

## **SCHOOL BOARD PROPERTIES SUB-COMMITTEE**

### **TERMS OF REFERENCE**

#### **Mandate**

That the City of Hamilton will establish a Sub-Committee, with a balance of urban and rural Councillors, to review the list of school board properties scheduled to be declared surplus. And that the Sub-Committee report back to a future General Issues Committee (GIC) meeting with recommendations including a financial strategy for any potential acquisitions.

#### **Sub-Committee Objectives**

1. That the Sub-Committee will develop a school board (Public and Catholic) acquisition strategy based on the two fundamental criteria of “need” and “affordability”.
2. That the Community Services “***Outdoor Recreation Facilities & Sports Fields Provision Plan***” and the Public Works “***Parkland Acquisition Strategy***” be used as the primary basis for the determination of any green space shortage and the need for associated recreation/community centres in each Ward.
3. That the priority ranked locations will be established based on those Wards that demonstrate the greatest need and/or those neighbourhoods with the most substantial parkland deficits.
4. To give high priority to those school board properties that have joint school/City of Hamilton Recreational facilities and to those properties with high priority on joint facilities or programs in the community, which, if closed, would have the most significant impact on the Ward and its respective neighbourhoods.
5. That a comprehensive Pro Forma Financial Strategy be developed to quantify the estimated net expenditures for this initiative in total and on an annual basis.

#### **General Scope of Committee Work and Deliverables**

1. Review the current practices, staffing resources, core functions, and key services, as they relate to acquisition of School Board properties, and identify specific issues and strategies that need enhancement or improvement that would lead to a more efficient and cost effective acquisition process.
2. Review any Memorandums of Understanding and the current process of the acquisition of school board properties and, in doing so, identify any gaps and/or shortcomings that may exist, and recommend any actions or policies for improvements.
3. Examine the feasibility of acquiring School Board properties with the intent of “up-

zoning”, demolishing, remediating, putting development concept approvals in place, and disposing of the acquired properties at market value or higher.

4. In the preparation of a multi-year financial strategy for the future acquisition of School Board properties that a business case analysis be undertaken for each one of the properties identified for consideration.

### **Sub-Committee Staff Support**

With the objectives of the Committee being specific to the current processes, a close working relationship between staff and the Sub-Committee will be important. Therefore, the General Managers of Planning and Economic Development, Public Works, Corporate Services and Community Services will assign a Director/Manager level member of their staff to be available to serve as a resource to the Sub-Committee. As well, they will ensure that any other key staff members relevant to the objectives of the Sub-Committee are regularly made available to assist and support the Sub-Committee’s work.

### **Membership and Reporting Structure**

Sub-Committee membership will consist of ~~eight (8)~~ six (6) members of Council, with the Chair being appointed by the Sub-Committee at its first meeting. It is recommended that Council membership take into consideration the differing needs of the older developed Wards, the suburban Wards, and the rural area of the City.

The following Senior Staff from the Portfolio Management Committee (PMC) will be required resources to this Sub-Committee:

Director of Economic Development (PMC Chair), Planning and Economic Development  
Manager of Real Estate, Planning and Economic Development  
Director of Planning, Planning and Economic Development  
Director of Community Facilities, Community Services  
Director of Energy, Fleet and Facilities, Public Works  
Director of Strategic Planning, Public Works  
Director of Financial Planning, Corporate Services  
Manager of Capital Budgets, Corporate Services  
Senior Solicitor (Commercial), Legal Services, City Manager’s Office

The Sub-Committee shall report back to General Issues Committee (GIC) periodically at the discretion of the Committee.

### **Meetings**

As required at the call of the Chair.

### **Time Frame**

Sub-Committee will begin work in September 2012. It is expected to have a report of preliminary findings by January 2013, with a final report to the GIC by no later than the end of March 2013.