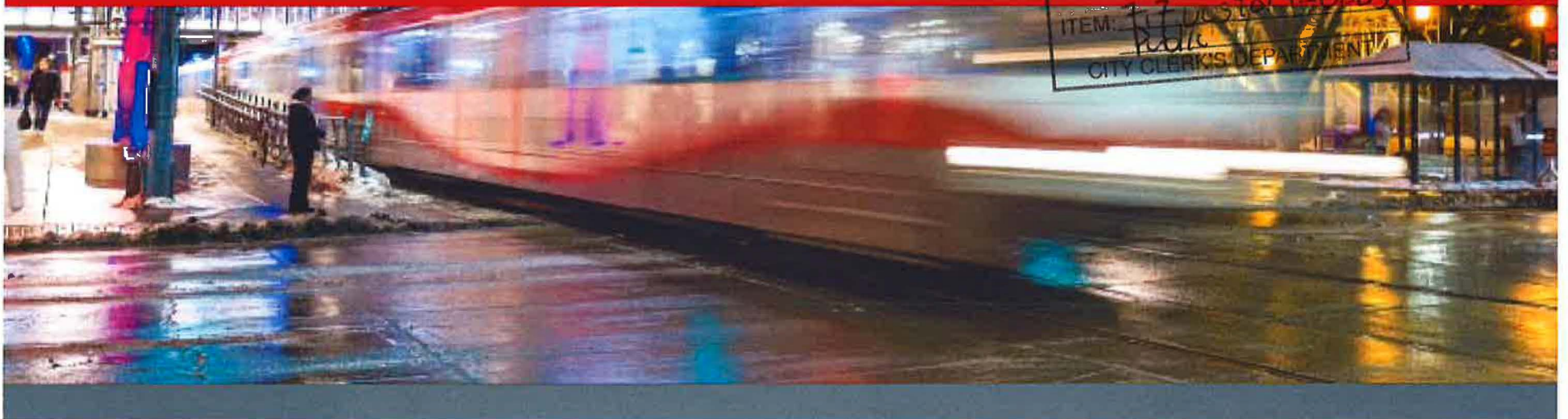


Calgary



A Strategic Approach to Managing City Land - Update UCS Presentation (UCS2019-0663) May 2019





Why does The City own land?

- To provide services to citizens
- Well-being and protection of the environment
- Maintain transportation networks
- Locations for utilities and infrastructure to serve citizens and business
- Local locations to provide community and social service

The City of Calgary also:

- Develops industrial and business parks, which support economic diversification, provide land for businesses and job creation, and increase non-residential tax base
- Redevelopment of strategic land holdings to support public policy objectives, community revitalization and tax base

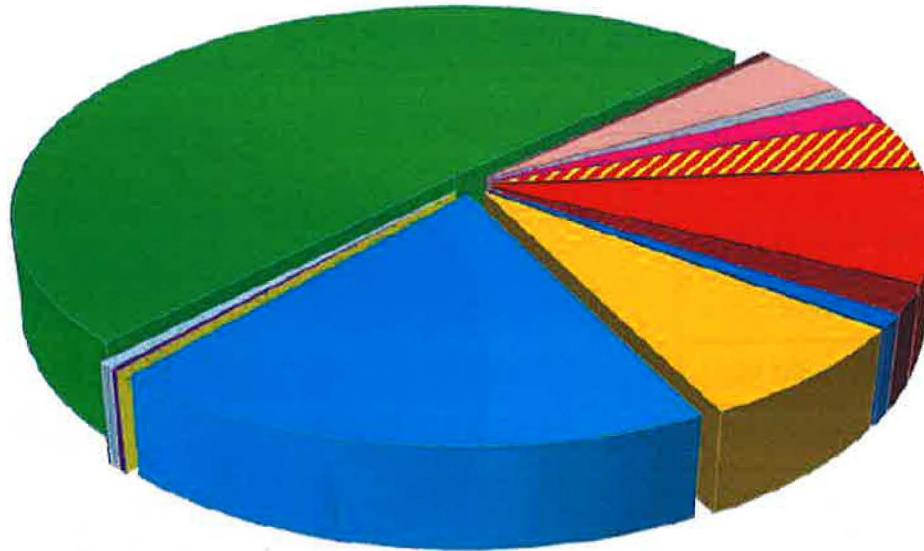
Why a Strategic Approach to Managing Land?

- An overarching strategic approach to managing city's real estate will help ensure the corporation is aligned and unified in respect to real estate management, decisions and objectives.



A Strategic Approach to Managing City Land

Stewardship Breakdown (34,000 Total Acres)

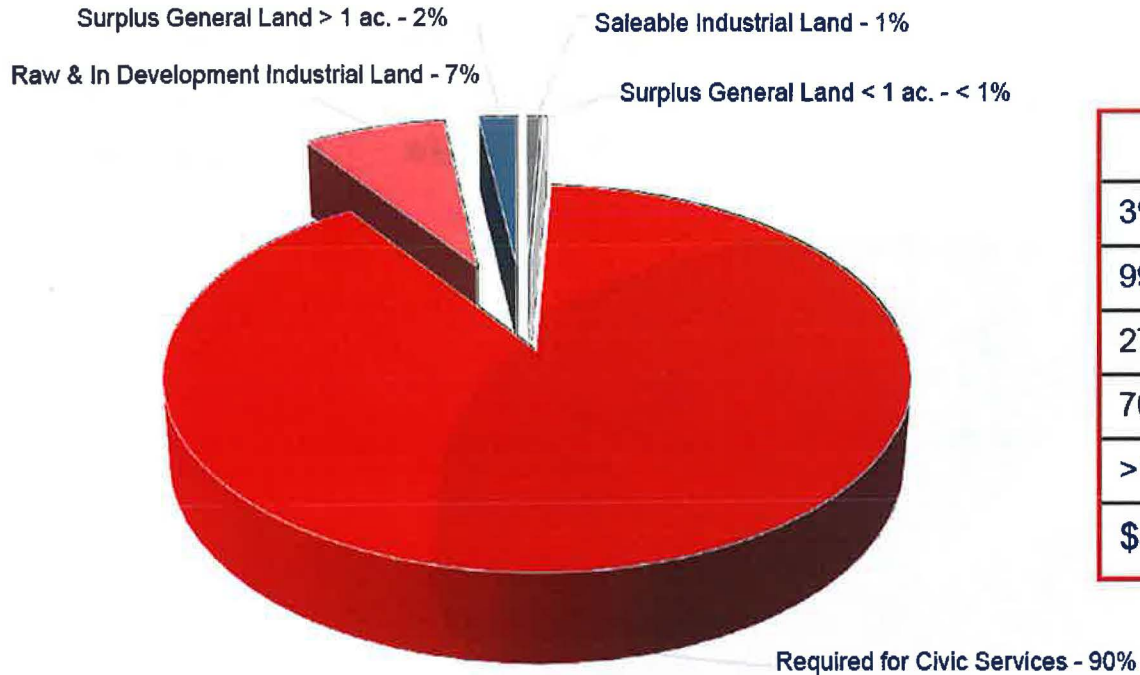


- Comm. Stds (2 ac)
- Fire (107 ac)
- Calg Hsg (143 ac)
- CPA (20 ac)
- Parks (17423 ac)
- Police (151 ac)
- Recreation (1279 ac)
- Transit (321 ac)
- FM (738 ac)
- RE&DS (CLA) (1305 ac)
- RE&DS (2898 ac)
- Roads (667 ac)
- TI (343 ac)
- W&RS (2551 ac)
- WR/WS (6458 ac)



A Strategic Approach to Managing City Land

Land Inventory Status (% in Ac.)



Surplus Analysis	
3% of Total Inventory	
990 acres	
275 parcels	
70% parcels < 1 acre	
>120 parcels assigned to sales agents	
\$407M in Assessed Value**	

Rationalization Statistics *		
Status	Acres	Parcel Count
Required for Civic Services	30,950	8000
Raw & In Development Industrial Land	2480	45
Surplus General Land > 1 ac.	700	50
Surplus General Land < 1 ac.	40	190
Saleable Industrial Land	250	35

* All rationalization values are rounded



What is Real Estate at the City?

Real Estate is typically defined as real property consisting of land and improvements, including buildings, fixtures, roads, structures and utility systems, and expertise and support activities.

City of Calgary Real Estate Related Services:

- Parks & Open Spaces Planning
- Recreation Opportunities
- Facility Management
- Transportation related services
- Water infrastructure related services
- Real Estate & Development Services



How is City land managed?

Real Property Bylaw (52M2009)

Real Property Bylaw provides clearly defined business processes for all real estate transactions.

Corporate Land Management Framework

Corporate-wide ALT approved framework to improve land management practices at The City of Calgary, governed by Director and Manager Steering Committees, and managed through standards, guidelines, processes and tools

Land Inventory Data Application (LInDA)

The City maintains extensive information on its land holdings and specific parcel data through its Land Inventory Data Application (LInDA) system.

Industrial Land Development

Guided by: 2013-22 Industrial Land Strategy: for the development of City-owned lands

Other

Other related real estate bylaws, policies and practices that guide operational service delivery



Why develop a Corporate Land Strategy (CLS)?

To develop a comprehensive framework, strategic priorities and actions that define The City's approach to managing its land assets.

Project benefits:

1. Clarify roles, guiding principles, standards and processes
2. Provide a sustainable financial funding models
3. Clarify how City-owned land assets will be leveraged to deliver broader corporate objectives
4. Better alignment with Corporate direction



What are the expected outcomes?

To develop a comprehensive framework, strategic priorities and actions that define The City's approach to managing its land assets.

Project Outcomes:

1. Address Council, citizen and customer expectations that The City manages its lands well.
2. Ensure land management decisions are governed through a collaborative, integrated and transparent approach.
3. Incorporate economic, environmental and social benefits into the land management and land development decisions.
4. Ensure The City's land assets and real estate expertise are intentionally applied to increase the tax base, generate revenue or provide other corporate benefits.
5. Deliver clearly defined decision-making criteria and processes in a fair, equitable and timely manner
6. Address the speed of decision making and the speed of implementation



A Strategic Approach to Managing City Land

