

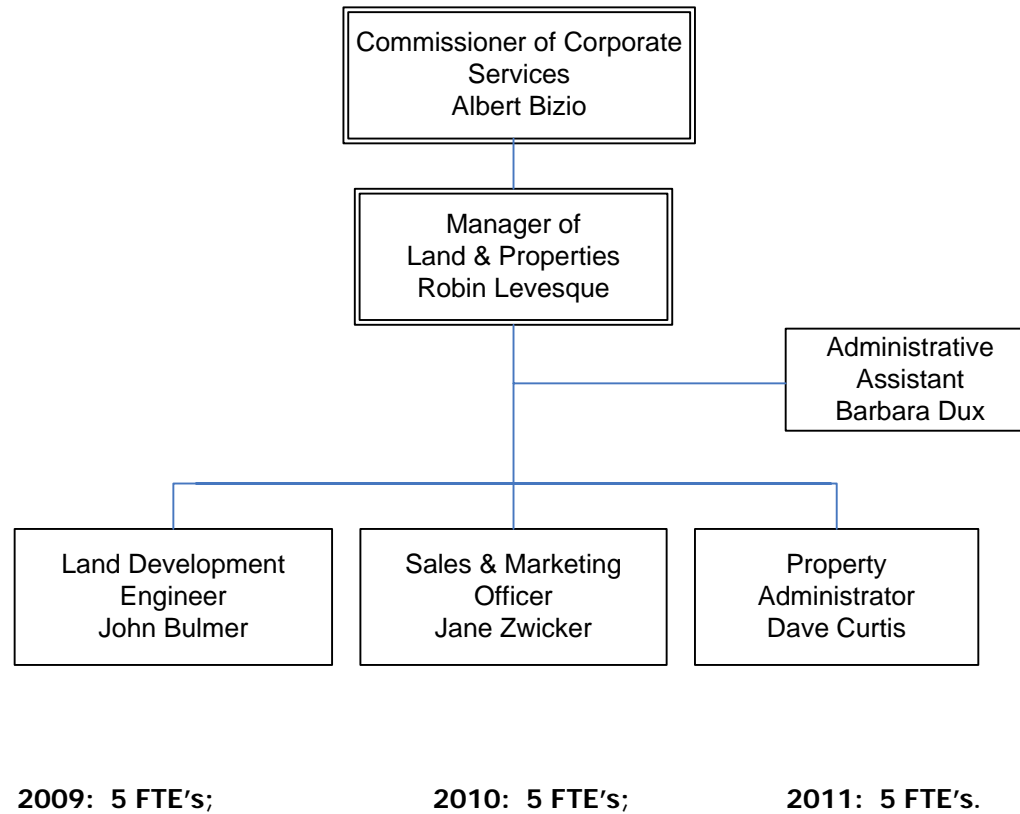
LAND AND PROPERTIES

1. DEPARTMENT OVERVIEW:

The Department's primary objectives is to assist the Corporation in achieving the vision of a "Community of Choice" by:

- 1) Adopting the principles and goals as outlined in the Municipal Development Plan and Strategic Plan through subdivision and development of lots by:
 - a) Maximizing "Quality of Life" for the citizens by incorporating smart growth principles that enhance land use, and create more vibrant and livable neighborhoods and communities.
 - b) Incorporating sustainability in communities through mixed land use, compact and well designed neighborhoods, variety of transportation choices, diverse housing opportunities, preservation of environmentally sensitive areas and to create unique neighborhood identities.
- 2) Managing the land bank responsibly through leasing for interim and semi-permanent uses.
- 3) Acting as a centralized negotiation resource for all City property sales and purchases.
- 4) Achieving the financial goals as set by Council.

2. DEPARTMENT STRUCTURE:



3. CORE ACTIVITIES:

3.1 **SUB-DEPARTMENT: Subdivision Development**

Aim:

- Continue to develop heterogeneous subdivisions.
- Lead the development industry by incorporating smart growth and energy conservation initiatives directed at creating sustainable communities.
- Obtain approvals taking into consideration City regulatory requirements.
- Supply the market with a reliable and constant supply of lot options (size, shape, location, and zoning).
- Maintain an ongoing residential open market inventory of 150 residential lots.

Customers:

- Individual lot Purchasers.
- Contractors, small (one lot) to large (multiple lot and/or block).
- Subdivision developers, small (a few acres) to large block developers (up to 30 to 40 acres or more).

Assumptions:

- As the public “Subdivision Developer” maintain continued involvement in subdivision development.
- Continue to simultaneously develop two residential growth nodes.
- Incorporate Council’s Smart Growth Strategies and environmental initiatives.
- Lead the industry in the development of Sustainable Communities.
- Electric Department investigates alternative service installation delivery.

Opportunities/Trends/Challenges:

- Opportunities - The use of City owned lands to achieve the above identified aims.
- Opportunities - Encourage dialogue with the Canadian Home Builders Association.
- Trends - There is a continuing lack of innovation in housing design and construction.
- Challenge - Change individuals/builders attitudes towards type, size and styles of housing stock.
- Challenge - Achieve servicing standard expectations, development approvals and smart growth principles while resolving conflict with different servicing department standards.
- Challenge - Anticipating market demand for “just in time” lot delivery within budget.
- Challenge - Hire qualified consultants and contractors.
- Challenge - Shorten response time to changing market demands.
- Challenge - Electric Department to shorten duration of infrastructure installations.

3.2 **SUB-DEPARTMENT: Marketing**

Aim:

- Move from developing lots to developing diverse communities.
- Utilize innovative techniques/opportunities to market properties.
- Continue to negotiate lot sales equitably and at fair market value, respecting the integrity of the transactions.
- Develop and update a marketing policy and procedures.
- Approve and standardize development guidelines.
- Use the land resource to pursue other municipal objectives.

Customers:

- Property purchasers and developers.
- Qualified MLS Agents and Real Estate Management and Development Companies.

Assumptions:

- Market groups of lots, large lots, and blocks of land using the Expression of Interest process.
- Market blocks of undeveloped land to provide for variety and innovation.
- Entertain offers to purchase from purchasers with unique development proposals.
- Continue to market new residential subdivisions through lottery sale process.

Opportunities/Trends/Challenges:

- Opportunity - Diversify marketing techniques, using internal and external resources.
- Opportunity - Use the land resource to enhance planning/engineering advantage in the industry.
- Opportunity/Trend - Achieving a 50% market share of residential lands in a competitive market.
- Trends - Provide opportunities for competitors to participate in lot development.
- Challenge - Insure equal opportunities between customers.
- Challenge - Anticipate market demand for various land uses.
- Challenge - Investigate opportunities\benefits of development partnerships.

3.3 **SUB-DEPARTMENT: Property Management**

Aim:

- Maximize returns on lands held in the land bank through leasing/renting for interim and semi-permanent uses.
- Minimizing maintenance costs.
- Create an inventory of all City owned lands.
- Provide a negotiation service for land acquisitions/disposal interdepartmentally.
- Consolidate the administration of all new and existing leases (except airport).
- Providing lease land for nonprofit societies (Clubs) on City lands.

Customers:

- Parties interested in leasing lands for various uses.
- Internal Departments.

Assumptions:

- The City will continue to lease urban development lands for interim and semi-permanent uses.
- Environmentally sensitive lands will be formally protected from vandals.
- The City may consider the supply of land for long term (substantial capital investment) leases.

Opportunities/Trends/Challenges:

- Opportunity - Maximize the use of urban development lands by leasing at market rates.
- Opportunity - Insure equality between leases by consolidating lease administration under one department.
- Trend - Potential lessees continue to show interest in leasing City land.
- Challenge - Development an inventory management system to track need, use and value.
- Challenge - Minimize damage to environmentally sensitive lands.
- Challenge - Develop a strategy to provide leased land for private capital projects.

4. GOALS:

4.1 FINANCIAL

Goal:

- Achieve a financial return on investment that meets City Council's objectives.
- Establish an optimum serviced lot inventory (150 lots), on time and on budget.

Action Plan: Incremental Operating Cost: \$0

Capital Cost: Approved Capital Budgets and lot pricing for each Subdivision.

- Develop subdivisions that reflect current market trends and that appeal to potential lot purchasers.
- Be competitive in the market with consideration to rising costs of subdivision development.
- Consider an escalation clause in sale agreements to address lengthy closing dates.
- Standardize terms of sale agreements as to closing dates etc.

Measures of Success:

- Subdivisions are developed on time and within budgets (2009 to 2013).
- Return on Investment is in excess of 15% and overall Return on Equity is in excess of 12%.
- Maximize returns from interim leasing/rentals of City's land bank.
- Properties are sold at current market value.
- Standard land sale agreement terms approved by Council in 2009.
- The attached chart indicates the proposed subdivision development for the budget period.

4.2 CUSTOMERS AND RESIDENTS

Goal:

- To provide customers with lots of various zoning types, sizes and locations utilizing various marketing techniques (eg. Lottery Sales, Open Market, Expression of Interest).
- To promote environmentally sound and sustainable development (Built™ Green and smart Growth).
- Commence Area Structure Plan/Functional Servicing Report in Burnside.
- Commence Area Structure Plan/Functional Servicing Report for Leisure Centre and west ¼ section area.

Action Plan: **Incremental Operating Cost:** **\$ 0**

Capital Cost:

Included in Capital Budgets and Lot Pricing for each Subdivision.

- Utilize existing policies to dispose of serviced and unserviced lots fairly and equitably.
- Complete the lot development in Southlands and Ranchlands and commence planning for Burnside.
- Commence Area Structure Plan/Functional Servicing Report for Leisure Centre and west ¼ section area.
- Support smart growth by creating a range of housing opportunities and choices.
- Refine and expand description of lot sale requirements.
- Target the completion of servicing of any given subdivision before the end of September.

Measures of Success:

- Market offerings include 30 percent unserviced block sales in new areas.
- Where the City is developer of a subdivision, offer 10 per cent of that subdivision for block sales to builders.
- Land sales for built green construction in two areas of the City.
- Commence planning, Area Structure Plan and Concept Scheme for Burnside.
- Prepare the Area Structure Plan/Functional Servicing Report for Leisure Centre and west ¼ section area.
- Subdivisions to incorporate new initiatives relating to mixed land use (heterogeneous mix R-1, R-2 and R-3) as per Council's objective (4.b.iv).
- Complete the planning and servicing of lots for sale at various times during each budget year.
- Customers have a varied and fair opportunity to purchase lots.

4.3 INTERNAL BUSINESS PROCESS

Goal:

- To support existing business processes and explore new and innovative processes.

Action Plan: Incremental Operating Cost: \$ 0

- Develop an inventory management system.
- Review and revise Land Sales Policies to ensure they are aligned with Council's objectives and Measures of Success.
- Hold bi-weekly coordination meetings with operating departments to improve the coordination, communication and cooperation.
- Encourage Electric department to consider alternative installation methods.

Measures of Success:

- Inventory management system is implemented by end of 2009.
- A new leasing policy is approved by end of 2009.
- A new commercial/industrial sales policy is approved by end of 2009.
- Residential sales policy is reviewed annually and updated as part of each budget cycle, if required. May include input from the new Canadian Home Builders Association.
- Reduce electric installations to 50% of current installation time.

4.4 LEARNING AND GROWTH

Goal:

- Provide an environment that encourages staff growth and engagement, in support of succession planning.

Action Plan: Incremental Operating Cost: \$0

- Support staff in their continuation of education and personal growth.
- Agree on individual growth strategies for each staff member.
- Meet with other municipalities to establish strategies on land development issues.
- Cross training in the department to insure exceptional customer service.

Measures of Success:

- Achievement Planners are completed and reviewed with each staff member twice per year.
- Completion of 360 feedback using the Constructive Culture feedback tool annually with each staff member and determine an action plan for improvement.
- A team building day is completed annually.
- Staff knowledge base is sufficient to satisfy customer needs immediately.