

Previous Council Direction, Background

Context

The Corporate Land Strategy (CLS) is an Administration initiated program to coordinate and align land management programs within the organization and to bring greater corporate perspective to The City's land decisions. A Corporate Land Strategy (CLS) is need to:

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

Guiding Principles

In 2020 January, Administration brought forward the Corporate Land Strategy Guiding Document report. Council approved the document and the project's five Guiding Principles:

1. **Citizen Value** - Land management decisions consider economic, environmental, social and cultural values to ensure balanced benefits to citizens.
2. **Transparent and Accountable** - Land management decision-making processes are clear, consistent and communicated.
3. **Coordinated and Collaborative** - Land decisions are made collectively to reflect our One City, One Voice culture, and are managed internally and externally to capitalize on our broad range of expertise.
4. **Evidence Based and Timely** - Appropriate decisions are made in consideration of Council directions, professional real estate and market analysis, best practices, land inventory data, technical feasibility and the financial sustainability of programs.
5. **Reliable and Flexible** - Decisions will use consistent and repeatable processes with the flexibility to respond to rapid technological, customer, societal and organizational changes.

The Guiding Document also identified Phase 2 work to be developed and brought back to SPC on UCS by 2020 December. That work was to include the following components:

- Governance
- Standards
- Roles & Responsibilities
- Decision methodology

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
7/22/2020	UCS2020-0832	Deferral Request - Corporate Land Strategy – Guiding Document (UCS2019-1579) Council deferred the report to deliver the Corporate Land Strategy to the Standing Policy Committee on Utilities and Corporate Services to no later than 2020 December 16.
1/13/2020	UCS2019-1579	Corporate Land Strategy – Guiding Document Council directed Administration to deliver the Corporate Land Strategy to the Standing Policy Committee on Utilities and Corporate Services by 2020 July 31.
9/30/2020	UCS2019-1178	Deferral Request Corporate Land Strategy Guiding Document (UCS2019-0663) Council deferred the report to no later than 2019 December 18.
5/27/2020	UCS2019-0663	Calgary’s Strategic Approach to Managing City Land Update Council received the 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.
11/19/2018	UCS2018-1141	Corporate Land Strategy – Information Report Council received the report for information.