



Land Development and Disposition Strategy

Date	September 25, 2024
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	Office of the City Clerk
Item #	CR24-119

RECOMMENDATION

That City Council:

1. Direct Administration to continue managing the development of City-owned land through the administrative structure of the City of Regina;
2. Approve the Land Development and Disposition Strategy, including the mandate, principles, and strategic actions described in this report, to guide the management and development of City-owned land;
3. Direct Administration to report back annually on the slate of properties that will be focused on for analysis during the upcoming year, and report back quarterly with updates on the financial and community outcomes; and
4. Remove Item *CM23-6 Catalyst Committee Report* and *CR24-41 Municipal Land Development – Delivery Option* from the list of Outstanding Items.

HISTORY

At the September 18, 2024 meeting of the Executive Committee, the Committee considered the attached report EX24-78 from the City Clerk's Office.

The following addressed the Committee:

- Stu Niebergall, representing Regina & Region Home Builders' Association, Regina, SK
- Jason Carlston, representing Dream, Regina, SK

The following communications, also attached, were received and filed:

- EX24-76 Myke Agecoutay, Muscowpetung Saulteaux Nation, Fort Qu'Appelle, SK (attached to EX24-72)
- EX24-77 Evan Hunchak, Bright Communities Ltd., Regina, SK (attached to EX24-72)
- EX24-85 Blair Forster, Forster Harvard Development Corp., Regina, SK

The Committee adopted the following resolution:

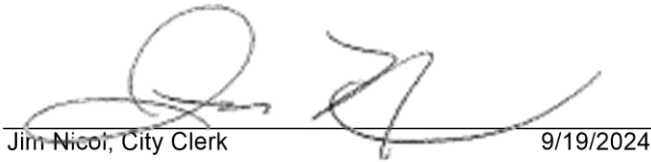
That the Executive Committee recommend that City Council:

1. Direct Administration to continue managing the development of City-owned land through the administrative structure of the City of Regina;
2. Approve the Land Development and Disposition Strategy, including the mandate, principles, and strategic actions described in this report, to guide the management and development of City-owned land;
3. Direct Administration to report back annually on the slate of properties that will be focused on for analysis during the upcoming year, and report back quarterly with updates on the financial and community outcomes;
4. Remove Item *CM23-6 Catalyst Committee Report* and *CR24-41 Municipal Land Development – Delivery Option* from the list of Outstanding Items; and
5. Approve these recommendations at its September 25, 2024 meeting.

Recommendation #5 above does not require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE



Jim Nicol, City Clerk 9/19/2024

ATTACHMENTS

EX24-78 Land Development and Disposition Strategy

CR24-104 Land Development and Disposition Strategy

EX24-72 - Land Development and Disposition Strategy

EX24-85 Blair Forster, Forster Harvard Development Corp., Regina, SK



Land Development and Disposition Strategy

Date	September 18, 2024
To	Executive Committee
From	City Clerk's Office
Service Area	Office of the City Clerk
Item No.	EX24-78

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Direct Administration to continue managing the development of City-owned land through the administrative structure of the City of Regina.
2. Approve the Land Development and Disposition Strategy, including the mandate, principles, and strategic actions described in this report, to guide the management and development of City-owned land.
3. Remove Item *CM23-6 Catalyst Committee Report* and *CR24-41 Municipal Land Development – Delivery Option* from the list of Outstanding Items.
4. Approve these recommendations at its September 25, 2024 meeting.

ISSUE

During the approval of the agenda for its August 21, 2024 meeting, City Council referred item *CR24-104 Land Development and Disposition Strategy* back to Executive Committee for consideration at its September 18, 2024 meeting.

IMPACTS

There are no financial, legal, policy, strategic priority, labour, environmental, Indigenous, or community well-being impacts respecting this report.

OTHER OPTIONS

The Executive Committee may refer the report back to Administration.

COMMUNICATIONS & ENGAGEMENT

There are no communication requirements for this report.

DISCUSSION

All matters of discussion with respect to the recommendations are contained in the attached report, *EX24-72 Land Development and Disposition Strategy*.

DECISION HISTORY & AUTHORITY

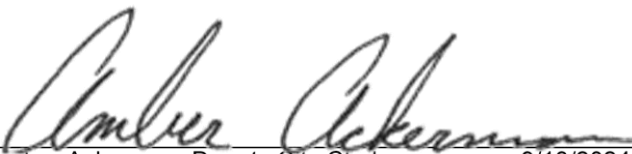
On April 24, 2024, City Council considered item *CR24-41 Municipal Land Development – Delivery Options* and directed Administration to report back with a new report incorporating the recommended strategy and implementation, to be discussed at a special meeting of Executive Committee prior to July 31, 2024.

At its August 14, 2024 meeting, the Executive Committee adopted a resolution to refer item *EX24-72 Land Development and Disposition Strategy* and related communications *EX24-72 Myke Agecoutay, Muscowpetung Saulteux Nation, Fort Qu'Appelle, SK* and *EX24-77 Evan Hunchak, Bright Communities, Ltd.* to City Council at its August 21, 2024 meeting.

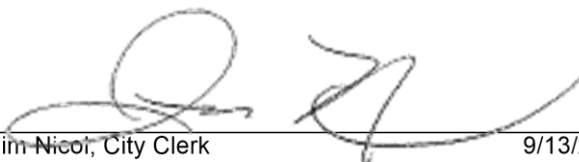
At its August 21, 2024 meeting, during approval of the agenda, City Council adopted a resolution to refer item *EX24-72 Land Development and Disposition Strategy* to Executive Committee at its September 18, 2024 meeting.

Respectfully Submitted,

Respectfully Submitted,


Amber Ackerman, Deputy City Clerk

9/13/2024


Jim Nicol, City Clerk

9/13/2024

Prepared by: Jim Nicol, City Clerk

ATTACHMENTS

CR24-104 Land Development and Disposition Strategy

EX24-72 - Land Development and Disposition Strategy



Land Development and Disposition Strategy

Date	August 21, 2024
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	Financial Strategy & Sustainability
Item #	CR24-104

RECOMMENDATION

That City Council:

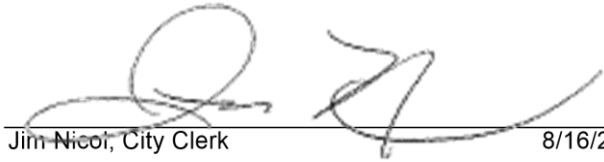
1. Direct Administration to continue managing the development of City-owned land through the administrative structure of the City of Regina;
2. Approve the Land Development and Disposition Strategy, including the mandate, principles, and strategic actions described in this report, to guide the management and development of City-owned land; and
3. Remove Item *CM23-6 Catalyst Committee Report* and *CR24-41 Municipal Land Development – Delivery Option* from the list of Outstanding Items.

HISTORY

At the August 14, 2024, meeting of Executive Committee, the Committee adopted a resolution to refer the attached report EX24-72 from the Financial Strategy & Sustainability Division, and related communications, to the August 21, 2024 City Council meeting.

Respectfully submitted,

EXECUTIVE COMMITTEE



Jim Nicol, City Clerk

8/16/2024

ATTACHMENTS

EX24-72 Land Development and Disposition Strategy

Appendix A - City of Regina Major Land Holdings

EX24-76 Myke Agecoutay, Muscowpetung Saulteaux Nation, Fort Qu'Appelle, SK

EX24-77 Evan Hunchak, Bright Communities Ltd., Regina, SK



Land Development and Disposition Strategy

Date	August 14, 2024
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	EX24-72

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Direct Administration to continue managing the development of City-owned land through the administrative structure of the City of Regina.
2. Approve the Land Development and Disposition Strategy, including the mandate, principles, and strategic actions described in this report, to guide the management and development of City-owned land.
3. Remove Item *CM23-6 Catalyst Committee Report* and *CR24-41 Municipal Land Development – Delivery Option* from the list of Outstanding Items.
4. Approve this recommendation at its August 21, 2024 meeting.

ISSUE

The City of Regina (City) owns parcels of land within and outside of its municipal boundary (Municipal Land). Municipal Land is used for a variety of municipal purposes including, but not limited to, the development of municipal buildings, parks, playfields, golf courses, utility corridors, waste management facilities and residential lots for sale. Municipal Land includes City-owned land that has never been serviced, as well as surplus land with buildings that are no longer required for the provision of municipal services.

The Land Development and Disposition Strategy (LDDS) proposed in this report establishes a mandate, guiding principles and organizational structure for the management of Municipal Land, including acquisition, development, strategic hold and disposition. Approval of the LDDS will guide administrative policy.

IMPACTS

Policy Impact

The LDDS provides general direction on the management of Municipal Land. City Council authority related to the sale, acquisition, leasing and development of Municipal Land will remain in effect as prescribed in *The Cities Act* and *The Regina Administration Bylaw, 2003-69*.

Strategic Priority Impact

The LDDS aligns with City Council's Strategic Priorities as follows:

- Economic Prosperity: make available Municipal Land available for economic development and economic activity, including the generation of property taxes.
- Environmental Sustainability: encourage the development of underutilized Municipal Land serviced by existing municipal infrastructure.
- Community Safety & Well-Being: make surplus and strategic land available for residential development.
- Vibrant Community: encourage development or re-development of underutilized or vacant lands to enhance community vibrancy.
- Operational Excellence: establish a mandate and guiding principles by which to efficiently manage Municipal Land.

Indigenous Impact

The actions contemplated in the LDDS directly relate to land owned by the City located in Treaty 4 Territory. We acknowledge since time immemorial, Indigenous Communities have served as the stewards of the land and thus carry vital wisdom shared through traditional teachings from one generation to the next. There remains much to learn as to how we engage and work with Indigenous Communities as land is developed, disturbed, sold, acquired, and when rights are granted through easements and agreements.

"Recognizing our relationship to the land, we grow our community and improve quality of life", reinforces an Indigenous worldview that our relationship to the land, and the people who take care of it, is foundational. This recognition is an acknowledgement to the community we serve and that we, the City, have a collective responsibility to ensure the land's use, viability, and stewardship are looked after for future generations. It is out of respect and care for our relationship with the land and its people that all City decisions are made.

There are no financial, legal, labour, environmental or community well-being impacts respecting this report.

OTHER OPTIONS

The Executive Committee may refer the report back to Administration.

COMMUNICATIONS & ENGAGEMENT

There are no communications requirements for this report.

DISCUSSION

Background

City Council directed Administration to provide options and recommendations respecting the establishment of a Municipal Land Development Corporation (MLDC) or department within the City. Through item *CR24-41 Municipal Land Development – Delivery Option*, Administration recommended the development of City-owned land continue to be delivered through the administrative structure of the City. City Council referred the matter back to Administration to return with a new report incorporating the recommended strategy for development and the implementation plan, prior to July 31, 2024.

Strategy and Implementation

The LDDS provides Administration's recommended structure, mandate, and guiding principles for the management and development of the City's Municipal Land.

The intent of the LDDS is to reduce the time required to develop or dispose of Municipal Land to increase property tax revenue, maximize utilization of existing infrastructure, and increase economic activity in the City while honoring and respecting our relationship and responsibility to the land and the Indigenous Communities located in Treaty 4 Territory.

Structure

The City has managed and developed Municipal Land for decades. The City uses an in-house model meaning staff managing Municipal Land are part of the administrative structure of the City. The City's Real Estate and Land Development Branches utilize internal expertise as well as hires external contractors and consultants for specialized work such as civil engineering, environmental engineering, land planning, appraisals, and residential land development. The Land and Real Estate Branches shall work with the Indigenous Procurement Advisory Committee, or other committees recommended by the Director of Indigenous Relations & Community Development, to include an Indigenous voice and lens in the management of Municipal Real Estate.

The Land Development Branch and the Real Estate Branch are distinct teams serving different functions for the City. Both branches are positioned in the Financial Strategy & Sustainability

Division to separate City staff that manage and develop Municipal Land as property owners from the City staff that regulate land use and development as an approving authority.

The Real Estate Branch provides real estate services to all divisions of City Administration.

Functions of the branch include:

- Acquire and sell land and buildings including road right of ways, utility corridors, parks, facilities, and shelters.
- Maintain database of information on all Municipal Land and associated legal agreements.
- Acquire and grant easements.
- Negotiate and manage lease and rental agreements.
- Coordinate land appraisals, subdivisions and zoning on City-owned properties.

The Land Development Branch is focused on the servicing and selling of major City-owned land assets which includes the Towns, Hawkstone, Parliament & Queen, Riverside, the Yards, Old Pacer Park, North-East Industrial Lands and Taylor Field, as detailed in Appendix A – City of Regina Major Land Holdings. Functions of the branch include:

- Act as the Owner's representative on the Towns South Development.
- Provide opportunities for interim use of vacant land.
- Manage major City land assets by assessing feasibility of development, obtaining municipal approvals, establishing development plans, installing infrastructure and selling land.

Alternative organizational structures such as a MLDC were considered through *CR24-41 Municipal Land Development – Delivery Option* and presented to City Council on April 24, 2024, with Administration's recommendation to maintain in-house service. The creation of a MLDC would require significant administrative resources, external experts to serve on the board, and seed funding. While a MLDC may be appropriate for a specific project with a predictable budget, it is not recommended as an organizational structure for the overall management and development of all Municipal Land. The present in-house model is recommended as the most effective and efficient land development and management approach for current and anticipated future needs of the City.

Mandate

The LDDS mandate is to maximize the benefit of Municipal Land to the City. Benefit can be quantified financially by considering the proceeds from real estate transactions and the economic activity generated on the lands. Benefit can be qualified through community impact, particularly in cases where the City needs to lead early development work and foster market activity on strategically significant assets or in areas where risk or scale prevents private developers from initiating development.

Principles

The LDDS is based on the following principles:

- Real estate transactions shall be open and transparent.
- Real estate activities shall not undermine or injure private business enterprises in properly functioning segments of the real estate market.
- Real estate activities shall align with City Council's Strategic Priorities, Indigenous worldview reflecting City Council's commitment to Truth & Reconciliation, and other City Council approved directives.

Strategies

The LDDS provides direction on the four major actions that encompass the work of the Land Development and Real Estate Branches: acquisition, development, strategic hold and disposition. The strategies relevant to each of these actions are described below:

Acquisition Strategy:

The City shall acquire strategically important land required for:

- Municipal purposes in future growth areas in advance of land value escalation (examples include land for future road right of ways, zone level parks, and fire halls).
- Community building (examples include the Yards and Taylor Field).
- Municipal servicing infrastructure (examples include stormwater detention facilities, landfill expansion, and snow storage sites).
- Continued involvement in greenfield land development as a profit focused line of business for the City (example is undeveloped farmland in the City or adjacent rural municipalities).
- Specific City Council directed initiatives such as the creation of a land bank in North Central related to the North Central Strong Motion.

The City shall utilize the Land Development Reserve (LDR) and/or other Council approved funding sources in land acquisitions.

Development Strategy:

The City may develop land for residential, commercial, industrial and institutional uses. Greenfield land development for residential and commercial uses shall prioritize maximizing financial returns to the City. Infill land development, along with all industrial and institutional land developments may prioritize broader impacts such as economic activity and community benefit. The City may develop infill land where risk or scale prevents private developers from initiating projects and City Council evaluates the broader community impacts merit the investment.

The City shall only be involved in vertical development as it relates to municipal uses such as fire halls, pools, civic buildings and other directives approved by City Council. City Council may encourage private vertical development for housing and commercial uses through the provision of grants and incentives that are managed outside of the Real Estate and Land Branches.

Strategic Hold Strategy:

The City shall hold land that has future development value with holding costs that provide a projected financial return in line with private developer expectations. Examples include the Towns North and Hawkstone lands.

The City shall hold land that has strategic value to the City beyond its current market value. Holding such land may not provide a market financial return on the investment, but City Council may determine the broader community impacts warrant the hold. Examples include the Yards and Taylor Field.

Disposition Strategy:

The City shall dispose of non-strategic surplus land. Non-strategic surplus land, including buildings on the land, are properties that are no longer required for the provision of municipal services or to achieve the Strategic Priorities of the City, and are outside of the City's ability to develop or redevelop. Disposition of surplus land shall:

- Eliminate on-going maintenance costs associated with the asset.
- Create the opportunity to generate new property taxes.
- Enable others to advance regulatory approvals and development.

The disposition of Municipal Land is generally undertaken with the goal of maximizing sale proceeds. However, City Council has the discretion to decide if Municipal Land needs to be sold for the highest price, or whether factors such as economic development, housing opportunities and community benefit should be considered.

The City shall generally advertise land for sale publicly but may engage in direct sales to pursue economic development opportunities. In such cases Council approval is required.

The City may also engage in direct sales on parcels that are:

- Too encumbered to permit development.
- Are physically isolated with no legal access.
- Are too small to be developed independently in accordance with applicable zoning and development regulations.
- Require closure or redesignation as a condition of disposal such as road right of way, lane right of way, reserve, buffer or municipal utilities parcels.

In such cases City Council approval is not required as prior City Council approved policies have delegated this authority to the City Manager or their designate.

The City may dispose of Municipal Land by soliciting expressions of interest or utilizing design competitions that increase idea generation and fully explore development opportunities. In such

cases, Administration shall establish criteria on which to evaluate submissions and base its recommendation to City Council.

The City may use buyback clauses, rights of first refusal, restrictive covenants, and other agreements to protect its interests (where appropriate) and to achieve specific desired outcomes that maximize benefit to the City.

Financial

In 2011, City Council directed the creation of the LDR to provide funds for the acquisition and development of land; and to smooth the effect of fluctuations in the operating budget for land and real estate. The LDR is funded primarily through the net revenues generated from land development and real estate operations of the City. The LDR has a minimum balance of \$2 million and a maximum balance of \$12 million.

Deposits into the LDR include:

- Rents (lease revenue) from billboards, farmland, easements, city properties, etc.
- Proceeds from sales of buildings and land.
- Profits from land development.

Withdrawals from the LDR include:

- Capital required for development of City land assets.
- Re-investment in land assets.
- Operations of Land & Real Estate Branches.
- City Council approved transfers from the reserve.

Evaluating Performance

Success in private land management and development is measured in both financial and non-financial terms.

Financial measurements such as net profit, gross margin, and internal rate of return are used to evaluate financial performance. Blanket statements such as “a return of 10 per cent” shall be avoided because additional specific information is required to assess whether such a statement reflects a good or bad financial return. Each financial measure has strengths and weaknesses. It is therefore important to use appropriate measures that consider the time value of money, cost of capital, and risk.

Non-financial factors such as goodwill and reputation reflect qualities such as a developer’s ability to complete a project and how they deal with others, both of which may impact the decisions of buyers, contractors, and consultants to be involved in future projects which impacts the value of future projects.

Success in Municipal Land Development includes the same basic financial measures and non-financial considerations as privately owned projects; however, evaluation of municipal land activities may be expanded to include financial impacts such as increased economic activity (examples include short and long-term employment, capital spend, and property taxes), and non-financial impacts such as community impact. Consideration shall be given to the unique benefits to the local economy that Indigenous communities bring through the creation of urban reserves and City Indigenous economic prosperity.

DECISION HISTORY & AUTHORITY

On April 24, 2024, City Council considered item *CR24-41 Municipal Land Development – Delivery Options* and directed Administration to report back with a new report incorporating the recommended strategy and implementation, to be discussed at a special meeting of Executive Committee prior to July 31, 2024.

Respectfully Submitted,



Chad Jedlic
Director, Land, Real Estate and
Economic Development

Respectfully Submitted,



Ted Schisler, A/Deputy City Manager
Financial Strategy and Sustainability

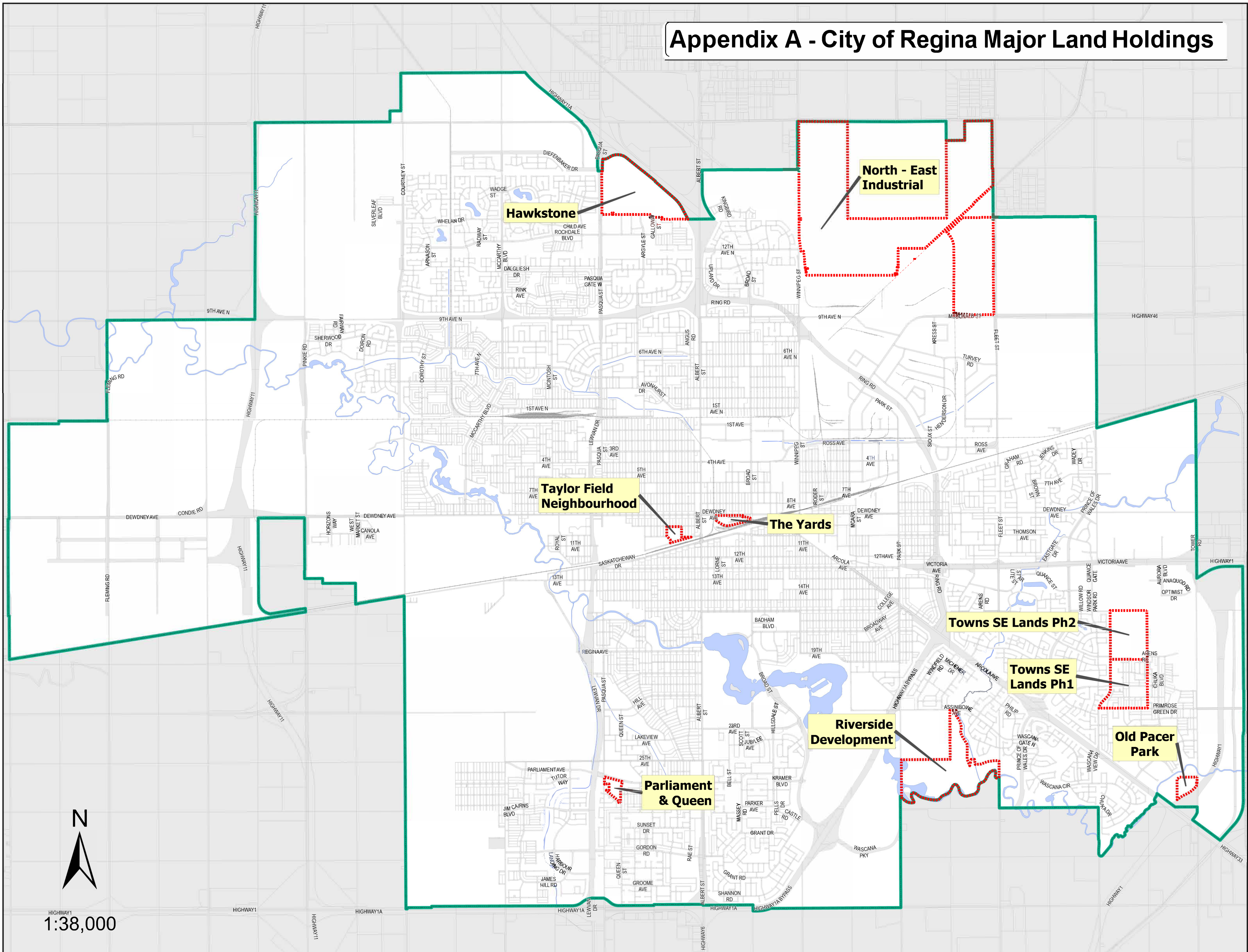
Prepared by: Chad Jedlic, Director, Land, Real Estate and Economic Development

ATTACHMENTS

ATTACHMENTS

Appendix A - City of Regina Major Land Holdings

Appendix A - City of Regina Major Land Holdings





Tue-13-Aug-2024

re: **Land Development and Disposition Strategy (LDDS) – The Yards**
 submission to Executive Committee meeting of 14-Aug-2024

Good afternoon,

My name is Myke Agecoutay and I'm the CEO of Muscowpetung Saulteaux Business Developments, the business arm of Muscowpetung Saulteaux Nation near Regina.

Since 2022, we've had many meetings with Regina city officials about our development plans for **The Yards**. We've presented and discussed concept plans for an Indigenous business, cultural, housing, educational hub to be created on this huge piece of land.

City-to-Nation negotiations and agreements such as what we are proposing must be started as soon as possible. Engagement is important, but action needs to start.

The recent *Land Development and Disposition Strategy* report prepared by Chad Jedlic (City of Regina) places much emphasis on Indigenous involvement:

The intent of the LDDS is to ... increase economic activity in the City while honoring and respecting our relationship and responsibility to the land and the Indigenous Communities located in Treaty 4 Territory.

Branches shall work with the Indigenous Procurement Advisory Committee, or other committees recommended by the Director of Indigenous Relations & Community Development, to include an Indigenous voice and lens in the management of Municipal Real Estate.

Real estate activities shall align with City Council's Strategic Priorities, Indigenous worldview reflecting City Council's commitment to Truth & Reconciliation, and other City Council approved directives.

Muscowpetung Saulteaux is the second-closest Nation to the City of Regina, only 60km to the northeast, with many of our members as Regina residents. With our shared history, we must build on this to create business partnerships to better everyone.

We hold a profound interest in participating in and contributing to the future of the significant project of The Yards. With our Indigenous & Industry-led concept plans, Muscowpetung wishes to move as a partner with the City of Regina on the development of this land.

I submit this within the spirit of reconciliation and collaboration.

Thank you.

Myke Agecoutay
CEO, Muscowpetung Saulteaux Business Developments
Box 1310, Fort Qu'Appelle SK S0G 1S0
myke.agecoutay@muscowpetung.com
306-531-9033

Chad Jedlic
Director, Land, Real Estate and Economic Development
City of Regina

August 12, 2024

RE: Support for City Land Development and Disposition Strategy

Dear Mr. Jedlic,

I am writing to express my strong support for the City's proposed Land Development and Disposition strategy. As a resident and a stakeholder in our development community, I believe that this strategy is both pragmatic and beneficial to the long-term interests of our City.

Firstly, the in-house model, where staff responsible for managing municipal land are integrated into the City's administrative structure, is a sound approach. This model avoids the creation of additional layers of bureaucracy, thereby ensuring greater efficiency and responsiveness. With staff directly accountable to the City, we can expect streamlined processes and more consistent oversight, which ultimately serves the best interests of our residents.

Secondly, I support the strategy's emphasis on maximizing financial returns to the City from residential and commercial development. Through effectively managed development, the City can generate much-needed revenue that can be reinvested into essential services, infrastructure, and community programs. This focus not only strengthens our local economy but also enhances the quality of life for all residents.

Furthermore, it is appreciated that all real estate transactions are conducted in an open and transparent manner. Transparency fosters trust between the City and its residents, ensuring that decisions regarding public land are made with the community's best interests in mind.

Lastly, I commend the strategy's recognition of the importance of holding onto land with strategic value beyond its current market price. Such foresight allows the City to retain land that could play a critical role in the future development of the city. In addition, I commend the City's commitments to fostering relationships with First Nations communities aligning with principles of reconciliation and respect for indigenous rights.

In conclusion, I believe the City's Land Development and Disposition strategy is a well-considered plan that balances efficiency, financial responsibility, transparency, and strategic foresight. I strongly encourage the City to adopt and implement this strategy, as it will undoubtedly contribute to the long-term prosperity and well-being of our community.

Thank you for considering my perspective on this important matter.

Regards,
Evan Hunchak, P.Eng.



Bright Communities Ltd., President
M + 1 306-570-3826
4701 Harbour Landing Dr.
Regina, Saskatchewan S4W 0B7

September 16, 2024

RE: Land Development and Disposition Strategy, EX24-72

Dear Members of the City of Regina Executive Committee:

I am unable to attend the upcoming Executive Committee Meeting either in person or virtually and as such I submit this letter to summarize my thoughts on the above report.

I have been a very vocal proponent for well over a decade for bringing the city-owned land base to market. The city holds some strategic parcels that could have been developed long ago generating taxes, jobs and economic benefits to the residents of Regina.

This report before you has some positive recommendations, these include:

- Not recommending the formation of a Municipal Land Development Corporation. This item came before the Catalyst Committee that I was member of. The merits were debated and for many reasons it was determined this was not the direction the city should proceed.
- The city should not undertake any form of vertical development.
- The city-owned land base would be strategically evaluated and brought to market in a manner to support and not "undermine or injure private business enterprises in properly functioning segments of the real estate market".
- Advertise and sell land in an open and transparent manner.
- Only negotiate direct sales where land has encumbrances or no access.

I strongly disagree however with the concept of the city continuing to independently develop its land holdings unless there is no private sector developer willing to do so. An example of this was the development of the Ross Industrial Park at a time when there was no private sector developer willing to invest in industrial land development and the city needed to grow its employment base.

Suburban residential land development does not fall into this category. There is an inherent conflict of interest when a government body is both the approving authority and developer using taxpayers' dollars to compete against its residents.

When the City Council of the time decided to proceed with the development of "The Towns" in east Regina it was misled by an administration report claiming the development would realize \$60 million dollars in profit. I spoke against it at the time indicating this number was simply unachievable. This has proven to be the case, and I would suggest that if the city had simply sold the land and invested the proceeds it would have made a far greater profit than the development will ever generate without exposing the taxpayer to any risk.

In the report, the only parcel that appears to meet the criteria for the city to independently develop is the 80 acres in Hawkstone. I ask the question, why would the city entertain this strategy for such a small parcel when the private sector would clearly be interested in buying and developing this land? The only voices I have heard in support of this strategy are those firms hoping to profit from receiving a development contract on this land.

The RRHBA on behalf of industry has been asking for financial reporting on “The Towns” for quite some time now. I do not believe they have received this information; however, we are led to believe the city does not account for salaries, interest or an opportunity cost of capital on equity, and does not pay property taxes on its subdivided lands. If this is the case the returns that are being reported to council are not accurate and create an uneven playing field with the private sector.

Until you have a complete and accurate picture of the financial performance of the existing city owned subdivision, I encourage you to not commence development of a second.

Yours truly,

FORSTER HARVARD DEVELOPMENT CORP.



Blair Forster
President