



CITY COUNCIL AGENDA REPORT

Subject: CORPORATE LAND STRATEGY

Recommendation(s)

1. That the 2016-2035 Corporate Land Strategy Workplan, Attachment 1 to the April 25, 2016 agenda report entitled Corporate Land Strategy, be approved.
2. That the Corporate Land Strategy Council Communication Plan contained within this Agenda Report, be approved.

Purpose of Report

This Agenda Report is before Council at this time to inform Council members of the planned initiatives in place to implement the 2016-2035 Corporate Land Strategy and also the communication process established to ensure that Council is provided with regular updates about the status of each land initiative.

As well, this Agenda Report recommends that Council convene in camera to provide direction to Administration regarding three confidential land matters.

Council Direction

At the October 5, 2015 Council meeting, Council approved the following motion:

(C472-2015)

"That presentation of the 2016 Corporate Land Strategy be postponed until Q2 2016."

Background and Discussion

Corporate Land Strategy Work Plan

This report is before Council to present the *2016-2035 Corporate Land Strategy Work Plan (Attachment #1)* that has been developed to guide the implementation of the Corporate Land Strategy and also an accompanying *Corporate Land Strategy Council Communication Plan* that has been prepared to ensure that Council is kept informed of progress made to achieve the work plan initiatives.

The *Work Plan* provides details about the planned work and approach to each land initiative that requires attention. There are a number of projects contained within

the 10 Year Capital Plan that require land, and C-ED-03, Land Transactions, requires that, when possible, land be sought five years in advance of the project commencing, so the projects contained in the 2016-2020 period are a priority in 2016. Also contained in the work plan are the Affordable housing initiatives that Council approved through the Affordable Housing Plan Action Plan, the school site land requirements approved through the School Sites Action Plan, and a number of initiatives that were planned by Administration to prepare strategies to ensure long term success in securing land and funding required to ensure that land required for new community and public facilities are available when required.

Of particular note, the projects below are scheduled for the following elements of work in 2016:

- Sale of 65 Carleton Drive marketed for sale (since January 2015)
- Branch Library Conceptual Plan & Land Search (2016 completion)
- 6th Ice Surface Conceptual Plan and Land Search (2016 completion)
- PW Snow Storage Land Search
- North Park 'n Ride Land Search
- Water Spray Park Land Search
- Fire Station #4 Land Search
- PW North Satellite Shop Land Search
- Determine approach to complete the Heritage Sites Project
- Millennium Park Placemaking & Design Plan
- Provide future high school sites
- Initiate Badger Lands ASP

Corporate Land Strategy Council Communication Plan

A *Corporate Land Strategy Council Communication Plan* has been developed to ensure Council is briefed about the progress made in regards to fulfilling the initiatives contained within the Strategy.

Corporate Land Strategy Project Status Reports will be provided to Council quarterly, alternating between formal Agenda Reports every six months (March and September) and slot memos (June and December).

If an unanticipated event occurs then Administration will seek Council direction through an in camera agenda report, that will seek direction.

Quarterly Report will include (but not be limited to):

- Status on key project deliverables contained within the Corporate Land Strategy
- Key actions planned for the upcoming quarter
- Transactions and balance of the two land reserves (C-FS-01, Schedule C2 & C5)
- Any unanticipated related occurrences

Stakeholder Communications or Engagement

- None.

Implications of Recommendation(s)

- Financial:
 - None at this time.
- Legal / Risk:
 - None at this time.
- Program or Service:
 - None at this time.
- Organizational:
 - None at this time.

Alternatives and Implications Considered

If Council does not wish to support the recommendation, the following alternatives could be considered:

Alternative 1: That Council provides changes or additions the scope and/or timing of initiatives contained within the Corporate Land Strategy Workplan.

Implications: Administration would revise the work plan and determine if more resources would be required to implement the adjusted Workplan. If more resources are required Administration will advise Council of the impacts.

Alternative 2: That Council provides changes or additions to the Corporate Land Strategy – Council Communication Plan.

Implications: Administration would revise the work plan and determine if more resources would be required to implement the adjusted Workplan. If more resources are required Administration will advise Council of the impacts.

Strategic Connections

- a) Council's Strategic Outcomes and Priorities (See Policy C-CG-02)
- CULTIVATE ECONOMIC PROSPERITY: A diversified, robust and resilient economic foundation to support growth and community service delivery.
 - CULTIVATE A HISTORIC, CREATIVE, AND ACTIVE COMMUNITY: A vibrant and involved community with a variety of culture, recreation and heritage opportunities.
 - CULTIVATE EXCELLENCE IN GOVERNMENT: A responsive, accountable government that delivers value to the community.

- CULTIVATE SUSTAINABLE INFRASTRUCTURE AND SERVICES: A growing community that has balanced development and management of civic facilities, transportation networks and related services.
 - CULTIVATE A SAFE, HEALTHY AND INCLUSIVE COMMUNITY: A community that provides opportunities for everyone to realize their potential in a thinking, caring and connected way.
- b) Long Term Plans (e.g. MDP, Social Master Plan, Cultural Master Plan, etc.)
- MDP, Community Vision, Cultural Master Plan, Recreation Master Plan, Public Works Long Term Department Plan, Transit Department Plan, DARP
- c) Corporate Objectives (See Corporate Business Plan)
- Exercise strong fiscal management
 - Ensure our customers are very satisfied
- d) Council Policies
- C-ED-03, Land Transactions
- e) Other Plans or Initiatives (Business Plans, Implementation Strategies, etc.)
- N/A

Attachment(s)

1. 2016-2035 Corporate Land Strategy Work Plan

Originating Department(s):	<i>Planning & Engineering</i>
Author(s):	<i>Monique St. Louis, Director Build St. Albert</i>
General Manager Approval:	<i>Gilles Prefontaine, Chief Community Development Officer</i>
City Manager Signature:	Date:



CORPORATE LAND STRATEGY

2016-2035 Corporate Land Strategy Workplan

Summary of 2016-2035 Initiatives

	Year the Land Search begins (when relevant)	Start Year of Capital Project or Initiative	
		2016-2020	2021-2035
1] Ongoing Corporate Land Strategy Initiatives			
1.1] City of Edmonton Anthony Henday Lands Annexation	n/r	♦ (2016-2017)	
1.2] 1 Sir Winston Churchill Avenue future uses	n/r	♦ (2016-2017)	
1.3] 36 City Annex North (north Park 'n Ride site)	2016	♦(2016-2017)	
1.4] Obtain Council direction regarding privately owned lots contained within the Heritage Sites Project footprint	2016	♦ (2016)	
1.5] 65 Carleton Drive	n/r	♦ (2016-2017)	
2] Future Land Requirements			
2016 – 2025 Capital Plan Land Requirements			
2.1] Community Branch Library (OA-005)	2016	♦ (2016)	
2.2] 6 th Ice Surface (SERV-004)	2016	♦ (2016)	
2.3] Heritage Sites - French Canadian Farm (CULTR-009)	2016	♦ (2016)	
2.4] Millennium Park Placemaking & Design (DARP-016)	n/r	♦ (2016)	
2.5] Millennium Park (DARP-005)	2017	♦ (2017)	
2.6] Museum Expansion (CULTR-019)	2016	♦ (2017)	
2.7] Heritage Park – Landscaping and Accessibility (CULTR-010) & Heritage Park – Interpretative Centre (CULTR-011)	2016	♦ (2017) ♦ (2018)	
2.8] PW Snow Storage (PW-016)	2016	♦ (2019)	

2.9] North Park 'n Ride (Trans-007)	2016	◆ (2019)	
2.10] Water Spray Park (RECR-038)	2016	◆ (2019)	
2.11] Fire Station #4 (FIRE-005)	2016	◆ (2020)	
2.12] PW North Satellite Shop (PW-018)	2016	◆ (2020)	
2.13] DARP Cultural & Market Bldgs. (DARP-004)	2017		◆ (2021)
2.14] DARP Public Parking Structures (DARP-009)	2017		◆ (2021)
2.15] New Civic Building (COUN-021)	2018		◆ (2022)
2.16] Fieldhouse/indoor Sports Field (RECR-054)	2018		◆ (2022)
2.17] City Wide Ball Park (RECR-056)	2018		◆ (2022)
2.18] Indoor Pool/Water Park (RECR-055)	2019		◆ (2023)
2.19] City Wide Tennis Park (RECR-057)	2020		◆ (2024)
2.20] Banque D'Hochelaga (CULTR-002)	2021		◆ (2025)
2.21] DARP Civic Square (DARP-003)	2021		◆ (2025)
Future School Sites Land Requirements			
2.22] Provide high school sites with land acquired through city purchase or alternate means	2016	◆ (2016-2017)	
Affordable Housing Land Requirements			
2.23] Allocate one downtown land parcel	2017	◆ (2017-2018)	
2.24] Leverage a downtown property for micro unit housing	2017	◆ (2017-2018)	
2.25] Identify city properties for partnership development	2017	◆ (>2018)	◆ (>2018)
2.26] Acquire land for new senior facility	2017	◆ (>2018)	◆ (>2018)
Downtown Land Requirements			
2.27] DARP-016 Millennium Park Placemaking & Design-Phase 1	n/r	◆ (2016)	
2.28] DARP-005 Millennium Park Design Phase 2 & Construction	2017	◆ (2017-2018)	
2.29] DARP-009 Public Parking Structure	2017	◆ (2021-2022)	
2.30] DARP-004 Cultural and Market Buildings	2017	◆ (2021-2022)	
2.31] DARP-003 Civic Square	2021	◆ (2025)	
3.0] Strategic Initiatives			
3.1] Corporate Land Management Council Policy	n/r	◆ (2016)	
3.2] Badger Lands ASP (PLAN-006)	n/r	◆ (2016-2017)	
3.3] Employment Lands ASP (PLAN-004)	n/r	◆ (2017-2019)	
3.4] Municipal Reserve Strategy	n/r	◆ (2017-2019)	
3.5] Financial Planning for Land Purchases	n/r	◆ (2017-2018)	

The City of St. Albert Corporate Land Strategy is organized in three pillars of focus regarding delivering on the corporation's land requirements, today and for the future:

- Ongoing Corporate Land Strategy Initiatives: current initiatives being managed by Administration.
- Future Land Requirements: planning for current and future land needs for the City of St. Albert.
- Strategic Initiatives: policy development, strategic planning and identification for long-term land needs for the City of St. Albert.

1.0] Ongoing Corporate Land Strategy Initiatives

Administration is currently working on the following initiatives based on Council direction provided and incorporates direction within Council Policy C-ED-03 Land Transactions.

1.1] City of Edmonton Anthony Henday Lands Annexation

Project Status Report (April 2016)

- A public open house was held on January 28, 2016.
- Next steps include:
 - Obtain City of Edmonton council direction on anticipated annexation terms/compensation/support: allows the City of St. Albert to determine terms of negotiation.
 - P&E to determine servicing and engineering impacts in relation to terms expressed by City of Edmonton for the City of St. Albert. Annexation of privately serviced parcels.
 - P&E to determine development triggers for private parcels, what applications would trigger off sites, servicing, Project 9.
 - Staff to formulate negotiation plans and present to Council (In Camera).
 - Commence formal negotiations with City of Edmonton and private landowners.

1.2] 1 Sir Winston Churchill Avenue future uses

Project Status Report (April 2016)

The future uses of this parcel will be examined when Council Motion C314-2015 is concluded. (C403-2015) That the City owned land addressed as 3 Sir Winston Churchill Avenue, be designated as the preferred site for Utility Capital Project WATER-012, South Water Reservoir and Pump House, until such a time as a final location is confirmed.

(C404-2015) That determination of the future uses of the City owned land addressed as 1 Sir Winston Churchill Avenue be deferred pending decisions related to Council Motion C314-2015.

3] 36 City Annex North (north Park 'n Ride site)

This parcel was identified as a potentially suitable location for the North Park 'n Ride Station. The province is currently determining the future of this land. As well, the Council approved LRT alignment likely will affect the required location for this project.

The optimal location for this project will be determined in consultation with the LRT/Transit Team.

Related Council Motions:

That Administration provide an update to Council on the land matter referenced in Confidential Attachments #1 and #2 as part of the 2015 Corporate Land Strategy Update, which is planned to be provided to Council by October 2015."

1.4] Additional lands for Heritage Sites

– Council direction sought April 25, 2016

1.5] 65 Carleton Drive

Property is currently advertised for sale. Two offers to purchase have been received, however neither closed successfully. Administration will consult with the market to determine if other sale options appear to be more viable, and then consult with Council as required.

2.0] Future Land Requirements

Administration is working on identifying land requirements for current and future capital projects identified within the Council-approved 10-Year Capital Plan. As land requirements are articulated then Administration will pursue the preparation of these land options to achieve the goals within each Project Charter, as appropriate, and the items will be moved into the Ongoing Corporate Land Strategy Initiatives.

2016-2025 Capital Plan

2.1] OA-005 Community Branch Library (2016-2018 - \$17,100,000)

Project Elements:

- Develop Stakeholder MOU with Library Board Executive to document scope of project, roles and responsibilities, timelines, etc.
- To validate previous planning studies and prepare a feasibility that examines the planning elements including; the facility program, site determination, operating costs forecast, evaluation of stand alone vs. combined facility, etc.

Project Elements:

1. Prepare, discuss, refine MOU
2. Prepare RFP for consultant
3. Engage Consultant
4. Consultant research
5. Consultant recommendations
6. Test the recommendation to the stakeholders
7. Update Project Charter and estimate

2.2] SERV-004 6th Arena Ice Surface (2016-2018 - \$19,535,400)

- Determine Site, stand alone vs. combined facility, etc.

Projected Elements:

1. Develop land Evaluation Matrix
2. Conduct land search, align with other possible capital projects
3. Align with CPS to determine optimal solution, and two alternate options for testing to align with planned program
4. Align with facility program project

Please Note: CPS will be refining the facility program, etc. on a concurrent timeline

2.3] CULTR-009 French Canadian Farm (2016-2017- \$2,028,900)

- The implementation of this project requires decision regarding privately owned lots that are within the current planning area on the project

2.4] DARP-016 Millennium Park Place Making and Design (2016 - \$360,000)

- This approved 2016 capital project is planned to develop the concept for Millennium Park and to prepare a feasibility study for the proposed Cultural and Market buildings within the park area (DARP-004).
- DARP-004 is in the 10 Year Capital Plan with concept in 2021 with the basis of the program for those building established within the New Facility Predictive Model as artist studio space.
- Until the results of DARP-016 are completed it is recommended that the two planned parcels within Millennium Park that will be created due to St. Anne realignment Phase 1 (see BIR-41-2014) be reserved.

2.5] DARP-005 Millennium Park (2017- \$6,244,000)

- This capital project is in the 10 Year Capital Plan, and includes detailed design and construction of the park elements that are conceptually developed through DARP-016, in 2016.

2.6] CULTR-019 Museum Expansion (2017-2019 - \$2,503,500)

- Results of PM-09 will inform any actions required of the Corporate Land Strategy. This is planned to be completed by August 2016, to inform CULTR—019, Museum Expansion, in time for consideration in the 2017-2026 budget process.

2.7] CULTR-010 Heritage Park – Landscaping and Accessibility (2017-2018 - \$5,346,200) & CULTR-011 Heritage Park – Interpretive Centre (2018-2019 - \$5,008,600)

- These two capital projects are within the current 10 Year Capital Plan, CULTR-010 is planned for 2017, and CULTR-011 is planned for 2018-2019. The implementation of this project requires decision regarding privately owned lots that are within the current planning area on the project

- 2.8] PW-016 PW Snow Storage (2019-2021 - \$4,050,000)
- Land evaluation matrix to be developed by Q3 2016
 - Results of Badger Land ASP and Employment Lands initiatives 3.3 (referenced in this report) will inform next steps of this capital project
- 2.9] TRANS-007 North Park 'n Ride TRANS-007 (2019-2022 - \$18,650,000)
- 36 City Annex North (initiative 3.F of this report) has been identified as a possible site location for this project, awaiting decisions from the Province
 - Additional siting options and site evaluation matrix needs to be developed by Q3 2016
 - Need to incorporate LRT alignment decisions
- 2.10] RECR-038 Water Spray Park (2019-2021 - \$3,733,300)
- Project scope requires refinement and land decision matrix developed by Q3 2016
 - Co-location with other community service infrastructure will be examined
- 2.11] FIRE-005 Fire Station #4 (2020-2022 - \$10,049,000)
- Project scope requires refinement and land decision matrix developed by Q3 2016
 - Co-location with other public service infrastructure will be examined, preliminary discussion to share a site with the PW Satellite Shop (PW-018) has already occurred
- 2.12] PW-018 Public Works Satellite Shop (2020-2022 - \$3,180,000)
- Project scope requires refinement and land decision matrix developed by Q3 2016
 - Co-location with other public service infrastructure will be examined, preliminary discussion to share a site with the Fire Station #4 (Fire-05) has already occurred
- 2.13] DARP- 004 Cultural and Market Buildings (2021-2023 - \$7,220,600)
- Project scope and land requirements will be refined as a result of the New Facility Predictive Model results and further decisions resulting from implementation of DARP-016 (2016 - \$360,000), Millennium Park – Place Making and Design Phase 1
- 2.14] DARP- 009 Public Parking Structures (2021-2022 - \$18,520,000)
- Project scope and land requirements will be refined as a result of the New Facility Predictive Model results and further decisions resulting from implementation of completion of the Parking Study currently underway
- 2.15] COUN-021 New Civic Building (2022-2024 - \$50,300,000)

- Project scope and land requirements will be refined as a result of the planned EOI, intended to begin issued in 2016 to begins a process that results in non-traditional methods to obtain additional civic space
- 2.16] RECR-054 Field House/Indoor Sports Field (2022-2024 - \$13,371,500)
- Project scope requires refinement and land decision matrix developed
 - Co-location with other community/public service infrastructure will be examined
- 2.17] RECR-056 City Wide Baseball Park (2022-2024 - \$3,723,000)
- Project scope requires refinement and land decision matrix developed
 - Operational model needs to be determined
 - Co-location with other community/public service infrastructure will be examined
- 2.18] RECR-055 Indoor Pool/Water Park (2023-2025 - \$16,610,000)
- Project scope requires refinement and land decision matrix developed
 - Co-location with other community/public service infrastructure will be examined
- 2.19] RECR-057 City Wide Tennis Park (2024-2025 - \$207,200)
- Project scope requires refinement and land decision matrix developed
 - Operational model needs to be determined
 - Co-location with other community/public service infrastructure will be examined
- 2.20] CULTR-002 La Banque D’Hochelaga (2025 - \$50,000)
- Results of PM-09 may inform any actions required of the Corporate Land Strategy
 - It is unclear if this project will require any action from the Corporate Land Strategy
- 2.21] DARP-003 Civic Square (2025 - \$150,000)
- Project scope and land requirements will be refined as a result of the New Facility Predictive Model results and further decisions resulting from implementation of DARP-016 (2016 - \$360,000), Millennium Park – Place Making and Design Phase 1

Future School Sites

- 2.22] High School Sites (2016- 2017)
- Provide high school sites with land acquired through city purchase or other means

Affordable Housing Land Requirements

- 2.23] Allocate one parcel of City-owned land in the Riverfront area of Downtown to leverage a perpetually affordable housing development (2017 – 2018)
- 2.24] Leverage a city-owned property Downtown to pilot development of micro unit housing (2017 – 2018)
- 2.25] Identify one or more City properties that would be suitable for non-market housing development and initiate partnership for development (beyond 2018)
- 2.26] Identify and acquire land for a new senior’s facility (with Sturgeon Foundation) (beyond 2018)
- 2.27] Review and add the land requirement for affordable housing to the City’s municipal land strategy

Downtown Land Requirements

- 2.28] DARP-016 Millennium Park - Placemaking and Design Phase 1 (DARP)

There are two components to this project:

- Prepare a Placemaking concept and plan for Millennium Park, and
- Undertake a feasibility study for the proposed buildings within the proposed park area.

This charter will allow the City to assess this critical downtown “place” in its entirety, rather than focus on isolated components. This approach allows consideration of a more holistic, cost effective approach to planning what will become a critical downtown destination. Once the Placemaking concept and the associated building study is complete, the requirements for design and construction (DARP-005) will be reconsidered and updated.

- 2.29] DARP-005 Millennium Park Design Phase 2 and Construction DARP 2017-2018

This phase of the Millennium Park project will include formal design and construction over two years. The current proposed budget is based on a traditional approach to park design and development for a downtown urban park.

- 2.30] DARP-009 Public Parking Structure– DARP 2021-2022

A downtown parking structure may be required to help address downtown parking issues, while freeing up other lands for development or redevelopment. The parking structure would serve to alleviate parking challenges both for customers and employees.

- 2.31] DARP-004 Cultural and Market Buildings – DARP 2021-2022

The DARP plan identifies the potential to construct two buildings adjacent to Millennium Park that function as a community / cultural space and potential market building. These buildings could help house local community and cultural organizations in the downtown while enhancing downtown's culture, history and commercial amenities.

2.32] DARP-003 Civic Square – DARP 2025

Construction of a new Civic Square in downtown was identified as a capital project in the Downtown Area Redevelopment Plan (DARP) that was approved by Council. St. Albert does not have a large, multi-functional, central gathering space in the downtown. The Square will support multiple cultural and recreational community events key and act as a physical connection between local government buildings, potential future parking structures and mixed use and commercial buildings.

3.0] Strategic Initiatives

Administration will continue to lead the creation of governance policy, strategic, regulatory and legislative plans, and identification of long-term land needs to ensure a long-term strategy is in place for the City of St. Albert to address the needs of the corporation beyond the 10-Year Capital Plan and the land requirements identified today.

3.1] Corporate Land Management Council Policy

- Draft principles provided to Council in February 2016
- Draft Policy to be provided back to Council by Q3 2016

3.2] Badger Lands Area Structure Plan

- Project Plan is being developed, this project is planned to begin in June 2016

3.3] Employment Lands Concept Planning/Development Approach

- Design Principles to be presented to Council in Q3 2016
- Project Charter for the development of an Area Structure Plan (ASP) for the Employment Lands developed for Council's consideration in Budget 2017

3.4] Municipal Reserve Policy and Strategy

A Municipal Reserve Review is planned to begin in Fall 2016 to determine the land that is required to appropriately prepare the City for the anticipated growth, to provide the level of service that the residents expect.

3.5] Develop options to Provide Sustainable Funding for Land Purchases

At this time the City has no long term policy position to replenish the reserve accounts that are available to manage land transaction within Council Policy C-ED-03 Land Transaction.

Administration has identified this as an issue, and will prepare a backgrounder document to clarify the scope and recommend a process to address this shortfall in Q2 2017.