



Midland Bay Landing

A Business Case for a Municipal Development Corporation

Presentation to Town of Midland
General Committee
October 10, 2017

Why Almost There Inc. (Don May)

- Co-authored AMO Asset Management Handbook (INVEST strategy portion).
- 25+ years experience managing healthcare assets through Chedoke Health Foundation and Bay Area Health Trust for Hamilton Health Sciences.
- Assisted in the Midland Landing Advisory Committee review of the project.

Why Consider a Municipal Development Corporation

- Midland purchased the Midland Bay Landing Property to achieve certain goals and objectives (beyond the normal municipal responsibilities).
 - To achieve those goals and objectives there is a need for the Town to have experienced development management expertise to negotiate and manage the Town's interests.
 - The development industry requires an interface that can respond to the ongoing requirements in an efficient and simple process.
 - To separate the Town's functions and responsibilities from the Development function and responsibilities.

What does the Report Say?

- 35 page comprehensive review of:
 - Why consider an MDC and the alternatives
 - Advantages of an MDC
 - Responsibilities of an MDC and Town Council

Why an MDC?

- Obtain necessary expertise;
- Create an organization for greater success;
- Separate the Town's functions and responsibilities;
- Better manage risks.

Continuum of Delivery Models



Existing Real Estate Structure and Development Capabilities

- Status Quo
- Primary Management Role but without significant value creation expertise or activities
- Typically rewarded for stewardship and management, not innovation or risk taking.

New Dedicated Strategic Real Estate program

- New dedicated individual or group, or retooling of existing team with an executive “champion”
- Focus on value creation and achieving strategic outcomes
- Include Economic Development, Planning, Real Estate and Finance partners.
- Would need enhanced delegated authority and structures to be able to transact in an efficient manner.

MDC – Land Preparation Only (MDC Lite)

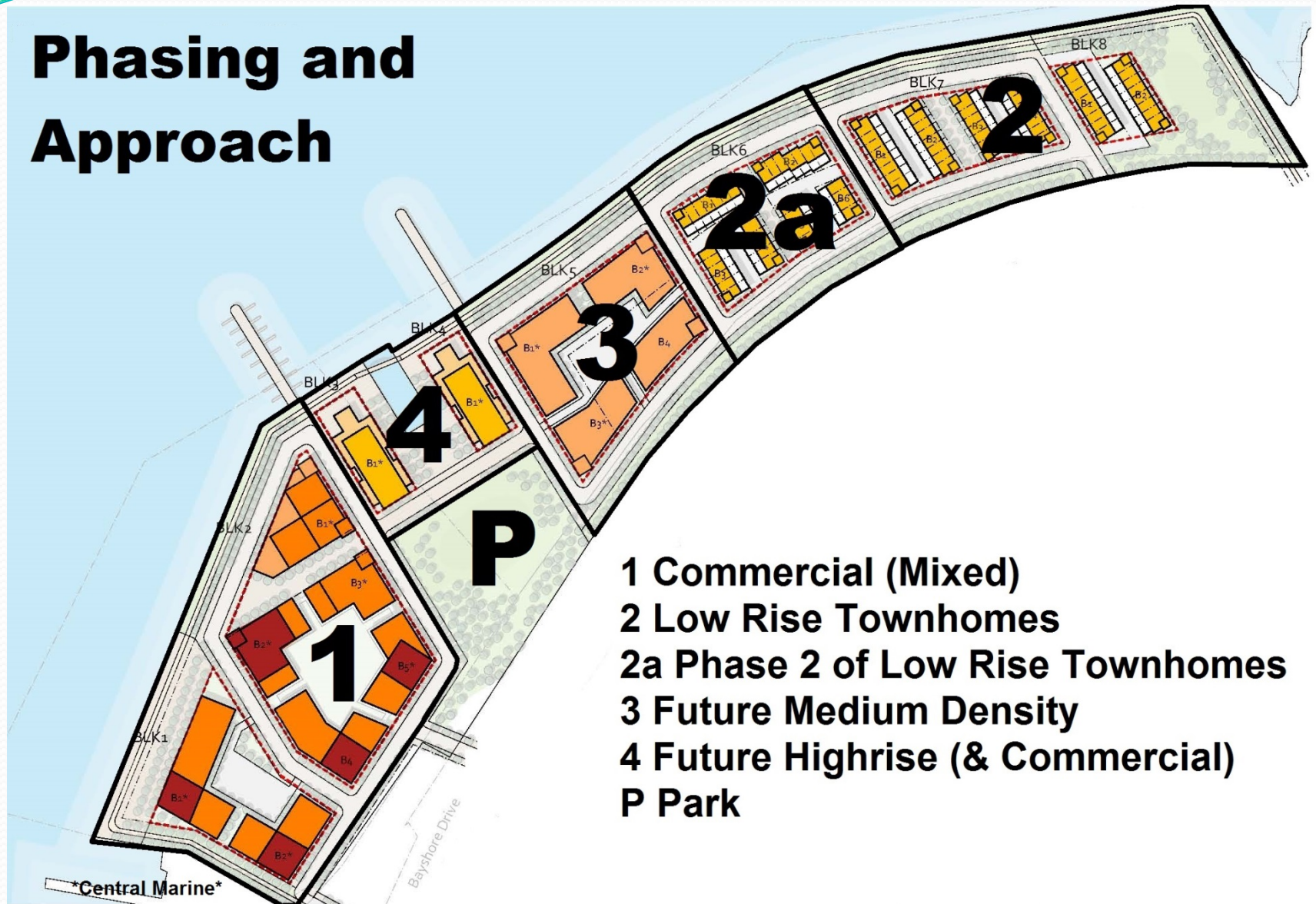
- Small dedicated external corporation
- Target to enhance and unlock value on a small number of sites
- Primary “front end” of the development cycle and would vend or JV land with private developers.

MDC – End to End Development (MDC Heavy)

- Larger corporation and board with more capacity (and overhead)
- Target more of an “end to end” development role and would actively JV with developers
- Higher risk and higher overheads but if sufficient land assets and throughput then it can be supported.

Increased Risk, Reward and Overheads

Phasing and Approach



- 1 Commercial (Mixed)
- 2 Low Rise Townhomes
- 2a Phase 2 of Low Rise Townhomes
- 3 Future Medium Density
- 4 Future Highrise (& Commercial)
- P Park

Study	What and By Whom	Status
Topographical Survey	Dearden & Stanton Surveying Inc. A detailed topographical (contour) survey of the entire site.	Complete and delivered to the Town in both hard and electronic formats.
Geotechnical Study	Peto MacCallum Ltd. A preliminary geotechnical investigation of the Midland Bay Landing site providing guidance recommendations concerning foundations and floor slabs, site fill, pavement design and construction, excavation and ground water control, etc.	Complete and delivered to the Town in both hard and electronic formats.
Shoreline Engineering Study	Shoreplan Engineering Limited. An assessment of shoreline conditions and recommended treatments.	Town has received the draft Report. Shoreplan is conducting limited additional field investigations and are scheduled to complete the final report in Q4 2017.
Risk Assessment Study	PGL Environmental Limited. The Risk Assessment study addressing the development of this brownfield site.	The Town submitted the FCM Green Municipal Fund (GMF) application on 20-07-17. FCM has indicated a decision is likely within 4 months of submission. RA Study is contingent on FCM-GMF funding approval for 50%.
Previous Work/Study		
Absolute Title	Survey and legal work to convert lands to Land Titles System. Dearden & Stanton Surveying Ltd. & HGR Graham Partners LLP.	Completed.
Phase I and Phase II ESAs	Pinchin & Associates. Required studies enumerating environmental soil conditions and full contaminants of concern.	Completed (prior to acquisition).
Supplemental Phase II ESA	Stantec Inc. Additional site characterization work to enumerate and estimate quantities of contaminants of concern.	Completed (prior to acquisition).