

Deputy City Manager's Office Report to  
SPC on Utilities and Corporate Services  
2019 December 18

ISC: UNRESTRICTED  
UCS2019-1579

## **Corporate Land Strategy – Guiding Document**

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### **EXECUTIVE SUMMARY**

This report presents the Guiding Document and the recommended direction to guide development of the Corporate Land Strategy (the “Strategy”). The Strategy is proposed to provide a comprehensive, corporate approach to managing The City’s land assets.

The Guiding Document provides context on The City’s land inventory, its current stewardship practices and a best practice scan of how other public land organizations manage land. It outlines Administration’s approach to developing the Strategy, key directions, and a set of Guiding Principles to frame the overall direction of the Strategy and support on-going decision-making.

Council approval of the recommendation will direct Administration to complete the scope of work presented in the Guiding Document and report back by 2020 July 31 with the Corporate Land Strategy. The Strategy will support the program-specific frameworks that provide more operational direction and the day-to-day implementation of specific land programs, including Corporate Land Administration, Industrial Land Development and Strategic Redevelopment. These Administration-level documents will be developed and delivered by 2021 June 30.

#### **ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Utilities and Corporate Services recommends that Council approve the *Corporate Land Strategy – Guiding Document* (Attachment 1) and direct Administration to deliver the Corporate Land Strategy to the Standing Policy Committee on Utilities and Corporate Services by 2020 July 31.

#### **RECOMMENDATION OF THE STANDING POLICY COMMITTEE ON UTILITIES AND CORPORATE SERVICES, 2019 DECEMBER 18:**

That Council adopt the Administrative Recommendations contained in Report UCS2019-1579.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2018 November 19, Council received the “Corporate Land Strategy – Information Report” (UCS2018-1141).

On 2019 May 27, Council received the “Calgary’s Strategic Approach to Managing City Land-Update” report for information and directed Administration to report back to SPC on Utilities and Corporate Services no later than 2019 September 30 with the Guiding Document.

On 2019 September 30, Council deferred the Guiding Document report to no later than 2019 December 18.

### **BACKGROUND**

The Corporate Land Strategy is an Administration initiative to create greater efficiencies and add value to City land management, real estate, and land development decisions. It is being developed to support staff with clear direction and maximize the benefits and opportunities The City receives from its lands. An overarching Corporate Land Strategy will:

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- Recognize land as a valuable public asset to be managed to provide maximum benefit.
- Establish transparent standards and procedures to manage City lands.
- Clarify roles and responsibilities within Administration to deliver land services.
- Ensure sustainable financial models for land programs and funding reserves.
- Define how the achievement of broader Corporate objectives are considered in land decisions.
- Align land decisions with other Corporate strategic direction.

In 2018 November, the Corporate Land Strategy – Information Report (UCS2018-1141) informed Council of this work being initiated by Real Estate & Development Services (RE&DS) and to create an awareness of how land is managed by The City.

In 2019 May, Calgary's Strategic Approach to Managing City Land – Update report (UCS2019-0663) provided Council information on the results of engagement with key internal stakeholders. It indicated a broader, corporate-wide approach to land management and decision-making was required, as well as clear alignment of the Strategy with other existing and planned strategic projects across the Corporation.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Administration has developed a phased-approach to delivering the Corporate Land Strategy. The first phase was to complete engagement and consensus-building amongst key stakeholders involved in the stewardship and positioning of City land. The Guiding Document (Attachment 1) summarizes the outcomes of that work and provides direction and scope to deliver the Corporate Land Strategy project. The Guiding Document and this report provides:

- Background - why The City owns land and current land inventory data.
- The City's current land management practices (Attachment 2).
- Corporate alignment (Attachment 3).
- A scan of municipal and public organizations' land management practices (Attachment 4).
- Scope of the Corporate Land Strategy.
- Guiding Principles that will support development of the Strategy, set governance structure, align policies and program frameworks, and support ongoing actions and decision-making to implement the Strategy.
- Key directions - the overall approach and priorities for the Strategy to address:
  - Expectations: Council, citizen and customer service level expectations are addressed.
  - Governance: Land management decisions are governed through a collaborative, integrated and transparent approach.
  - Triple Bottom Line: Consideration of The City's economic, environmental and social objectives and benefits in land management decisions.
  - Financial sustainability: City-owned lands and real estate expertise are positioned to increase the tax base and generate revenue.
  - Decision-making: Criteria and processes are clearly defined, fair, equitable and timely.

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Administration will complete this second phase of work and bring the Strategy for Council approval no later than 2020 July 31, and could include a Corporate Land Management Policy.

Once the corporate direction is confirmed, Administration will complete the final phase of the project by aligning supporting program frameworks and procedures that will implement the Strategy. These supporting documents and procedures would be approved at the Administration level.

### **Stakeholder Engagement, Research and Communication**

Engagement to define the direction of the Corporate Land Strategy has focussed on The City's internal stakeholder network of land stewards, land administrators, planning policy groups. It also included senior Administration groups, including Corporate Land Committee and Administrative Leadership Team (ALT). The Guiding Document has been reviewed with these key groups, who support its direction.

### **Strategic Alignment**

The Corporate Land Strategy will align with other programs, strategic directions and objectives of The City. Work also includes building awareness and alignment between the Strategy and in-progress Corporate implementation programs, including Enhanced Rationalization, Green Line Real Estate and Non-Market Housing Land Disposition.

### **Social, Environmental, Economic (External)**

A primary outcome of the Corporate Land Strategy will be to address how broader, triple bottom line and policy objectives of The City are integrated into land portfolio management and decision-making processes. The Strategy will develop criteria and procedures to identify and weigh these objectives in conjunction with broader real estate transactional needs and the financial sustainability of RE&DS program operations and funding reserves.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

Resources to complete and deliver the Corporate Land Strategy and supporting Frameworks, Policy Alignment and Real Property Bylaw amendment are included in RE&DS' existing operating budget Program 488.

#### ***Current and Future Capital Budget:***

Project resources to support project delivery are included in Program 698 funded from the Revolving Fund Reserve for General Land Purchases.

### **Risk Assessment**

Administration has completed a risk assessment as part of development of the detailed Project Charter. No significant risks have been identified. Project risks are being mitigated through project planning, stakeholder engagement and communications plans.

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#### **REASON(S) FOR RECOMMENDATION(S):**

Council approval of the Guiding Document will confirm direction for the Corporate Land Strategy project and outline the steps and schedule to deliver the Strategy and aligned policies, frameworks and procedures in a timely manner.

#### **ATTACHMENT(S)**

1. Attachment 1 – Corporate Land Strategy – Guiding Document
2. Attachment 2 – Current Directions
3. Attachment 3 – Corporate Alignment
4. Attachment 4 – Public Land Management Practices