

# Legal Services

## Land Management

**Core Service Review**



# Who is the Division?

- The division consists of:
  - 1 Land Management Co-ordinator
  - 1 Administrative Assistant

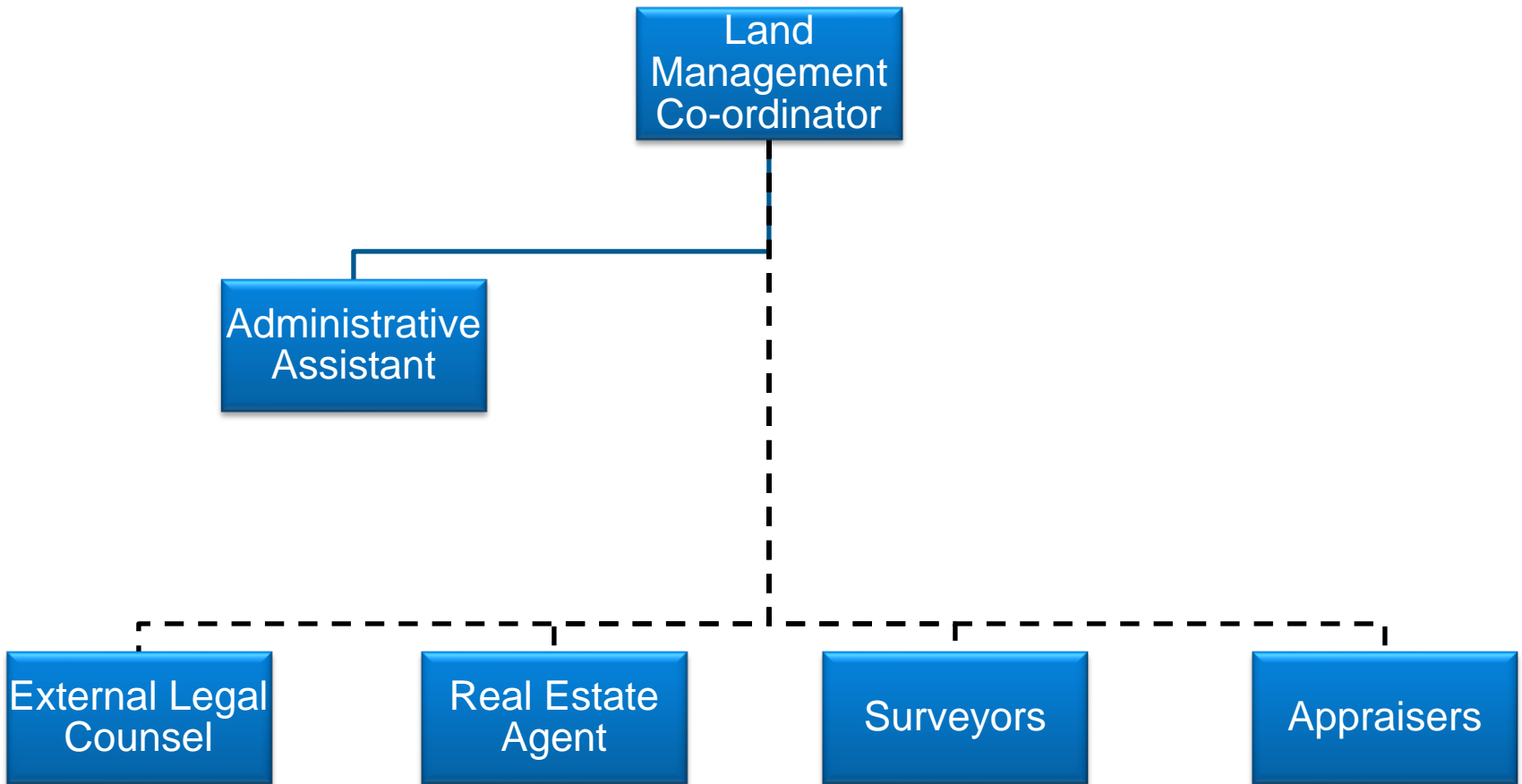
The primary role of the Land Management Division is to administer: the acquisition and disposition of land, expropriations, easements, rights-of-way, First Nation notifications, encroachments, stop up and closure of road allowances and the sale of road allowances and shoreline road allowances for the Corporation of the City of Kawartha Lakes



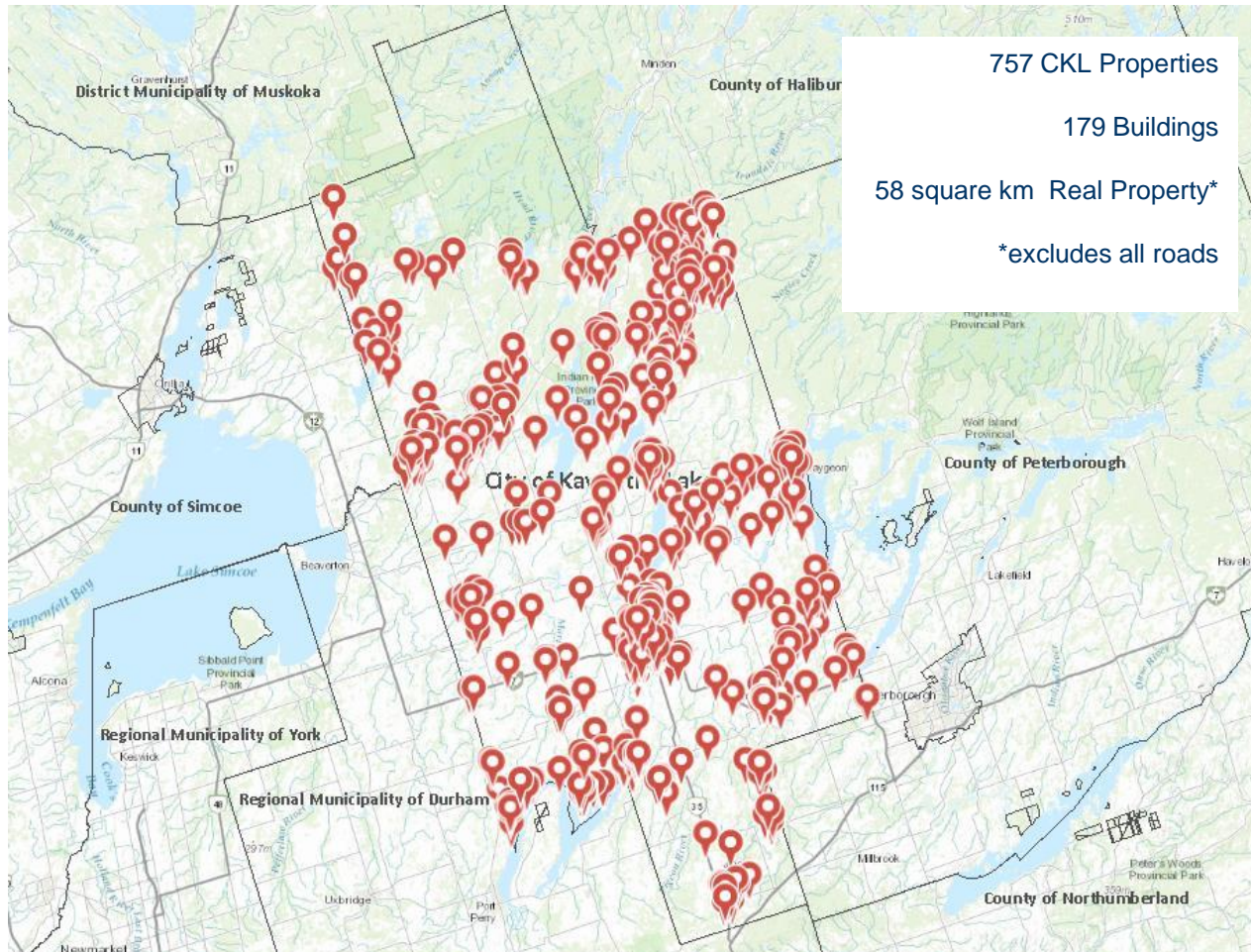
# What are we doing now?

- Acquisition and Disposition of Capital Land Assets
- Expropriation
- Easements, Rights of Way, Encroachments
- Lease and License
- Title and Corporate Searches
- Interpretation of Registry Documents
- Duty to Consult First Nations
- Road and Property Ownership and Applicable Law
- Registration of Bylaws
- Agreement Review
- Asset Management
- Oversee Third Party Resources, i.e. External Legal Counsel, Surveyors, Appraisers, Realtor

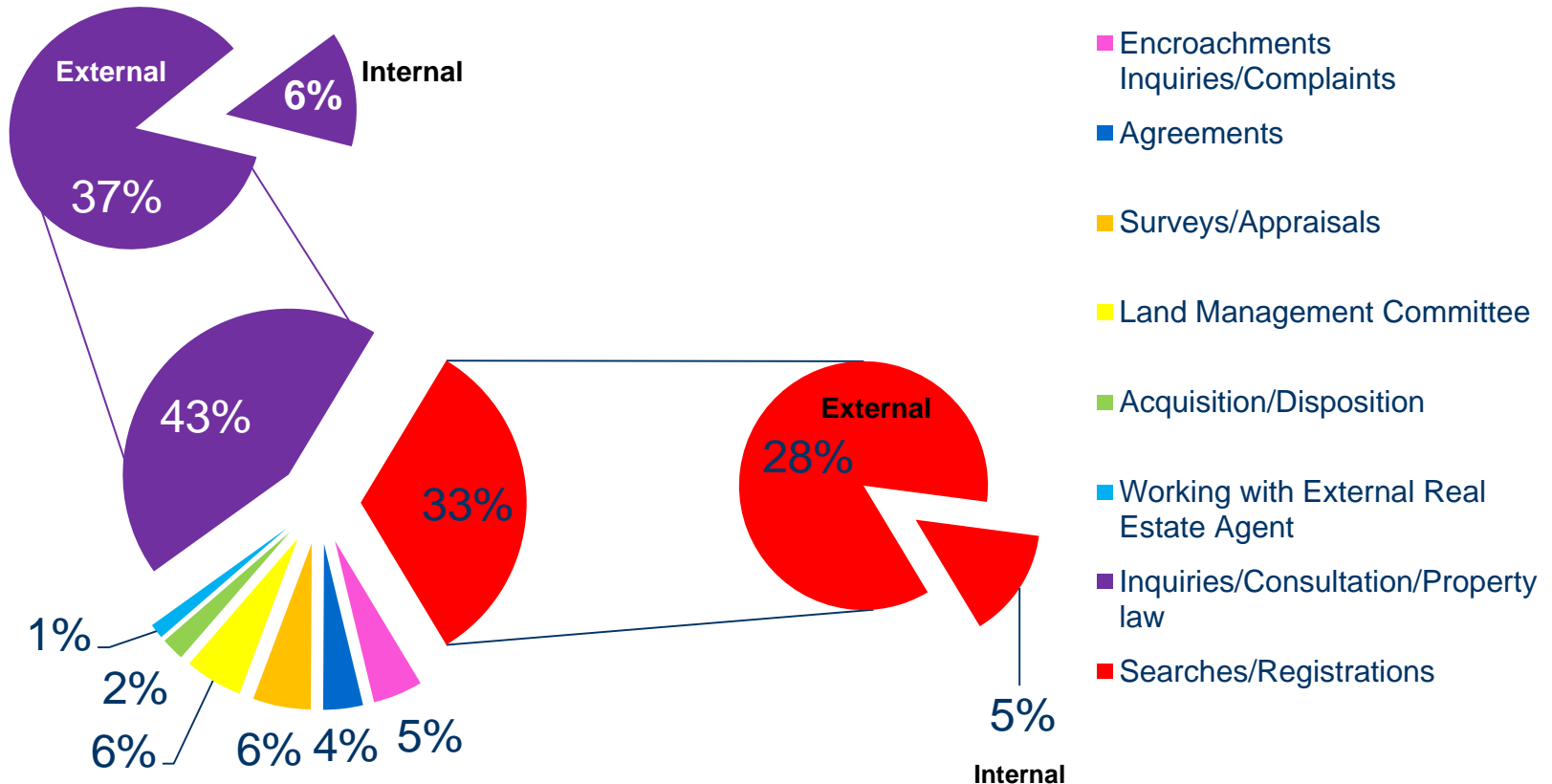
# Current Structure



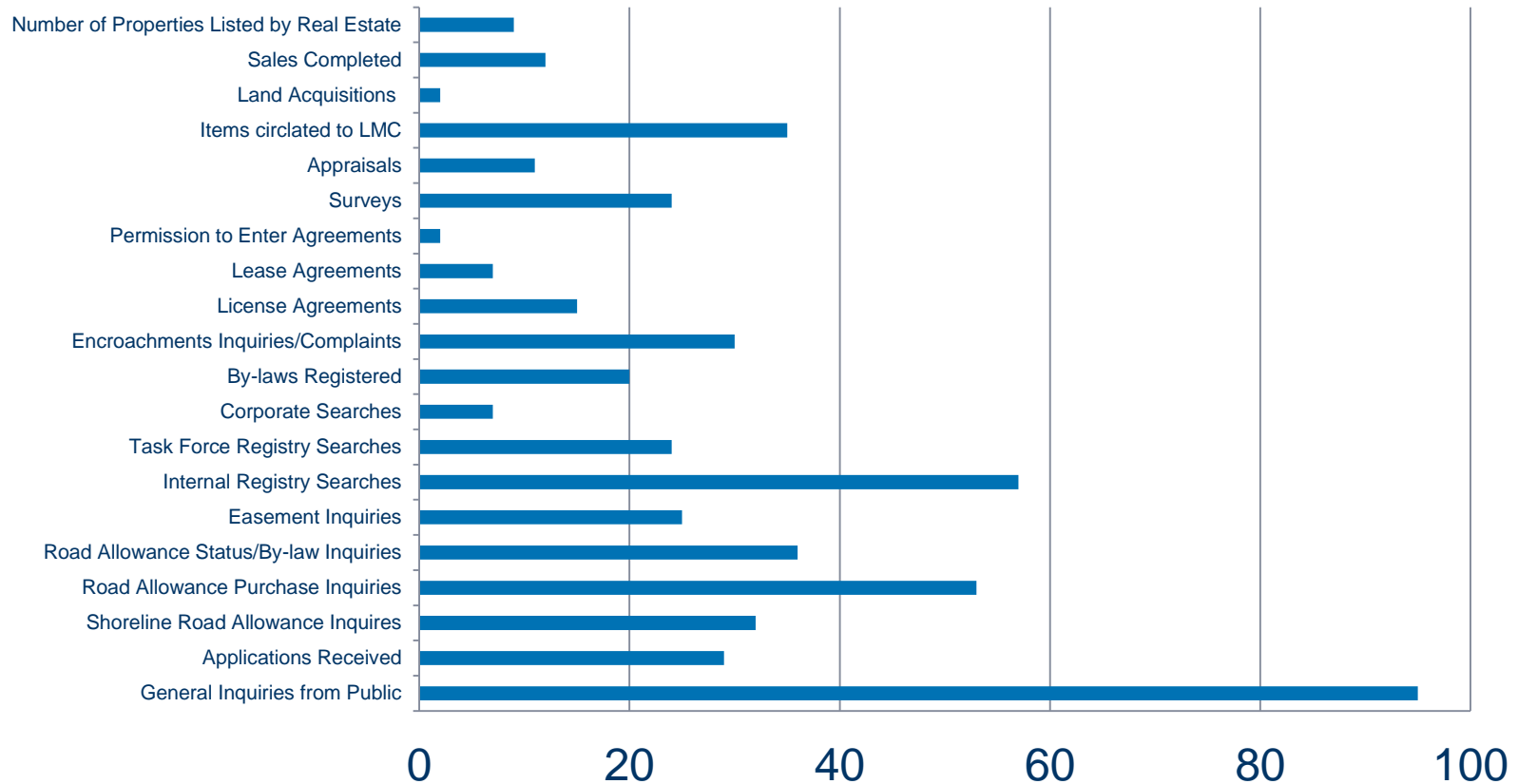
# What is the Size of the Portfolio Managed?



# 2015 Land Management Work Plan

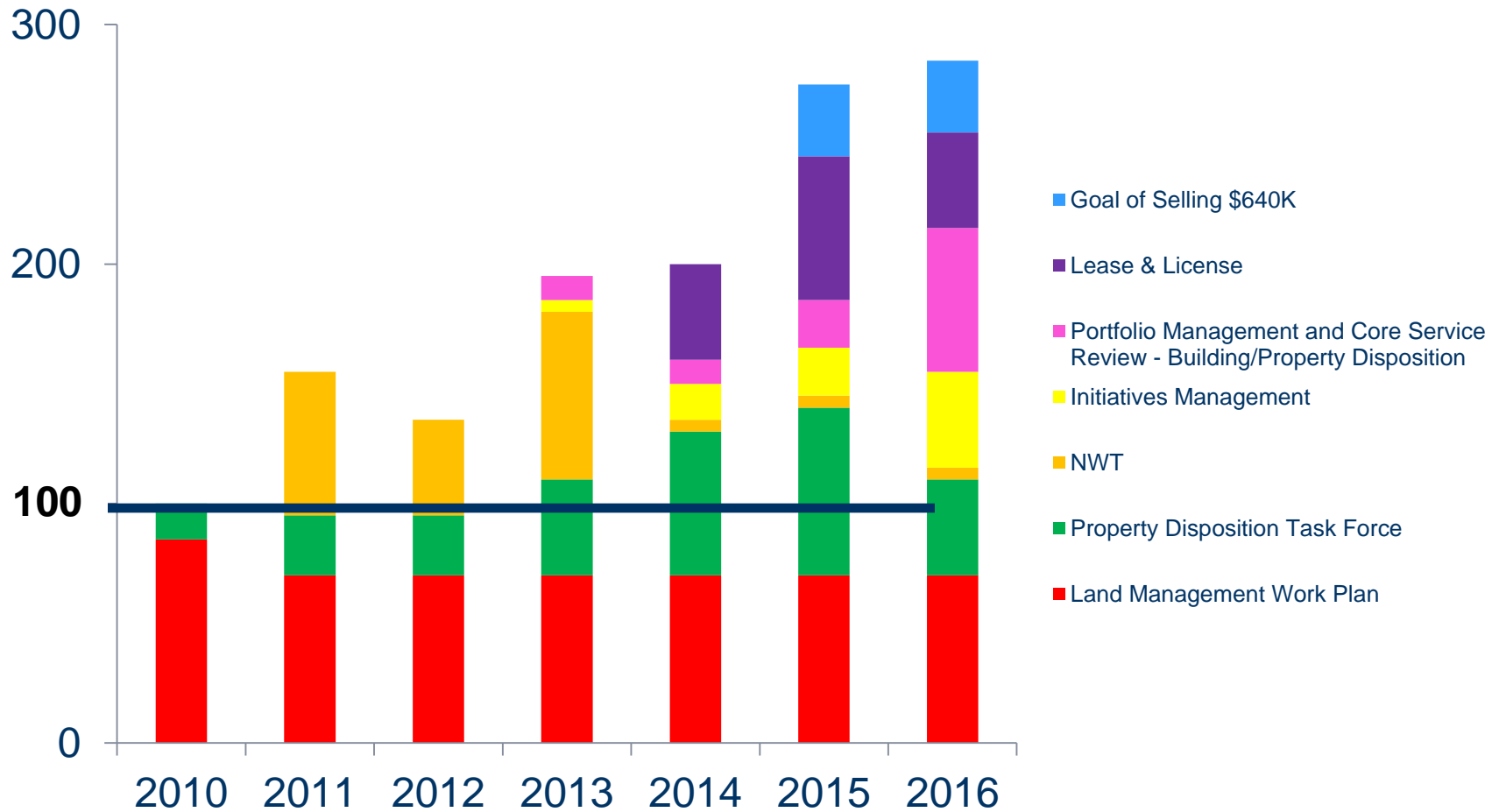


# 2015 Inquiries/Transactions



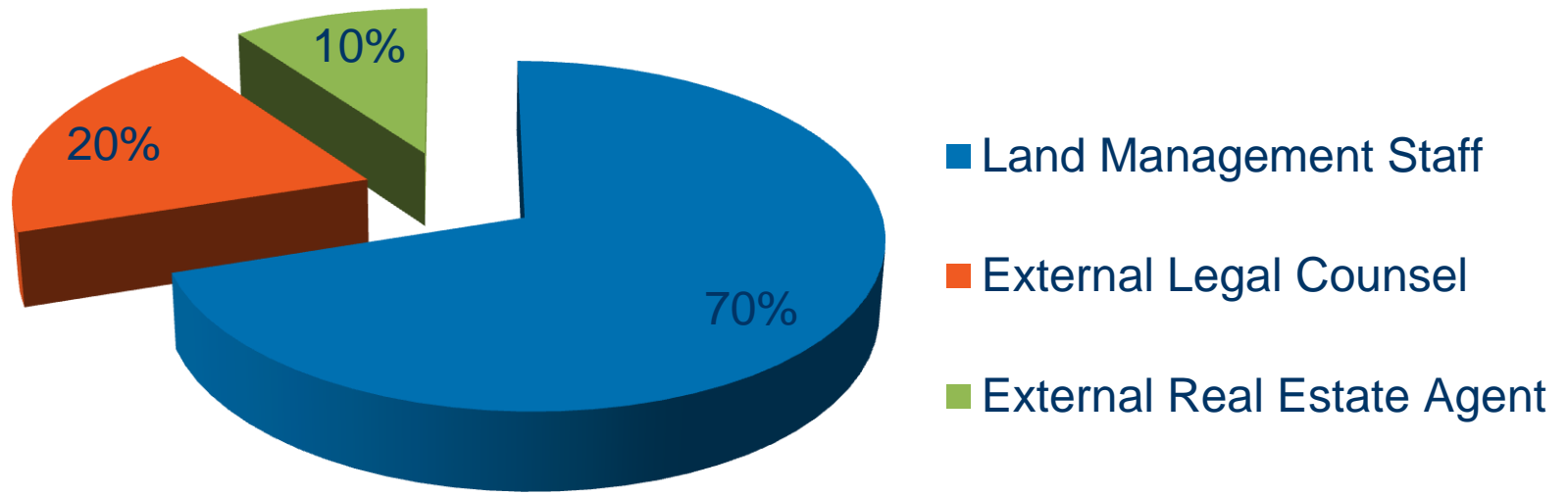
2015 Inquiries/Transactions Total = 525

# Impact of Large Projects on Work Plan





# Department Time Allocation



# Positions Within the Division

## Land Management Co-ordinator/Real Property Manager :

### Certification with the Appraisal Institute of Canada

- Highest and Best use of Property
- Estimates of Fair Market Value
- Appraisal Review
- Valuation of easements, partial takings, road widenings
- Development of Policy and By-laws

### Certification with the International Right of Way Association

- Management
- Real Estate Law
- Expropriation and Expropriation Act
- Negotiation
- Environmental Remediation Valuation
- Asset/Real Property Management
- Road and Real Property Ownership/Title Issues

# Positions Within the Division

## Real Property Manager

- Portfolio Management
- Policy Development

# Positions Within the Division

## Real Property Clerk

- Legal Administration/Law Clerk Diploma
  - Experienced in the concepts, legislation and procedures involved in real estate law, conducting and interpreting title searches, preparing and interpreting legal documents

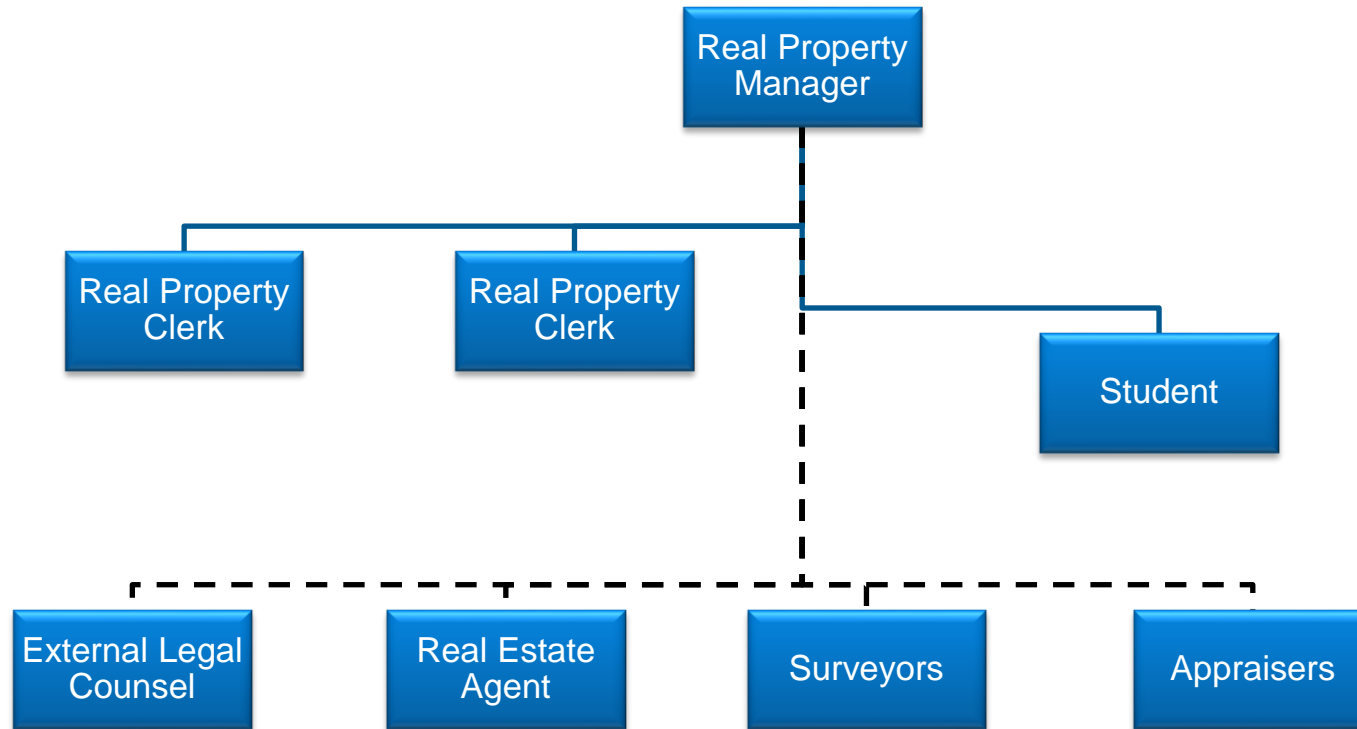
# How CKL's Comparators are Administering the Program

Municipality	# of Staff with Property Duties	Position Title	Municipal Land Size	Population
<b>Barrie</b> (single tier)	5.0	1 Manager Real Estate 2 Real Property Officers 2 Law Clerks	77.39 sq. kms	143,634 (2014)
<b>Brantford</b> (single tier)	2.0	1 Real Estate Manager 1 Law Clerk	266.34 sq. kms	96,689 (2014)
<b>Burlington</b> (lower tier)	3.0	1 Manager 1 Clerk 1 Paralegal + contract bigger jobs out	185.66 sq. kms	187,497 (2014)
<b>Cambridge</b> (lower tier)	9.0	1 Director 1 Property Officer 1 Administrative Assistant 1 Manager, Corporate Property 2 Corporate Property Support Staff 1 Market Manager 1 Market Support Staff 1 Facility Assistant	113 sq. kms	133,800 (2014)
<b>Durham</b> (upper tier)	8.0	1 Manager Admin Services & Real Estate 1 Law Clerk 3 Real Property Negotiators 1 Real Property Lease Co-ordinator 1 Real Property Technician 1 Real Property Technician Assistant	2,523.62 sq. kms	653,600 (2014)
<b>Halton</b> (upper tier)	7.0	1 Manager 1 Administrative Assistant 2 Senior Realty Officers 2 Realty Service Assistants 1 Leasing Specialist	964.01 sq. kms	518,311 (2013 est.)
<b>Guelph</b> (single tier)	3.0	1 Manager Realty Services 1 Realty Associate 1 Realty Coordinator/Law Clerk	87.2 sq. kms	128,000 (2015)
<b>Kawartha Lakes</b> (single tier)	2.0	1 Land Management Coordinator 1 Administrative Assistant	3,083.06 sq. kms	102,902* *mid-2015 forecast incl seasonal population
<b>Kingston</b> (lower tier)	3.0	1 Manager Real Estate and Land Development 1 Property Specialist 1 Leasing Specialist	451.17 sq. kms	169,606
<b>Peterborough, City of</b> (lower tier)	1.0	1 Real Estate Manager	63.8 sq. kms	74,600
<b>St. Catharines</b> (lower tier)	3 +	1 Real Estate Manager 1 Property Assistant	96.11 sq. kms	136,665

# Options

1. Administer the program mostly in house but with additional staffing levels
2. Continue to administer the program mostly in house with current staffing levels
3. Externalize the entire process

# Option 1 - Description



# Option 1 - Benefits

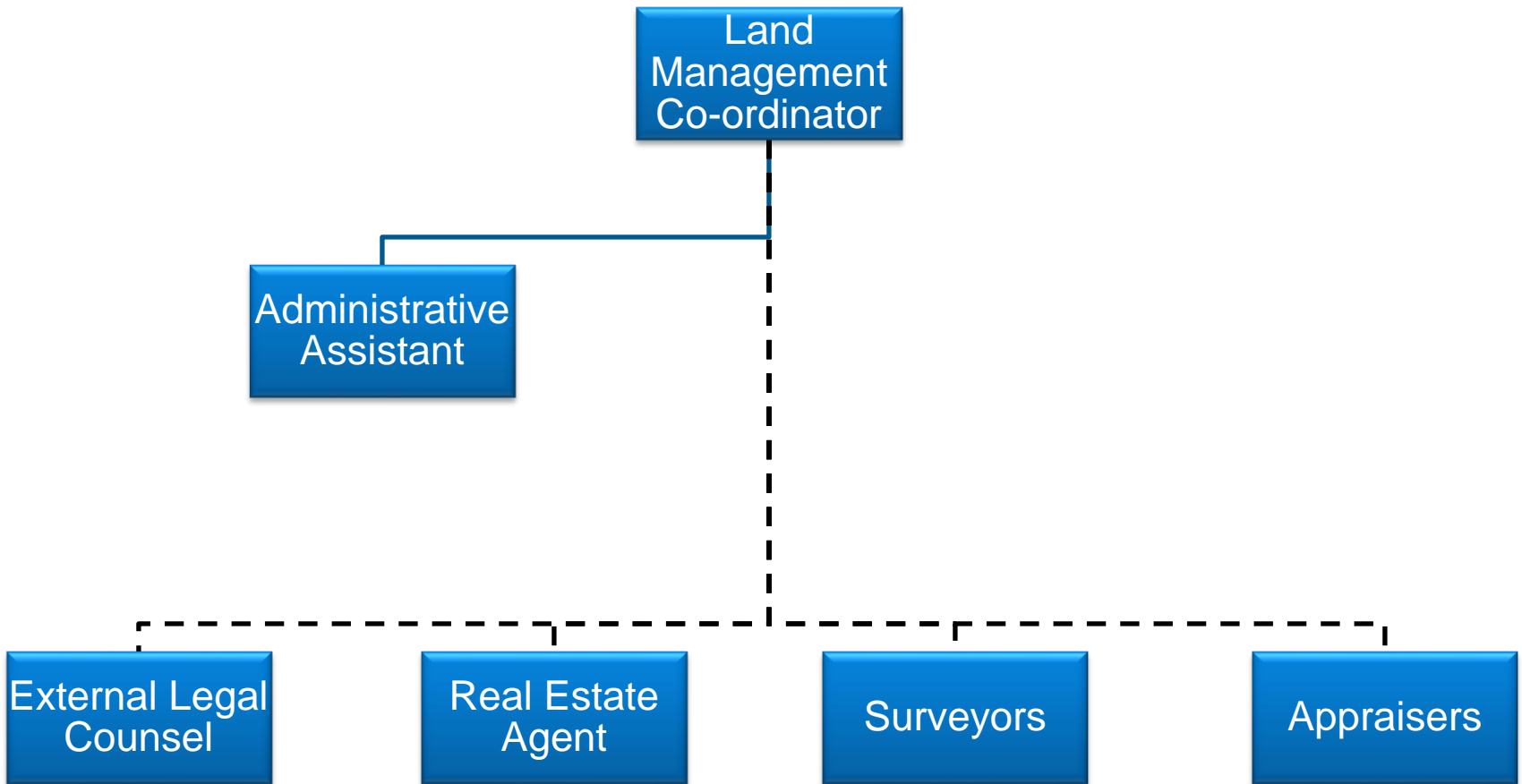
- Able to administer the full program, including property disposition to target of \$640,000/ annum
  - Projected increased revenue for 5 years
- Work done to a shorter turnaround time, in line with Council initiative to improve customer service to external stakeholders.



# Option 1 – Risks & Costs

- Approximately \$110,000 in salary and benefits per annum.

# Option 2 - Description



## Option 2 - Benefits

- Cost avoidance of approximately \$110,000 per annum
  - However, note that it is estimated that, for the first 5 years, increased revenues will exceed costs by \$200,000

## Option 2 – Risks & Costs

- Continued delay in turnaround time experienced by public and internal stakeholders
- Unable to administer the full and enhanced program (property disposition; leases & licenses; core service; initiatives management)
  - Reduced revenue (projected for 5 years)

## Option 3 – Description, Benefits, Risks & Costs

- Options exist in the market to fully externalize the Division's activities, however, they are not as cost efficient as using internal staff, there is a loss of control over the timing and prioritization of the work, and there is no wealth of internal knowledge that is maintained.

# Conclusion

- Recommend increased staffing in the Land Management Division, to implement Council initiatives of right sizing the real property assets of the municipality and improving customer service
- Recommend rebranding to Real Property Division