



SUBJECT: Burlington Lands Partnership update #3

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

FROM: City Manager's Office

Report Number: CM-01-23

Wards Affected: all

File Numbers: 155-03-01

Date to Committee: March 29, 2023

Date to Council: April 18, 2023

Recommendation:

Receive and file city manager's office report CM-01-23: Burlington Lands Partnership Update #3 providing an update on potential land partnerships and opportunities and confidential Appendix A providing a closed session update on a confidential land partnership opportunity; and

Direct the City Manager to proceed as directed based on the closed session staff presentation on a confidential land partnership opportunity.

PURPOSE:

Vision to Focus Alignment:

- Increase economic prosperity and community responsive city growth
- Support sustainable infrastructure and a resilient environment

Background and Discussion:

On February 16, 2021, City Council approved recommendations in report CM-01-21 related to the implementation of a new organizational structure called the Burlington Lands Partnership (BLP). The report included recommendations to approve the Terms of Reference for the BLP, approve funding of the BLP in the amount of \$250,000 from

the Strategic Plan Reserve Fund to support the Year 1 operations and focus on strategic lands related to the following 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 attainable/affordable housing through proactive long-term strategies and innovative partnerships.

On October 6, 2021, report CM-22-21: Burlington Lands Partnership Update #1 was endorsed by Council which provided an overview of BLP Oversight items, BLP Business Processes, and BLP Project Updates. One project supported by BLP was the adaptive reuse of Robert Bateman High School. BLP completed due diligence and the preliminary business case, developed partner interest, and informed Council's decision to acquire the site for adaptive reuse into a City owned and operated new community hub and Brock University campus. This report also approved one-time funding of \$250,000 funded from the Strategic Plan Reserve Fund for year 2 operations.

On April 6, 2022, Council received the City's multi-year community investment plan (report CM-03-22) in order to highlight major community land and facility initiatives over the short and medium term. The report outlined the total of all community investment opportunities amounts to a preliminary best estimate of \$374.5 million, over the period 2023-2030, comprised of the following:

- **Delivering Enhanced Community Benefits (\$120 million):** includes potential future investments in strategic land, related city community, recreation and cultural facilities, and site amenities to address projected community growth to year 2051 including the provision of City services related to future development in the three Major Transit Station Areas (MTSA).
- **Acquisition of Strategic Lands (\$105 million):** includes future land investments for City-wide parkland needs, future site specific needs for community facilities and amenities with the three MTSA's and other non-City related land priorities, including but not limited to the provision of City owned land for the purpose of increasing the supply of attainable housing in the City.
- **Expanding City Operations & Services (\$149.5 million):** includes investments in strategic land and related operational facilities to support growth and ensure efficient and effective delivery of direct city services, including Transit, Roads, Parks and Forestry (RPF) and Fire services. Specific future major facility investment includes the expansion and/or upgrades to both the existing RPF Operations Center and Burlington Transit facility on Harvester Road; potential new Fire Station #9 (downtown); relocation/construction of Fire Station No. 4 (Appleby) and Fire Station No. 3 (Aldershot). All facility expansions will be

informed by master plans and/or related strategies which will be presented to Council for their consideration and approval.

On December 13, 2022, report CM-28-22: Burlington Lands Partnership Update #2 was endorsed by Council and directed the Chief Financial Officer to consider one-time funding of \$200,000 as part of the 2023 budget to support the 2023 external due diligence and project management needs of the Burlington Lands Partnership.

The report also directed the City Manager and the Director of Community Planning to schedule a Council Workshop for Q2-2023 on attainable housing and partnership options; and direct the City Manager and the Executive Director of Legal Services and Corporation Counsel to report back in Q4-2023 with a Strategic Land Policy and strategy that includes a municipal policy directive on surplus school sites which will inform the multi-year community investment plan. Subsequent to the approval of report CM-28-22, the following has occurred:

- The BLP funding for 2023 has been approved in the 2023 Budget by Council.
- The Council workshop on attainable housing and partnership opportunities has been scheduled in Q3 2023 to accommodate other priority workshops already scheduled in Q2.
- The Strategic Land Policy remains on track for completion in Q4 2023 and that timing also aligns with a revised timing for the update of Multi-year Community Investment Plan (MCIP).

Strategy/process

Report CM-01-21 recognized the critical importance of strategic lands to the future growth and development of Burlington and the potential for partnership opportunities. The BLP structure is intended to assist in building internal capacity and integrate all required due diligence activities.

Confidential Appendix A and the closed session staff presentation will review land related projects currently undergoing due diligence by the BLP and will seek council direction on a confidential land related partnership opportunity.

Connections:

2018 - 2022 Burlington's Plan - From Vision To Focus - The Burlington Lands Partnership supports a number of goals outlined in Vision to Focus (V2F). In conjunction with other departments, the BLP has a role in the following V2F Focus goals:

- Focus Area 1: Increasing Economic Prosperity and Community Responsive Growth Management, including increasing options for employment opportunities, housing, and learning institutions in the City.

- Focus Area 3: Supporting Sustainable Infrastructure and a Resilient Environment, including being responsive to citizen's needs in infrastructure and new infrastructure growth.
- Focus Area 4: Building More Citizen Engagement, Community Health and Culture, including building more parks associated with development in new growth areas and focusing on increasing recreational programming for our growing and diverse communities across the City.

GO Investment Corridor – In July 2022 Council approved ECDEV-01-22 GO Investment Corridor Economic Vision. The report pointed to a number of barriers and opportunities to achieving true mixed used employment at Burlington's three MTSA's (Major Transit Station Areas). The BLP is a critical mechanism to support the active assessment of opportunities for the City of Burlington to invest in community amenities in the MTSA that will support the attraction of both residential and Industrial Commercial and Institutional (ICI) to these areas.

Burlington Economic Development – A key focus of the Burlington Economic Development Strategic Plan 2018-2022 is supporting Land Readiness and Attractiveness. Burlington's remaining greenfield employment land sites are fewer today and come with multiple constraints resulting in a lower supply of investment ready land to reach our business growth goals. In addition, the city must shift from greenfield development to redevelopment, intensification and to the creation of mixed use, amenity rich employment hubs that meet the needs of current and future businesses. To ensure Burlington continues to attract businesses and to accommodate the expansion of existing businesses, Burlington Economic Development is focused on

- Implementing a development ready land strategy that can bring online 50 hectares of employment land in a timeline that meets employers, developers and landowners needs
- Support the development of MTSA's and Employment Land Intensification to ensure that we can attract and retain top talent and forward-thinking high growth businesses.

The BLP is a critical tool in supporting both land activation and attracting talent and business to our MTSA's. In addition to City of Burlington resources, Burlington Economic Development actively supports the BLP through staffing resources and complimentary funding to augment the approved BLP budget of \$200,000.

Upcoming Council Engagement

In order to support the due diligence work on land partnership opportunities, BLP has planned the for the following touch points with Council:

- Regular individual updates with the Mayor, Deputy Mayors and Ward Councillors on land due diligence projects.
 - Sept. 18, 2023 - Council Workshop on attainable housing and partnership options
 - Q4 2023 - Update on BLP 2023 performance/accomplishments, confidential land opportunities, and recommendations for future strategic land management
 - Q4 2023 - Strategic Land Policy and Strategy that includes a municipal policy directive on surplus school sites which will inform the multi-year community investment plan
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Financial Matters:

Total Financial Impact

As outlined in report CM-28-22: Burlington Lands Partnership Update #2 and in light of the anticipated 2023 budget challenges, staff have received Council approval for one-time funding of \$200,000 as part of the 2023 Budget to support operations of the BLP.

Climate Implications

Not applicable.

Engagement Matters:

The recommendation approved in CM-29-20 to establish the BLP was discussed and vetted through the Burlington Economic Development Governance Review Steering committee and senior city staff, including the Strategy and Risk Team (SRT). BLP priorities, financials and work plans are vetted through the BLP Steering Committee and ongoing update reports are provided to City Council, this being the third report. Given the nature of the BLP activities being focused on land related opportunities, in keeping with the provisions of the municipal act, the update reports do encompass a closed session component to provide Council with pertinent and confidential land related information. As specific land related opportunities evolve, Council and staff will endeavor to make information on land opportunities available publicly at the

appropriated time both for purposes of information and engagement and prior to final decisions where possible.

Conclusion:

BLP initiatives to date and our efforts reinforce that building organizational capacity for strategic land management, including partnerships, will take time and dedicated resources through 2023. In recent years, staff were able to demonstrate that the Robert Bateman High School acquisition and related partnerships with the HDSB, Brock, Burlington Public Library and TechPlace was successful due in part to the dedicated early stage due diligence resources made available and administered through BLP. This demonstrates the BLP as a critical tool to increasing economic prosperity and community responsive growth goals outlined in V2F by providing the City of Burlington with an implementation tool to achieve key objectives like attracting Post Secondary institutions to Burlington.

Staff recommend the adoption of the recommendations contained within City Manager's Office report CM-01-23 and the confidential presentation.

Respectfully submitted,

Mark Steffler

Manager, Burlington Lands Partnership

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Appendices:

A. Confidential Land Partnership Opportunity

Report Approval:

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