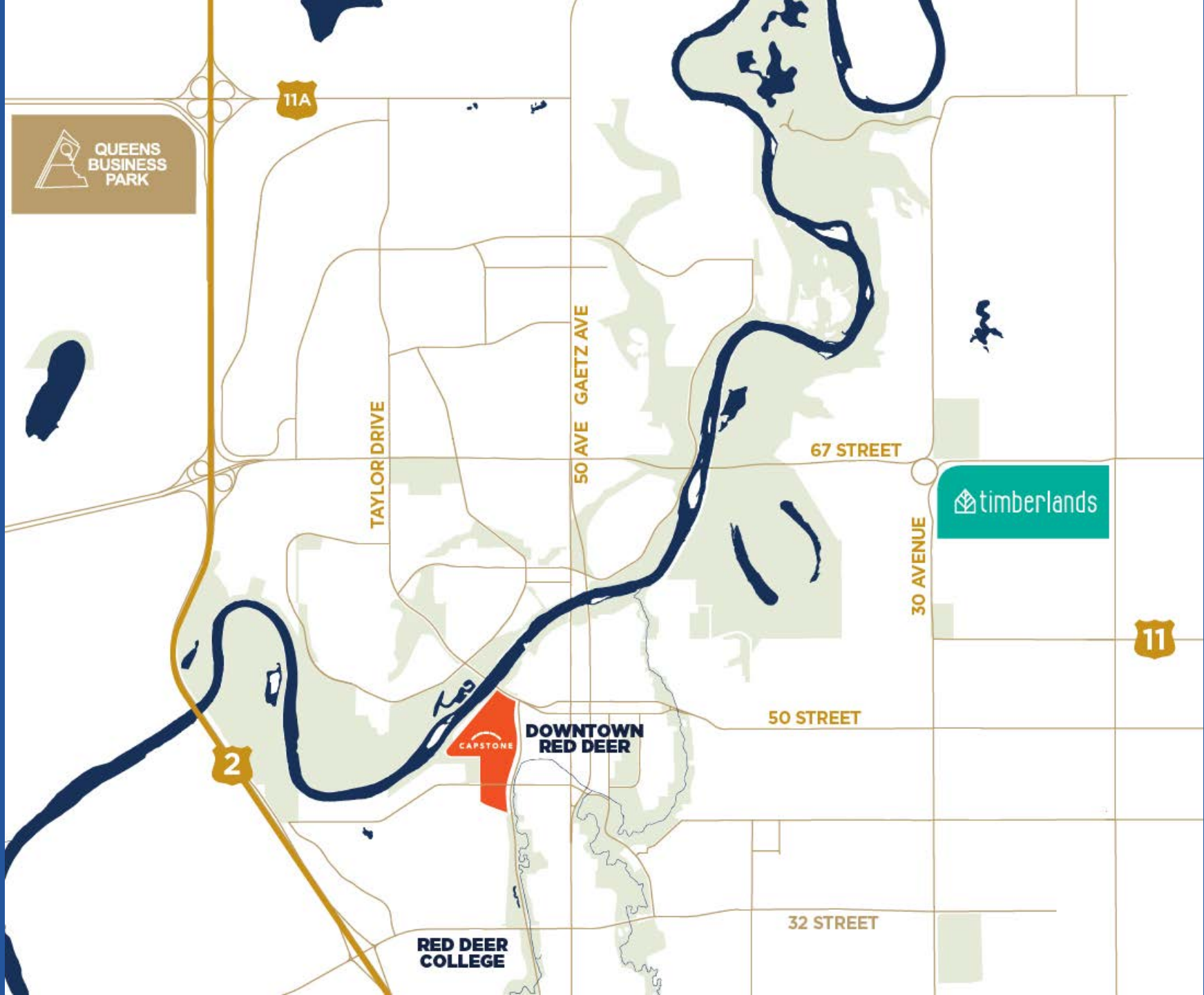


RED DEER LAND 2019 ANNUAL REPORT





MESSAGE

I'm often asked why The City of Red Deer is in the land business. Our central purpose is to proactively manage city-owned property, which attracts and encourages private sector development. We develop available land for Residential, Industrial and mixed-use purposes, with the goal of providing options for every type of developer.

There are additional benefits to the community, as Red Deer Land is able to contribute funding to capital projects such as infrastructure improvements in Capstone and Greenspace preservation throughout our City. Red Deer Land operates within the Land and Economic Development department at the City of Red Deer, as a self-supporting business unit. We are not funded with tax dollars, and in fact, we contribute to the tax base, as outlined in the financial statement at the end of this report.

Although Red Deer continues to be affected by recent economic challenges, we still have an excellent foundation to build on. We offer unique opportunities for residents in Timberlands and industries in Queens Business Park, and our Greater Downtown Area continues to benefit from the new riverside development in the community of Capstone.

This report was created with the intention of providing increased transparency of our operations and results, and to share the benefits that Red Deer Land provides to our community. Thank you for taking the time to read about our accomplishments to date, and I encourage you to contact us with any questions you may have.

The City of Red Deer's Land Bank will soon mark 100 years of existence, and we're excited to continue contributing to the long-term growth and prosperity of The City of Red Deer!

Sincerely,

John Sennema, Manager, Land and Economic Development

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LAND HISTORY AND MANDATE

The City of Red Deer's Land Bank has been in operation since the early 1920s, when a major economic downturn resulted in a significant number of properties being transferred to The City as a result of non-payment of property taxes. When the economy recovered two decades later, The City had a massive amount of land on hand for sale - as lots were sold, the City reinvested a good portion of the excess revenue into new City-owned subdivisions, which began the City's Land Bank as we know it today.

To enhance long-term growth and prosperity for Red Deer, The Land and Economic Development Department develops available land for a wide range of residential, industrial and mixed-use projects. We are responsible for creating these unique opportunities for the private sector through land development, management and marketing. Land and Economic Development maintains the city Land Bank to provide options for every level of developer.

As we are rooted in the future of our city, we must assist in the economic, orderly and well-planned development of city-owned land. To do this, Land and Economic Development is committed to being financially responsible, an economic driver, a leader, and providing benefit to the Community:

- Financially Responsible - The land bank operates under regulations of the Municipal Government Act and continues to not be tax supported and operates as a separate business unit in the City. Revenues are used to off set the price of industrial land and contribute to community projects.
- Economic Driver - The land bank ensures that there is readily serviced land available for industrial development and land is available for purchase by citizens and businesses.
- Leader - The land bank tries and tests new processes, practices and ideas such as housing types, environmental initiatives, design elements, and new products.
- Community Benefit - The land bank holds and aggregates land for community uses. It over dedicates land for parks and uses revenues to create public spaces and maintain competitive prices for industrial land.

THE CITY OF RED DEER STRATEGIC PLAN 2019-22

The Land mandate and the activities of Red Deer Land align closely with The City of Red Deer's Strategic Plan 2019-2022:

- A Safe Community – Red Deer is a safe and secure community. Safety is strengthened through a focus on enforcement, as well as prevention, intervention and education.
- A Socially Responsible City – Red Deer offers a welcoming community where everyone can enjoy a high quality of life. As a community, together we advocate for much needed social infrastructure and build a resilient community.
- A Chosen Destination – We are a four-season destination where visitors and residents enjoy our parks, trails and distinctive amenities, all within our “city in a park”. Centrally located in the province, we attract events that generate investment and enhance our community identity.
- An Economic Leader – We have a strong, dynamic economy, fostered by entrepreneurship and innovation. Leveraging our central location, Red Deer is an economic hub with a revitalized downtown and diverse local economy.

OUR TEAM

Director of Planning Services
Tara Lodewyk

Land & Economic Development Manager
John Sennema

Land Coordinator
Wade Martens

Economic Development Officer
Michelle Zeggil

Land Services Specialist
Liz Soley

Economic Development Officer
Peter McGee

Land Sales Admin Clerk
Wendy Jacobi

Economic Development Officer
Bre Fitzpatrick

Land & Economic Dev.
General Clerk
Clara Kingston

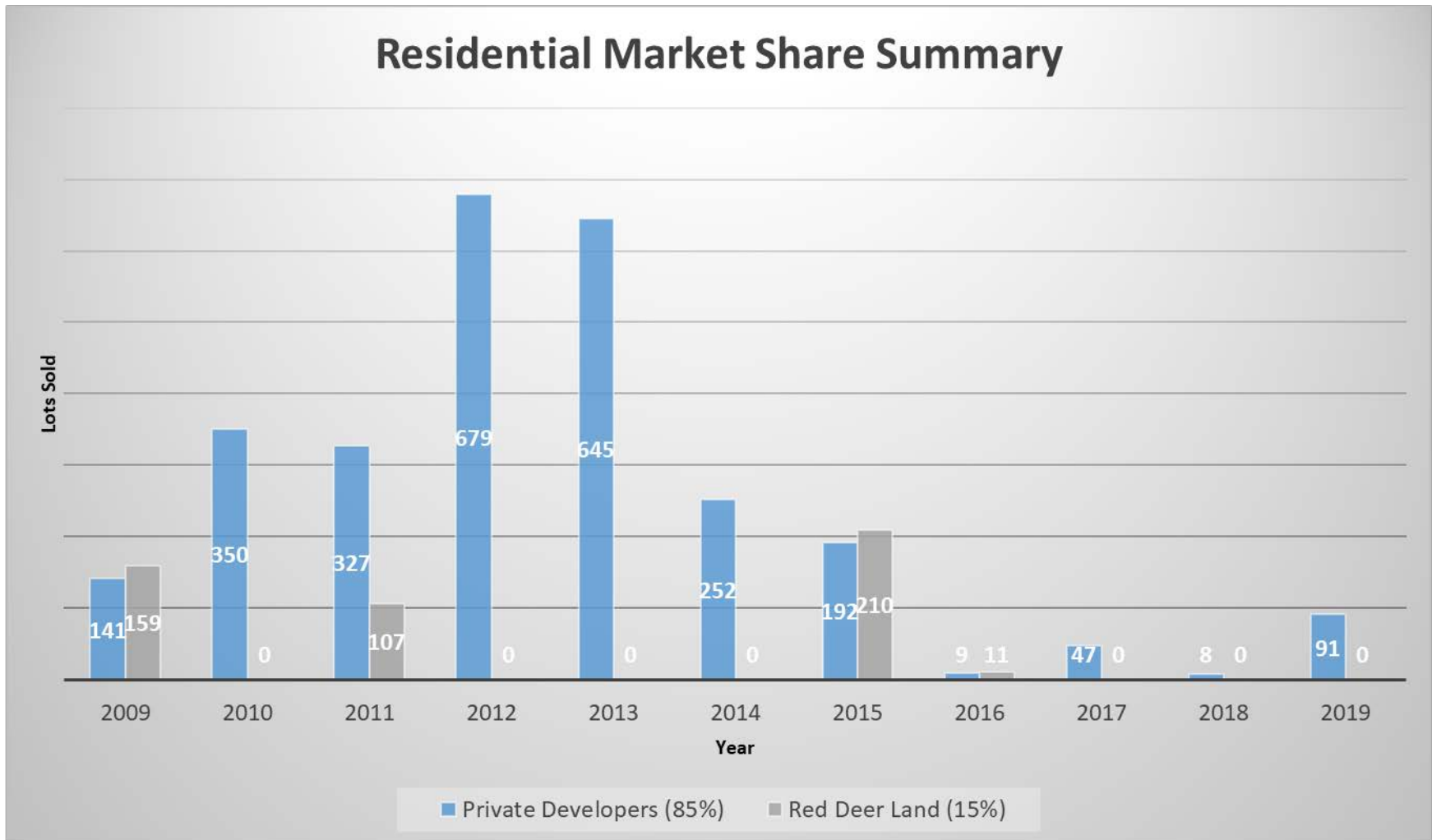
Economic Development
Marketing Specialist
Kayla Smith

Capstone
Project Manager
Cory Edinga

Economic Development
Research Specialist
Melody McKnight

RESIDENTIAL MARKET SHARE SUMMARY

Market share is calculated based on the number of new residential lots that are subdivided and registered with Alberta Land Titles each year. Red Deer Land's average market share from 2009-2019 is 15%.



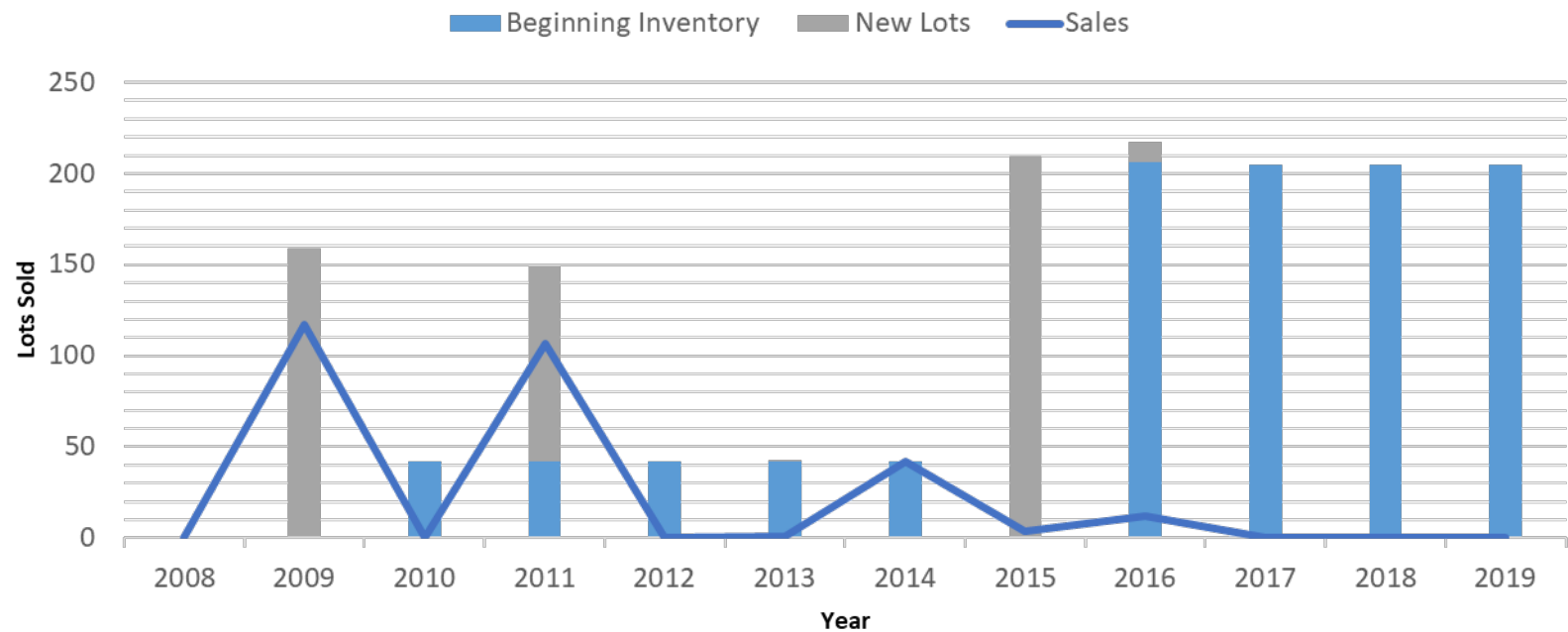
SALES AND INVENTORY REVIEW

Single-Family Residential (R1)

Single-Family Residential land is measured by the number of new lots that were added to the inventory in any given year, and the number of lot sales.

Single-Family Residential – Inventory vs. Sales

*Number of lots



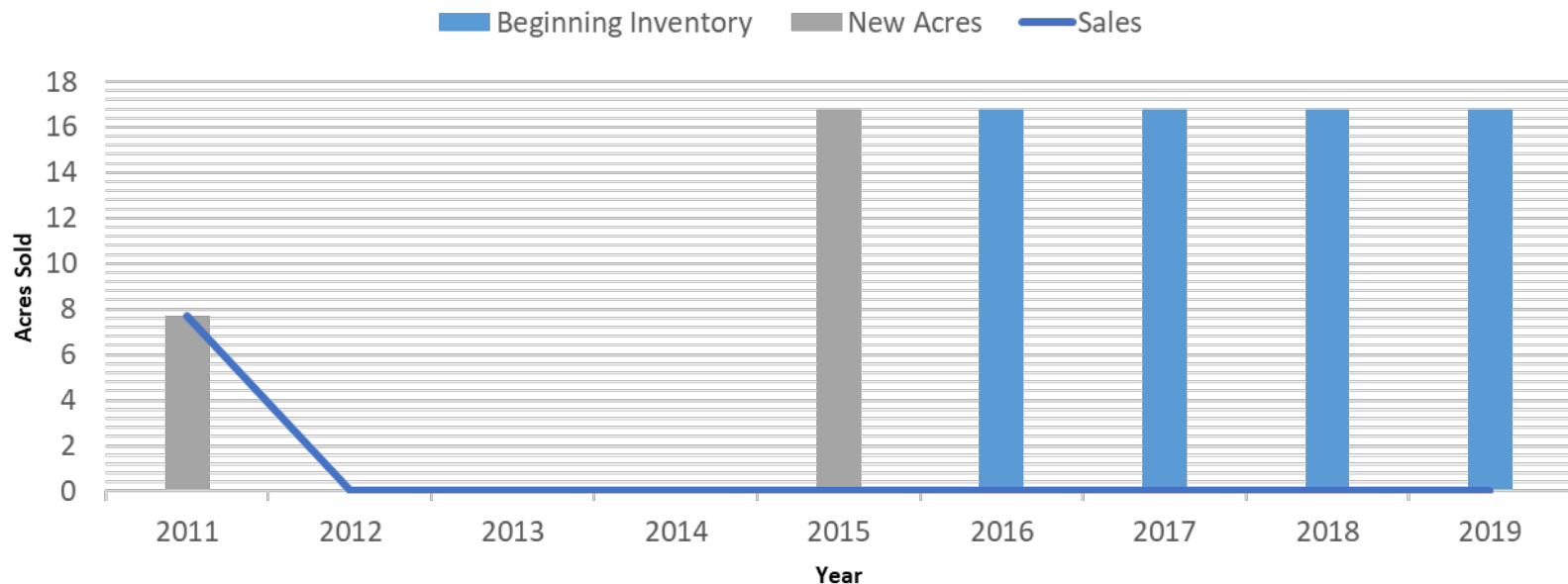
SALES AND INVENTORY REVIEW

Multi-family Residential (R2 and R3)

Multi-Family Residential land is measured by acres – the number of additional acres that were added to the inventory in any given year, and the number of acres sold.

Multi-Family Residential – Inventory vs. Sales

*Acres



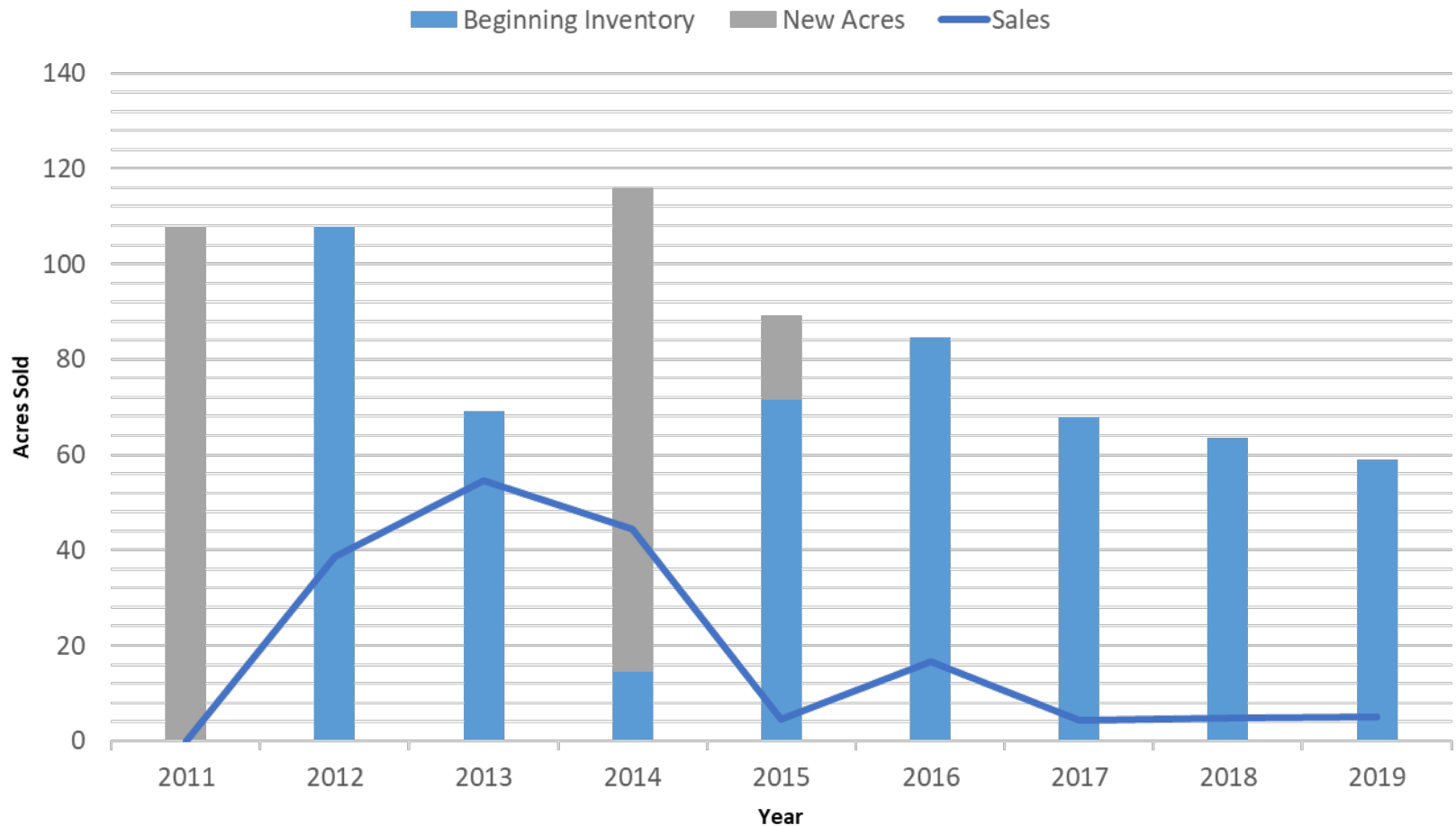
SALES AND INVENTORY REVIEW

Industrial and Commercial

Industrial and Commercial land is measured by acres – the number of additional acres that were added to the inventory in any given year, and the number of acres sold.

Industrial and Commercial – Inventory vs. Sales

*Acres



2019 HIGHLIGHTS AND ACCOMPLISHMENTS

Red Deer Land is able to provide services and fund projects that benefit the community at large. In 2019, this included a number of infrastructure projects in Capstone, including Canada 150 Square the Green Spine, and Riverwalk.

In 2019 we welcomed 4 new businesses in Queens Business Park, installed new marketing signage In order to maintain a running supply of Industrial Lands for economic development, the Land Bank completed the necessary design work in the future phases of QBP, including a realignment of a major pipeline that will assist in the future development of the area. We also hosted 4 BBQ events in QBP and two other industrial areas, in order to connect with businesses during Small Business Week in October.

An updated website was launched for Capstone, in order to meet the needs of interested Developers, and in preparation for land sales in this area, now that infrastructure work is nearing completion.

In Timberlands, we followed the commercial success of the area by entering into a partnership with realtor Kim Fox, in order to launch a new residential promotional campaign. Kim and her team hosted a community party in September, complete with show home tours, BBQ, and games.

The City of Red Deer occasionally has unique sale opportunities, and in 2019, we completed the sale of a former fire hall.

FINANCIAL BENEFITS TO THE COMMUNITY

As noted in our 2019 Highlights and Accomplishments, the work done by the Land Bank benefits the community in multiple ways. There are financial benefits as well: every \$1.4M in benefits to the tax base reduces the impact to the tax base by 1%. It also provides funding for Capital projects such as infrastructure in Capstone, as well as Operations and Greenspace preservation.

	2019	Cumulative total 2006-2019
Community Projects - Capital		
Capstone - Green Spine	\$ 504,000	\$ 504,000
Capstone - Canada 150 Square	\$ 678,000	\$ 678,000
Capstone - Infrastructure		\$ 9,000,000
		\$ 10,182,000
Operating Budget		
Annual Dividend Payment	\$ 100,000	\$ 5,549,641
Operating Budget Funding	\$ 1,190,160	\$ 13,483,139
Community Benefit		
Municipal Reserve Over dedication	\$ 1,900,000	\$ 3,490,748
Greenfield Development Tree Preservation		\$ 1,400,000
TOTAL REINVESTMENT	\$ 4,372,160	\$ 34,105,528

Prepared by
**Land and Economic
Development**
City of Red Deer

December 2019

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Red Deer, AB
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