

The background of the slide is a composite of two night-time photographs of Calgary. The top half shows the illuminated clock tower of the Calgary City Hall against a dark sky, with a street light visible on the left. The bottom half shows a blurred light trail of a vehicle moving across a wet, reflective street at night, with a person standing on the sidewalk on the left.

Calgary



Corporate Land Strategy – Guiding Document
UCS2019-1579
December 18, 2019



Why is a Corporate Land Strategy needed?

- I. Provide an overarching, corporate approach to managing City land assets
- II. Portfolio-approach to managing all land and making strategic decisions
- III. One City – One Voice - collaborate to guide decisions
- IV. Unlocking land value - to maximize Corporate and Community benefits
- V. Guide transparent decision-making and reporting

How the Guiding Document was informed

- I. **Real Estate & Development Services Line of Service Needs** – Real Estate line of service and Land Development & Sales line of service priorities
- II. **Corporate Engagement**– Corporate Land Committee, Steering Committee, Planning groups, Operations groups
- III. **Current Corporate Directions** – relevant to real estate, development, land management
- IV. **Research** – scan of other public land organizations



Key Directions for the Corporate Land Strategy project:

- I. **Clarify expectations** – Council, Corporation, citizens, implementers
- II. **Governance** – Efficient organizational services that supports how corporate land decisions will be governed
- III. **Triple Bottom Line**– integrate broader, corporate considerations and benefits in decision-making
- IV. **Financial Sustainability** – focus on increasing revenues and tax base, health of the real estate programs and projects
- V. **Decision-making** – create criteria and procedures to support strategic decision-making

Guiding Principles

- I. **Citizen Value** – provide decisions that benefit Calgarians
- II. **Transparent and Accountable** – decisions are clear, consistent, communicated
- III. **Coordinated and Collaborative** – reflect One City, One Voice
- IV. **Evidence-based and Timely** – data driven, needs focused
- V. **Reliable and Flexible** – consistent, repeatable, responsive



Corporate Land Strategy - Phases



Direction for
designing the
strategy

Guiding Document
(Background, Context, Land Info, Principles, Best
Practice, Key Directions)

Phase 1



A strategic
approach to
managing City
land

Corporate Land Strategy
(Governance, Standards, Roles, Decision methodology)

Phase 2



Where you will find
the strategy
incorporated
through a portfolio
management
approach

New Frameworks
(Strategic Redevelopment
Framework, Affordable
Housing, etc.)

Existing Frameworks
(Corporate Land Mgmt.
Framework, Industrial
Land Development
Strategy, etc.)

Phase 3



Who will use
this strategy

RE&DS

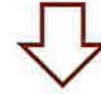
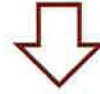
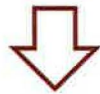
Land
Stewards

Planning
Groups

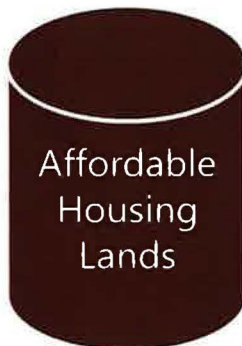
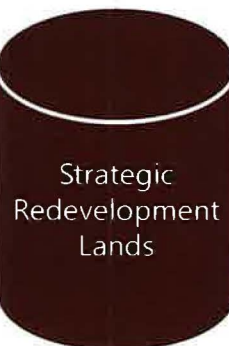
Council



Corporate Land Strategy



New Frameworks



Existing Frameworks





FUNCTIONS & SERVICES



OUTCOMES

A Prosperous City

- Velocity of Sales ✓
- Volume of Sales ✓
- Maximized Values & Revenues ✓
- Increased Tax Base ✓

Well-Run City

- Efficient Business Practices ✓
- Business Friendly Orientation ✓

A City that Moves

- Optimized Infrastructure Investment ✓

How - Portfolio Management Approach

Asset Portfolio

Land Inventory
(Portfolio Strategy)

Understanding City land,
Corporate needs, setting
portfolio objectives

Balancing Needs
(Portfolio Mandate)

Balancing risk and
balancing against City
demands/needs (triple
bottom-line)

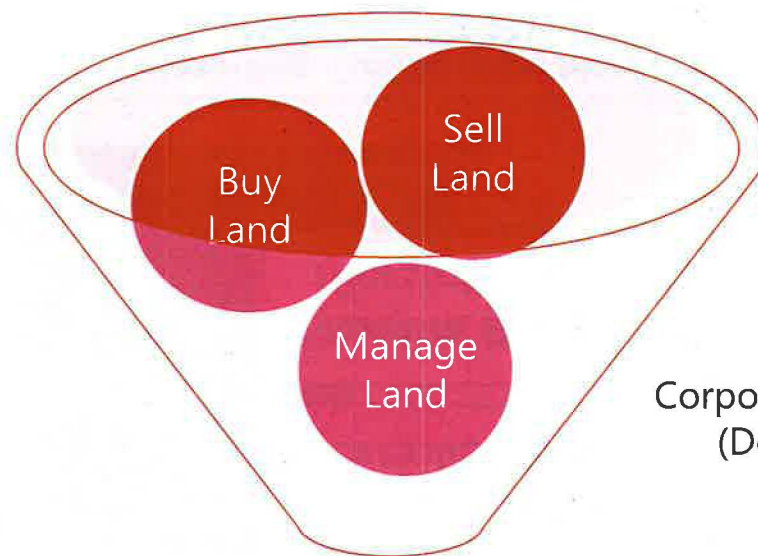
Flexible Programs
(Portfolio Tactics)

Diverse programs to achieve
land demands through
timely response to changing
Corporate priorities or
external forces



Monitoring and Reporting, Cost/Revenue Management, Asset
Management/Allocation, Business Friendly Services and Continuous Improvements

Governance and Decision Models



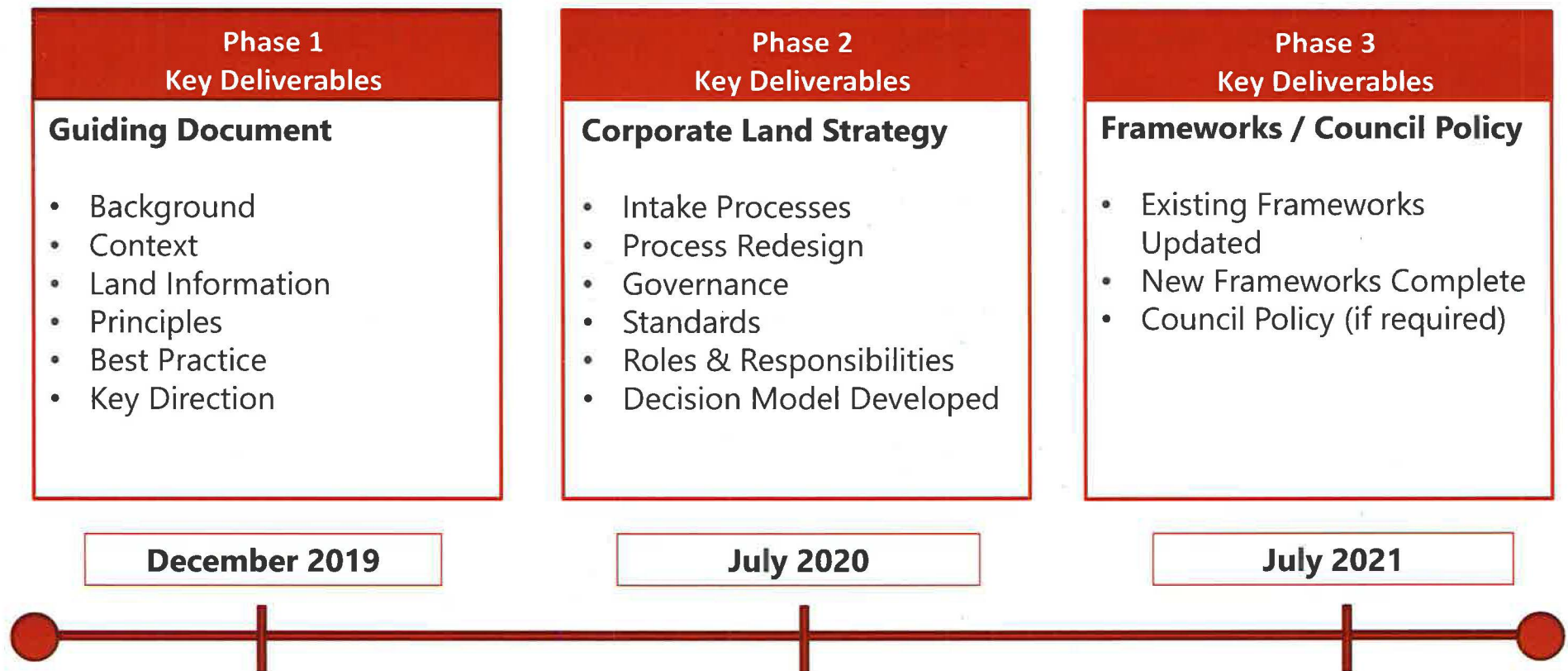
Corporate Land Strategy
(Decision Model)

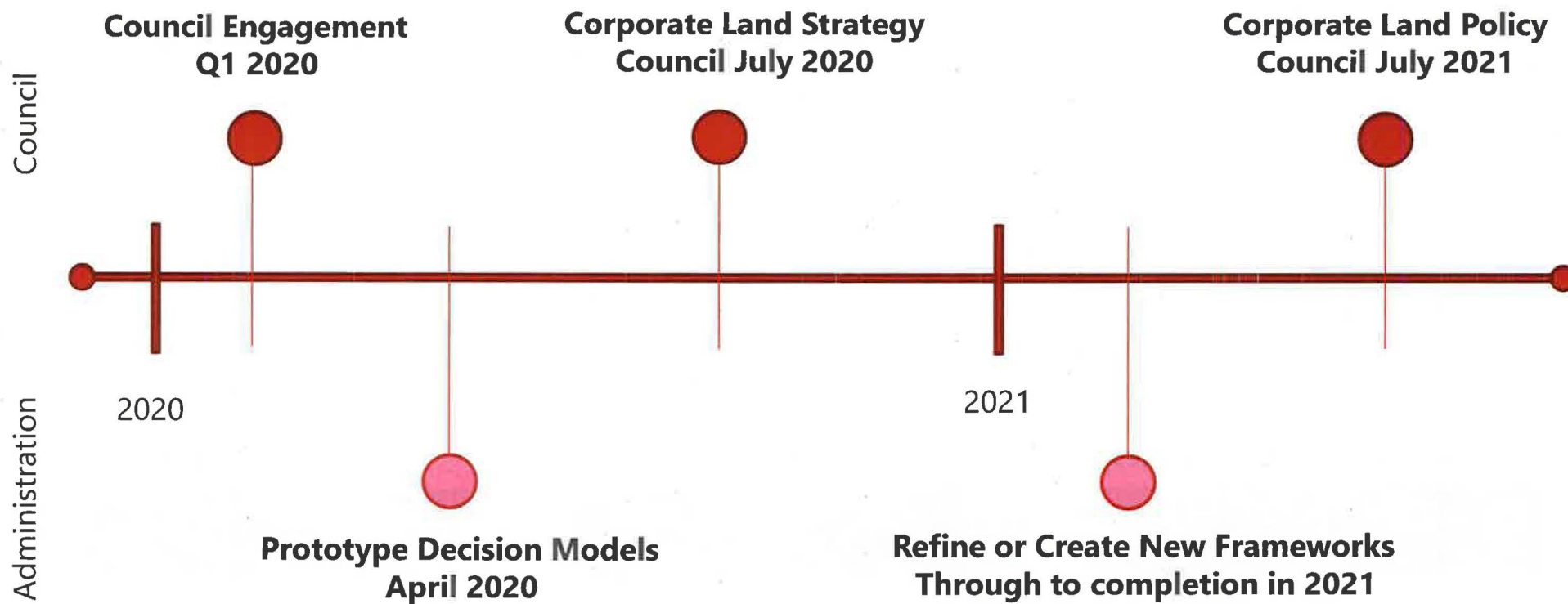


Execute Decision Using Portfolio Management



OUTCOME - Optimized Corporate Decision







Recommendation:

That Council approve the *Corporate Land Strategy – Guiding Document* (Attachment 1) and direct Administration to deliver the Corporate Land Strategy to SPC on Utilities and Corporate Services by 2020 July 31

