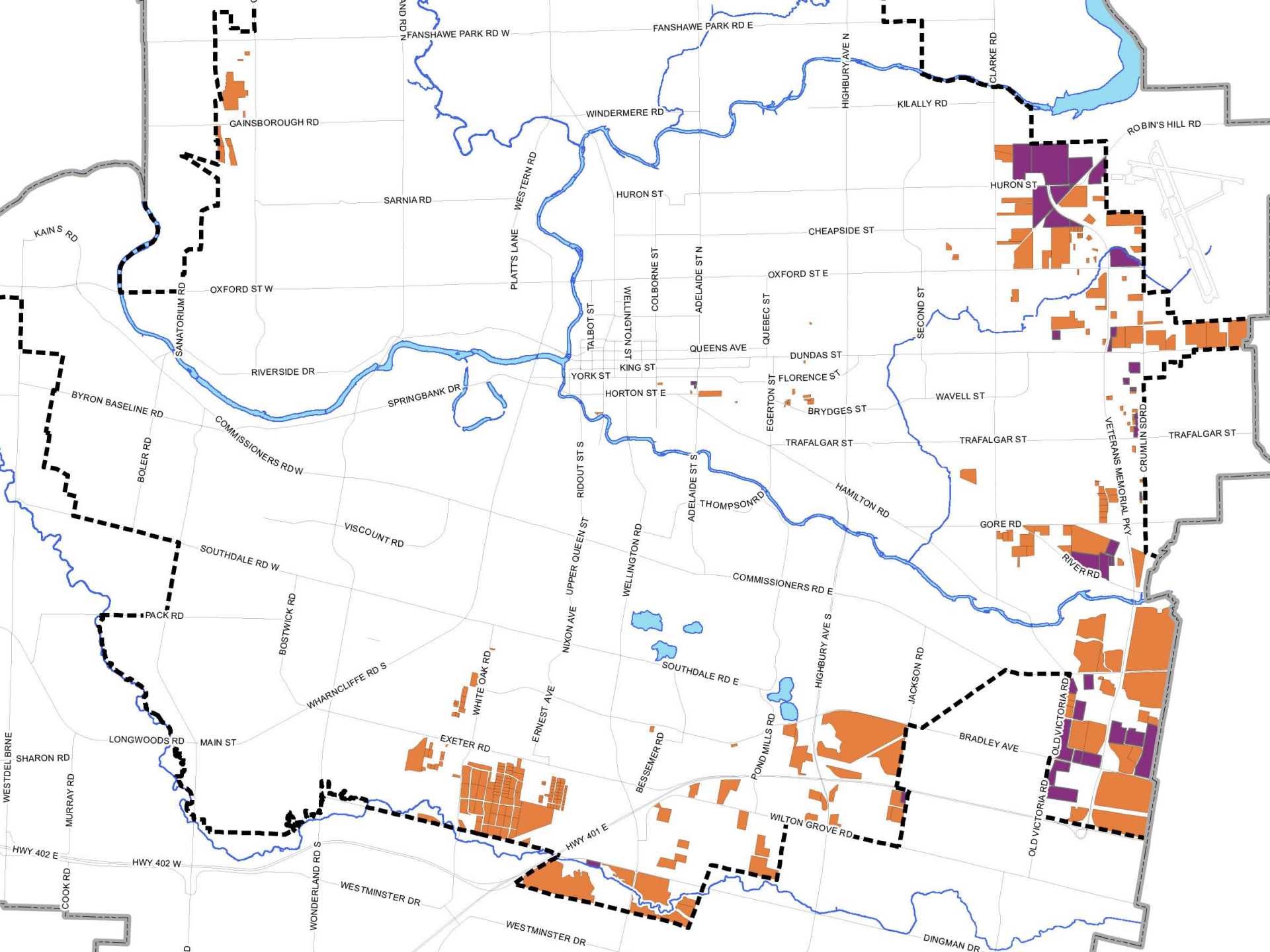


# 2014 Industrial Land Development Strategy: An Investment in Our Future





# ILDS & Council's Strategic Plan



• A Strong Economy



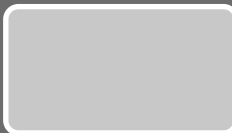
A Vibrant and Diverse Community



A Green and growing City



A Sustainable Infrastructure



A Caring Community

# Covered in this strategy...

1. The municipal role

2. Target sectors

3. What are our target sectors looking for?

4. Evaluating our supply

5. A plan to increase supply

6. Where next?

7. Industrial Land Development Action Team

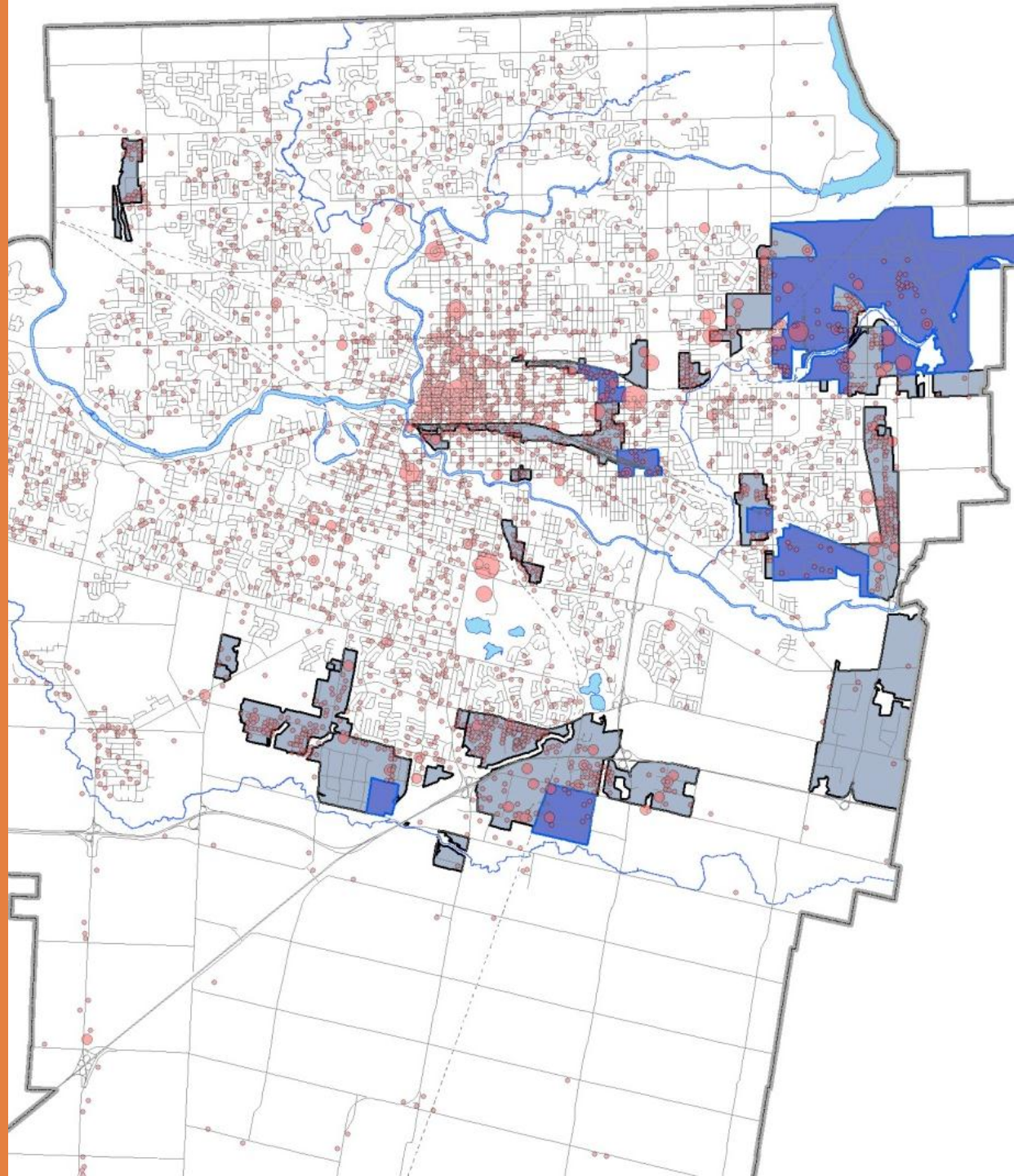
8. Market aggressively

9. Establishing an identity – the Corridor

10. Putting the pieces together

# The Municipal Role

30% of all  
employment



# ROI for the City

	Forest City Industrial Park
Gross Land Acquired by City	86.3 ha (54.2 net ha)
Cost of Land Acquired by City	\$5.2 million
Cost of Land Per Hectare	\$60,255/hectare
On-site servicing cost	\$9.7 million (\$7.2 million net after grants from other governments)
Total cost to City of London	\$12.4 million
Direct New Jobs Created	1,306
Indirect New Jobs Created	650
Total Jobs Created	1,956
Increase in Assessment	\$56.9 million
Increase in Tax Revenue/year	\$1.6 million
Proceeds from Land Sales	\$6.6 million



# ROI for the City

	Innovation Park
Gross Land Acquired by City	264.3 ha (193 net ha)
Cost of Land Acquired by City	\$11.7 million
Cost of Land Per Hectare	\$44,267/hectare
On-site servicing cost	\$36.7 million (\$19.2 million net after grants from other governments)
Total cost to City of London	\$30.9 million
Direct New Jobs Created	1,370
Indirect New Jobs Created	685
Total Jobs Created	2,055
Increase in Assessment	\$93.8 million (to date)
Increase in Tax Revenue/year	\$2.8 million (to date)
Proceeds from Land Sales	\$9.4 million (to date)

# Private Sector ROI

- Land sales value
- ~~Tax Revenue~~
- ~~Job Creation~~
- ~~Further industrial attraction~~



# Our Role

- Strategic planning
- Servicing strategy
- Acquisition
- Planning approvals
- Develop/service
- Market (collaborative with LEDC)

*If we don't take on this role,  
we will miss opportunities*

# Target Sectors



# London Targets

Advanced Manufacturing

Renewal and Clean Tech.

Automotive

Agri-food/Food processing

Defence and Aerospace

Life and Health Sciences

Information Technology and Digital Media

Enhanced Transportation and Logistics

Research, Development and Commercialization

What Are  
Target Sectors  
Looking For?

# Comparative Requirements of Target Sectors

Factor	Renewable / CleanTech	Automotive	Agri-food/ processing	Logistics	Defence/ Aerospace	Life Sciences	I.T. / Digital Media	R, D & C
Good access to 401 or 402	Yes	Yes	Yes	Yes	Yes	No	No	No
401 or 402 direct frontage	No	No	No	No	No	No	No	No
Quick access to airport	Yes & No	No	No	Yes & No	Yes	Yes & No	Yes & No	Yes & No
Immediate proximity to airport	No	No	No	Yes	Yes	No	No	No
Away from odours, dust, noise of heavy industry	Yes	No	No	No	No	Yes	Yes	Yes
Away from auto traffic (congestion)	No	Yes	Yes	Yes	Yes	No	No	No
Light industrial use	No	No	No	Yes	No	Yes	Yes	Yes
High degree of outdoor storage	No	Yes	No	Yes	No	No	No	No
Emits high level of odour, noise, or vibration	Yes & No	Yes	Yes	No	Yes	No	No	Yes & No

# Comparative Requirements of Target Sectors

Factor	Renewable / CleanTech	Automotive	Agri-food/ processing	Logistics	Defence/ Aerospace	Life Sciences	I.T. / Digital Media	R, D & C
Need low impact neighbours	No	No	No	No	No	Yes	Yes	Yes
Need to attract highly sought-after highly skilled labour force through provision of high quality building and surroundings	Yes	No	No	No	No	Yes	Yes	Yes
High water use and sewer discharge	Yes	Yes	Yes	No	Yes	Yes & No	Yes & No	Yes & No
Candidate as dry industry	No	No	No	Yes	No	No	No	No
High volume road	Yes	Yes	Yes	Yes	Yes	No	No	No
Need for rail adjacency	Yes & No	No	No	No	Yes & No	No	No	No
Large sites	Yes	Yes	Yes	Yes	Yes	No	No	Yes & No
Extra-large sites	No	No	No	Yes	No	No	No	No
High employment to land area ratio	Yes	No	No	No	Yes	Yes	Yes	Yes



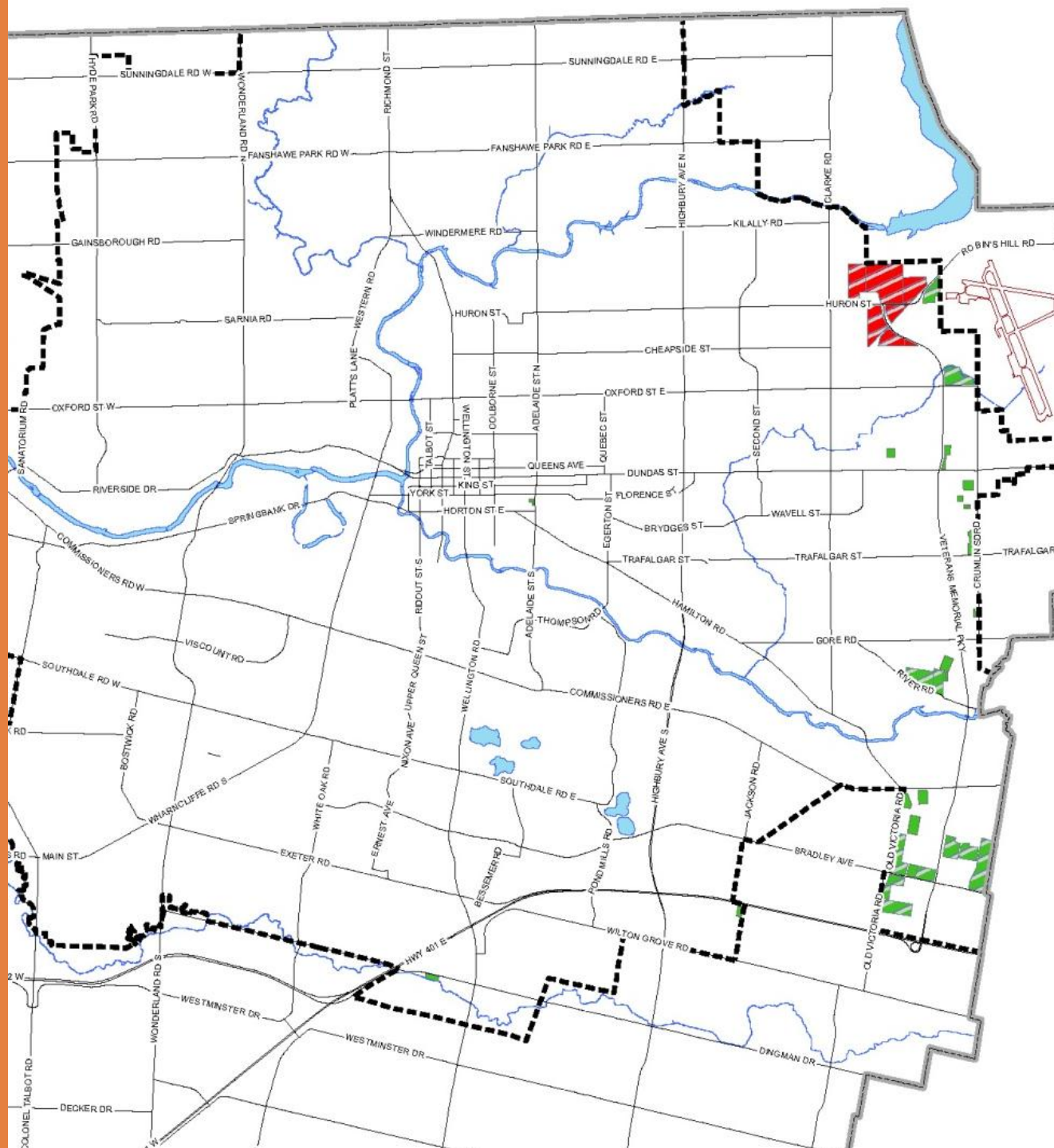
# Evaluating Our Supply



# How much do we have?

- 235 ha is City-owned
- 116 ha is north of Thames River
- 130 ha is serviced
- 85 ha is serviced and larger than 5ha
- 65 ha is serviced, larger than 5ha and south of the Thames River

London's supply is critically low!



**Risk of...**

**...missing opportunities**

# A Plan to Increase Supply

# Supply Targets: what we would like to maintain at all times

200 ha of vacant, serviced industrial land

180 ha of this supply should be easily accessible to VMP, 401 or 402 corridors

Variety of lot sizes

Good supply of large blocks 5+ha

# Acquisition and Development Targets

End of Year	City-owned Total Industrial Land Supply	City-owned Serviced Industrial Land Supply in Key Strategic Locations	City-owned Serviced Industrial Land Supply in Secondary Locations	Surplus or Deficit relative to target of 200ha serviced in total and 180ha serviced south of the Thames River
2013	235ha	75ha	18ha	(-107ha) total (-105ha) south
2014 - 2016	Action: Purchase 200ha and develop/service 100ha south and 20ha north			
2016	395ha (235+200 purchased -40 sold)	144ha (75+100 developed -31 sold)	29ha (18 -9 sold +20 developed)	(-27ha) total (-36ha) south
2016 - 2018	Action: Develop/service 100 ha of industrial land south and 70ha north			
2018	335 ha (395-60 sold)	194 ha (144+100 developed -50 sold)	89ha (29+70 developed -10 sold)	+83ha total +14ha south
2018 - 2023	Action: Purchase 100ha of industrial land and develop/service 100 ha south			
2023	335 ha (335+100 purchased -100 sold)	214ha (194+100-80)	69ha (89- 20 sold)	+83ha total +34ha south
2023-2028	Action: Purchase 100ha of industrial land and develop/service 100 ha			
2028	335ha (335+100 purchased -100 sold)	214ha (209+80-80)	69ha (69-20 sold+20 developed)	+83ha total +34ha south

# Acquisition and Development Targets

## **Before the end of 2016**

- Acquire 100 ha as per the 2012 direction to staff (and corresponding budget approval)
- Acquire an additional 100ha beyond that identified in 2012
- Develop 100 ha south of the Thames River
- Develop 20ha in the Huron Park area (already owned by the City)

## **2016 to 2018**

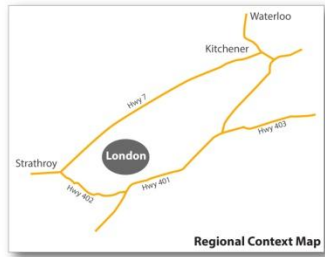
- Develop 100 ha, south of the Thames River
- Develop 70ha in the Huron Park area (already owned by the City)

## **2018 to 2023**

- Acquire 100ha (80ha south of the Thames River)
- Develop 100 ha (80ha south of the Thames River)



Where Next?



- Major Roads
- Highways
- Rail Corridor
- City Boundary
- - - Urban Growth Boundary
- Vacant Industrial Lands
- ✳ Interchange Improvements

Existing Research and Development

- Fraunhofer Project Centre and WindEEE Dome and Research Institute
- Southern Crop Protection & Food Research Centre



# Considerations

- Size
- Topography
- Developable area
- Environmental issues
- MDS
- Compatibility
- Other constraints
- Servicing costs
- Cost of acquisition
- Trigger interchange (Bradley/VMP)
- Acquisition concerns
- Inside or outside UGB
- Proximity to clusters
- Target demands
- Etc.

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# Industrial Land Development Action Team



# ILD Action Team

- Multi-disciplinary
- No new staff
- Bring experts together in formalized team
- Meet regularly
- Work closely with LEDC
- Work together to expedite processes
- Coordinated and collaborative

# ILD Action Team

Roles	Planning	Realty Services	LEDC	Environmental and Engineering Services	Development Services	Development Finance	Business Liaison, and Corporate Investments and Partnerships
Official Plan Designations	●						
Zoning	●						
Planning Studies	●						
Development Approvals (subdivisions, etc.)					●		
Site Planning and Development Agreements					●		
Engineering Studies				●			
Servicing				●			
Site Preparation (grading)				●			
Development Charges and Exemptions	●					●	
Other Incentives	●					●	
Land Acquisition/Sales/ Negotiations		●					
Land Marketing		●	●				
Facilitation of Private Site Selection			●				
Private/Public Liaison			●				●
Strategic Direction for Economic Development	●	●	●	●		●	●

Market  
Aggressively



# Attracting Skilled Labour Force

- Downtown
- Thames River Corridor
- Sports, arts, culture, entertainment...
- Strong schools and institutions
- Great neighbourhoods
- Quality of life
- Affordability





# Community Improvement Plan

- DC Grants
- Aerospace Industry
- Brownfields incentives
- Sell City-owned land at competitive prices
- Possible Corridor improvement incentives



# Marketing

- Improve our industrial land web site
- Ontario's Investment-ready Program
- LEDC

# Establishing An Identity

The 401/402  
Investment  
Corridor

# Putting the Pieces Together

# Partnership Opportunities

- Private sector may develop industrial land in some areas
- Seeking funding partnerships with provincial and federal governments
- UWO, hospitals, other centres of excellence

# Next steps

- Final changes to ILD Strategy – December 16<sup>th</sup>
- December 16<sup>th</sup> bring forward, in camera:
  - Acquisition strategy with servicing strategy
- January – bring forward financing plan
- Continue work on Urban Growth Boundary expansion for Industrial Land