

CURRENT DIRECTIONS

1 Land Administration

The City manages land through the direction of the **Corporate Land Management Framework (CLMF)**, approved by Administrative Leadership Team in 2015. The CLMF scope is the full inventory of City land managed across all 15 land-stewarding Business Units (BUs).

The CLMF promotes:

- a vision and principles for managing and making best decisions for public land;
- the financial sustainability of the dedicated reserve (the “Revolving Fund”) that funds operations and new land acquisitions;
- a collaborative governance structure to support good land management practices, decision-making and accountability;
- foundational and operational standards for managing land; and
- a regular review of BU lands to rationalize need and identify surplus.

Real Estate & Development Services (RE&DS) administers the CLMF through a variety of standards, collaborative processes and tools that coordinate decision-making and streamline the management of the inventory of properties. These tools consolidate and align implementation to:

- identify inconsistencies and fill gaps in direction;
- create connections between various real estate initiatives across the corporation;
- capitalize on cross BU-department knowledge and collaboration;
- provide corporately aligned decision-making; and
- set up programs and projects for success.

The CLMF does not direct how The City manages its programs to develop industrial or other strategic lands for value-added purposes or sale.

2 Real Estate Transactions and Property Management Policies

Real estate services include the work undertaken by Administration to manage lands, acquire and sell land and to manage liabilities through leasing and licensing.

There are existing procedures, directions and tools in place that support Administration to deliver its services. Many of these address specific challenges in one part of land service delivery, but are not guided by an overall strategy that would align the entire land program. Some key policies include:

- **Real Property Bylaw (52M2009)** – Provides direction and delegated authorities for Administration to manage real property transactions.
- **Sales, Acquisitions and Leases Environmental (S.A.L.E.) Policy** – A Council policy addressing appropriate environmental due diligence in all real property transactions.
- **Encroachment Policy** – A Council policy providing direction and consistent approaches to effectively manage encroachments on to City-owned land.

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3 Land Development Program Guidance

Since 1965 The City has planned, developed and serviced new industrial business parks to ensure an available supply of shovel-ready land for sale to businesses. This supports Calgary's economic diversification, creates local jobs and expands the non-residential tax base to the benefit of the greater community. The Industrial Land Development Program is financially self-sustaining, with the revenues from the sales of industrial lots returned to a dedicated land development reserve fund (the "Real Estate Reserve") to support future land acquisitions and industrial development projects.

3.1 Industrial Land Development Program

The direction and delivery of the Industrial Land Development Program is guided by the Council-approved **2013-22 Industrial Land Strategy: for the development of City-owned lands**. It provides the rationale for why The City is involved in industrial land development and a framework for how it will develop and service industrial business parks. Decisions on project priority and deliverables are made within RE&DS and approved by Council through the capital budget process. Projects are advanced that support land supply targets, meet market demand for serviced land and are financially viable. The Program also directly supports City social objectives by contributing five percent of gross proceeds from industrial land sales to support affordable housing capital projects.

3.2 Strategic Land Redevelopment Program

The Strategic Land Redevelopment Program focusses on City-owned land that, due to location, proximity to infrastructure or future public investment provides an opportunity to maximize the return from sale of land redevelopment and advance The City's public policy directions. There is currently no strategic guidance for the program. The Program is project-driven, often at the direction of City Council in conjunction with other planning policy or capital investment decisions. Upon receiving direction, Administration assesses the feasibility of the redevelopment project and scales it to achieve the best objectives given available resources. However, the feasibility and prioritization of projects is not rigorously considered across the broader portfolio of similar projects to understand market alignment or competition between City and private development projects. Strategic Land Redevelopment projects are also funded through the Real Estate Reserve and compete for capital with industrial projects. Clear direction to guide Strategic Land Redevelopment will ensure that, in consideration of the available funding, the most feasible projects are advanced and successful in achieving the best outcomes for The City.