

Priority Actions

IMMEDIATE TO SHORT-TERM (2023 - 2024)

- Development of consolidated portfolio document on each existing City-owned building:
 - Name of building
 - Address
 - Up to date photo(s)
 - Building size
 - Current zoning
 - Responsible City business unit and current use
 - List of relevant studies, assessments or other reports on file
 - List of necessary studies, assessments or other reports
 - Identification of past rehabilitation work and identified future work
 - Potential building recording (e.g., preparation of as-built plans, 3D scanning)
- Development of evaluation tools - this will identify and prioritize criteria for valuing existing assets owned by the City, as well as future potential buildings.
 - Historical evaluation of buildings (significance, uniqueness, landmark value, commemorative value)
 - Highest and best use evaluation of buildings (revenue potential, condition assessment, adaptive reuse potential, lease potential)
 - Lifecycle management costing approach (confirm considerations related to how historic buildings differ from standard buildings)
 - Robust GBA+ analysis framework
- Classification of existing City-owned historic resources - using the evaluation tools listed above, existing buildings will be classified into different categories:
 - Buildings will be classified with consideration towards type, size, book value, replacement value, potential for City/public use, condition assessment, and anticipated costs of rehabilitation

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- Identify which buildings are not candidates for private lease, sale or other disposal and will remain in City ownership
 - Identify which buildings are potential candidates for private lease, sale or other disposal
- Classification of potential future City-owned historic resources that are not currently identified
 - Review of overall inventory of all City-owned buildings to identify high potential candidates to be added to the Inventory of Historic Resources, with consideration to:
 - Whether the resource is eligible to be added to the Inventory
 - Whether the resource will likely acquire historical significance in the future, but is not yet eligible to be added to the Inventory
 - Whether the resource holds considerable significance to the history of city of Edmonton, the province, or Canada as a whole
 - Whether the resource is especially unique or rare with respect to its historical use, design and construction, or artistic value
 - Whether the resource represents a prominent landmark which has acquired significant sentimental or symbolic value that is distinct to the city of Edmonton
 - Whether the resource may yield information important to Edmonton's history, prehistory, or natural history
- Development of procurement framework
 - Confirmation of scope of technical reports that may be required
 - Establishment of open order consultant list for sourcing future assessment work
- Development of internal notification and circulation procedures for applications with potential impacts on City-owned historic resources
- Establishment of procedures for regular review of the portfolio of City-owned historic resources, including those aligned with capital budget cycles

- Support for currently identified rehabilitation projects
 - Work with relevant Administration teams to continue current assessment work and identify immediate priorities for new assessments, including funding support from program
 - Work with relevant Administration teams to continue current rehabilitation projects and identify immediate priorities for new rehabilitations, including funding support from program
- Financial considerations
 - Prepare capital and operating pro forma for program, addressing ongoing and expected rehabilitation and maintenance costs, as well as operating costs
 - Confirm funding sources and budget structure (e.g. capital/operating budget program or Reserve)
 - Consider if revenue from disposition or leasing of properties can be redirected back into program

MEDIUM TO LONG-TERM (2024 Onwards)

- Liaise with relevant Administration teams to coordinate emerging priorities for condition assessments, feasibility studies, lifecycle management and maintenance objectives for current City-owned buildings, in alignment with the Infrastructure Asset Management Policy:
 - Identify underutilized properties
 - Identifying future potential adaptive reuse projects through other master-planning initiatives
- Medium to long-term asset use - for properties identified as being retained by the City for public use:
 - Determine interest in continued or new use of buildings
 - For select buildings, undertake condition assessments to determine the extent of rehabilitation, repair, and ongoing maintenance required for the resource given its current condition and considerations towards proper historic conservation practices
 - For select buildings, undertake feasibility/adaptive reuse studies to determine potential opportunities for new City use

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- Consideration as to whether the resource will be open and accessible to the public once adapted
 - Prepare asset management strategy for each building as needed
- Medium to long-term asset use - for properties identified as being retained by the City but available for private lease:
 - Undertake feasibility/adaptive reuse/market assessment studies to determine potential opportunities
 - For select buildings, undertake condition assessments prior to leasing to determine the extent of rehabilitation, repair, and ongoing maintenance required for the resource given its current condition and considerations towards proper historic conservation practices
 - Where opportunities exist, develop leasing strategy for the building, including expectations around revenues, uses, rehabilitation and demising of buildings
 - Include consideration for lease revenue to be directed back into the City-owned historic resource program to assist in rehabilitation and maintenance costs. This is contrary to current Administration land management guidelines, but could be approved by Executive Leadership Team which would be sufficient
- Asset disposal - for properties identified as being available for sale by the City to a new owner:
 - Undertake market value assessment of the building, including consideration of whether the current condition of the building will impact its market value
 - For select buildings, undertake condition assessments to determine the extent of rehabilitation, repair, and ongoing maintenance required for the resource given its current condition and considerations towards required historic conservation practices
 - Determine whether there is available financing for the rehabilitation, repair, and ongoing maintenance required for the resource given its current condition and required historic conservation practices
 - Develop disposition strategy for the building, including considerations on:

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- Assessing the benefit of potentially undertaking some amount of rehabilitation of properties prior to disposition
- Subdivision of the building from the balance of a larger parcel
- Sales offer process - e.g., call for proposals, direct sale
- Conditions of sale - rehabilitation and maintenance requirements, designation of building as a Municipal Historic Resource, rezoning and occupancy expectations
- Include consideration for disposition revenue to be directed back into the City-owned historic resource program to assist in rehabilitation and maintenance costs. This would require revisions to current Administration land management guidelines, which would require approval by the Executive Leadership Team
- Acquisition strategy - potential acquisition of heritage buildings by the City from other owners (e.g., through donation, negotiated purchase or expropriation)
 - Undertake basic condition evaluation
 - Review current use/reuse feasibility, both from City use and private lease perspectives
 - Review anticipated costs and lifecycle management obligations
 - Whether there is available financing for the proper rehabilitation, repair, and ongoing maintenance required for the resource given its current condition
 - Determine whether the resource is being acquired so that it may be sold or leased by the City to generate revenue
 - If building is acquired by City, develop an asset management strategy