The Gamelin Lands Hull, Québec
A Strategic Land Disposal

Presentation to the National Executive Forum on Public Property

May 11, 2002
Objective

- To show how three levels of government and two Crown Corporations were able to work together under a strategic land disposal process.

- Individual organization goals vs government greater social and political objectives.

- Site Overview—Opportunities/Constraints.
Objective

- Key stumbling blocks encountered.
- To provide some “lessons learned”.
Gamelin
Hull, Québec
17.1 Acres
Mont Petit Building
Park Land
Scott House Building
Admin. Building
Admin. Building
Animal Handling Facility
Caretaker's Residence
Park View
Building #10
Building #8A
Opportunities

- Lands surplus to federal needs.
- Some immediate revenues to EC for relocation expenses.
- Hull had public and operational needs.
- NCC/Hull negotiating other lands.
- Significant political desire.
Constraints

- Individual custodian ownership.
- Zoning amendments required for redevelopment.
- City controlled the zoning/no arbitration board.
- Park and recreational uses.
- Environmental condition of the buildings.
The Strategic Land Disposal Process

- Consolidate individual ownerships.
- Identify federal needs/requirements.
- Establish value taking into consideration:
  - federal objectives (disposal/interim leaseback)
  - site constraints
  - City planning/lease requirements
  - political considerations
  - public/community needs.
- Negotiate transfer agreements (6 partners, 3 levels of government, 2 Crown Corporations).
- Close the transaction by amalgamation deadline.
Key Stumbling Blocks

- Determination of value.
- Legal documentation.
- Number of partners.
- Interim uses on site.
- Relocation/lease back requirements.
Key Stumbling Blocks (cont’d)

- Environmental responsibility/liability.
- Heritage requirements and approvals.
- Municipal approval requirements (Québec).
- Municipal restructuring/amalgamation.
- Provincial land transfer tax (taxe de bienvenue).
- Mandate issues and timing.
- Mining rights and federal disposals.
What made it all come together!

- Political will and pre-set deadline.
- Persistence and good will of the players.
- Individual stakeholders needs at time of closing.
- Outstanding cooperation/flexibility and support from Department of Justice (Patricia Royer).
- Good communication.
Lessons Learned

(What would we do differently next time)

- Clarify mandate.
- Bring all parties together earlier in process.
- Establish clear roles & responsibilities.
- Establish activities list
  - what authorities required at all levels
  - what documentation/approvals required.
Lessons Learned (cont’d)

(What would we do differently next time)

- Determine who does what and hold them to it.

- Establish schedule for resolution of issues (stick to it).

- Never Assume Things are Getting Done if you haven’t heard back from the parties!