AGENDA
9:30 a.m. – 1:30 p.m.
Location: Training Room WT-2A, West Tower, City Hall

Mayor Patrick Brown
City and Regional Councillors
Joe Pittari, Acting Chief Administrative Officer
Corporate Leadership Team and required staff

Purpose: To discuss strategic land development, acquisition and disposition opportunities as economic development catalysts.

9:00 a.m. Light Refreshments

9:30 a.m. Welcome and Introductory Remarks

9:35 a.m. CAA Lands – Strategic Opportunities
• Joseph Pittari, Acting Chief Administrative Officer
• Al Meneses, Commissioner, Community Services
• Melanie Hare, Urban Strategies
• Mark Conway, NBLC

10:15 a.m. Land Development Corporation - Possibilities
• Al Meneses, Commissioner, Community Services

10:30 a.m. Closed Session
A proposed or pending acquisition or disposition of land by the municipality or local board – various property acquisitions and dispositions
• Al Meneses, Commissioner, Community Services

A working lunch will be provided.

1:30 p.m. Wrap-up and Adjournment

Information Materials to be distributed at the Workshop
Light Refreshments will be provided for Council at the Workshop.
Appropriate health breaks will occur during the Workshop.

City Council Workshop Rules
Section 20 of Procedure By-law 160-2004, as amended, applies:
• A workshop can include open session and closed session business, in accordance with the Procedure By-law and The Municipal Act, 2001.
• Workshop notice is to be made available to the public.
• After Workshop notice is provided, no new matters can be added to an agenda.
• Quorum of Council is not required for a Workshop.
• Members of the public attending a Workshop are permitted to observe the public session.
• No decisions or directions to staff can be made at the Workshop. Any matter requiring a Council decision must be reported back to Committee or Council for consideration and approval.
• The City Clerk’s Office will prepare “minutes” from the Workshop. Public session “minutes” are available for public review if a request is received.
Current Phase Targeted Outcomes

1. Operationalize the Brampton 2040 Vision for Uptown East in consultation with City staff

2. Create a set of guiding development principles to drive an implementation plan for Uptown

3. Explore, study and evaluate precedents with similar attributes

4. Identify, evaluate and present possible development models to govern land development in Uptown
Advisory Team

- Planners and urban designers based in Toronto.
- Recognized nationally and globally as experts in strategic growth and master planning of large complex sites.
- Role: Lead Consultant

- Specialized in market research, and real estate strategy.
- Experienced in official plans advisory, and growth management work.
- Role: Sub-consultant/ Market Advisor
Topics for Discussion Today

We will explore the following:

• The site’s role in the City:
  • Medium to long term attraction and retention of jobs, accommodating growth, and economic competitiveness

• How to Leverage Brampton’s strengths and unlock potential at Uptown East

• Draft Development Principles to clarify direction for the site
• A range of Development Models for the realization of this potential
• The balance of residential and commercial uses on the site
Building from Ongoing Initiatives

1. Brampton Strategic Plan
2. Vision 2040
3. Transportation Master Plan
4. Economic Development Master Plan
5. Sustainable Community Development Guidelines
6. Office Strategy
7. Retail Strategy
8. Human Health and Sciences Cluster Development Strategy
The Site Today: A Critical Asset

Advantages

• **Size** – Large (112 acres), Near Greenfield

• Fully city-controlled, **publicly owned land**

• **Proximity to Pearson Airport** - 12 km

• **Visual Profile** – near to 400 Series Highways

• **Over 95% Developable**

• **Connection to Etobicoke Creek**

• Potential jobs created by Vision 2041 is up to **18,000** (per UrbanMetrics report)

• **Central location** within the rapidly growing GGH: planned for 9 million ppl
The Site Today: Potential to be Unlocked

Challenges

- No direct connection to 400-series highways
- Limited planned transit
- Transportation networks in the surrounding area are at capacity
- Servicing upgrades required for any new development
Understanding the Role of the Site – in the City, in the region

- Within Brampton’s planned Uptown Core
- Surrounded by major employment districts
- Proximate to the second largest employment district in Canada (Pearson International Airport/Airport Centre)
- Outside proposed Provincially Significant Employment Zones
Key Steps to Unlocking the Potential

1-2 Years  
**Setting the Stage**

**Infrastructure**
- Stormwater EA
- Sewage System Upgrades
- Sanitary System Upgrades

**Transportation**
- Upgrade Local Network
- Connections to 400-series highways
- 407 Transitway

**Planning**
- OP Review/MCR
- Advocate for Inclusion in Provincially Significant Employment Zones
- Site Strategy

**Economic Development**
- Foreign Investment Strategy
- Reposition/Signal Transformation of Site Incentives and Other Tools

3-5 Years  
**Investing in Infrastructure**
Comparing Similar Sites in the region

Brampton Uptown East
Area: 112 acres (45 ha.)
Population: 27,500
Jobs: 18,100

McMaster Innovation Park
Area: 37 acres (15 ha.)
Population: 3,000
Jobs: 1,800

Vaughan Metropolitan Centre
Area: 490 acres (200 ha.)
Population: 25,000+

Sheridan Business Park
Area: 420 acres (170 ha.)
Jobs: 5,800 (stem jobs: 2,700)

Markham Centre
Area: 1,030 acres (417 ha.)
Population: 10,000+

Waterloo David Johnston Research & Technology Park
Area: 120 acres (49 ha.)
Students: 31,650
Jobs: 9,900

Meadowvale Business Park
Area: 3,260 acres (1,320 ha.)
Jobs: 63,000
# Key Attributes of Similar Sites

<table>
<thead>
<tr>
<th>Site</th>
<th>Public Ownership</th>
<th>Highway Access</th>
<th>Direction Transit Connection</th>
<th>Anchor Sector</th>
<th>Post-Secondary Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uptown East</td>
<td>Yes</td>
<td>0</td>
<td>No</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Markham Centre</td>
<td>Partial</td>
<td>2</td>
<td>BRT 1 GO Train Station</td>
<td>Office Residential</td>
<td>YorkU</td>
</tr>
<tr>
<td>Vaughan Metropolitan Centre</td>
<td>Partial</td>
<td>2</td>
<td>BRT 1 TTC Subway</td>
<td>Office Residential</td>
<td>N/A</td>
</tr>
<tr>
<td>Meadowvale Business Park</td>
<td>No</td>
<td>3</td>
<td>Yes 2 GO Train Station</td>
<td>Light Industry Office</td>
<td>N/A</td>
</tr>
<tr>
<td>Sheridan Business Park</td>
<td>No</td>
<td>2</td>
<td>BRT</td>
<td>STEM Office</td>
<td>N/A</td>
</tr>
<tr>
<td>McMaster Innovation Park</td>
<td>No</td>
<td>1</td>
<td>BRT</td>
<td>STEM Research Lab</td>
<td>McMaster University</td>
</tr>
<tr>
<td>Waterloo David Johnston Research &amp; Technology Park</td>
<td>Partial</td>
<td>0</td>
<td>BRT 1 LRT Stop</td>
<td>STEM Research Lab Office</td>
<td>University of Waterloo</td>
</tr>
</tbody>
</table>
Building on Brampton’s Strengths

Rapid Growth

- Second fastest growing city in Canada
- Brampton’s population has grown 13% between 2011 and 2016
- Approximately 14,000 new residents per year
- Centrally located in the middle of Ontario’s Innovation Corridor
- Diverse and young population

KEY ECONOMIC SECTORS

Innovation & Technology Hub

- 12,000 employees in the Innovation and Technology sector
- 200 Innovation and Technology sector companies located in Brampton
- Brampton is located at the centre of the Toronto-Waterloo Innovation Corridor
- Home of Sheridan College’s Faculty of Applied Science and Technology

Advanced Manufacturing

- 35,000 employees working in this sector in Brampton
- Employers have access to graduates from Sheridan College (CAMDT and STC) and Magna’s Technical Training Centre
- Food manufacturing sector has generated over $2 billion in revenue
- Over 9,000 people are employed in over 153 companies

Health Sciences

- This sector has experienced 50% growth since 2005
- Brampton’s Health and Life Sciences sector employs over 12,000 people directly and indirectly to over 800 companies
A Spectrum of Opportunities

**Airport Centre West**
- Target higher density office/employment, leveraging proximity to Pearson Airport

**Recreation and Wellness Centre of Excellence**
- Enhance existing use as centre for Sport and Recreation

**Leverage Existing Brampton Growth Sectors**
- Create employment hub that builds on existing economic strength (i.e. health sciences, food and beverage, & advanced manufacturing)

**Next Generation Business Park**
- Enhanced light industrial/distribution and advanced manufacturing employment district

**Retain the site**
- Maintain CAA Recreation Centre?

**Vision 2040**
- LONG term
  - Pursue mixed-use office/residential community
Uptown East will:

1. Catalyze and attract **new economy jobs** to diversify the City’s economic base

   i. Align the site’s potential with the **emerging economy** with a focus on innovation, technology and smart cities

   ii. Leverage and preserve the site’s **distinct strengths** (size, profile, ownership) to contribute to the overall economic development of the City.

   iii. Advocate for site to be **included within Provincially Significant Employment Lands**
Uptown East will:

2. Build on and strengthen Brampton’s emerging growth sectors while aligning the site’s potential with the emerging economy (with a focus on innovation, technology and smart cities)

i. Foster connections with post-secondary and health institutions: Sheridan College, Humber, Ryerson, Algoma, William Osler (others)

ii. Encourage innovation related to goods and distribution movement

iii. Pursue sectors including health services, food and beverage, advanced manufacturing

iv. Leverage economic advantage including proximity of Pearson Airport and the Airport Centre; connectivity to airport.
Uptown East will:

3. **Distinguish** the site, development opportunity, and City.

   i. **Raise the profile** of the site and Brampton by ensuring development creates a distinct sense of place and a landmark identity (design excellence)

   ii. Implement strategic **municipal goals** including livability, prosperity, diversity, inclusivity, health and safety (*age-friendly design, active transportation on Kennedy Rd. and Etobicoke Creek, etc.*)

   iii. **Distinguish** the uses on the site from other existing employment districts.

   iv. Create an **amenity** rich place to attract employment and talent

   v. Exhibit a **distinctive architectural style** to landmark a key node in Brampton

   vi. Utilize the **Etobicoke Creek Valley** as an amenity, stormwater management asset, environmental feature and City-wide connection
Uptown East will:

4. Maximize opportunities for strategic partnerships

i. Engage and actively collaborate with the region on the recently initiated servicing EA

ii. To unlock investment in infrastructure, increase capacity/potential development

iii. Deliver private development and city building

iv. Accelerate potential for new connection(s) to adjacent 400-series highways – MTO/407

v. Explore synergies with the GTAA and Pearson Airport/Airport Centre

vi. Build on the legacy of the CAA facility for future recreation and sport opportunities

vii. Align with the City’s Foreign Investment Strategy and consider a Free Trade Zone designation
Uptown East will:

5. Be a model for **innovation** and **sustainable development** that contributes to the City’s resiliency and prosperity

i. Opportunities to **integrate district energy, watershed management, carbon neutral/positive**

ii. Encourage the **integration and co-location** of amenities, services and mix of uses to support employment

iii. **Enhance mobility**: to Bramalea GO, Brampton Transit network, and the higher order transit on Kennedy and Steeles

iv. Consider the potential for **emerging technologies** and service delivery options

v. **Strengthen connectivity** by integrating the site with surrounding movement and street networks
Uptown East will:

6. Be implemented in phases in which early phases establish the framework and **build momentum** for the long term potential of the site.

i. **Start now**: identifying early wins within a long-term action plan

**1-2 year Action Plan:**

- **Direction-Setting**
  - Development Principles
  - Potential Development Models
- **Infrastructure Upgrades**
- **Advocacy and Partnerships**
  - Advocate for inclusion as Provincially Significant Employment Land
  - MTO/407
- **Define Catalytic Potential and Timeframes**
  - Identify interim uses/investments to signal transformation
- **Market Sounding**
- **Marketing and Investment Attraction**
  - Soft marketing and FDI attraction
- **CAA Strategy**
  - Possible relocation of recreation facilities
Potential Development Models

Four Basic Approaches

Traditional Approach - Sell land “As is” Where is

City as the Master Developer

City/Developer Master Development Partnership

Municipal Development Corporations

West Don Lands, Toronto

LeBreton Flats, Ottawa

Oakville Municipal Development Corporation
### Summary

<table>
<thead>
<tr>
<th></th>
<th>Traditional</th>
<th>City as Master Developer</th>
<th>City and Developer Partnership</th>
<th>Municipal Development Corp.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Market Risk</strong></td>
<td>None</td>
<td>City can sell land when market is right</td>
<td>City/Partner maybe at odds with strategy or timing of land sales</td>
<td>City/Partner can sell land when market is right</td>
</tr>
<tr>
<td><strong>Complexity</strong></td>
<td>Need to Determine future of CCA Centre</td>
<td>Complex</td>
<td>Complex</td>
<td>Complex</td>
</tr>
<tr>
<td><strong>Staff Capacity</strong></td>
<td>Relatively few resources required</td>
<td>Additional Staff and Resources Probable – negotiations with land purchasers challenging</td>
<td>Some Staff resources – long term oversight required</td>
<td>MDC Staff are used</td>
</tr>
<tr>
<td><strong>Political Risk</strong></td>
<td>?</td>
<td>Funding requirements will create pressure for results</td>
<td>Relationships with developers can present challenges</td>
<td>MDC negotiates (within Council Framework)</td>
</tr>
<tr>
<td><strong>Outcome Control</strong></td>
<td>Municipal Objectives harder to achieve</td>
<td>High level of control</td>
<td>Developer/Council Objectives could shift over course of project</td>
<td>High level of control – allows for wide variety of disposition strategies</td>
</tr>
<tr>
<td><strong>Financial Risk</strong></td>
<td>No financial resources at risk – no upfront costs</td>
<td>Need for infrastructure funding creates significant risk</td>
<td>Developer assumes most financial risk</td>
<td>Managed by experience staff</td>
</tr>
<tr>
<td><strong>Financial Return</strong></td>
<td>No opportunity to add value</td>
<td>Potentially High but subject to internal expertise</td>
<td>City leverages developer Expertise but have to share value</td>
<td>Best opportunity to maximize land value</td>
</tr>
</tbody>
</table>
Start Now and Gain Momentum

**1-2 Years: Setting the Stage**
- Stormwater EA
- Sewage System Upgrades
- Sanitary System Upgrades

**3-5 Years: Investing in Infrastructure**
- Upgrade Local Network
- Connections to 400-series highways
- 407 Transitway
- OP Review/MCR
- Advocate for Inclusion in Provincially Significant Employment Zones
- Site Strategy
- Foreign Investment Strategy
- Reposition/Signal Transformation of Site Incentives and Other Tools

**5-50 Years: Unlocking the Potential**

Phased Development
Uptown East:
Defining Development Principles & Exploring Land Development Models

Council Discussion and Direction on:

1. Refinements to Draft Principles
2. Range of Development Models
3. Commitment to Action Plan
Council Workshop, Open Session: 
Real Estate Strategy and Development Corporation

Realty Services – Strategic Priorities 
February 25, 2019
Realty Services’ primary objective is to advance the City of Brampton’s interests in any corporate matter that concerns the acquisition or disposal of property, land, and land rights.

Realty Services has historically focused on the acquisition of property requirements for client department operations, as opposed to the disposition of property.

2017 saw the launch of Modernized Real Estate Strategy and by 2018 the Strategic Priorities task team was in operation, resulting in a renewed focus on both acquisitions and dispositions for the City in alignment with City Council approved strategic priorities.

City’s Realty Services Team

- Acquisitions: Operations, Capital Works, **Strategic Priorities**
- Dispositions: Operations, **Strategic Priorities**
- Leasing: Operations, **Strategic Priorities**
- Cash-in-Lieu of Parkland (CIL)
- Property Valuations (non CIL)
- Encroachments
- Portfolio Management
- Other Occupancy Agreements
- **Other Strategic Services**
## Realty Services’ Performance Metrics

### Launch of Modernized Real Estate Strategy & Realty Services Strategic Priorities Team

- **Nelson Street Acquisitions**
- **Renewed focus on surplus dispositions**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Acquisitions</strong></td>
<td>13</td>
<td>48</td>
<td>48</td>
<td>44</td>
</tr>
<tr>
<td><strong>Combined Value of Acquisitions</strong></td>
<td>$15.64 M</td>
<td>$8.7 M</td>
<td>$20.4 M</td>
<td>$10.7 M</td>
</tr>
<tr>
<td><strong>Number of Dispositions</strong></td>
<td>67</td>
<td>34</td>
<td>44</td>
<td>44</td>
</tr>
<tr>
<td><strong>Combined Value of Dispositions</strong></td>
<td>$8.0 M</td>
<td>$2.9 M</td>
<td>$2.95 M</td>
<td>$15.8 M</td>
</tr>
<tr>
<td><strong>Number of Encroachment and Occupancy Agreements</strong></td>
<td>85</td>
<td>68</td>
<td>71</td>
<td>75</td>
</tr>
</tbody>
</table>

Above metrics represent completed transactions only
Surplus Defined: *Real estate assets considered not required by the City for present or future needs of public interest*

**Existing Process: Surplus Declaration & Disposal of Surplus Property**

- **Review of Property(s)**
  - Via internal portfolio reviews or through inquiry by member of public

- **Notification to Priority Notification Recipients (PNRs)**
  - PNRs (Province, Region, School Boards, Utilities) invited to submit Expressions of Interest within 30 days of receiving notice of City’s intent to declare surplus

- **Authority to Declare Surplus & Public Notice of Intent**
  - Surplus declaration may be made either by Council or Delegated Authority, pursuant to Delegated Authority By-law;
  - Public notice on City website and/or notice of intent to pass by-law at Committee

- **Surplus Declaration & Disposal of Surplus Property**
  - Passage of authorizing by-law
  - Direct Sale (PNR) or Public Offering
  - Negotiations to receive greatest net return to City
  - Authorization and Execution of Agreement of Purchase and Sale
  - Notice of Intent to dispose of surplus property
  - Completion of transfer

- Historically, the majority of City real estate assets declared surplus have been small-scale properties placed into the public market and sold “as is,” achieving value at minimal risk

- The City’s current real estate portfolio has an influx of larger-scale, underutilized land holdings with **significant potential** and **considerable opportunity to unlock greater value**
Increasingly, governments are considering a “master developer” approach to dealing with significant public surplus lands in order to manage development and maximize value to the community.

Local governments can implement this approach when dealing with real estate opportunities by using in-house staff or by establishing a Municipal Development Corporation (MDC), pursuant to the provisions of the Municipal Act, 2001.

The Municipal Act requires a Business Case and consultation with the public about the proposal to establish a corporation.

Conditions and restrictions are set out in Ontario Regulation 699/06.
- Section 9(1) provides that a municipality may establish a corporation for providing one or more economic development services.
- In Section 9(4)(b) purposes include, “the acquisition, development, and disposal of sites in the municipality for residential, industrial, commercial, and institutional uses”
Managing Surplus Portfolio for Strategic Development – Exploring the Possibilities

Option 1 – Status Quo

Realty Services
- Strategic Priorities

Status Quo

- City Staff Working Team, acting as Subject Matter Experts to City real estate portfolio objectives
- Staff identify, for consideration by the City, land that has the potential for strategic development via internal resources
Managing Surplus Portfolio for Strategic Development – Exploring the Possibilities

Option 2A – Hybrid Municipal Development Corporation

- **City Staff Working Team**, acting as Subject Matter Experts to City real estate portfolio objectives
- Staff identify, for consideration by the City, land that has the potential for strategic development and may be suitable for sale/transfer/turnover to MDC
- City retains control and involvement in development

- **Board**, typically consisting of Councillor(s), City Leadership, Private Membership
- Non-City Staff Working Team of real estate and development planning professionals
- Joint responsibility with City for developing, marketing, and value optimization of land that has been sold/transferred/turned over, subject to City conditions
- City staff hold responsibility for managing property
Managing Surplus Portfolio for Strategic Development – Exploring the Possibilities

Option 2B – Standalone Municipal Development Corporation

Realty Services
- Strategic Priorities

• City Staff Working Team, acting as Subject Matter Experts to City real estate portfolio objectives
• Staff identify, for consideration by the City, land that has the potential for strategic development and may be suitable for sale/transfer/turnover to MDC
• City hands over majority control, as per conditions, to MDC

Standalone MDC
(Operationally Separate)

• Board, typically consisting of Councillor(s), City Leadership, Private Membership
• Non-City Staff Working Team of real estate and development planning professionals
• Responsible for managing, developing, marketing, and value optimization of land that has been sold/transfered/turned over, subject to City conditions
• Assume responsibility for managing the property, receiving any revenues generated, paying all associated costs
1. MDC Business Case
   • Typically via third-party consultant (Oakville, Midland)
   • Assess/evaluate if goals & objectives can be met within existing organizational structure or whether a separate corporation is required
   • Include analysis of in-house precedents (City of Hamilton) and municipal development corporation precedents (CreateTO)

2. Public Meeting
   • Regulatory requirement to solicit community input on Business Case

3. Council Direction on MDC
   • With results of public consultant included in Business Case, Report to Council for final consideration
   • Should an MDC be desired model...
     • Commence search for CEO and Board of MDC, staffing
     • Development of MDC Mandate, Operating Principles, Shareholder Direction, etc.