

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

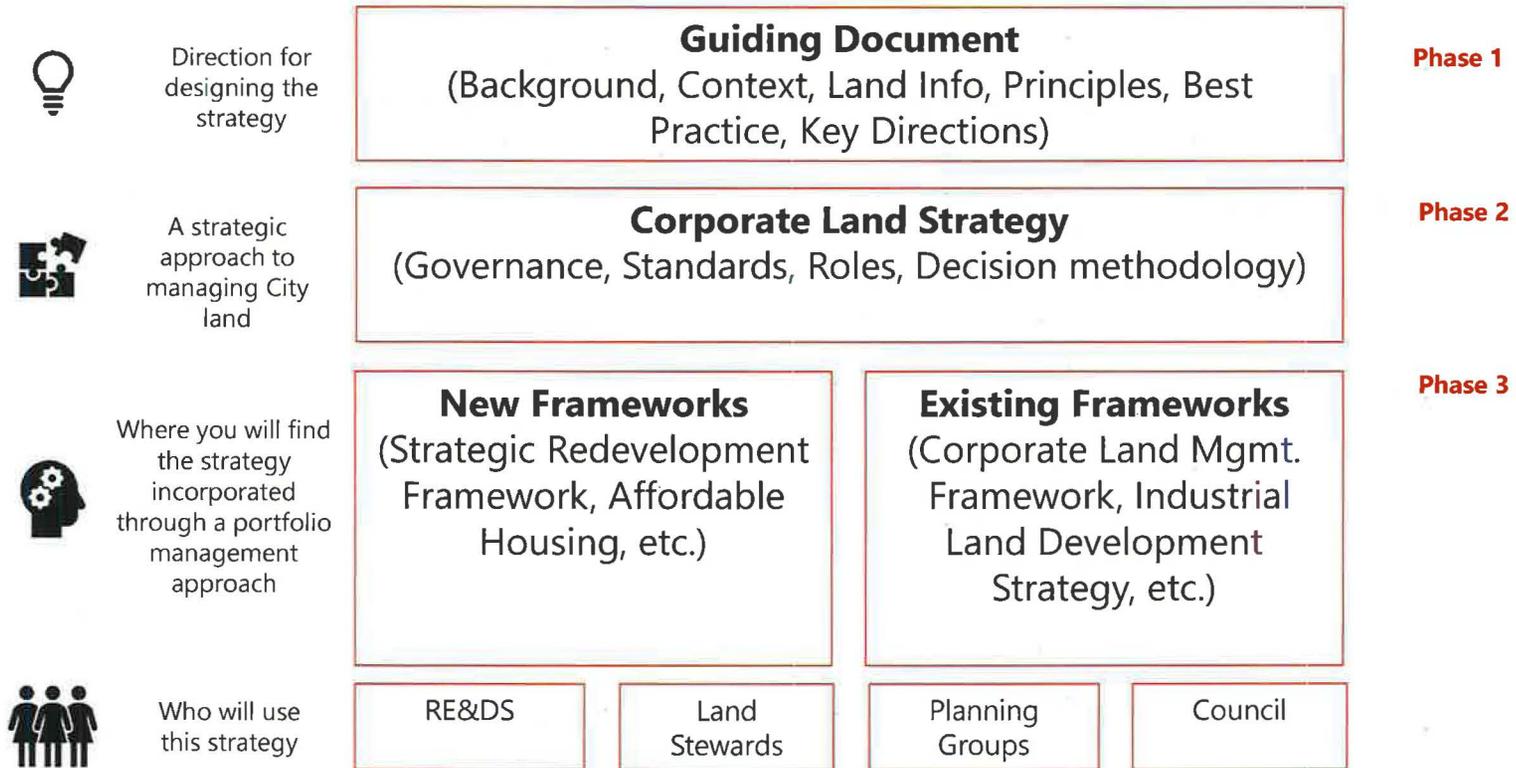


Guiding Principles

- 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

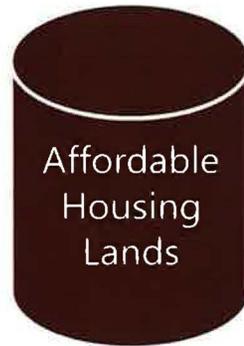
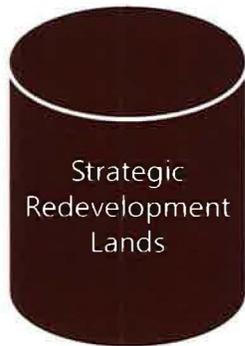




Corporate Land Strategy



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)

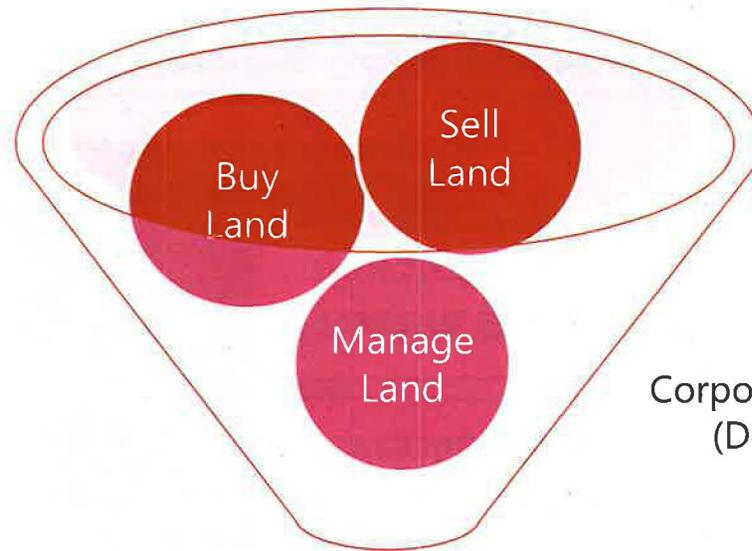
Diverse programs to achieve land demands through timely response to changing Corporate priorities or external forces



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



**Phase 1
Key Deliverables**

Guiding Document

- Background
- Context
- Land Information
- Principles
- Best Practice
- Key Direction

**Phase 2
Key Deliverables**

Corporate Land Strategy

- Intake Processes
- Process Redesign
- Governance
- Standards
- Roles & Responsibilities
- Decision Model Developed

**Phase 3
Key Deliverables**

Frameworks / Council Policy

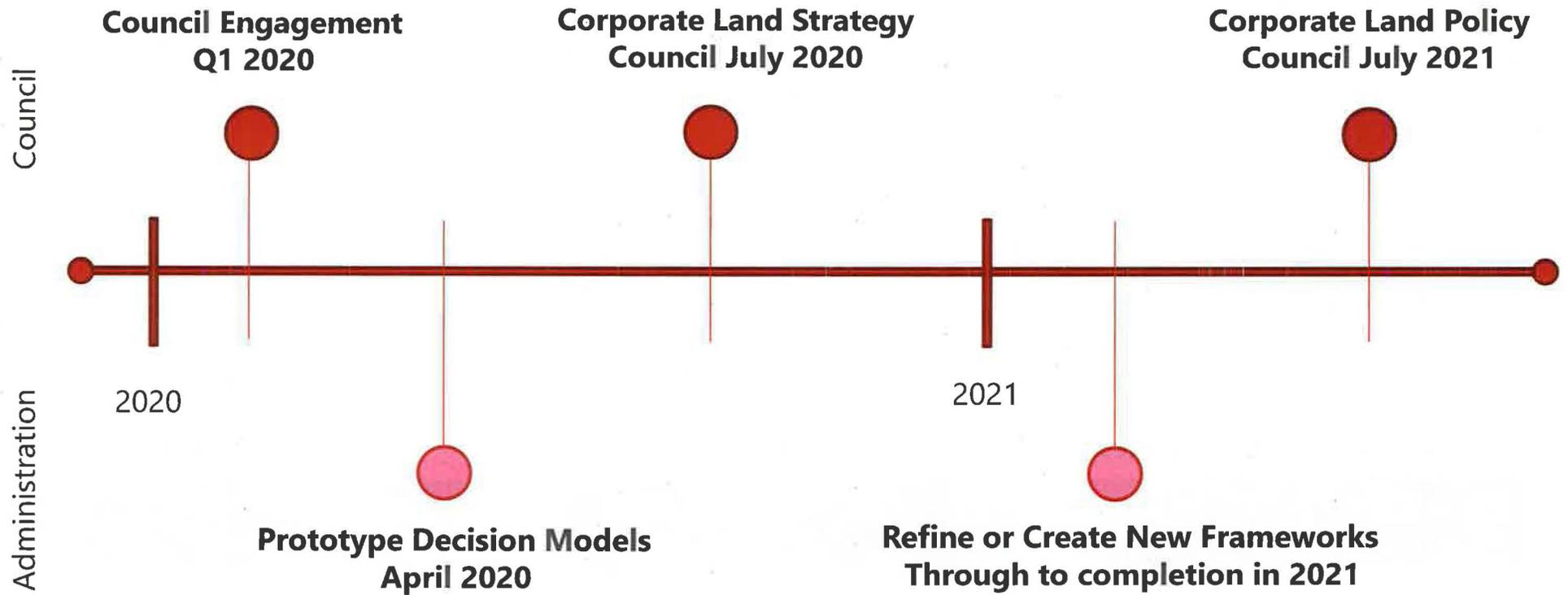
- Existing Frameworks Updated
- New Frameworks Complete
- Council Policy (if required)

December 2019

July 2020

July 2021







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

