



**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**  
**Strategic Partnerships and Revenue Generation Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	February 15, 2017
<b>SUBJECT/REPORT NO:</b>	Land Development Task Force Work Plan (CM17003) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Leah Macnamara 905-546-2424 ext. 1646
<b>SUBMITTED BY:</b>	John Hertel Director, Strategic Partnerships and Revenue Generation
<b>SIGNATURE:</b>	

**RECOMMENDATIONS**

- (a) That the projects outlined in Appendix “A” to Report CM17003, respecting the Land Development Task Force 2017 Work Plan, be approved;

**EXECUTIVE SUMMARY**

This report responds to report (CM16010) approved by Council on March 9, 2016 regarding the establishment of a Land Development Task Force. The report has also been informed by motions related to specific properties, i.e. the City Hall Precinct, 191 York St., and Gateway Arena, the Economic Development Action Plan, and the initial series of one to one meetings with Ward Councillors and the Mayor.

The City of Hamilton owns approximately 2,000 properties; 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.

A variety of Task Force models were considered, with the conclusion that the most appropriate model to start would be a model that leverages internal staff and their expertise. The Director was appointed October 1, 2016 and rather than assigning a single resource to be the Senior Project Manager for the Land Development Task Force as initially proposed, a hybrid model has been created whereby a number of existing staff will add coordinating responsibilities to the Task Force for specific projects in

addition to their existing roles and responsibilities. This model creates greater capacity to the virtual team thereby leveraging more existing expertise, while increasing the team's ability to tackle projects in a timely manner. Each project is also being supported by a team of subject matter experts.

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.

Based on identified motions and city initiatives (including the Economic Development Action Plan), the Land Development Task Force team identified projects with which priority focus was required. Preliminary due diligence was completed by the team to qualify a 'top 10' list of priority projects. Details relevant to the team's work plan and identified priority projects are contained in Appendix "A" to Report CM17003. Beyond the priority project list, the team continues efforts to analyze the 2000 properties for potential of additional opportunities, and to make themselves available to provide support to other major initiatives e.g. Light Rail Transit, and The West Harbour Waterfront Development project where appropriate

Over the next few months a series of reports will be brought to Committee and Council for support on scope of work and proposed processes for each project.

***Alternatives for Consideration –None***

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** No additional administrative expense variances to 2016 budgets are anticipated. The experience gained in 2016 will inform requirements going forward as part of the 2017 budget process. It is anticipated that any incremental staff requirements will be funded from proceeds realized in 2017 and beyond.

**Staffing:** Rather than assigning a single resource as the Senior Project Manager for the Land Development Task Force, a hybrid model has been created where existing staff will add support for the Task Force to their existing roles. Each project will also be supported by a team of subject matter experts from various divisions, creating a virtual team. We will review this model after 4 months and adjust as necessary.

**Legal:** Legal Services has assigned an individual as a member of the Staff Advisory Team to coordinate support as required.

## **HISTORICAL BACKGROUND**

On March 9, 2016 Council approved a report (CM16010) to investigate the establishment of a Land Development team to focus on opportunities for the City to leverage its approximately 2000 properties for maximum city building and revenue generating opportunities.

In order to identify a preliminary list of opportunities across the city and within each Ward, individual discussions were conducted with each member of Council and the Mayor. In addition, the Manager Real Estate and the Manager Urban Renewal were consulted for input and expertise. Collectively a number of concepts and opportunities were identified for further investigation or as a marker for work currently underway within department staff. Further, internal and external resources were contacted to gather input towards the framework for this work.

From these discussions and consultations, priorities were identified and a 'top 10' project list was created. This project list is the basis for this report and associated work plan.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Not Applicable

## **RELEVANT CONSULTATION**

Project specific Ward Councillors  
City Manager  
General Manager, Planning and Economic Development  
General Manager, Finance and Corporate Services  
Executive Director, Development & Strategic Investments  
Director, Facilities Management and Capital Programs  
Director, Economic Development  
Manager, Real Estate  
Manager, Business Development  
Land Development Task Force Senior Project Managers

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The City of Hamilton owns approximately 2000 properties. The Real Estate section within the Planning and Economic Development Department is responsible, in collaboration with Facilities and the operating departments, to manage these assets in terms of acquisition, disposal, and rationalization. In some circumstances the opportunities to leverage these City assets are time sensitive, complex, and cut across a variety of internal and external stakeholders.

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*OUR Vision: To be the best place to raise a child and age successfully.*

*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

*OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.*

To more proactively and comprehensively deal with these types of opportunities, teams have from time to time been established to bring these projects to fruition. The West Harbour Waterfront Development project is a notable example, and more recently the Light Rail Transit team is being established.

To more aggressively and strategically review and develop similar opportunities, Mayor and Council directed the establishment of a Land Development Task Force.

A summary of the projects identified as part of the “top 10” group that will be prioritized by the Land Development Task Force is attached as Appendix “A” to CM17003.

### **ALTERNATIVES FOR CONSIDERATION**

Not Applicable.

### **ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

#### **Economic Prosperity and Growth**

*Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.*

### **APPENDICES AND SCHEDULES ATTACHED**

#### **Appendix “A” – Land Development Task Force Work Plan**