**Council Direction:**

That information be presented annually to the Economic Development and Planning Committee.

**Information:**

**What is “Shovel Ready” Employment Land Initiatives?**

Despite all the strengths and assets that the City of Hamilton has going for it, our community is continuously hampered by an overwhelming lack of dedicated employment land. While it may appear that our community has lots of industrial property just waiting to be developed, all too often our industrial property is nothing more than an old pasture with a sign in front proclaiming the land "INDUSTRIAL".
The process of getting from raw, undeveloped land to a top-notch industrial site is often a time-consuming and expensive process. In today's fast-moving economy, where concepts like time to market and just-in-time delivery are emphasized, more and more companies are looking for sites that are “Shovel Ready” as they grow and expand. In the long run, the communities who recognize this growing trend will ultimately be the biggest winners.

What is a “Shovel Ready” site? Basically, it is a site that already has the necessary designation, zoning, permits, and servicing/utility infrastructure in place. Having a “Shovel Ready” site (or sites) in your community sends a strong message to both prospective businesses and citizens alike. In short, it says that your community is serious about economic development and is open for business.

It is important to have a number of industrial land options to meet the needs of relocating or expanding businesses in different locations within the City. The following information is divided into Industrial Business Parks and Areas as shown on Appendix “A” to Report PED10048 to provide a brief update of where the City is in relation to providing “Shovel Ready” industrial lands across the City. For further convenience, location maps have also been provided for almost all of the project areas being described.

**Airport Employment Growth District Study**

Staff issued a Request for Proposals (RFP) in July, 2007. Submissions were reviewed in August and interviews with short listed firms were conducted in September. The contract was awarded to Dillon Consulting and their study team in late October.

Dillon Consulting will assist staff in the development of a secondary plan, master plans and a financing and development staging plan by providing scoping documents and draft land use concepts as part of phase I of the study process. An Airport Employment Growth District Community Liaison Committee has also been formed and represents a broad spectrum of the community. This committee is a key resource for staff and the study team to consult with. Meetings occur almost monthly on the third Wednesday at the Mount Hope Community Hall on Homestead Drive. The meetings are open to the public.

This work (phase I) was completed June 2008 with a public information centre being held in late April/May 2008. The completion of the secondary plan, master plans and the financing and development staging plan (phase II) was completed by December 2009, and is expected to be considered by the Economic Development and Planning Committee/Council in late Spring 2010.
John C. Munro Hamilton International Airport

In addition to the Airport Employment Growth District Study, the Division has been working with private land-owners and Tradeport International to advance the continued development of the Airport.

Strategic Land Acquisitions – Staff with assistance from Tradeport International developed a business case for strategic land acquisitions surrounding the Airport to allow for its continued growth and prosperity as per the 2004 Airport Master Plan. The strategic land acquisitions are shown on Appendix “B” to Report PED10048. The Airport Implementation Task Force and subsequently the Economic Development and Planning Committee and Council approved this business case and staff have negotiated the acquisition of almost 110 acres thus far in 2009.

Airport Industrial Business Park

Staff has been working with private land owners to facilitate industrial land development within the industrial park.

Orlick Aeropark Subdivision is moving forward with the start of construction anticipated in Summer 2010. This subdivision is identified as “A” on Appendix “B” to Report PED10048. Net “shovel ready” land available today is 16 acres, with an additional 64 acres when the subdivision is complete.

The remainder of the Airport Industrial Business Park has been integrated into the Airport Employment Growth District Study area for Secondary Planning.

Ancaster Industrial Business Park

Phase V Subdivision identified as “B” on Appendix “C” to Report PED10048 was completed for a 42 acre, City owned industrial subdivision. Of the 42 acres, approximately 30 acres of “shovel ready” land was sold. As well, approximately 4 acres of the 42 acres have been sold to or in the process of sale to abutting property owners along Osprey Drive to facilitate the expansion of their businesses within the Hamilton community. Approximately 20 acres of land have been sold to two businesses who are in the process of building their facilities on the land. The remaining 9 acres or so is also in the process of being purchased by prospective companies.

Land acquisition discussions have been completed with private property owners and engineering designs are being prepared for the Cormorant Road Extension and Storm Pond I design and construction identified as “A” on Appendix “C” to Report PED10048. Once complete, an additional 45-50 acres of “shovel ready” land should be available later in 2010.
Presently, approximately 9.5 acres are “shovel ready” at the west end of Osprey Drive as well as another 22 acres at Garner Road West and Mason Drive and north of Portia Drive.

If all goes well, total “shovel ready” acreage for the Ancaster Industrial Park for 2010/early 2011 will be approximately 120 acres, including City owned Phase V Subdivision.

**Stoney Creek Industrial Business Park**

Public Works staff with the involvement of the Industrial Parks and Airport Development Division has completed or is in the process of completing the Lewis Road detailed design, McNeilly Road Class Environmental Assessment (EA), Watercourse Nos. 5 and 6 Class EA and the Arvin Avenue Extension Class EA. The culmination of these studies over the next year will result in the City’s ability to facilitate approvals to allow development of approximately 165 acres of privately owned lands to proceed furthering the City’s “Shovel Ready” initiative in the Stoney Creek Industrial Business Park.

**North Glanbrook Industrial Business Park**

Several City and private initiatives are under way within the Park. The North Glanbrook Transportation Master Plan is complete along with the Dartnall Road Class EA. The Hannon Creek Watershed Study is complete along with the North Glanbrook Industrial Business Park Servicing Strategy.

Staff has been successful in negotiating with property owners to acquire lands for the extension of Dartnall Road identified as “C” on Appendix “E” to Report PED10048, as well as, the reconstruction of Nebo Road and Twenty Road to the Dartnall Road Extension identified as “B” on Appendix “E” to Report PED10048. This would facilitate the servicing of over 350 acres of land including the City-owned property of 55 acres along Nebo Road south of Dickenson Road (identified as “A” on Appendix “E” to Report PED10048).

Presently, there are roughly 73 acres of “Shovel Ready” lands within the Park and a privately owned industrial subdivision north of Twenty Road and west of Trinity Church Road of approximately 44 acres is in the approval process.

**Hamilton Mountain Industrial Business Park**

The Trinity Neighbourhood Secondary Plan and the opening of the Red Hill Valley Parkway provides additional opportunity for another 125 acres of industrial business park lands that need to become “shovel-ready”. Anchor Road and Pritchard Road are both being reviewed for servicing and road construction or re-construction to facilitate more developable industrial business park lands. Trinity Church Road extension from
the Red Hill Valley Parkway south to Rymal Road is progressing actively. The Trinity Church Road Class EA is approved with detailed design currently being completed (identified as “D” on Appendix “E” to Report PED10048).

Presently, there are approximately 82 acres of “shovel ready” lands in this park.

**West Hamilton Innovation District**

The West Hamilton Innovation District Secondary Plan is still before the OMB and Planning and Economic Development Department staff, continue to negotiate solutions to address appellant concerns. Nonetheless, Public Works staff has initiated a Class EA for extending Frid Street. Industrial Parks and Airport Development Division will coordinate the preparation of an implementation and servicing work plan for this District once the OMB hearing is complete. The City has also acquired the former Canadian Pacific Railway (CPR) property of 16.48 acres in December 2009 which will be available for development concurrent with the extension of Frid Street ‘Net’ developable acres of 27 acres.

**Bayfront and East Hamilton Industrial Areas**

These areas provide potential for redevelopment of industrial uses. A Historical Land Use Inventory has been completed. Planning and Economic Development Department staff will work collaboratively to identify redevelopment opportunities and investments in these areas, particularly in relation to the City’s proposed Brownfield Redevelopment Strategy.

**Flamborough Industrial Business Park**

Industrial Parks and Airport Development Division are working with Community Services, Corporate Services, Public Works and the Ministry of Transportation (MTO) to ensure that the redevelopment of North Wentworth Arena and any future MTO works in the industrial business park will take into account the goals of the “Shovel Ready” Initiative. In particular, the road pattern needs to provide optimal accessibility and opportunity to develop parcels of land. These projects represent significant opportunities that must be acted upon now to provide additional Shovel Ready lands in the Park. There are presently 33 acres of “shovel ready” lands available in the park along Coreslab Drive with another 35 acres which could potentially become available over the next couple of years.

**Shovel Ready” Action Plan Priorities for 2009 - 2011**

**Ancaster Industrial Business Park**

- Construct City-owned subdivision (30 acres)
• Facilitate development of two privately-owned industrial subdivisions west of Tradewind Drive (Valeri and Bowen) by extension of Cormorant westward to Trinity Road and construction of Storm Pond I

• Facilitate planning of one industrial subdivision west of Shaver Road (Starward/Horizon) by extension of water/sewer servicing from City owned-lands across Hydro One Corridor

**Stoney Creek Industrial Business Park**

• Complete all Class EA studies noted above (McNeilly Road, Lewis Road and Arvin Avenue).

• Complete land negotiations, detailed design and tendering of stormwater works for Watercourse Nos. 5 through 9 and complete related road improvements/extensions (McNeilly Road, Lewis Road and Arvin Avenue).

**North Glanbrook Industrial Business Park**

• Complete required studies/EAs (Hannon Creek Sub-watershed Study)

• Complete land negotiations, detailed design and tendering for Dartnall Road Extension from Twenty Road, south to Dickenson Road

• Re-construct Nebo Road, Twenty Road (from Nebo east to the new Dartnall Road Extension)

• Construct Dartnall Road Extension from Rymal Road to Twenty Road and than from Twenty Road to Dickenson Road.

• Complete Class EA, land negotiations, detailed design and tendering for Trinity Church Road from Rymal Road to Twenty Road

• Complete Class EA, land negotiations, detailed design and tendering for Glover Road from Rymal Road to Twenty Road

**Hamilton Mountain Industrial Business Park**

• Complete Class EA, land negotiations, detailed design and tendering for Anchor Road Extension to Rymal Road

• Complete Class EA, land negotiations, detailed design and tendering for Trinity Church Road from Red Hill Parkway to Rymal Road
• Complete Pritchard Road Servicing / Reconstruction.

• Complete EA, land negotiations, detailed design and tendering for Dartnall Road North from Stonechurch Road to Rymal Road, and Rymal Road eastward to Trinity Church Road.

**West Hamilton Innovation District**

• Await outcome of pending OMB process

• Complete Frid Street/ Longwood Road Class EA and construct road extensions

**Bayfront and East Hamilton Industrial Areas**

• Identify opportunities for redevelopment and development from completed Historical Land Use Inventory

• Work collaboratively with the Economic Development and Real Estate Division to create a Brownfield Redevelopment Strategy and Implementation Plan

**Flamborough Industrial Business Park**

• Finalize future road pattern with the Ministry of Transportation (MTO) to optimize industrial land development needs, as well as the requirements of the public and landowners

• Commence Class EA’s with MTO for local industrial roads related to Highway Nos. 6 and 5 reconstruction

### 2009 – 2011 “Shovel Ready” Lands Summary

<table>
<thead>
<tr>
<th>Industrial Park</th>
<th>2008 Shovel Ready (approximate net acres)</th>
<th>2009 – 2011 Shovel Ready (approximate net acres)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport IBP</td>
<td>16 acres</td>
<td>64 acres</td>
</tr>
<tr>
<td>Ancaster IBP</td>
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<td>Flamborough IBP</td>
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<td>Mountain IBP</td>
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<tr>
<td>WHID IBP</td>
<td>10 acres</td>
<td>27 acres</td>
</tr>
<tr>
<td>Total</td>
<td>295 acres (approx.)</td>
<td>872 acres (approx.)</td>
</tr>
</tbody>
</table>
Other Industrial Parks and Airport Development Division Initiatives

Incentive Program research and development (LEED Community Improvement Plan, cost sharing etc.)

Employment Lands Database on mapping/publication of opportunities Review Development Standards and incorporate more low-impact and eco-friendly industrial guidelines

New Incentive Program

Accelerate Shovel-ready Strategy for Industrial Servicing and Transportation (ASSIST)

Background:

Unlike residential or commercial development, industrial development in Hamilton is rarely developed on speculation that it can be sold/leased to prospective businesses. In addition, due to the fragmented nature of the ownership pattern, there is reluctance to front-end servicing costs for land development for potential risk of limited cash flows and longer term return on investment. None of the existing 285 acres of “Shovel Ready” land are owned by the City of Hamilton. Therefore, it is essential that the City work with private land-owners, developers and industrial realtors to move development projects forward as well as direct potential land purchasers or tenants to them.

Proposal

Staff are proposing a new incentive program which will address these issues of risk in the front-ending process when servicing industrial land. The program would be called Accelerate Shovel-ready Strategy for Industrial Servicing and Transportation (ASSIST). All Industrial-Business Parks and Industrial Areas in the City of Hamilton would be included as program areas. So as to avoid concerns with bonusing under the Municipal Act, the commonly used Community Improvement Plan provisions of the Planning Act would be utilized to implement the program.

ASSIST Program

Once privately-owned industrial lands to be developed are identified either through approved Draft Plans of Subdivision or approved Development Agreements for Consents, they qualify for financial assistance under the proposed program. The parameters for the program provide for front-end financing for servicing up to 50% or $2.5M, whichever is greater. This financing would be provided as an interest-free loan with appropriate financing agreements executed and registered on title. The payback of one-half of the loan to the City would be triggered by a property sale, in whole or in part, to an industrial end user. The other one-half of the loan to the City would be triggered by the issuance of a building permit.
The advantage for the developer and the City is that it helps share the risk of front-ending and cash flow financing as well as helping with the marketing of land as a shovel-ready product that can move to construction stage much more quickly.

It is staff’s intention to bring this new program forward as part of the 2011 Budget deliberations by Council.

**Future Shovel Ready Lands Initiatives for 2010 and Beyond**

It is staff’s intention to report annually to Planning and Economic Development Committee and Council on the progress of the Shovel Ready Initiative through specific Information Reports and the Capital Budget process.

GP:tl
Attachs. (9)
**Note:** there is a Servicing Strategy and Sub Watershed Study being undertaken for the entire park area.

Legend:
- **IBP Boundary**
- **Land Use Parcel**
- **Street Centreline**
- **City Owned Land**

- **A** Nebo and Twenty Road Land Acquisition and Construction Plans
- **B** Dartnall Road Extension Land Negotiations
- **C** Trinity Church Road Extension EA

North Glanbrook Business Park Map

Date: December 5, 2007

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
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Legend

Bayfront Industrial Area
Entire Area - Historical Land-Use Inventory

Industrial Areas Boundary

Land Use Parcel

Street Centreline

Bayfront and East Hamilton Industrial Areas Map

Date: December 2007

Not To Scale