

CITY OF HAMILTON
Land Development Task Force
Terms of Reference

1. PURPOSE:

The City of Hamilton owns approximately 2,000 properties representing 25,000 acres, some of which have the potential to be leveraged for broader community-building initiatives to achieve Council priorities for the City. Importantly, vacant and underutilized City properties may present opportunities for value maximization through strategic repurposing, consolidation, or disposition.

The main priorities of the team will focus on 1) leveraging existing properties to maximize strategic outcomes and revenue generation, 2) identifying opportunities that facilitate the development of affordable housing, and 3) identifying opportunities that promote non-residential tax growth.

2. TASK FORCE WORK PLAN FOCUS:

1. Revenue generation opportunities
2. Identify opportunities to facilitate affordable housing
3. Non-residential tax growth
4. Strategic City building

3. TASK FORCE WORK PLAN PRINCIPLES:

1. Priority is given to a situation where a degree of complexity exists that makes it challenging for existing departmental staff teams to complete the work in a timely fashion.
2. Projects are to be focused on strategic outcomes as well as revenue generation, and particularly those that also have a sense of urgency and immediacy for completion.
3. Existing roles and responsibilities of departmental staff will not be duplicated.
4. Projects will be largely, but not exclusively, aligned with downtowns, and the nodes and corridors.
5. Open to partnerships to maximize strategic outcome opportunities.
6. City real estate assets are recognized as a corporate resource and should be prioritized from a City-wide perspective versus departmental basis.
7. Departments negatively impacted as a result of a Task Force initiatives e.g. removed from property, will be made whole in the most efficient manner.

4. WORK PLAN PROCESS:

1. Review the City's approximately 2000 properties, and assessed under unique categories such as revenue generation, affordable housing, repurposing, intensification, and community/neighbourhood development, to determine potential opportunities.
2. Prepare a detailed work plan with be presented to Council for consideration and approval.
3. Engage in ongoing communication with internal and external stakeholders throughout the review.
4. Incorporate related motions approved by Council
5. Include both stand-alone projects, as well as sub-projects that could be targeted within a much broader initiative.
6. Provide an Information Report to Council every 6 months.

5. MEMBERSHIP AND REPORTING STRUCTURE:

1. Task Force Director to be assigned and will dedicate 50% of time, reporting directly to the City Manager.
2. A portion of the Revenue Generation team's work plan will be integrated into the Task Force.
3. A Program Manager to be recruited from existing staff dedicated 100% to the Task Force, reporting to the Director.
4. A small team of staff advisors e.g. Manager Real Estate, Manager Urban Renewal, etc. would meet regularly with the Task Force leadership.
5. Individual Project Managers will be assigned as required, but stay within their home organizations; the Task Force project would be the individual's priority during a scheduled period of time e.g. to complete a review of the City's 2000 properties over a six month period.
6. For each major project e.g. City Hall precinct, a cross departmental team (Tiger Team) would be created to drive the project across the corporation, e.g. Legal Services, Facilities, Real Estate, Finance, Communications etc.