Development Initiatives - through a Risk Management Lens

April 15th 2013
Public Sector Development Entities

- Ottawa Community Lands Development Corporation
- Canada Lands Company
- York University Development Corporation
- Central Mortgage and Housing Corporation
- Build Toronto
- Growth Value Results
- Waterfront Toronto
- CBRE
Real Estate Development Risks

- Planning and approvals
- Community sensitivities
- Political risks
- Public opinion
- Environmental conditions
- Regulatory risks
- Construction risks

- Duration and timing
- Market and economic cycles
- Occupier and consumer demand
- Revenue risks
- Financing
- Partner risks
“Risk Management in the Real Estate Development Industry” by Thomas Wiegelmann (June 2012):
Institute of Sustainable Development and Architecture, Bond University, Australia

Major findings:

- Lack of formalization and co-ordination – developers rely on individual judgement and experience
- Risk management is fragmented – few organizations have formal processes
- Most organizations do not align risk management with risk appetite
- Many organizations have some measures of risk management activities, but few have enterprise wide risk management strategies