Brownfields

A Transaction Retrospective
October 2015





Environmental Factors Throughout the Transaction

- Environmental factors in Brownfield Development are present at every stage of the process and are intertwined with the commercial activities and zoning aspects:
- Site identification and suitability
- Site investigation
- Due diligence
- Specialty Insurance Markets
- Interim Financing (if necessary)
- Acquisition
- Maximizing efficiency of the remedial efforts to mesh with the site utilization and planning and development evaluation.
- Closure approvals and zoning changes
- Project or Construction Financing
- Development or disposition
- All factors above mesh your scientific and technical professionals with many groups and professionals that are not familiar with the nuances Brownfield site development and it's processes.





Environmental Factors Throughout the Transaction

- For Discussion, these are items we have found as the most common issues or barriers that arise throughout an entire Brownfield transaction:
- Unrealistic Vendor expectation on impacted properties
- Stakeholder opposition to change
- Availability of financing for pre-regulatory closure on raw land
- Perceived risk or stigma vs. actual risk and reality
- Meshing environmental information and processes into the planning and approvals process
- Managing the often multiple processes which are travelling on parallel and intersecting pathways (community relations, remedial activities, closure processes, and planning and development processes, and in some cases political agenda's)
- Assessing realistic regulatory closure and approval timelines that meet the commercial return needs of the business model.
- Changing regulatory guidelines and requirements
- Disposition complications with non Brownfield buyers and their consultants





Winderemere by the Lake



Aerial Site View – Before Site Area – 4.89 ha/12.08 acres

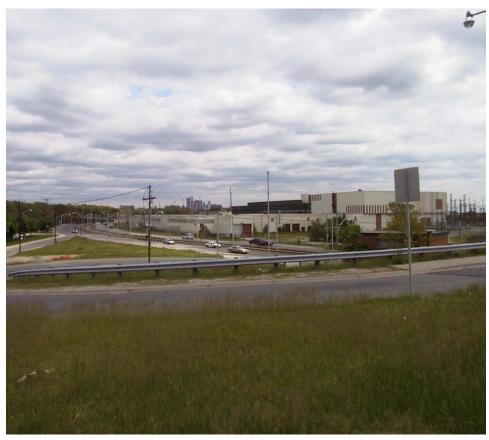


Aerial Site View – After Gross Building Area – $100,000 \text{ m}^2$ +/ - 1,076,391 sq.ft. of Residential 1,000 units, 1,200 cars





Winderemere by the Lake





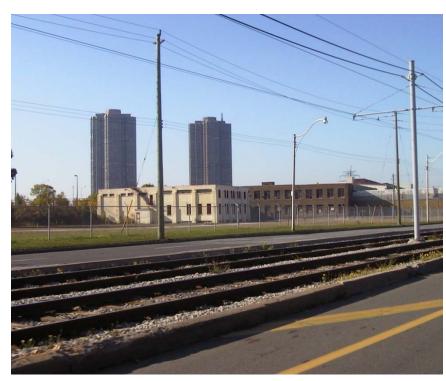
Original Site

Finished Site





Winderemere by the Lake





Finished Site

Original Site







Aerial Site View – Before Site Area – 93 ha/229.8 acres



Aerial Site View – After

Gross Building Area Stage One – 112,400 m²
1,209,864 sq.ft. Of Retail and Residential
Parking – 5,900 cars









Master Plan Finished Site







Finished Site





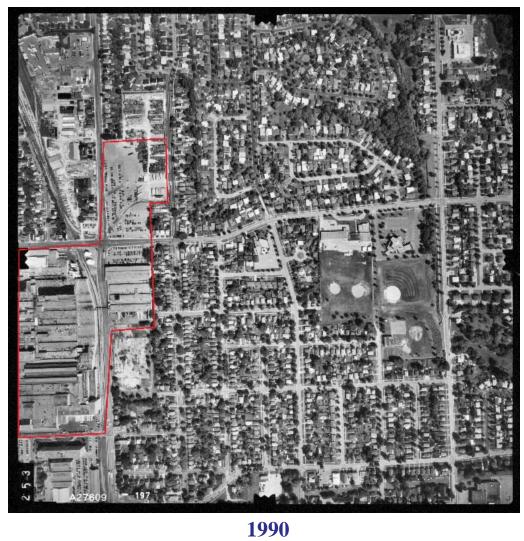


Finished Site





ACSYS GM Oshawa







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https://www.google.ca/maps/@43.906056,-78.858241,3a,21.5y,196.24h,89.43t/data=!3m4!1e1!3m2!1sUgGHnmdB28a4RMBaPTFssw!2e0!6m1!1e1?hl=en





The Oshawa Site Today







The Oshawa Site Today







Conclusions and Recommendations

- No two sites are alike. Approach each site with clear objective view when assessing the viability and risk.
- New technologies are key to the industry but with rigid timelines don't be the first through the process and approvals.
- Tailor your teams to the site and their strengths and relationships and track record in the specific area.
- Integrate the environmental team with the planning and design team as early in the process as possible. These relationships will carry right through the disposition process as well.
- Spend the time on the relationships with the key principals in a Brownfield transaction as often there can be grey areas.
- Don't let interpretation lead to misinformation and miscommunication. Barriers at both ends of the Brownfield transaction often breakdown because of communication and information failures. In some cases "education" is key to keeping the deal together.
- The disposition of a former Brownfield property will still require a great deal interaction between the Vendor and the Buyer even after the transaction has closed. Helping the Buyer establish their own relationships with the stakeholders will benefit all parties involved.
- It's a very tough business but try to have fun doing it!





Contact

Thank you all for attending.

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