

Corporate Policy

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Section:	Land Administration	08
Sub-Section:	Land Administration – General	3010
Title:	Land Management Strategy	02

Related Policies

Number	Title
08-3010-03	Highest and Best Use for Public Property

Approvals

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Policy

The City of Port Moody values a rational approach to management of the City's land assets, and to identifying opportunities to develop City-owned lands and purchasing private lands to meet the City's needs. For consistency and adherence to best practices, land purchase and disposition decisions will be based on the principles and core values articulated in this policy.

Background

As part of its constitutional authority over "municipal institutions", the BC government issues letters patent to incorporate local governments which provides the local government the authority to both acquire and dispose of property needed to reshape communities and local economies. Local governments use regulations, including zoning and other bylaws, to implement the long-term land use visions described in their regional growth strategies, official community plans, parks master plans, and other planning tools.

Land management is a complex undertaking with many competing views on uses, including potential redevelopment opportunities, land preservation/conservation objectives, parkland expansion targets, and strategic land purchase/disposition strategies. A land management strategy needs to be flexible as those views, needs and wishes of the community will evolve, as will the community's relationship with the land. Land use decisions are long term in nature, come with a level of risk, are multi-faceted and intergenerational, and can quickly and effectively transform a community. In contrast, decisions that are not well thought out can lead to setbacks and missed opportunities which can take a generation or more to financially recover from, or reverse.

City-owned lands are valuable assets that provide long-term and strategic benefits to current and future generations. Land is the underlying foundation as to any city's functionality as without land, servicing the community is unachievable. The functions typically associated with effective land management are as follows:

- property management and administration;
- contract negotiation;
- real estate marketing;
- land purchases and dispositions (freehold, leasehold, and dedications);
- statutory right-of-way negotiation, acquisition and expropriation;
- land swapping, subdivision and consolidation;
- land development (e.g., rezoning, servicing, partnerships);
- market analysis;
- development feasibility;
- property valuation; and
- development charges and levies valuation and negotiation.

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As the City continues to grow and evolve, the effective management of City lands and optimization of land value will be critical for ensuring long term financial sustainability. Pressure will be put on the City to fund and build new critical assets and infrastructure, while continuing to deliver uninterrupted essential services to both current and future residents.

Proactive land management and optimization of land value, will be essential for a local government's ability to:

- work towards achieving long-term financial sustainability;
- fund critical assets and infrastructure;
- deliver essential services to residents; and
- mitigate inflationary factors by purchasing appreciating land asset.

The intent of this Land Management Strategy policy is to provide a framework of principles and values that will guide major land decisions, how the highest and best value is realized, how land dispositions are utilised to finance major capital projects and/or housing initiatives, and the development of strategies to manage a potential continuum of real estate transactions.

Procedures

Vision, Mission, and Mandate statements have been drafted as part of the Strategy. These are important statements as they not only provide high-level sense of purpose, direction and culture but also articulate to the community what the organization is trying to accomplish and how it will be accomplished. They provide direction, focus, and consistency with respect to strategic decisions, and ensures Council, staff, and the community work towards common goals.

Vision

As an innovator in land management practices, imagining the possibilities and seizing opportunities to optimize the value of city-owned lands is pursued. Strives to create and maintain sustainable land-based resources consisting of land inventory and land reserve funds for the benefit of current and future residents. To be known as delivering exceptional land management, trusted advice, and outstanding service in a sustainable manner.

Mission

To unlock the potential value of city-owned properties and to deliver strong, long-term returns on behalf of residents. To always have an inventory of land on hand, with the intent of adding value through rezoning and servicing. As an appreciating asset, disposition of land will be considered to mitigate some of the inflationary pressures placed on the City due to growth.

Mandate

The City's land management role oversees all the City's land requirements by advancing the City's economic, social, cultural, community and environmental objectives through the rezoning, servicing and sale, lease or swapping of the City's surplus land, in addition to strategically purchasing land in advance of development. It also serves as "one stop" shop for all real estate transactions, with the following benefits offered to residents:

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- optimizing the value of city-owned land
- generating new revenue opportunities
- creating economic, social, cultural, community and environmental opportunities; and
- maintaining an inventory of always appreciating land assets.

Guiding principles and core values help establish a consistent and well-thought-out approach to management of City lands. The principles and core values included in the Strategy will guide current as well as future land decisions with the goal of sustainability and inter-generational equity.

Guiding Principles

1. A full review of whether land is required and/or suitable to fulfill the City's priorities and needs, will be completed prior to land being deemed surplus.
2. Prior to considering purchasing new land to fulfill the City's priorities and needs, all existing city-owned land shall be considered for suitability.
3. Only land that is deemed to surplus to the City's needs will be considered for redevelopment, subdivision, servicing, sale, lease swap, etc.
4. Continuously scan the marketplace for land that could potentially be purchased to fulfill the City's priorities, needs and development requirements.
5. Where appropriate, actively pursue opportunities for partnerships as a means of achieving optimal benefits from city-owned land.
6. Strategically acquire and dispose of land in a way that optimizes the land value and benefit to the community, by valuing land in accordance with its highest and best use.
7. Create and maintain an ongoing and revolving sustainable long-term land-based resource consisting of land inventory and land reserve funds for the benefit of current and future residents. The City should always endeavour to own and maintain an inventory of land for future generations.
8. 50% of the ongoing land sale proceeds should be set aside to offset the decrease in land inventory and be used for the replenishment land inventories through the strategic acquisition and development of lands.
9. Land reserve funds may be borrowed against to fulfill the City's priorities and needs, so long as the funds are repaid with interest, over a pre-defined period.
10. As with most real estate transactions, time is of the essence and as such, council delegates their authority to execute letters of intent, contracts and all other related legal documentation pertaining to all land transactions, to the City Manager, subject always, to Port Moody Council's consideration of final approval.
11. Although land management decisions should optimize the financial returns to the City, they must be balanced by considering the City's economic, social, cultural, community and environmental objectives where applicable.
12. Land management decisions should be transparent, accountable, consistent, and clear, and are to be made in a collaborative and coordinated manner.
13. Land management decisions should be made in a timely manner in accordance with Council direction, and will consider professional real estate advice, market analysis, risk analysis,

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real estate best practices, land inventory data, technical feasibility, financial sustainability, and other factors as applicable.

14. Land management decisions should be reliable but remain flexible in responding to and adapting to the changing needs of the City and changing dynamics of the real estate market.

Core Values

1. **Integrity:** Act honestly, ethically, and fairly with the intent of inspiring trust, confidence and credibility.
2. **Respect:** Foster a culture of respect amongst everyone both internally and externally, and one whereby everyone is valued and listened to in the highest level of professionalism possible.
3. **Accountability:** As stewards of the City's land holdings, responsibility is taken for actions while consistently delivering on commitments.
4. **Collaboration:** Inspiring a culture of working together for a common purpose, acknowledging that better decisions are made by supporting each other.
5. **Compassion:** Striving to understand the unique needs of the community and demonstrating that understanding through clear communication.
6. **Innovation:** Pushing the boundaries for coming up with creative solutions and practical opportunities. Being confident in applying a custom approach to problem solving which is adaptable and flexible. Dream and think big while taking smart risks when achieving desired outcomes. Embrace new ideas, new directions, and originality with a forward-thinking attitude for seeing the path ahead for today and for the future. Be curious and inquisitive, taking an interest in ideas and perspectives of others, with the intent of continual improvement.
7. **Ambition:** Eagerly pursue opportunities in a responsive and motivated manner, developing a reputation for getting things done as leaders in the best practices of land management. Be passionate about the role.
8. **Strategic:** Look at opportunities with the bigger picture in mind, while at the same time focusing on the issue at hand. Will it contribute to making the City a better place to live? Is the opportunity aligned with the City's numerous plans?
9. **Reputation:** Develop the City's land management role as a recognized leader in the Canadian municipal real estate industry while delivering service excellence.

Monitoring/Authority

Port Moody Council is the final authority for land purchase and disposition decisions. Where timing is of the essence, the City Manager has the authority to execute letters of intent for land purchase and disposition, subject always to final approval of Port Moody Council.