


















INDUSTRIAL PARK PROJECT DEVELOPMENT CHECKLIST

STRATEGIC ALIGNMENT OF THE INDUSTRIAL PARK PROJECT WITH THE VISION OF THE CITY FOR DEVELOPMENT AND THE CURRENT CAPACITIES/ OFFER OF THE CITY		WHAT STANDS OUT AS IMPORTANT?
	Vision for the City	-set clear vision of the Municipality for the development of the City
	Data driven decision-making	-generate and share data on the main assets the city has to offer, make data-driven decisions: indicators on local GDP, demographic trends, education and skills, wellbeing and health, RDI ecosystems, industrial structure and overall market, infrastructure, financial market, municipality data (performance, financial capacity/ income)
	Market analysis	- identify sectors that need/ could benefit from localization in an industrial park - align the project concept/model with the existing need from industry, the current City offer and vision for the City
	City competitive advantage	- education: structure of the workforce and specialization/ (re)qualification needs, educational infrastructure and development potential - potential partnership needs: R&D, RDI, tech-transfer
	Project competitive advantage	- what is the project offering compared to their competition (marketing strategy for the project) - 'Investor Relations Bureau/ Agency' offering targeted support to potential investors/ residents that can cover wider scope of the investment in the community, beyond managing the relation with the park management

LOCATION: THE FUNDAMENTALS OF CREATING VALUE		WHAT STANDS OUT AS IMPORTANT?
	Inventory of existing assets	- greenfield, brownfields
	Land	- availability - land acquisition strategy - assessment of land related risks (different urban plans, geological risks, topographical studies/ surveys, climate risks, etc.)
	Transport infrastructure	- proximity, connectivity, inter-modal transport potential - investment needs
	Utilities infrastructure	- available networks, connections, upgrading needs, investment needs
	Future development plans	- Is the project likely to be scaled in the initial location or is it limited by the location?

RESOURCE MOBILISATION AND FINANCING: SECURING FUNDS, ASSESSING PROFITABILITY AND LOCAL IMPACT		WHAT STANDS OUT AS IMPORTANT?
	Grant financing sources	- review of non-reimbursable funding alternatives (EU, national) - state/ government industrial development funds
	Access to reimbursable financing	- investment funds - commercial banks - strategic banks - municipal funds, municipal bonds
	Other financing options	- investment funds - equity
	Marketing of the investment, quantify impact	- expected return on investment (RoI) - expected community impact - sustainable development

PROJECT BUSINESS-CASE, GOVERNANCE AND MANAGEMENT STRUCTURE			WHAT STANDS OUT AS IMPORTANT?
	Park's business model	<ul style="list-style-type: none"> - defining the business case for the park - rent buildings, lease land plots, determine the level of investment made by the project and required investments from park residents 	
	Establishment of special purpose vehicle (SPV)	<ul style="list-style-type: none"> - centralizes project finance, limits investors' liability, manages construction and operations, and provides a clear legal and contractual vehicle for investors, lenders, and tenants 	
	Investor relations bureau/ agency	<ul style="list-style-type: none"> - such structure/ agency should work for park occupancy and profitable operations - develop a package of services offered for the investors (including other business services such as business incubation and acceleration) - assist in their interactions with the local administration and other public agencies, etc. - success is highly influenced by the level of maturity of the business case - strong links with the development vision of the city - management and operations – ongoing oversight and services to residents 	
	Cost control, optimize investments	<ul style="list-style-type: none"> - cash-flow operations, sound financial management (investments should be depreciated in 8-12 years) - the prices/ rent for industrial park residency are competitive and quite standardized, it is important to keep track of costs and handle the investment budget effectively 	

THE ROLE OF LOCAL GOVERNMENT AS PROJECT PROMOTER		WHAT STANDS OUT AS IMPORTANT?
 	Incentives and support measures <ul style="list-style-type: none"> - what types of incentives can the Municipality offer to investors? - financial incentives (direct subsidies, grants, and loans), fiscal incentives (reduced tax rates, tax exemptions), other incentives (subsidized land, infrastructure, and services, various concessions) - what other policy support can be offered? e.g. support with administrative procedures and permit granting, act as intermediate with other institutions - other forms of indirect assistance, e.g. facilitate cooperations, employment, networks and partnerships 	
	Public-private partnerships <ul style="list-style-type: none"> - scope of the private participation in the commercial operation (joint ventures, concessions, management contracts?) 	
	Community development <ul style="list-style-type: none"> - develop quality of life, housing, leisure infrastructures 	