

City of Kitchener Land Development Practices

For City of Stratford
January 27, 2026

Overview

- City-owned Land Disposition Framework
- Strategic Approach
- Lessons Learned

Overview

- [City Owned Land Disposition Framework \(Appendix\) \(January 2024\).docx](#)

Land as a Strategic Asset

- Implements a major ambition of Council
 - Ex: Make It Kitchener 2.0, Housing For All
- Stimulate a certain type of development
- Partner to develop a community asset
- Resolve an eyesore or liability

Vision vs Reality

- You should always lead with vision and ambition...
but
...you are ultimately trying to solve a math problem.
- Will someone be willing to build it?
- Can a developer make a profit?
- What is their risk exposure?

Know Your Value

- What is the property worth?
- What is the state of the market?
- Can you run a positive proforma?
 - How much will it cost them to build?
 - What can they sell it for (ex: residential units)?
 - Can enough be sold?
- Do you have any leverage?
- Are there any encumbrances or risks?

The Legion Building

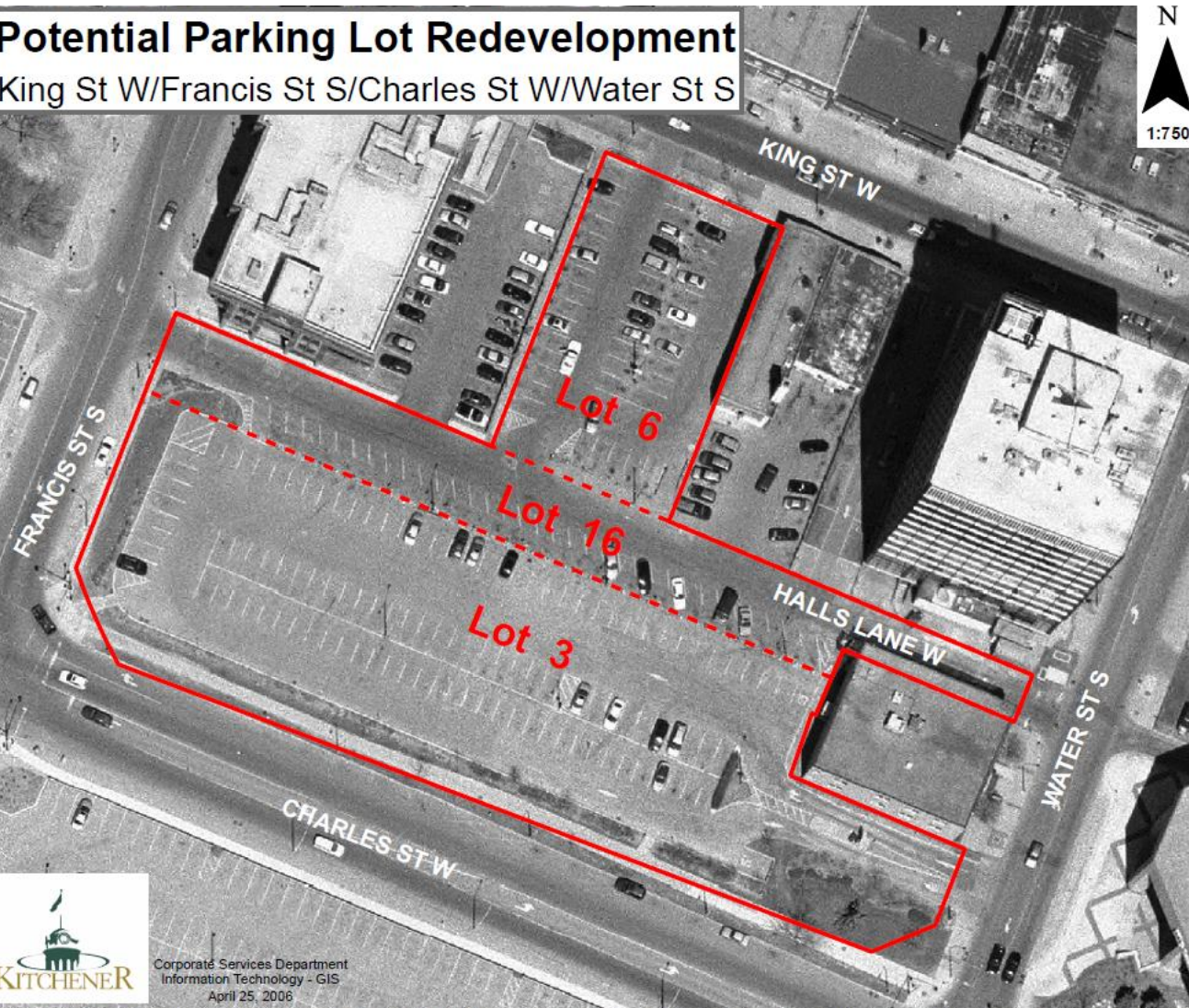




345 King Street West

Potential Parking Lot Redevelopment

King St W/Francis St S/Charles St W/Water St S



Corporate Services Department
Information Technology - GIS
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Designing a Process

- You're not just saying 'yes' to a proposal, you're also saying 'no' to others
- Selection Criteria is critical
 - Objective is easy to score and defend
 - Subjective is more challenging, but often where community value lies
- If proposals don't meet your expectations, retain the ability to wait

Closing the Transaction

- Development agreements are complex
 - Due diligence period
 - How will points of renegotiation be handled
 - Development review and approvals
-
- Lesson learned = does the development review team and the selection committee agree on expectations?

Development & Ongoing Operations

- How will the developer be supported during development?
- What post-development obligations do you have?
- If a partnership, have you outlined all of the operational responsibilities of either party?

A great strategy is equal parts vision + facts

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