
A G E N D A

Midland Bay Landing Steering Committee Friday, June 16, 2017 Council Chambers 1:00 pm

1. Open Meeting
2. Declarations of Pecuniary Interest
3. Review of Minutes
 - April 18, 2017
4. Reports
 - a) Staff Report No. PL-2017-40
Midland Bay Landing
Supporting Technical Studies
 - b) Staff Report CAO 2017-13
Governance Model – Midland Bay Landing

Presentation by John Skorobohacz, Chief Administrative Officer
5. Other
6. Adjournment and Next Meeting

Next Meeting: Council Chambers (at the call of the Chair)



**THE CORPORATION OF THE
TOWN OF MIDLAND**

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Minutes of the Midland Bay Landing Steering Committee Meeting held Tuesday, April 18, 2017, at 3:00 pm in the Council Chambers of the Municipal Office.

Present: Chair G. McKay, Mayor
Councillor J. Main
Councillor G. MacDonald
B. Penny, Community Representative
B. Kernohan, Community Representative
T. Symons, Community Representative
J. Skorobohacz, Chief Administrative Officer
W. Crown, Director of Planning and Building Services
M. Twitchin, Recording Secretary

1. Open Meeting

Chair McKay called the meeting to order at 3:00 pm.

2. Declaration of Pecuniary Interest

Chair McKay asked if any members had any declarations of pecuniary interest and none were declared.

3. Review of Minutes

The Committee reviewed the Minutes of the Midland Bay Landing Steering Committee Meeting held February 1, 2017. Councillor Main requested that George MacDonald, Community Rep., noted under regrets, be changed to the correct title of George MacDonald, Councillor.

Following this, it was

**Moved by B. Penny
Seconded by B. Kernohan**

**That the minutes of the Midland Bay Landing Steering Committee meeting held on Friday, February 1, 2017, be accepted as corrected.
CARRIED.**

4. Closed Session

a) Motion to move into Closed Session

Moved by B. Penny
Seconded by B. Kernohan

That the Midland Bay Landing Steering Committee adjourn to a closed session; and further that this portion of the meeting be closed to the public pursuant to Section 239 of the Municipal Act, 2001, subsection (2), as indicated;

- **Subsection 2(f)
Advice that is subject to Solicitor/Client privilege, including communications necessary for that purpose**

**Subject
Midland Bay Landing Site – Memorandum of Agreement
– Report by the Chief Administrative Officer.**

CARRIED.

i) Midland Bay Landing Site – Memorandum of Agreement

The Committee reviewed Confidential Report MBLSC2017-02 dated April 13, 2017, from J. Skorobohacz, Chief Administrative Officer, regarding the status of the Memorandum of Agreement and requesting direction on how to proceed.

The Chief Administrative Officer provided the Committee with the input from the Town's Legal Counsel on the matter and provided clarification in response to questions raised by the Committee.

Following discussion, staff was directed to prepare the appropriate motion for consideration upon conclusion of the closed meeting session.

b) Motion to adjourn to Open Session

Moved by G. MacDonald
Seconded by T. Symons

That the Midland Bay Landing Steering Committee in closed session now rise and report to Open Session.

CARRIED.

5. OPEN SESSION

a) Motions related to Closed Session

i) Midland Bay Landing Site – Memorandum of Agreement

**Moved by T. Symons
Seconded by B. Kernohan**

That the Midland Bay Landing Committee having received the Report of the Town's Legal Counsel and the Chief Administrative Officer hereby recommends to Council that the Mayor be authorized to execute the Mutual Full and Final Release between the Town of Midland and Mountain Ridge Estates Development Inc. (an affiliate of Consar Building Corp.)

CARRIED.

6. Other

i) Communicate to Public

B. Penny spoke to the importance of ensuring the public is kept apprised of actions respecting the Midland Bay Landing site, noting that this is an opportunity to communicate on how it transpired and how the Town will move ahead.

It was noted that there are a number of accomplishments that have been achieved over these past two years including the fact that the Downtown Master Plan has been finalized; the Community Improvement Plan is in effect and that, the Town continues to maintain ownership and control of the waterfront. The Town has set a good foundation for chapter 2.

The Midland Bay Landing portion of the website needs to be updated, ie: minutes, contact information as well as basic housekeeping.

ii) Other Municipalities

B. Penny noted that he has been researching and collecting information from other Municipalities on their waterfront development. He has prepared a list of website addresses that he would like to share with the committee members for their information and review. Mr. Penny noted that there are lots of different approaches. Mr. Penny will forward information to Wes Crown who will facilitate the distribution to the members for their review.

Mr. Skorobohacz noted that allowing for a period of time to hit the pause/re-set button is crucial to allow the Town to revisit the current landscape to see what has changed and to see how this development fits in with our vision with the Master Plan. We need a couple of months to re-group and would be looking at mid-June for an initial assessment to the committee. We are looking at a different market now, ie: affordability and greater flexibility. May need to consider seeking outside expertise as well as staff input.

7. Adjournment and Next Meeting

The next scheduled Midland Bay Landing Steering Committee meeting will be held on Friday, June 16, 2017, at 1:00 pm, in the Council Chambers Municipal Building.

Moved by B. Penny

Seconded by B. Kernohan

That the Tuesday, April 18, 2017, Midland Bay Landing Steering Committee meeting be adjourned at 3:57 p.m.

CARRIED.

Gord McKay, Mayor
CHAIR

Madelaine Twitchin
Recording Secretary



STAFF REPORT

FUNCTION: Midland Bay Landing Steering Committee

CHAIR: Mayor Gord McKay

DATE: June 12, 2017

REPORT NO.: **PL-2017-40**
MIDLAND BAY LANDING
SUPPORTING TECHNICAL STUDIES

RECOMMENDATION:

1. That Committee hereby recommends to Council that the Town Administration be authorized to single source the acquisition of the Shoreline Engineering Study, Geotechnical Study, RA/Environmental Conditions Study, and Topographic Survey for the Midland Bay Landing development.
2. That Committee hereby recommends to Council that the Administration be directed to prepare and submit an application to the Federation of Canadian Municipalities (FCM) for a Green Municipal Fund Application for the completion of a Risk Assessment study for the Midland Bay Landing development.

BACKGROUND:

Further to Report MBLSC-2017-02(A) dated April 18, 2017, from the CAO, Council at its April 24, 2017 regular meeting authorized the execution of the Mutual Full and Final Release between the Town of Midland and Mountain Ridge Estates Development Inc. (an affiliate of Consar Building Corporation) in respect of the termination of the two-year old agreement for the Midland Bay Landing development.

The purpose of this report is to identify the potential next steps in the Midland Bay Landing project by seeking and considering proposals for the completion of a number of foundational background studies required for the project.

ANALYSIS:

Attachment #1 is the report titled “**Midland Bay Landing – Moving Forward**” dated June 12, 2017. This report identifies an opportunity to undertake and complete a limited number of foundational studies that would provide significant technical support to the Town as it moves forward with the Midland Bay Landing development from development perspective.

Administration was anticipating that these reports would have been completed under the previously noted agreement between the Town and Mountain Ridge Estates. Unfortunately, the contractual engagement between the parties did not advance the reports in question. Administration has undertaken the due diligence in determining if the said works could be completed and the required studies could be released to the Town. All have confirmed that, in keeping with their professional standards, they can complete the work and provide the reports to the Town.

The Town's Procurement By-law No. 2014-48 provides for sole source purchasing in exceptional and limited circumstances. The conditions for sole source purchasing include where the expertise of a company or individual is deemed specifically required by the Town and where a consultant is or has already worked on the site and it would not be practical to engage another consultant. In respect of the four foundational studies for the Midland Bay Landing development, both of these conditions apply. The proposals for the work are more than reasonable and reflect only the outstanding costs to complete the works.

COUNCIL'S STRATEGIC PLAN:

Council re-affirmed its STRATEGIC PLANNING PRIORITIES on April 24, 2017. Under the priority of Economic **Development and Tourism**, a strategic action item was identified for Midland Bay Landing with commentary "There continues to be a need for the committee to address ongoing activities on the Midland Bay Landing Project and report those issues to Council on an ongoing basis". Clearly the Midland Bay Landing project holds the potential to be one of the major economic drivers for the Town and a key underpinning for the future of the Downtown revitalization. Ensuring the long term success of this project is critically important.

CONCLUSIONS:

The **Midland Bay Landing – Moving Forward** report dated June 12, 2017 identifies an opportunity to improve the understanding of the costs and development issues for the project, create greater value to the lands, and reduce the uncertainty and risks associated with the project. Staff is of the opinion that completing the Shoreline Engineering Study, Geotechnical Study, RA/Environmental Conditions Study, and Topographic Survey will significantly advance the Midland Bay Landing project and better position it for success. Each of these key studies helps the Town to raise the development potential and future success of the property.

FINANCIAL IMPACT:

The total cost of the required reports and study's is estimated at \$321,400. If the Town's GMF application is not successful, the net costs after the use of the \$250,000 environmental fund, is estimated at \$71,400. The net expenditures will be added to the balance of the internal loan, with the intent being to repay the internal borrowing upon one of the early phases of the development.

Prepared by: W. Crown – Director of Planning and Building Services

Approved by: J. Skorobohacz – CAO

Reviewed by: S. Turnbull – Director of Finance/Treasurer
Reviewed by: A. Campbell – Director of Engineering, Water and Wastewater

Attachment

1. “Midland Bay Landing – Moving Forward” dated June 12, 2017

File: S:\Town of Midland\C - Council & By-laws\C12 Committees and Meetings\Waterfront Project Steering Committee 2014\2017\Staff Reports\Staff Report PL-2017-40.docx



MIDLAND BAY LANDING

Moving Forward

SUMMARY

Midland Bay Landing is at a critical stage where private sector development interest is high and the Town is determining the best way forward – both from a governance perspective and from a partnership perspective. Taking steps in advancing the understanding of the development and its costs would significantly assist in moving the realization of this new waterfront district closer to reality.

May 12, 2017

Midland Bay Landing – Moving Forward

NEXT STEPS IN ADVANCING THE PLANNING AND DEVELOPMENT STATUS OF THE MIDLAND BAY LANDING PROJECT

With the full and final release with Mountain Ridge Estates/Consar (MRE), the Town has “hit the reset button” on the Midland Bay Landing project and is specifically reviewing how best to move the project forward towards both design and development.

The purpose of this report is to identify a number of steps that would, in keeping with the overall “philosophy of change” strategy outlined in the Unimin Waterfront Lands Master Plan, build on the Town’s actions in “Establishing the Environment for Change”, “Reducing the Risk of Development” and significantly improving certainty in the process, and “Reducing the costs of private sector development”¹. These steps will improve the likelihood of finding the right private sector partner or partners to assist the Town in building this best-in-class waterfront district on the shores of Georgian Bay - in the heart of Midland.

¹ *The Unimin Waterfront Lands Master Plan, June 2013*

PAST WORK - A BRIDGE TO A BETTER UNDERSTANDING OF THE PROJECT

With the approval of the Partnership Agreement in 2015, our development partner engaged a diverse range of consultants to advance the planning and design of the project. MRE retained Civil, Transportation, Shoreline/Coastal, Soils/RA, and Geotechnical Engineers in addition to Surveyors, Land Use Planners and Urban Design and Architectural consultants. The MRE team, led by its Urban Design/Architectural team, began to undertake the detailed technical studies required to support the planning and design process for the waterfront district.

By the time MRE began to run into financial difficulty and directed its consulting team to halt all work, significant progress had been made on a number of the studies/reports that had been commissioned. However, because the costs of this work to MRE was not being paid, no reports were completed or delivered to MRE or to the Town of Midland.²

The Town, in 2014 and at its cost, requested its environmental consultant (then with Stantec) to prepare a work program and opinion of probable cost for the Risk Assessment study for the site. Although the Town was successful in obtaining a 50% FCM Green Municipal Fund grant to undertake the work, the Town elected to have MRE complete the work itself pursuant to the terms of the Partnership Agreement. The RA proposal and work plan was provided to MRE which, although they had engaged PGL Environmental Consultants (the new firm of the Town's original environmental consultant), did not advance any of this components of the required site investigations and RA work.

Of critical need to the Town and, more importantly, to any future private sector partner or developer of the site, are the following technical and engineering reports. All of these reports/studies had significant work undertaken by the consultants for MRE, but the reports were never completed. The list of the benefit of the reports/studies is provided below, including brief description of the purpose and benefit of the work.

- Topographical Survey of the Lands and adjacent lands - necessary for detailed engineering design addressing road and building elevations and profiles, road profiles at adjacent roads and open space/landscaping design and layouts. The survey will also assist in confirming flood proofing designs and elevations recommended in the Shoreline Engineering report.
- Shoreline Engineering Report – this report includes a full above and below water assessment of the existing shoreline and seawall and is intended to make recommendations for shoreline design approaches that work with the overall design concept for the site.

² The Full and Final Release signed by the Town in May 2017 establishes, in clear and unambiguous terms, that all outstanding invoices from suppliers/consultants to MRE were and are the full responsibility of MRE.

- Geotechnical Report – this report investigates the soil and site conditions from a building foundation construction and road construction perspective and will provide recommendations for road and foundation designs, among other matters.
- Risk Assessment – this work addresses the environmental soil conditions of this known brownfield site and would propose a range of standard methods to manage and mitigate risks to protect both human and environmental health as the site is redeveloped for its planned mixed-use waterfront district with significant park and public open space elements.

COST TO COMPLETE WORK AND OBTAIN THE REPORTS

Staff contacted each of the consultants to discuss the nature and status of the work and potential costs to deliver the reports as requested. Each consultant indicated that they would provide proposals for the completion of the work in accordance with their professional standards and guidelines. Shoreplan Engineering indicated that as a result of the lapse of time since the last field works (fall 2015) that it would be prudent to conduct additional but limited field work to confirm the assessment and recommendations of the original work.

The cost estimates to complete the outstanding work is summarized below in Table 1 based on the proposal from Dearden & Stanton Surveyors, Shoreplan Engineering, and Peto MacCallum Ltd. Changes to the Risk Assessment process in Ontario will require changes to the original scope of work and approach for the RA work. PGL Environmental Limited is currently reviewing the original reports and estimate, the geotechnical consultants work plan, and changes in the MOEE standard of review for RAs, and will provide an update to the 2014 estimate of \$176,000. The 2014 estimate is utilized in Table 1.

Table 1

STUDY	CONSULTANT	COST (+ HST)
Topographic Survey	Dearden & Stanton	\$11,100
Shoreline & Coastal	Shoreplan Engineering	\$57,600
Geotechnical	Peto MacCallum	\$76,700
Risk Assessment	PGL Environmental	\$176,000
Total Costs		\$321,400

RATIONALE

Each of the identified studies is foundational to the redevelopment of the Midland Bay Landing site and are, to a great extent, required regardless of the final use or redevelopment concept for the site. Each of the studies will add certainty to the likely range of development costs associated with reconstructing and redeveloping the shore wall and shoreline, constructing roads and building foundations, establish design elevations and road profiles, and establishing risk measures addressing the environmental conditions of the soils on site.

Once completed, each of the study's will add knowledge and value to the site, create greater certainty with respect to the range of expected costs for the redevelopment, and will reduce the risks to the private sector in achieving the development vision for this new waterfront district in Midland.

In respect of the Risk Assessment work, the Town could apply for a FCM Green Municipal Fund grant for up to 50% of the cost of study. The Town successfully applied for a GMF grant in 2014 and preliminary discussions with FCM have indicated that the program criterion have not changed since our previous application. Pursuant to the full and final release from MRE, the Town has available to it the \$250,000 environmental clean-up funds which can be applied to both the RA and to all clean-up work on the site that would address environmental soil conditions. All of the foundational studies are required for and support the environmental investigations, reports and eventual clean-up of the site and as such may be applied against the \$250,000 environmental clean-up funds.



STAFF REPORT

DEPARTMENT/FUNCTION: Administration

TO: Chair and Members of the Midland Bay Landing Steering Committee

DATE: June 14, 2017

REPORT NO.: CAO-2017-13 Governance Model – Midland Bay Landing

RECOMMENDATION:

That Report CAO-2017-13 be received for information, and

Further that the Midland Bay Landing Steering Committee encourages Council to request that the Chief Administrative Officer prepare a more detailed report respecting the opportunity to consider a governance model that supports the future success of Midland Bay Landing and other strategic municipal real estate assets.

BACKGROUND:

In June of 2015 Council enacted By-law 2015-40 for the purpose of establishing the Terms of reference for the “Midland Bay Landing Steering Committee”. The full terms of reference are appended to this report. In short, the committee’s scope is largely limited to the following:

- a) participate in the initial review and comment on the overall Master Concept Plan including, but not limited to, the iconic feature, Architectural Design, and Urban Design Guidelines;
- b) review of any proposed deviations from the approved Master Concept Plan Design Guidelines as identified by staff and make recommendations to Council, in accordance with the Development Approval Process;
- c) develop an internal and external communication plan with the private developer and the general public, in order to ensure continued public involvement and appropriate release of information;
- d) review of Midland Bay Landing Development special projects, subject to Council approval.”

Since its inception, the Committee has been operating within the scope of these Terms of Reference. However, given the nature of the manner in which the contractual relationship unfolded over the preceding six month period (Fall of 2016 – Spring of 2017), it became clear that the activities related to the committee’s work was shifting into areas that were previously not identified as the scope for the committee. In these complex land development related matters there should be an expectation that the nature and scope of the committee’s work will change as the work progresses through the various stages of development. Having the flexibility to address that changing landscape is critically important from an oversight and governance perspective.

Given the fact that we have been given a second chance to examine our previous efforts and processes related to the Midland Bay Landing project, and with the understanding that this single initiative represents perhaps the greatest transformative opportunity for this community, administration felt there was a need to carefully examine the options so that we could align ourselves with a successful approach. Although the genesis of this report lies with the Council direction arising from the economic development opportunity respecting the sale of the municipal parking lot to “Barnstormer Brewery”, clearly there are lessons to be applied to any longer term real estate strategy, including the jewel in the crown (Midland Bay Landing).

So the purpose for this report is to ultimately bring forward to Council a solid and creative approach that meets the Town’s immediate and long term needs while remaining nimble and adaptive to deal with the realities of the business community and serious real estate developers/investors.

ANALYSIS:

The Town of Midland has the good fortune of enjoying a robust land inventory. The accompanying schedules set out the various land holdings of the Town of Midland. Determining a strategy which best leverages these holdings, creating both a return on investment for the municipality while also adding community benefit becomes the real challenge. Too often municipalities fall into decision paralysis for fear that a holding on to their land will provide a higher return in the future. Unfortunately, they fail to consider the costs of maintaining the lands as well as the additional taxable assessment and potential economic benefits that can be achieved from a proactive strategy that seeks to unleash that potential.

Your administration has examined approximately a dozen municipal land sales policies across a wide spectrum of municipalities across the Country to determine some of the leading practices. Based upon that review it appears there is a high degree of uniformity under the provisions of Section 270 of the Municipal Act. We did note a few minor anomalies between municipalities as it relates to these policies, but generally the Ontario examples largely conform to a consistent approach and decision matrix. There are certain variations and anomalies based upon some of the considerations noted below:

In some cases the following are excluded from the standard approaches: easements; street and alley closures and sales; “special projects” largely noted as economic development initiatives; a wide range of delegated authority for land related sales transactions (largely limited to certain financial thresholds); establishing a land classification process to stream activities into different sales approaches, consideration of a wide range of methodology for selling land (RFP, Tender, Auction, Direct Negotiation), etc...

The following decision tree reflects a typical municipal land sale: STATUS QUO approach:



Tasked with the challenge of presenting to you the options for maximizing the use of our current land assets your administration looked across the province and country to examine a number of alternatives. Your administration believes that there certainly are some alternatives for Council to consider which would provide some real opportunity for this community.

Currently the Municipal Act, 2001 Section 270 requires the municipality to adopt a policy for the purpose of selling and disposition of land. Like most communities in Ontario, Midland has adopted the standard framework policy setting out the criteria for transacting the sale of lands in the municipality. The details of that framework are noted below under Option 1A.

OPTION 1 A: Governance Model – Council led and Council/Administration driven

The policy/by-law contains a few notable exceptions:

- “a) the sale of lands for the arrears of taxes which shall be subject to the procedures set out in Part XI of the Municipal Act;
- b) the sale of lands under the Expropriations Act: and
- c) the sale of these classes of land:
 - i) Land sold under Section 110 (Municipal Capital Facilities)
 - ii) Land to be used for the establishment and carrying on of industries and industrial operations and incidental uses subject to Section 106 of the Municipal Act.”

In the status quo model Council remains hands-on and the policy is quite transactional. There is a heavy reliance upon re-engagement of Council in each step and action along the way. In short Council sets the strategy, and then grants specific authorization/approval for each key decision along the execution path.

In our observations of other policies across the province we noted that the above option was somewhat enhanced with a higher degree of delegated authority being provided for aspects of the process.

OPTION 1 B: Governance Model – Council led increased delegated authority within policy

In this instance we have observed a far greater delegation of decision making to the administration once the decision to declare the lands surplus is made by Council. In these instances clear parameters and thresholds of authority were granted to administration to complete the transaction. Despite the fact that there existed a broader scope of administrative involvement ultimately, Council was re-engaged for approval once the deal was finalized.

Interestingly, there is a growing trend amongst Ontario municipalities toward another model which is permitted under the Municipal Act – the creation of a Municipal Services Corporation. This report is not intended to get into a fulsome discussion respecting the merits of the MSC, but simply to introduce the concept as one that offers some very interesting options which may be of benefit to the Town of Midland in dealing with its real estate assets. In 2015, the Association of Municipalities through the Ontario Municipal Knowledge Network introduced the “Council Member’s Toolkit – A practical guide to evaluating municipal asset management”. A copy of that 30-page guide is available through the Clerk’s Office. The document is intended as a primer for Council Members to gain insight into the challenging world of asset management plans. The focus we take out of that guide is the question of how we maximize our real estate assets. The document speaks to an emerging “broader public-sector real estate strategy called an “INVEST” strategy. What it examines is the underutilization of real estate assets and the cost consequences (both real costs and missed opportunity costs), and the ability to leverage these assets for economic development potential – returning job opportunities, assessment and a taxation, neighbourhood revitalization and community building.

OPTION 2: Governance Model – Creation of a Municipal Services Corporation

In our investigations we have identified several municipalities who have embraced the framework found in the Municipal Act which empowers municipalities to create municipal services corporation(s). Municipalities have seized upon this opportunity for a variety of purposes all of which are outlined under O.Reg. 599/06 of the Municipal Act 2001. The MSC is then incorporated under the Business Corporations Act Ontario.

The primary purpose for the creation of the MSC is for Economic Development Services – and the Regulation defines those purposes as any of the following:

- a) Promotion of the municipality;
- b) Acquisition, development and disposal of sites in the municipality for residential, commercial and industrial uses;
- c) Public transportation systems;
- d) Residential Housing;
- e) General Parking Facilities;
- f) Small Business Counselling;
- g) Community Improvement Plan Administration;
- h) Improvement, beautification and maintenance of municipally owned land, buildings and structures;
- i) Convention and Visitor information bureaus;
- j) Provision of culture and heritage systems.

In our preliminary investigations we noted the following communities had implemented this approach to capture the opportunities these structures afford.

INVEST North Bay

INNSERVICES - Innisfil

Guelph Development Corporation

Oakville Development Corporation

Ottawa Community Lands Development Corporation

Build Toronto

London (Housing Development)

Edmonton Municipal Development Corporation

Calgary Municipal Land Corporation

What is involved in the creation of a Municipal Services Corporation?

The major steps the municipality must undertake are:

1. Develop a Business Case outlining the purpose, benefits and governance of the proposed corporation
2. Mandatory consultation with the public about the proposal prior to establishing the corporation

3. Council to adopt:
 - a. The Business Case
 - b. Shareholder/governance structure
 - c. The draft Articles of Incorporation
 - d. Any shareholder declarations to restrict the operations of the MSC
4. Register the Corporation with the Province
5. Hold the Inaugural Board meeting of the Corporation to:
 - a. Adopt the corporate By-laws
 - b. Appoint the Board members, Officers and auditor for the corporation
6. Council must adopt a Town policy on the management and transfer of Town owned assets
7. Develop an Asset Transfer Agreement between the Town and the MSC
8. Council approves the transfer of assets to the MSC
9. The MSC Board of Directors is now in a position to manage the assets:
 - a. Develop the MSC's policies and procedures
 - b. Establish financial controls , banking, insurance
 - c. Develop a vision, strategic and communication plan
 - d. Develop and adopt a budget for operations and capital programs
 - e. Implement the strategic plan

COUNCIL'S STRATEGIC PLAN:

Under the pillar of Economic Development and Tourism, Council's Strategic Planning Priorities include the consideration and future adoption of a policy for the strategic re-use of municipal assets. The intent of this report is to advance the dialogue respecting this strategic priority.

FINANCIAL IMPACT:

There is no financial impact in Council's consideration of this report. Any future report would identify the cost associated with the creation of municipal services corporation.

CONCLUSIONS:

The Town of Midland has significant real estate holdings that should be strategically managed. The opportunity to advance the economic potential is quite limited within the current traditional municipal environment. Midland has an opportunity to realize some significant benefits from a Municipal Services Corporation as it pertains to the management and oversight of its real estate assets. Administration encourages consideration of undertaking the next steps toward the development of a municipal services company and would bring forward a more fulsome report with some case studies where this framework has been introduced.

Prepared by: John Skorobohacz, Chief Administrative Officer
Input from: Wes Crown, Director of Planning and Building Services
Andy Campbell, Director of Engineering/Water and Wastewater Services