

**Report to  
Rapport au:**

**The Shareholder of The Ottawa Community Lands Development Corporation  
(OCLDC)**

**La société d'aménagement des terrains communautaires d'Ottawa (SATCO)**

**and Council  
et au Conseil**

**14 October 2015 / 14 octobre 2015**

**Submitted on October 7, 2015**

**Soumis le 7 octobre 2015**

**Submitted by**

**Soumis par:**

**Kent Kirkpatrick, President and CEO (OCLDC)/président et directeur général  
(SATCO)**

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**Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE      File Number: ACS2015-PAI-REP-0012**

**SUBJECT: OTTAWA COMMUNITY LANDS DEVELOPMENT CORPORATION  
(OCLDC) – 2014 ANNUAL REPORT**

**OBJET: SOCIÉTÉ D'AMÉNAGEMENT DES TERRAINS COMMUNAUTAIRES  
D'OTTAWA RAPPORT ANNUEL 2014**

## REPORT RECOMMENDATIONS

### That Council:

1. **Receive the Audited financial statements of the Ottawa Community Lands Development Corporation (OCLDC) for the Year 2014 in the Annual Report in Document 1; and**
2. **Appoint Ernst & Young LLP as the auditor of the Ottawa Community Lands Development Corporation for the Year 2015.**

## RECOMMANDATIONS DU RAPPORT

### Que le Conseil :

1. **Prenne connaissances des états financiers vérifiés de la Société d'aménagement des terrains communautaires d'Ottawa (SATCO) pour l'année 2014 compris dans le Rapport annuel joint en tant que document 1;**
2. **Nomme Ernst & Young LLP en tant que vérificateur de la Société d'aménagement des terrains communautaires d'Ottawa pour l'année 2015.**

## BACKGROUND

On 10 October 2007, Council approved the establishment of the Ottawa Community Lands Development Corporation (OCLDC) for implementation of the Longfields Subdivision and CentrepoinTE Town Centre projects ([ACS2007-BTS-RPM-0008 - OCLDC Project Implementation Strategy](#)).

Council, at its meeting on 28 January 2009, approved recommendations to proceed with the incorporation of the Ottawa Community Lands Development Corporation to undertake City property development initiatives and transfer the control of the Longfields subdivision to the OCLDC ([ACS2008-COS-RPM-0063 - Development Corporation for City Owned Lands](#)). The OCLDC was incorporated under the *Ontario Business Corporations Act* (OBCA). The City of Ottawa is the sole shareholder.

## DISCUSSION

In 2008, Council directed staff to prepare a report for its consideration that would include the benefits of using an independent development corporation as a mechanism to ensure Council is able to seek specific zoning, amenities, plans and kinds of construction in the public interest, on each of the specific parcels of land or projects under the authority of the independent development corporation. The creation of the

OCLDC was the result of a best practices analysis on the use of development corporations across Canada.

The objectives for which the corporation is incorporated include the following:

- (a) To promote and undertake community improvement in the City of Ottawa by:
  - (i) planning, subdividing, and developing or redeveloping sites owned or held by the corporation for residential, commercial, industrial, public, recreational, institutional, religious, charitable or other use;
  - (ii) constructing, operating, maintaining, owning and /or providing:
    - facilities for amusement or for conventions and visitors bureaus;
    - culture and heritage systems;
    - general parking facilities;
    - public transportation systems;
  - (iii) acquiring, holding, selling, leasing or disposing of sites described in subparagraphs (i) and (ii) above;
  - (iv) undertaking or conducting studies, research and design work; and
  - (v) conducting public marketing and advertising for sale in connection with the activities set out in subparagraphs (i), (ii) and (iii) above.
- (b) To improve, beautify and maintain municipally-owned land, buildings and structures in the City of Ottawa as designated and approved by the City of Ottawa for the benefit of the community.
- (c) To undertake such other complementary activities not inconsistent with these objects.

Based on the preceding, the mandate of the OCLDC is to promote responsible and innovative developments that enhance the City's ability to respond to changing market demands and further the City's public policy objectives by building strong neighbourhoods.

In order to achieve its mandate, the OCLDC uses the four pillars approach that emphasizes a concern for financial, social, environmental and cultural sustainability when positioning underutilized surplus City land or property for development.

This is the fifth Annual Shareholder's Meeting since incorporation. Under the by-laws for the OCLDC, the board is required to prepare an annual report and to hold an annual meeting to report on its activities for the year. The OCLDC, at its annual meeting held on 2 September 2015, accepted the Annual Report, subject to minor revisions which have been approved and incorporated into the final version attached to this report and Financial Statements for the year ending 31 December 2014.

The OCLDC generated \$17.9M in total sales for the fiscal year ending 2014. For the term of Council from 2010 to 2014, the OCLDC generated a total of \$56M in gross revenue, of which \$35M was in net revenues for its sole shareholder, the City of Ottawa. Based on an annual requirement of \$5.5M, the OCLDC generated approximately 160 per cent of its expected \$22M target for the 2010-2014 Term of Council.

During the past year, both Legal Services and Finance have provided key support to the operations of OCLDC in fulfilling its mandate.

## **RURAL IMPLICATIONS**

There are no rural implications associated with this report.

## **CONSULTATION**

Public notification of this report will occur through normal notification process. Individual projects undertaken by the OCLDC follow the normal notification processes of the City in engaging the community.

## **COMMENTS BY THE WARD COUNCILLOR(S)**

Projects undertaken by the OCLDC for the year ending 2014 were primarily in Ward 3 – Barrhaven and Ward 7 – Bay. Councillors Jan Harder and Mark Taylor were both consulted prior to the sale of the parcels of land in their respective wards. They also facilitated a number of meetings with their constituents to solicit comments on future development on the lands that were sold.

## **LEGAL IMPLICATIONS**

There are no legal impediments to implementing the recommendations of this report.

## **RISK MANAGEMENT IMPLICATIONS**

There are no risk management impediments to implementing the recommendations in this report.

## **ASSET MANAGEMENT IMPLICATIONS**

The sale of the former St. Thomas School at 9 Leeming Drive, originally acquired in 2010, will reduce the City's Asset Management responsibilities. There are no Asset Management Implications for the sale of the remaining properties in Longfields which were vacant lands.

## **FINANCIAL IMPLICATIONS**

There are no direct financial implications associated with receiving the audited financial statements. The costs associated with the 2015 audit will be funded by the OCLDC.

## **ACCESSIBILITY IMPACTS**

There are no accessibility implications to implementing the recommendations set out in this report.

## **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications with respect to implementing the recommendations set out in this report.

## **TERM OF COUNCIL PRIORITIES**

The OCLDC was successful in furthering the goals and objectives of the last term of Council as stated in its Strategic Plan. All of the activities of the corporation were guided by the Term of Council Priorities and the four pillars approach, which is to ensure that development or value being added to the City's real estate assets contributes to the overall financial, social, environmental and cultural objectives of Council.

From a financial perspective, for the term of Council from 2010 to 2014, the OCLDC generated a total of \$56M in gross revenue, of which \$35M in net revenues was conveyed to the City of Ottawa. Based on an annual requirement of \$5.5M, the OCLDC generated approximately 160 per cent of its expected \$22M target for this term of Council. The social, environmental and cultural objectives were satisfied by providing more opportunities for meaningful public engagement, additional parkland, protecting natural environment areas, providing parcels of land for affordable housing and promoting high architectural standards through urban design guidelines for new developments.

**SUPPORTING DOCUMENTATION**

Document 1– 2014 Annual Report (including Audited Consolidated Financial Statements) of the Ottawa Community Land Development Corporation.