



**SUBJECT: Implementation of Burlington lands partnership**

**TO: Corporate Services, Strategy, Risk & Accountability Cttee.**

**FROM: City Manager's Office**

Report Number: CM-01-21

Wards Affected: All

File Numbers: 155-03-01

Date to Committee: February 3, 2021

Date to Council: February 16, 2021

---

**Recommendation:**

Approve the Terms of Reference dated January 2021 for the BLP attached as Appendix A to city manager's office report CM-01-21; and

Approve funding of the BLP in the amount of \$250,000 from the Strategic Plan Reserve Fund to support the year one operations; and

Direct the City Manager to report back on the following:

- In Q2 2021, following consultation with the BLP Steering Committee, with the proposed Burlington lands partnership operating model and the 2021/22 business plan objectives; and
- In Q3 2022, with a status update report on the Burlington lands partnership including overall 2021/22 performance/accomplishments, detailed financial report, both operating and capital budget related and recommendations for future strategic land management.

**PURPOSE:**

**Vision to Focus Alignment:**

- Increase economic prosperity and community responsive city growth
- Support sustainable infrastructure and a resilient environment
- Increasing options for housing across the city

This report serves primarily as a transmittal report bringing to Committee the following supplementary document as prepared by the City Manager with support from urbanMetrics:

Appendix A – Terms of Reference dated January 2021 for the BLP.

---

## **Background and Discussion:**

On October 19, 2020, City Council approved the following recommendation related to the establishment of a new organizational structure called the Burlington Lands Partnership (BLP):

Receive and file Appendix A of city manager's office report CM-29-20 - report of urbanMetrics - Burlington MDC Review & Strategic Real Estate Analysis (distributed under separate cover); and

With respect to Appendix B of city manager's office report CM-29-20 - report on Strategic Land Priorities and Business Model Framework Options:

Direct the City Manager to proceed as follows to affirm and enable the City of Burlington's focus on strategic lands related to the following key priorities:

- maximize business development opportunities and advance future economic growth and job creation.
  - implement major city building projects that enhance the quality of life for all citizens.
  - deliver increased supply of affordable housing through proactive long-term strategies and innovative partnerships.
1. Establish in principle a new corporate structure for a Burlington Lands Partnership (BLP) including consideration and approval by City Council of a comprehensive terms of reference, governance and decision-making framework, operating model including financial plan, 2021/2022 Proposed Business Plan including strategic goals and key performance indicators and communications plan.
  2. Include for consideration by Council in the proposed 2021 Operating Budgets a detailed business case for a one-time funding provision of \$250,000 to support the Year 1 operation of the Burlington Lands Partnership including, but not limited to, external service due diligence service providers (e.g. Strategic Land economic analysis, professional services – architectural/urban design, engineering, legal, financial/fiscal impact etc.). Proposed one-time BLP Funding for 2022 to be considered

based on future consideration of status report in Q4 2021 with separate business case as required.

3. Report back to Council, in Q3 2022, with a status update on the Burlington Lands Partnership including overall Business Plan performance, detailed financial report including both operating and capital budget related and recommendations for future consideration Strategic Land management options; and

Direct the City Manager to engage further with the Burlington Economic Development Corporation and key City staff in the development of the Burlington Lands Partnership Terms of Reference and the Proposed 2021/2022 Business Plan and report back for Council consideration and approval in December 2020

This report brings forward for consideration and approval by Committee, the proposed terms of reference and operating model for the BLP. Committee should note that upon further review, the Proposed BLP Operating Model and 2021/2022 Business Plan objectives has not been included in this report and will be brought forward in Q2 2021 once the BLP Steering Committee has been fully engaged and consulted on these items.

### **Strategy/process**

An RFP was awarded December 2019 to MDB Insights led by the Executive Vice-President Lauren Millier and to urbanMetrics with Partner Rowan Faludi. The consultant worked through a Steering Committee to complete the work outlined in the RFP and also engaged the Board of Directors for Burlington Economic Development (Burlington EcDev), Council and City staff.

The consultant's report was presented and received by the Community Planning, Mobility and Regulation Committee on Oct. 6, 2020 having fully met the terms of reference (Appendix A to report CM-29-20.) Concurrent with consultant's report, the City Manager presented structural options and recommendations in Appendix B to CM-29-20 related to placing an enhanced focus on strategic land management, including:

1. *New Municipal Development Corporation (MDC)*
2. *New Burlington Lands Partnership (BLP) – **APPROVED***
3. *Internal COB Strategic Lands Project Team*
4. *Hybrid: Build strategic land management capacity and expertise and re-consider need for MDC in 2 years.*

This report focuses specifically on the implementation of Burlington Lands Partnership in keeping with the recommendations approved by Council in CM-29-20.

---

## **Financial Matters:**

### **Total Financial Impact**

Staff are recommending a one-time funding provision of \$250,000 from the Strategic Plan Reserve Fund related to implementation of the new Burlington Land Partnership structure. The funding will be used to support the ongoing work of the BLP including, dependent of the needs of each strategic land initiative, completion of external due diligence across a broad range of disciplines (e.g. land economic analysis, professional services including architectural/urban design, engineering, financial planning, fiscal impact analysis etc.).

The recommended funding source is the Strategic Plan Reserve Fund which currently has an uncommitted balance of \$548,877. Responsibility for the ongoing financial management and reporting related to the BLP will be through the City Manager's Office with oversight by the BLP Steering Committee which includes the Chief Financial Officer as a member.

### **Climate Implications**

Not Applicable

---

### **Engagement Matters:**

The recommendation approved in CM-29-20 to establish the BLP was discussed and vetted through the Burlington EcDev Governance Review Steering committee and senior City staff including the Strategy and Risk Team (SRT).

---

### **Conclusion:**

Staff recommend the adoption of the recommendations contained within City Manager's office report CM-01-21.

---

Respectfully submitted,

Tim Commisso

City Manager, Ext. 7608

**Appendices:**

Appendix A – Terms of Reference dated January 2021 for the BLP

**Report Approval:**

All reports are reviewed and/or approved by the Chief Financial Officer and the Executive Director of Legal Services & Corporation Counsel.