

CORPORATE ALIGNMENT

The Corporate Land Strategy will align with current policy and direction guiding The City. A number of the relevant corporate directions and current policy initiatives that influence the delivery of this comprehensive land management strategy are provided below for information. These and others will regularly be reviewed as the Corporate Land Strategy is being developed and delivered.

1 **Citizen Priorities and Council Directives 2019-2022**

Council's vision and the five citizen priorities guide Administration in delivering services as defined through One Calgary. Together these inform The City's land management practices and the direction of the Corporate Land Strategy.

- **A Well-run City** – land decisions are made in a transparent and accountable way, support Calgary's economic resilience, expand the tax base and promote financial sustainability of the Corporation.
- **A Healthy and Green City** – land decisions support environment, promote biodiversity, resilience to changing climate, improve contaminated sites, etc.
- **A City that Moves** – land is available to support mobility networks, and surplus land is leveraged to support existing transportation investments.
- **A City of Safe and inspiring Neighbourhoods** – land decisions support social needs, cultural benefits and help to build great communities.
- **A Prosperous City** – land decisions support economic diversification and resilience, attract talent, and support businesses that create job opportunities.

2 **One Calgary Service Plans and Budgets process**

One Calgary is The City's serviced-based approach to and four-year budgeting process for 2019-22. It identifies Real Estate & Development Services (RE&DS) as the provider of Real Estate Services and Land Development and Sales lines of service for The Corporation.

3 **Corporate Asset Management Program**

The Corporate Asset Management Program manages The City's tangible capital assets including buildings, infrastructure and equipment. Land is not currently considered within the Asset Management Program as it historically appreciates in value.

A corporate land strategy can impart an asset management approach to land. It would align land management with the evolving asset management practices at The City by establishing an overall land asset planning (portfolio) approach, a management system and corporate governance to guide all programs that deliver land services.

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4 **City Facilities Management Programs**

The Corporate Coordinated Operations Maintenance (CCOM) Program, Corporate Facility Planning and Delivery Policy and Integrated Civic Facility Program (ICFP) provide direction for management of building and facility assets managed by The City. New strategies and procedures to support City-owned land management will be aligned with these current facility programs to ensure consistency, clarity of roles and integrated decisions.

5 **Asset Sale Review**

The Asset Sale Review is a current Council priority with implications for land. The Corporate Land Strategy will support strategic and intentional decision-making around land asset sales that support financial priorities. It should also direct where longer-term public benefit can be gained from land assets and how to optimize those decisions.

6 **Municipal Development Plan and Corporate Planning Policies**

The Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) set out 30-year direction for the growth of Calgary. These policies inform corporate decisions for leveraging land and real estate expertise to deliver visions and public policy objectives, including:

- Supporting a prosperous economy and creating a city attractive to business.
- Creating vibrant, transit-supportive, mixed-use activity centres (Transit Oriented Development-TOD).
- Supporting the redevelopment of strategic land parcels.

7 **Triple Bottom Line Policy**

The Policy expresses The City's commitment to consider social, economic and environmental impacts of City decisions. The Corporate Land Strategy will reflect this approach to identify opportunities, challenges and trade-offs in positioning land to deliver broader benefits.

8 **Long Range Financial Planning**

The City ensures it has the long-term financial capability to support growth and investment decisions. The Long-Range Financial Plan and Council's Capital Investment Principles establish a fiscal framework to inform the Corporate Land Strategy, including:

- Responsible financial decision-making.
- Understanding long-term impacts of spending decisions.
- Managing finances in a sustainable manner.
- Reducing impacts on the mill-rate.
- Managing land assets well and making strategic investment decisions.
- Remaining flexibility to respond to changing circumstances.