

**Planning Rationale of
Wright Consulting Services
As Authored By:**

**Michael Wright
Principal Planner**

October 2015

Prepared for:

Citant Group

301 Palladium Drive

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Curriculum Vitae

Section 1.0 Project Overview

The proposal is to erect a multi-use building on-site with a private road as a common element.

The site is 4950.14 square metres in size and is broken down into three components:

- (a) Building area: 556 square metres;
- (b) Hard Surface Area including driveways and parking lot: 2007 square metres;
- (c) Landscape area: 1905 square metres.

There will be a two-storey mixed-use commercial building on the site with a maximum height of 15.2 metres.

Rather than quote verbatim the various documents in this text, they are attached as Appendices to the Planning Rationale.

Section 2.0 Review of Affected Land Use Documents and Compliance Issues

2.1 Provincial Policy Statement (2014)(Appendix 2)

Section 1.3.1 of the PPS asks that the City promote economic development by providing a range of commercial, industrial and institutional uses to meet long-term needs, provide and maintain sites for employment uses which offer a wide range of economic and ancillary uses, maintain such employment areas for future uses as well as provide the required infrastructure for such activities. Section 1.3.2 asks that conversion of lands within employment areas to non-employment uses only be done after a review of the existing land use fabric. This was done in 2008, updated in 2012 and 2013 by the City and is being undertaken again in 2015.

2.2 The Planning Act (Appendix 3)

Section 3(5) of the Planning Act (Appendix 3) asks that a decision of Council shall be consistent with the policy statements issued under subsection (1). In this respect, Council is to embrace the policy of its Official Plan in regards to planning matters.

2.3 City of Ottawa Official Plan (Appendix 4)

The Official Plan (Appendix 4) designates the subject site as Employment Area as depicted on Schedule 'B' of the Official Plan. This designation allows a wide range of land uses dedicated located to offices, manufacturing, warehousing, distribution, research and development facilities and utilities. Complementary uses such as service commercial use are appropriate as they are located in the Employment Area to meet the day-to-day needs of the employees and reduce the need to travel outside the Employment Area to obtain such needs. The Official Plan provides direction in determining the zoning by-law which will describe the Employment Area. Items a. to k. provide direction in the following manner:

- a. Permit a variety of uses such as storage, office and other employment-generating uses;
- b. Not applicable;
- c. Permit a variety of ancillary uses such coffee shop, restaurant and office in groups of a small plaza or on small lots. This type of complementary-type use is to serve the employees of the Employment Area, the general public and passing traffic such as those who use Palladium Drive.
- d. Not applicable;
- e. Not applicable;
- f. Not applicable;
- g. Not applicable;
- h. Not applicable;
- i. Not applicable;
- j. Not applicable; and
- k. Not applicable.

The lot is 1.23 acres or 4950.14 square metres in size. This parcel of land is a remnant parcel in that a substantive portion of the original landholding was expropriated and dedicated for the construction of Palladium Drive. The original

site plan had two towers of which one was constructed and housed the City of Kanata Municipal offices. The remaining parcel was under-sized and could not accommodate the second tower.

It was found in the 2013 update that the City had a 36-year supply of vacant lands in the urban areas. As was reported in 2008, the Official Plan requirement for a minimum 20 year employment land supply was exceeded.

A review of the lands on the northerly and southerly sides of Palladium Drive show that much of the land is dedicated to office buildings, a hotel and other uses not necessarily reflecting the original concept of what is an Employment Area. The City is presently undertaking a review of the Employment Areas which were designated in the Official Plan to determine the supply and demand for employment land and whether or not the current supply can satisfy market needs.

The writer has visited several other “employment areas” to determine what has happened in fulfilling the City’s targets. Areas such as Kanata North, Colonnade Road and South Nepean were reviewed to determine what has happened over the past number of years. It can be seen that a) occupancy of existing buildings has declined; b) there still a substantive amount of vacant lands; and c) recent land use activities have departed from “traditional” Employment Area land uses such as recreation facility (soccer field), car dealership, ground floor retail and upper floor residential (low rise 4-storey dwellings), among others.

The proposal is to construct a building which can house a restaurant, take-out restaurant and office space. This building is located on a small parcel of land and will serve primarily the “Employment Area” occupants as well as clientele in the immediate area. Due to the small size of the land, the odd shape of the land parcel, the proximity to other uses in the Palladium sector which require such an use, it is felt that the proposal meets the tests of the official plan and will enhance the “Employment Area” straddling Palladium Drive.

2.4 City of Ottawa Zoning By-law No. 2008-250

The City's Zoning By-law (Appendix 5) at present zones the property as IL5 H(22) and IL5 306 H(30). These Zones essentially limit the uses to industrial uses and accessory uses such among others. This zone recognizes that the subject lands were intended for future development in areas designated as Employment Area.

The proposal is to zone the lands as General Mixed Use Sub Zone (XXX) (see appendix for development standards). The adjacent lands to the south and west are zoned as IL subzones.

2.5 Supporting Studies and Analyses

A number of studies, drawings and reports have been undertaken to assess the site and determine whether or not there are limitations to its future development. These studies are being submitted as separate documents. The studies are as follows:

a) Site Plan	KWC Architects Inc.
b) Site Services and Composite Plan	Erion Associates
c) Storm Drainage Area Plan	Erion Associates
d) Profiles and Sediment Control	Erion Associates
e) Tree Conservation Report	IFS Associates
f) Landscape Plan	IFS Associates
g) R-Plan	Fairhall & Moffatt
h) Geotechnical Report	DST Consulting Engineers

3.0 Professional Opinion

Having visited the site and the surrounding properties as well as reviewing the abovementioned studies and Site Plan, the writer undertook to review the various land use documents to ensure that the proposal met and satisfied the policy contained therein.

It is the writer's opinion that the proposal meets the tests and policy found in the aforementioned land use documents and should be approved as submitted.

Respectfully Submitted

Per:

WRIGHT CONSULTING SERVICES

A handwritten signature in black ink, appearing to read 'Michael Wright', written over the printed name.

Michael Wright
Principal Planner

Appendix 1

Site Plan

Appendix 2
Provincial Policy Statement

1.2.6 Land Use Compatibility

- 1.2.6.1 *Major facilities and sensitive land uses* should be planned to ensure they are appropriately designed, buffered and/or separated from each other to prevent or mitigate *adverse effects* from odour, noise and other contaminants, minimize risk to public health and safety, and to ensure the long-term viability of *major facilities*.

1.3 Employment

- 1.3.1 Planning authorities shall promote economic development and competitiveness by:

- a) providing for an appropriate mix and range of employment and institutional uses to meet long-term needs;
- b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
- c) encouraging compact, mixed-use development that incorporates compatible employment uses to support liveable and resilient communities; and
- d) ensuring the necessary *infrastructure* is provided to support current and projected needs.

1.3.2 Employment Areas

- 1.3.2.1 Planning authorities shall plan for, protect and preserve *employment areas* for current and future uses and ensure that the necessary *infrastructure* is provided to support current and projected needs.
- 1.3.2.2 Planning authorities may permit conversion of lands within *employment areas* to non-employment uses through a *comprehensive review*, only where it has been demonstrated that the land is not required for employment purposes over the long term and that there is a need for the conversion.
- 1.3.2.3 Planning authorities shall protect *employment areas* in proximity to *major goods movement facilities and corridors* for employment uses that require those locations.
- 1.3.2.4 Planning authorities may plan beyond 20 years for the long-term protection of employment areas provided lands are not designated beyond the planning horizon identified in policy 1.1.2.

Appendix 3
The Planning Act

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3. (1) The Minister, or the Minister together with any other minister of the Crown, may from time to time issue policy statements that have been approved by the Lieutenant Governor in Council on matters relating to municipal planning that in the opinion of the Minister are of provincial interest. R.S.O. 1990, c. P.13, s. 3 (1).

Minister to confer

(2) Before issuing a policy statement, the Minister shall confer with such persons or public bodies that the Minister considers have an interest in the proposed statement. 1994, c. 23, s. 6 (1).

Notice

(3) If a policy statement is issued under subsection (1), the Minister shall cause it to be published in *The Ontario Gazette* and shall give such further notice of it, in such manner as the Minister considers appropriate, to all members of the Assembly and to any other persons or public bodies that the Minister considers have an interest in the statement. 1994, c. 23, s. 6 (1).

Idem

(4) Each municipality that receives notice of a policy statement under subsection (3) shall in turn give notice of the statement to each local board of the municipality that it considers has an interest in the statement. R.S.O. 1990, c. P.13, s. 3 (4).

Policy statements and provincial plans

(5) A decision of the council of a municipality, a local board, a planning board, a minister of the Crown and a ministry, board, commission or agency of the government, including the Municipal Board, in respect of the exercise of any authority that affects a planning matter,

(a) shall be consistent with the policy statements issued under subsection (1) that are in effect on the date of the decision; and

(b) shall conform with the provincial plans that are in effect on that date, or shall not conflict with them, as the case may be. 2006, c. 23, s. 5.

Same

(6) Comments, submissions or advice affecting a planning matter that are provided by the council of a municipality, a local board, a planning board, a minister or ministry, board, commission or agency of the government,

(a) shall be consistent with the policy statements issued under subsection (1) that are in effect on the date the comments, submissions or advice are provided; and

(b) shall conform with the provincial plans that are in effect on that date, or shall not conflict with them, as the case may be. 2006, c. 23, s. 5.

Duties of Minister unaffected

(7) Except as provided in subsections (5) and (6), nothing in this section affects nor restricts the Minister in carrying out the Minister's duties and responsibilities under this Act. 1996, c. 4, s. 3.

(8), (9) REPEALED: 1996, c. 4, s. 3.

Review

(10) The Minister shall, at least every five years from the date that a policy statement is issued under subsection (1), ensure that a review of the policy statement is undertaken for the purpose of determining the need for a revision of the policy statement. 1994, c. 23, s. 6 (3).

Delegation of Minister's powers

4. (1) The Minister, on the request of the council of any municipality, may, by order, delegate to the council any of the Minister's authority under this Act, other than the authority to approve or the authority to exempt from approval the official plan or amendments to the official plan of the municipality of which it is the council and, where the Minister has delegated any such authority, the council has, in lieu of the Minister, all the powers and rights of the Minister in respect thereof and the council shall be responsible for all matters pertaining thereto, including, without limiting the generality of the foregoing, the referral of any matter to the Municipal Board. R.S.O. 1990, c. P.13, s. 4 (1); 1996, c. 4, s. 4 (1); 1999, c. 12, Sched. M, s. 21; 2006, c. 23, s. 6.

Appendix 4
City of Ottawa Official Plan

- b. Residential densities for Developing Communities inside the Greenbelt will be similar to those found in residential areas adjacent to the Central Area, commensurate with the greater proportion of multiple dwellings to be located in these areas;
- c. Identify how the land use mix contributes to achieving the balance of jobs and households for the larger area, as identified in Figure 2.2;
- d. Complete a subwatershed plan or environmental management plan in accordance with Section 2.4.3 should no plan exist for the area. These plans will identify a natural heritage system within the Developing Community and measures to protect this system through public ownership or other means will be included in the community design plan; [Amendment #76, OMB File # PL100206, September 07, 2011]
- e. Establish a modified grid system as the preferred alignment of roads serving the area, in order to maximize the number of access and egress points, the permeability of the network, pedestrian and transit accessibility to all areas, and to enhance way-finding and personal navigation within it. Inherent in the modified grid pattern is flexibility to address such matters as preserving existing desirable landform or landscape features or achieving a mix of housing form and density;
- f. Identify and illustrate how the development pattern will achieve a distinctive identity and a variety of building form and façade treatments through means such as:
 - i. Making each unit in ground-oriented development distinct from its adjacent neighbour through the multiple use of elements such as colour, different cladding materials, etc.,
 - ii. Creating a strong street edge through the use of a uniform building setback,
 - iii. Dispersing different types of housing throughout a development, rather than concentrating enclaves of the same type of housing in one area, including variations in unit type along the same street (e.g., a single-detached unit next to a row house or ground-oriented apartment),
 - iv. Considering variations in lotting arrangements such as orienting units around central courtyards,
 - v. Determine the appropriate amendments to this Plan to facilitate the implementation of the community design plan wherever necessary to accommodate such matters as recognizing environmental features, establishing Major Open Spaces or identifying new Mainstreets.

3.6.5 – Employment Area and Enterprise Area

[Amendment #28, July 13, 2005]

Employment-related land uses are permitted in almost every urban designation in the Official Plan. The Central Area is the foremost employment concentration and will continue that role. Most business activities can integrate well with other land uses and it is the intent that these be focused on nodes and corridors (Mixed-Use Centres and Mainstreets). All three of these designations anticipate a healthy mix of business, retail, housing, institutional and cultural uses.

However, one of the key objectives of this Official Plan is to ensure that, over the long term, sufficient areas of land are reserved primarily for places of business and economic activity. Uses that support this function consist predominantly of offices, manufacturing, warehousing, distribution, research and development facilities and utilities. The maintenance of an adequate supply of suitable employment land is essential to the future economic prosperity of Ottawa and its residents. Employment land provides for a wide range of economic activities, job opportunities and pay scales, from advanced technology to traditional jobs in construction, trucking, and warehousing/distribution. Maintaining a sufficient supply of

land for this range of activities is key to the long-term economic health of the community and its ability to attract and retain new investment. Typically, Employment Areas provide large parcel sizes, reflective of user needs for storage, parking and building floorplate, and they are usually well situated with respect to major roads. These areas often come under pressure from other land uses that also may find it

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advantageous to locate in areas with these characteristics. The City is concerned that, in the short term, if too wide a range of uses is permitted, employment lands may develop for non-employment purposes, particularly during periods of a weak market for industrial or office uses. This Plan protects some lands primarily for employment use so that they remain affordable for employment purposes and so that they can develop over time without conflict from competing land uses. [Amendment #76, August 04, 2010]

Employment Areas are designated to enable a variety of functions:

- Noxious industrial uses that impose constraints on other uses locating nearby and require a buffer between these and other uses;
- Uses that, while not noxious, are incompatible with other uses because of noise, lights and around the clock operation, etc.;
- Prestigious uses (usually office or combinations of office/clean industrial) with a signature address and a desire to locate among other similar uses.

The decision to designate land as an Employment Area will be determined, in part, by its ability to accommodate at least 2,000 jobs. They will have various locational attributes depending on the type of Employment Area such as key locations on 400 series highways and multi-lane arterials; and locations that have good truck or rail or air access. These are also areas that can provide large parcels of land at affordable prices. Because one of the objectives of this Plan is to balance housing and employment opportunities in all urban communities outside the Central Area, lands designated as Employment Areas are distributed throughout the urban fabric, with at least one in each urban community outside the Greenbelt boundary.

Enterprise Areas are areas of employment that may accommodate the integration of housing without detracting from the objectives outlined above. They must still provide opportunity for a concentration of employment but, by increasing the employment densities, may also be able to support medium and high-density housing. Enterprise Areas have the following characteristics:

- The potential to provide for at least 2,000 jobs;
- At least 50% of the land is or will be devoted to employment;
- The employment uses existing or planned for the area will not negatively impact on residential uses through noise, odour, health concerns or other conflicts;
- Generally, the employment uses have less stringent locational requirements than those associated with Employment Areas, except that the area should be well served by public transit and may require access to truck routes;
- Contain business park type employment such as offices, but have the potential to achieve employment densities higher than achieved in traditional park-like settings;
- Are easily accessible from the surrounding community so that residential uses can be well integrated, both within the Enterprise Area itself and with the adjoining residential area, and can easily access residential amenities and services.

Uses that require large land areas for the external storage of goods or for vehicle sales and service may be carried out in Employment and Enterprise Areas. Incidental activity carried out in combination with a main use, such as showroom space associated with warehousing and storage, is also anticipated in Employment and Enterprise Areas. Complementary uses, such as service commercial, are appropriate in both Employment and Enterprise designations to meet the day-to-day needs of employees and residents and reduce their need to travel outside the area.

Policies

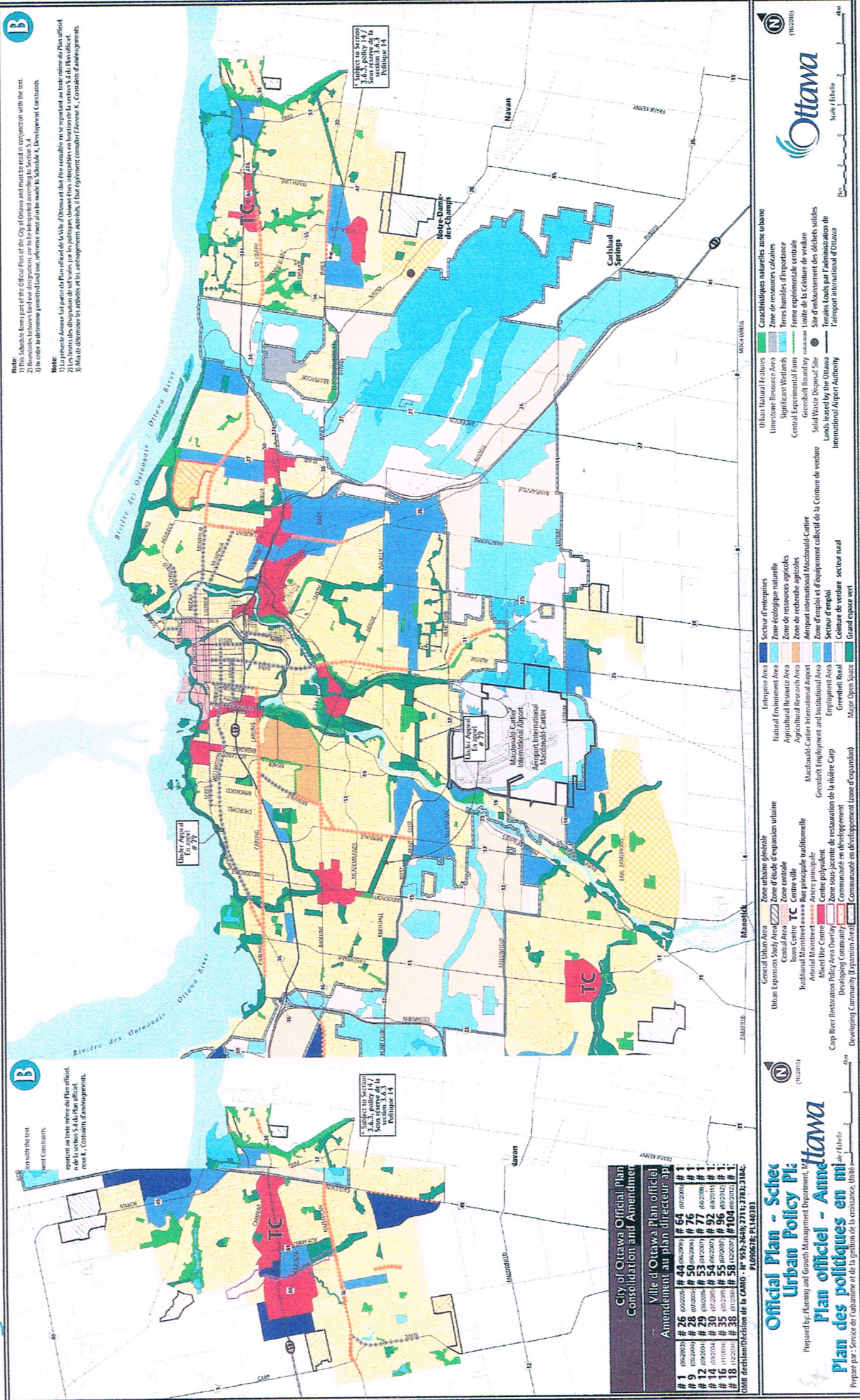
1. Employment Areas and Enterprise Areas are designated on Schedule B. They provide for the concentration of at least 2,000 jobs at a range of densities and fulfill the projected need for employment land in the city to the planning horizon. The 2,000 job figure represents the minimum number of jobs that warrants the designation of lands on Schedule B; it is intended in virtually all cases that Employment and Enterprise Areas provide for many more jobs than this. Employment and Enterprise Areas must have access to designated truck routes. They are distributed

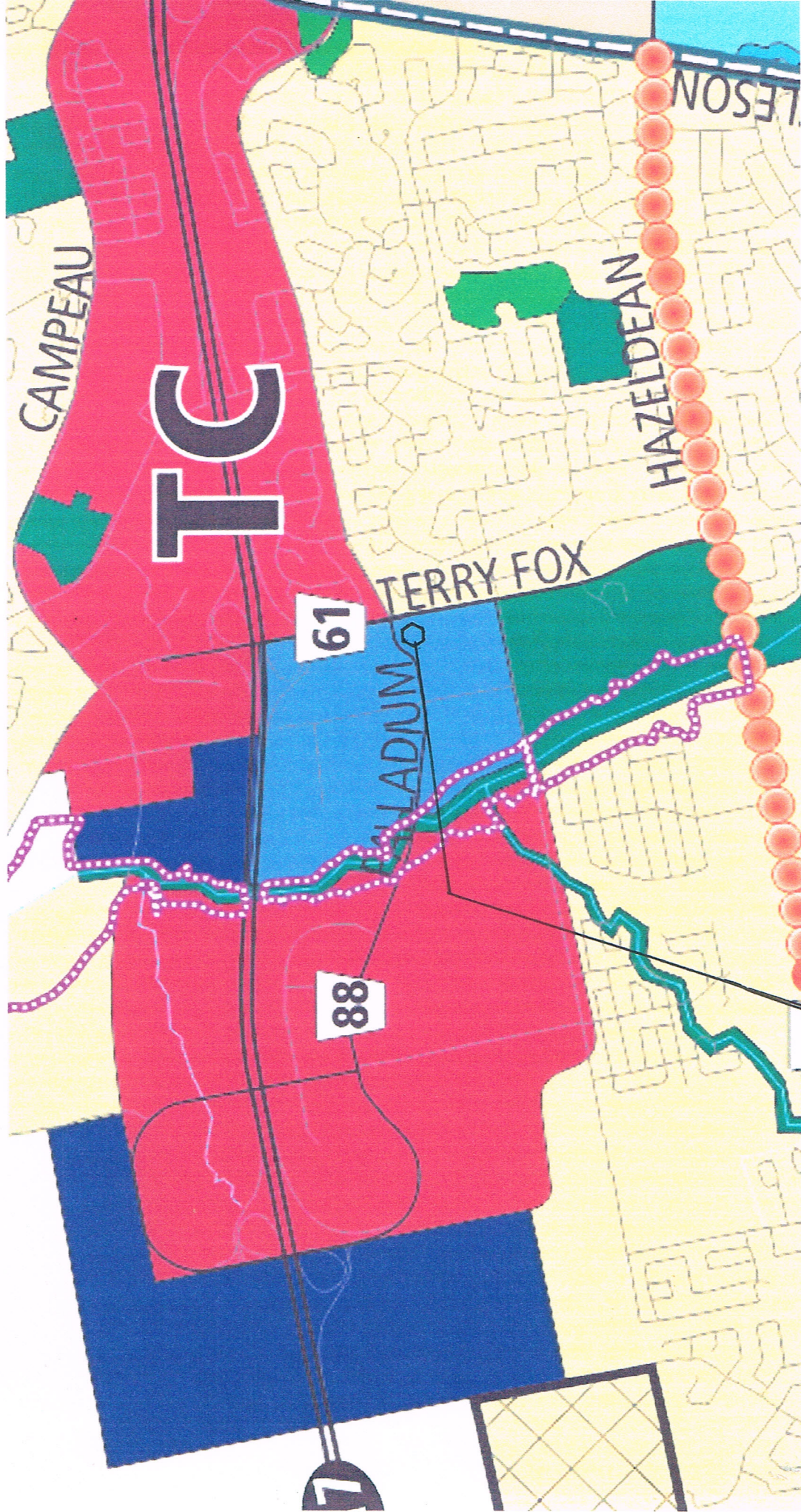
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throughout the urban area to support the potential to achieve a balance of housing and jobs especially in communities outside the Greenbelt boundary. They must have access to designated truck routes. They are distributed throughout the urban area to support the potential to achieve a balance of housing and jobs especially in communities outside the Greenbelt. [Amendment #76, August 04, 2010]

2. In Employment and Enterprise Areas, the zoning by-law will:
 - a. Permit a variety of industrial and employment-generating uses, such as warehousing and distribution, manufacturing, communications, storage, construction, office, institutional, and research and development uses;
 - b. Permit uses that store most products outdoors and require large land areas devoted to external storage, sale or service of goods or for vehicle sales and service;
 - c. Permit a variety of ancillary uses, such as recreational, health and fitness uses, child care, and service commercial uses (e.g. convenience store, doctor and dentist office, shoe repair shop, coffee shop, restaurant, bank, dry-cleaning outlet, service station or gas bar) consisting of small occupancies on individual pads, within a building containing a permitted use, in groups as part of a small plaza, or on small lots. The purpose of these complementary-type uses is to serve the employees of Employment Areas and Enterprise Areas, the general public in the immediate vicinity, and passing traffic. Ancillary uses are to be clearly incidental to the primary employment-generating uses listed in policy 2.a and will not be of a size or nature that draw clientele from a beyond the local area; [Amendment #76, August 04, 2010]
 - d. Permit sample and showroom uses, meaning that portion of a building operating only in association with a warehouse or other permitted use in the same building, primarily used for the display of samples, patterns or other goods and wherein orders are taken for merchandise which is stored in bulk in a warehouse in part of the same building for future delivery to its customers, and where the proportion of the gross leaseable area of a building devoted to sample and showroom use is limited in the zoning by-law so that sample and showroom space is secondary and subordinate to the primary use of the building for warehouse storage;
 - e. Distinguish uses with characteristics that are likely to impact negatively on surrounding areas (e.g., industrial uses that produce odours, dust, smoke, heavy equipment movement, large areas of outdoor storage, or noise) from those uses that are likely to have negligible such impacts (e.g., offices or research and development facilities);
 - f. Not permit industrial uses or development with the potential of restricting visibility at the Ottawa Macdonald-Cartier International Airport, the Rockcliffe Airport or the Carp Airport by virtue of industrial/manufacturing processes generating smoke, dust, or steam as described in the provincial government policy document, Land-use Planning Near Airports, 1978, as amended from time to time, published by the Ministry of Municipal Affairs and Housing;
 - g. Notwithstanding policies 2.a), b), c), and d) above or any other provisions of this Plan that prohibit retail uses on lands designated Employment Area, permit retail uses on lands located south of Highway 417, west of Terry Fox Drive, east of the Carp River and north of Palladium Drive, save and except for property with any frontage on Palladium Drive, and provided that adequate road capacity is available;
 - h. Notwithstanding policies 2.a) and c) above, an institutional use will be permitted on the south half of Lot 26, Concession A, in the former City of Nepean, shown as Part 5 on Plan 5R-8254;
 - i. Notwithstanding policy 2.c) above, the site at 500 Coventry Road may be developed with 100% retail use with a maximum of two stand alone retail stores to a total maximum gross floor area of 7,779 square metres. Alternatively, should the site not be developed with "stand-alone" retail as permitted by this policy, office development within buildings having a height of 5 storeys shall be permitted. Where the site is developed for office use in accordance with this policy, retail uses shall be limited in accordance with the policies of S.3.6.5;

- j. Notwithstanding policy 2.c) above, a stand-alone retail store up to a maximum size of 4,645 square metres gross floor area is permitted at 525 Coventry Road.
 - k. in addition to the provisions of the policies set out in this section, S.2.1.1 of the Secondary Plan for Area 1, 2, & 3 in the former City of Nepean set out in Volume 2A of this Plan will apply to the lands described as Parts Lot 19, Concession A, R.F., Nepean: PIN 04733-0055 and 04733-0056 located east of Merivale Road and west of Prince of Wales Drive in the South Merivale Business Park. [OMB decision #2649, September 21, 2006]
3. Notwithstanding policies 2.a) and c) above or any other provisions of this Plan that prohibit retail uses on lands designated Employment Area, the lands identified as Commercial on Schedule A in the Secondary Plan for South Nepean Urban Areas 9 and 10 in the Former City of Nepean as set out in Volume 2A in this plan may be developed with retail uses, which may also include commercial office use and commercial uses that support the employment use, with a maximum lot area of 12 hectares (30 acres). [Amendment #121, July 10, 2013]
4. Enterprise Areas are areas of employment are characterized by the presence of a high proportion of higher density offices that potentially offers a positive environment for the integration of housing without detracting from the area's employment potential. Generally, Enterprise Areas are not characterized by circumstances such as the presence of soil contamination; truck routes or other streets that carry high volumes of heavy equipment; the location of trunk sewer or other infrastructure that would interfere with or raise safety issues; or the presence of industrial uses that by virtue of the generation of noise, fumes, heavy equipment movement, or external storage of large amounts of materials, constitute incompatible neighbours to residential uses. [Amendment #76, August 04, 2010]
5. Residential uses are permitted in Enterprise Areas by amendment to the zoning by-law. Applications to provide for residential uses within an Enterprise Area will be considered provided the following criteria are met:
- a. The applicable policies in Section 4 have been satisfied;
 - b. A mix of housing is provided but all housing is in the form of townhouses, stacked townhouses or apartments.
 - c. The Enterprise Area and particularly the residential uses within it, is linked to adjacent areas by roads and pathways;
 - d. The residential uses are functionally integrated with employment uses through such means as sharing sites or buildings occupied by employment uses, occupying sites adjacent to employment uses, provision of common linkages (roads, pathways), strategic location of parks so as to be mutually beneficial, central location of employment uses, opportunities to share parking, convenient transit routing, mutual accessibility to convenience uses, amenities and services, and any other means that may be appropriate;
 - e. Any demand that residential uses will create for additional amenities and services has been assessed and the means of addressing such demands has been identified;
 - f. At least 50 per cent of the developable land in an Enterprise Area will be devoted to employment uses. The implementing zoning by-law will be supported by a study and will indicate how and where the employment potential established in the zoning by-law will be accommodated; [OMB decision #2649, September 21, 2006]
 - g. Where established through pre-consultation with the proponent, the City may require a concept plan indicating how the uses for the whole site could evolve over time;
 - h. In the exceptional case of employment lands designated for residential development under Amendment 25 (2002) to the former Regional Official Plan and Amendment 66 (2002) to the former Kanata Official Plan, and notwithstanding policies 4.b), c), d) and e) above, existing minimum density requirements specified under those amendments shall continue for the life of this Official Plan only;
 - i. Notwithstanding Policy 4 b) above, lands identified as part of SoHo West, located in the Kanata South Business Park, municipally known as 5271 Fernbank Road, legally described as Part of Lot 31, Concession 10, Geographic Township of Goulbourn, formerly City of Kanata, now City of Ottawa, can accommodate semi-detached dwelling units as





SITE

City of Ottawa
Employment Lands Study, 2012 Update

Final Report
Phase 1

September 2013



Danix Management Limited

City of Ottawa Employment Lands Study: 2012 Update

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City of Ottawa Employment Lands Study: 2012 Update

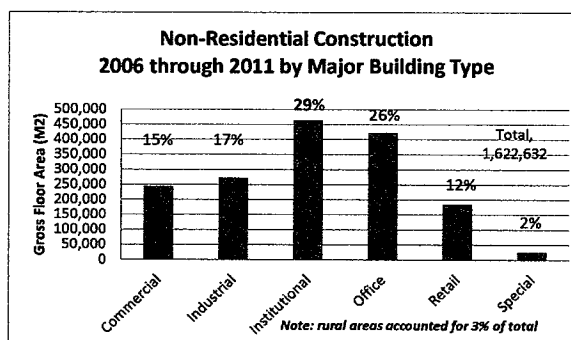
Executive Summary

The purpose of the work reported here is to provide an update to the Employment Lands Study Strategy, Phase 1, completed in 2008 in support of a “comprehensive review of the supply of / demand for land for employment, housing and other purposes in the City of Ottawa to meet the requirements of the Provincial Policy Statement.

The following are the highlights extracted from this report:

Based on an examination of non-residential building permits issued 2006 through 2011, employment growth during the recent period is consistent with the employment projection embedded in the City's official plan.

Office and institutional buildings made up of 80% the employment potential of the non-residential building program (2006 – 2011), and ten percent of the non-residential building program was accounted for by buildings intended for federal occupancy.



Industrial and office parks accounted for approximately thirty percent of the job potential of non-residential building space constructed during the period and almost 85% of the building area construction in industrial and business parks was purposed for either office or industrial uses with very little retail use.

Approximately half of the employment potential of buildings newly constructed in industrial and business parks was accounted for by “intensification”; 85% of this intensification occurring on vacant parcels within the industrial and business park land supply monitored by the City.

Vacant Employment Lands 2011	
Urban Inside Greenbelt West	2%
Urban Inside Greenbelt East	14%
Urban - West Urban Community	13%
Urban - South Urban Community	20%
Urban - East Urban Community	7%
Rural West of Rideau River	28%
Rural East of Rideau River	16%
	100%

Based on a recent update, the supply of vacant employment land (industrial and business parks) was approximately 2,201 hectares (net) in 2011 (approximately 56% of which was located in the urban areas of the City).

The land supply is well distributed within the City with the notable exceptions of the west suburbs located inside the Greenbelt (where few opportunities exist for augmentation) and a significantly smaller share in Orleans – highlighting caution in proceeding with

City of Ottawa Employment Lands Study: 2012 Update

consideration of employment land conversion requests in Orleans.

The following is a summary of the projected demand for vacant industrial and business park lands, 2011 through to 2031, based on three alternate projection methods.

Comparison of Three Approaches to Projecting Land Requirements			
		Total (ha)	Annual (ha / yr)
Sectoral Projection	by employment type	630	31.5
Running Average	25 year average	1056	52.8
Employment Ratio	4.8 ha / 1000 jobs	833	41.6

The three approaches result in estimates for future requirement for vacant industrial and business park lands ranging from 31.5 to 52.8 net hectares per year.

The future rate of land consumption selected for the calculation of land supply adequacy was the employment ratio approach (41.6 hectares per year). The annual rate of land absorption generated by this approach lies mid-way between the other two approaches and approximates the average measured consumption over the past 20 years (44 ha / yr). This approach has the advantage that it is geared to the rate of employment growth (allowing automatic adjustment if the employment projection of the Official Plan is revised).

Of the total, 22% of the projected employment land demand was allocated to the rural area, the average share over the past 20 years.

Vacant Industrial And Business Park Land: Supply Adequacy			
	Urban	Rural	Total
2011 VIL Supply (net ha)	1236	964	2201
Structural Vacancy (5%)	-62	-48	-110
VIL Supply Adjusted (net ha)	1175	916	2091
VIL Annual Absorption - Projected (net ha)	32.4	9.2	41.6
Years of Supply Remaining	36	100	50

Based on the updated land supply and the projected absorption rate (after factoring in a "structural vacancy" of 5%), there is a 36 year supply of vacant lands in the urban areas of the City and 100 years in the rural portions of the City.

As reported in 2008, the **Official Plan** requirement for a minimum 20 year employment land supply is more than met.

Several themes relating to employment land conditions were examined during the course of the study. The main findings include:

City of Ottawa Employment Lands Study: 2012 Update

Federal employment is highly concentrated inside the limits of the federal greenbelt and based on 2012 NCA Portfolio Strategy recently approved by Public Works and Government Service Canada, this pattern will prevail into the future. A majority of federal jobs will be located in the central area and at three employment nodes (Tunney's Pasture, Confederation Park, and 580 Tremblay Road), all served by the City's rapid transit system. There will be a requirement for only a minor amount of space in industrial / business parks. There are no plans to accommodate federal employees in the urban centres outside the Greenbelt or in the rural areas of the City.

Although few, if any, are predicting a return to the heady days of the high tech boom, there is capacity in the employment land system to accommodate a new wave of growth, should it materialize. The vacant employment land supply in the urban area is nearly as large as it was in 1990 which began the decade long run-up to the high tech peak and during that decade land was brought into the supply incrementally. At the very peak of high tech growth, vacant employment land consumption was only double the rate used in this report as the basis for the 20 year projection and that peak consumption lasted only two years. A survey of high tech companies during the peak (in 2000) indicated that of those companies actively seeking expansion opportunities, only a quarter of CEOs felt that finding a location would be a major problem. Today, the footprint of high tech is much smaller and the majority of high tech employment in the City is aligned to design and innovation rather than manufacturing (which has been moved largely offshore to countries like India and China). The high tech jobs the city has and can build on are, in the main, well suited to office structures located in the downtown, at transit nodes and in the higher density office and research parks. The demand for land to accommodate extensive manufacturing facilities is not expected to be great.

The need to encroach on suburban employment lands by retail development should not be pressing. Everything points to a scaling back of big box and suburban power centre development as the integration of on-line technologies takes hold and a younger (technologically savvy) generation begins to dominate purchasing. The big box format is on the wane as retailers downscale their formats and look for opportunities to better integrate their developments into the urban fabric – with more attention on sites with high transit and pedestrian traffic. We will see more “clicks” than “bricks” in the future.

Reserving lands at key urban highway interchanges for transport and logistics companies is of strategic significance to the City since highway access is critical to efficient goods movement and interchange locations intercept heavy truck movements before they penetrate deep into the urban area. In reaching a decision about the uses that should be approved for strategically located interchange locations, the two key factors are – will the location be served by transit and will the proposed use benefit from the high degree of accessibility. If the lands are (or will be) well served by transit, preference should be given to uses which benefit from and contribute to transit ridership. If the lands are not well served by transit but are well suited for logistics or transportation companies, the lands should be reserved for these purposes.

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Initially set aside as areas to segregate heavy industrial users served by rail lines, employment parks have evolved to include a broad range of uses. The parks became home to workshops, wholesalers, distributors, and a range of professional offices and service suppliers taking advantage of the lower cost office and show room space provided in the parks – outpacing the central business district in terms of office space provision. No longer banished to the other side of the tracks, the parks were developed with increased attention to building materials, siting and landscaping. Developers and planners more recently have been examining the merits of completing the integration of the business park into the community through the re-incorporation of residential uses, main street retail and transit.

However, the survey of business owners completed as part of the work underpinning this report indicates that a further mixing of use is not a top priority of business owners. The list of key ingredients business owners say were influencers on choosing their current location and what they will be looking for when making decisions about future locations put transit half way down the list and having access to amenities such as restaurants and commercial services and proximity to employee residences near the bottom.

This is not to say the creation of “live / work” environments is an unworthy objective. But it begs the question as to how successful it might be. In Ottawa, the experience to date with “Enterprise Areas” which permit such a mix of use has not been encouraging and development that has gone ahead has been predominantly conventional residential townhouse construction with no complementary development of employment. Clearly, something more is required than an accommodating “enterprise area” land use designation to spur creative live/work development and the recommendation being made here is to rescind the Enterprise Area designation in its current form.

Similarly, the results of the survey of the owners of businesses located on employment lands (industrial and business parks) located throughout the City does not provide encouragement with respect to the City meeting its employment development density targets in support of the rapid transit system.

In a ranking of factors that will be most influential in deciding where to locate or expand their businesses within the next 10 years, transit considerations fall way down the list, behind: occupancy cost, availability of space to rent, good local road accessibility, availability of affordable parking, quality of the business environment, proximity to customers, major road access, availability of land to purchase, and avoiding traffic congestion.

When asked about the importance of transit in selecting their current location on a scale of 1 to 10 where 1 was not very important and 10 was very important, approximately 40% of the business owners gave this a rating of 1 to 3 (low) whereas 30% rated this factor 8 to 10 (high).

When asked the specific question about the likelihood of selecting a location close to a transit station as a place to locate a future business or expansion, on a scale of 1 to 10 where 1 was

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very unlikely and 10 was very likely, fully 50% of the business owners gave this a rating of 1 to 3 (low) whereas only 14% rated this factor 8 to 10 (high).

At this time it does not seem that a marked reduction in the share of new jobs that will locate on employment areas is in the cards and achievement of the Official Plan employment density targets cannot bank on shifting jobs away from employment areas.

With a seemingly more-than-adequate supply of vacant employment lands, requests for conversion to other uses (principally residential and to a less extent retail) have come forward. Maintaining an adequate supply of well-located employment lands is a key policy of the Official Plan and preserving opportunities for employment development is a cornerstone of the Provincial Policy Statement. Paradoxically, although the urban supply is smaller in Orleans, employment lands in Orleans have been the focus of numerous requests for conversion. If conversion is not tightly disciplined, the expectation of conversion will cause price inflation and encourage other owners to withdraw their lands from employment use in anticipation of potential conversion. The decision process should be clearly biased in favour of protecting employment lands

Although there are perennial requests to extend servicing to rural employment lands (the Carp Road and Bank Street corridors in particular), the employment development rationale for doing so is not convincing. The types of enterprises locating in both urban and rural industrial and business parks are nearly indistinguishable. What distinguishes the rural parks are larger lots, fewer employees, and cheaper land costs. Conferring quasi-urban status on rural employment areas through the extension of partial or full servicing in advance of a comprehensive review of urban boundaries cannot hang its rationale on a strategic need to provide serviced rural employment lands. There are few "rural industries"; most businesses locating in the rural area are simply industries of the types found throughout the City, just located "in the rural area".

The main recommendations for alteration to the urban employment land use designation system of the City Official Plan are: (1) to rescind the Enterprise Area designation as its objectives are not being met, placing the protection of employment capacity in jeopardy and (2) providing additional protection for transportation and logistics use on the 400 series highway interchanges at the outer limit of the urban area as the proper accommodation of logistics hubs will become of increasing strategic importance to the proper structuring and functioning of the urban area.

No compelling case has been found for extending servicing to employment lands in the rural area or the designation of opportunities for employment development around rural highway interchanges (the 417 interchange at Carp Road being an exception that is already accommodated in the existing Carp Road Corridor employment designation). Accordingly no changes to the rural employment land designation system are being recommended. What is recommended is setting a minimum job / household target (of 0.75) in large villages (those with potential for more than 2,000 households) and to limit residential expansion in these villages until the employment target is met.

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Report Mission

This report was developed in support of a “comprehensive review of the supply of / demand for land for employment, housing and other purposes in the City of Ottawa to meet the requirements of the Provincial Policy Statement” (PPS)¹.

The portion of the review requirements being addressed through this report is the City’s current supply of and future demand for land in “**employment areas**” with the focus largely, though not exclusively, on urban lands.

The relevant Section of the Provincial Policy Statement regarding employment areas is recited below:

1.3.1 Planning authorities shall promote economic development and competitiveness by:

1. providing for an appropriate mix and range of employment (including industrial, commercial and institutional uses) to meet long-term needs;
2. providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
3. planning for, protecting and preserving *employment areas* for current and future uses; and
4. ensuring the necessary *infrastructure* is provided to support current and projected needs.

1.3.2 Planning authorities may permit conversion of lands within *employment areas* to non-employment uses through a *comprehensive review*, only where it has been demonstrated that the land is not required for employment purposes over the long term and that there is a need for the conversion.

The City’s Official Plan (as introduced through Amendment 76, adopted in 2009) requires a five-year review of the adequacy of the employment land supply to ensure there is sufficient land

¹ Provincial Policy Statement, Ontario Ministry of Municipal Affairs and Housing, 2005.

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designated to meet a 20 year forecast of requirements. The results of this examination are to be available to Council no later than June 2014².

This report updates the main observations from the study of employment lands completed in 2008 concerning the overall adequacy of the supply of employment lands to meet future requirements and extends its scope to address several key issues, including but not limited to determining:

- the merit of revising the extent or nature of certain employment land designations to ensure coherency with the Official Plan direction and underlying rationale for the employment land designation system of the City's Official Plan,
- the implications for future employment security through potential conversion of employment lands in selected locations (both urban and rural; whether City or privately initiated) to other purposes, including residential, retail or mixed use, addressing broadly the requirements of the PPS and examining specifically any pending applications for conversion,
- the implications of enhancing the focus of employment development in nodes along the rapid transit system on land requirements in traditional industrial areas,
- the merits, if any, of extending services to industrial lands in rural areas located near the urban boundary, including the market rationale for "serviced rural employment lands".

Information from a large number of sources was brought together to inform this study (listed in the next section of this report). Some of this information was updated through a range of estimating techniques which are discussed in the report.

The overriding objective of the investigations and analyses lying behind this report is to determine if there are sufficient employment lands designated to meet the projected long term requirements of the City and to make recommendations concerning any adjustments as to amounts, location and designation of employment lands that will best meet the policy direction of the City's Official Plan.

This update projects forward to the end of the Official Plan horizon of 2031.

² City Official Plan, Section 2.2.1, Policy 7: Council shall provide funding in 2012 to permit an examination of the supply of / demand for land for employment, housing and other purposes to meet the requirements of the Provincial Policy Statement with the results of such study to be submitted to Council no later than June, 2014.

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Information Sources

The information drawn upon during the preparation of this report includes:

Amendment 76 to the Official Plan, City of Ottawa, 26 June 2009

Provincial Policy Statement, Ontario Ministry of Municipal Affairs and Housing, 2005

City of Ottawa Official Plan Employment Projection³

2011 Annual Development Report⁴

Ottawa 2008 Employment Land Study Strategy, Phase 1⁵

Report to Committee(s) concerning employment land supply, January 2009⁶

Inventory of Vacant Industrial and Business Park Lands; 2008-09 Update⁷

Inventory of Vacant Industrial and Business Park Lands; 2010-12 Update (unpublished tables)⁸

2001, 2006 and 2012 Employment Surveys⁹

Rating of Business Park and Industrial Park Land Supply (2008)¹⁰

2005 – 2011 Non-Residential Building Permit Data¹¹

On-line research and consultant's archives¹²

³ Worksheet prepared by City of Ottawa, Research and Forecasting Unit, October 2008 revision

⁴ Annual Development Report, September 2011, City of Ottawa, Planning and Growth Management, Research and Forecasting Unit

⁵ City of Ottawa Employment Land Study Strategy; Phase 1 Final Report, Metropolitan Knowledge International, November 2008

⁶ Report ACS2009-ICS-EOC-0003 to the Corporate Services and Economic Development Committee and Planning and Environment Committee, 20 January 2009

⁷ Inventory of Vacant Industrial and Business Park Lands; 2008-09 Update, City of Ottawa, Planning and Growth Management Department, Research and Forecasting Unit, February 2011

⁸ Inventory of Vacant Industrial and Business Park Lands; 2010-11 Update (unpublished tables), City of Ottawa, Planning and Growth Management Department, Research and Forecasting Unit, January 2013

⁹ Employment in Ottawa; Results of the 2006 Employment Survey, City of Ottawa, Department of Planning, Transit and Environment, Research and Forecasting Section, November 2007 plus unpublished tables from 2012 survey.

¹⁰ Worksheet summarizing ratings of the available supply of vacant lands in each business park and industrial park in Ottawa by City staff and industry representatives; 2008

¹¹ CANSIM Table 282-0116 and a staff worksheet providing details for all building permits approved for commercial and industrial buildings from January 2006 through to December 2011

¹² The consultant's archive includes information concerning employment and development trends in Ottawa assembled and analyzed over the past 30 years. This was augmented with extensive on-line research.

Overview and Timelines

During 2015, the City is reviewing its strategy on the amount and location of employment land.

Employment land is land reserved in the Official Plan primarily for industry, offices and other employment. A good supply is needed to support the economy and to create complete communities where people can live and work.

Ottawa has a good supply of employment land in the urban and rural area in keeping with Official Plan policies. Some policies have been in place for 20 years or more. During that time, some employment land has not developed as envisioned in the Official Plan. To support the City's investment in light rail, there is an increasing emphasis on intensifying jobs and housing around future rapid transit stations.

The Employment Land Review will:

- Review the City's objectives for employment land and how they can be better achieved through planning policies, marketing strategies, infrastructure investments, incentives, and other measures, and
- Analyze the supply and demand for employment land and whether the current supply can satisfy market requirements.

Along with project consultants, a Sponsors Group made up of City Councillors and a Working Group from the development industry and other stakeholders will work to complete the study by December 2015.

Review the [Employment Land Review schedule](#) [PDF - 84 KB] for more information.

For more information or to comment, contact:

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Appendix 5
City of Ottawa Zoning By-law No. 2008-250

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Residents > » By-laws, licenses and permits > » By-laws > » By-law index A-Z
> » City of Ottawa Zoning By-law > » IL - Light Industrial Zone (Sec. 203-204)

IL - Light Industrial Zone (Sec. 203-204)

Purpose of the Zone

The purpose of the IL – Light Industrial Zone is to:

- | | |
|-----|---|
| (1) | permit a wide range of low impact light industrial uses, as well as office and office-type uses in a campus-like industrial park setting, in accordance with the Employment Area designation of the Official Plan or, the General Urban Area designation where applicable; |
| (2) | allow in certain Employment Areas or General Urban Areas , a variety of complementary uses such as recreational, health and fitness uses and service commercial (e.g. convenience store, personal service business, restaurant, automobile service station and gas bar), occupying small sites on individual pads or in groupings as part of a small plaza, to serve the employees of the Employment or General Urban Area , the general public in the immediate vicinity, and passing traffic; |
| (3) | prohibit retail uses in areas designated as Employment Area but allow limited sample and showroom space that is secondary and subordinate to the primary use of buildings for the manufacturing or warehousing of the product; |
| (4) | prohibit uses which are likely to generate noise, fumes, odours, or are hazardous or obnoxious; and |
| (5) | provide development standards that would ensure compatibility between uses and would minimize the negative impact of the uses on adjacent non-industrial areas. |

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203.

In the IL Zone:

Permitted Uses

(1)

The following uses are permitted subject to:

(a)

the provisions of subsections 203(3) to (6);

animal care establishment (By-law 2015-190)
 animal hospital
 automobile dealership
 automobile rental establishment
 broadcasting studio
 catering establishment
 day care
 drive-through facility
 emergency service
 heavy equipment and vehicle sales, rental and servicing
 light industrial uses
 medical facility
 municipal service centre
 office
 park
 parking garage
 parking lot
 place of assembly
 post office
 printing plant
 production studio
 research and development centre
 service and repair shop
 small batch brewery, *see Part 3, Section 89*
 technology industry
 training centre
 truck transport terminal
 warehouse

(2)

The following uses are also permitted subject to:

(a)

the provisions of subsections 203(3) to (6);

(b)

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the cumulative total gross floor area for these uses not exceeding 2,999 m²;
(OMB Order #PL080959, issued September 18, 2009)

(c) each use not exceeding 300 square metres of gross floor area; and

(d) the provisions of subsection 203(2)(c) above not applying to **amusement centre, amusement park and recreational and athletic facility**;

animal care establishment
amusement centre
amusement park
automobile service station
bank
bank machine
car wash
convenience store
gas bar
instructional facility
personal service business
recreational and athletic facility
restaurant

Zone Provisions

(3) The zone provisions are set out under Table 203 below.

TABLE 203 - IL ZONE PROVISIONS

I ZONING MECHANISMS	II PROVISIONS
(a) Minimum lot area	2,000 m ²
(b) Minimum lot width	No minimum
(c) Maximum lot coverage	65%

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(d) Minimum front yard and corner side yard setback		7.5 m
(e) Minimum interior side yard setback	(i) for uses listed in subsection 203(1) abutting a residential or institutional zone	15 m
	(ii) all other cases	7.5 m
(f) Minimum rear yard setback	(i) for uses listed in subsection 203(1) abutting a residential or institutional zone	15 m
	(ii) abutting hydro or railway right-of-way	3.5 m
	(iii) all other cases	7.5 m
(g) Maximum floor space index		2
(h) Maximum building height	(i) within 20 metres of a residential zone	11 m
	(ii) in all other cases	18 m
(i) Minimum width of landscaped area	(i) abutting a residential or institutional zone	3 m; may be reduced to one metre if a 1.4 metre high opaque screen is provided
	(ii) abutting a street	3 m
	(iii) in all other cases	No minimum
(4)	Accessory display and sales area must be within the same building as the use to which it is accessory and must not exceed 25% of gross floor area.	
(5)	Outdoor storage is prohibited.	

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- (6) For other applicable provisions, see Part 2 – General Provisions, Part 3 – Special Use provisions, and Part 4 – Parking, Queuing and Loading Provisions.

IL SUBZONES

204. In the IL Zone, the following subzones apply:

IL1 SUBZONE – Kanata Town Centre Area, Hearst Way

(1) In the IL1 Subzone:

- (a) Sections 203 (1) and (2) do not apply and the following uses only are permitted.

light industrial uses
printing plant
recreation and athletic facility (By-law 2008-462)

- (b) The following additional uses are permitted subject to:

- (i) the cumulative total of the following uses not exceeding a total gross floor area of 5,500 square metres in any one building:

broadcasting studio
medical facility
office
post office
production studio
research and development centre

- (c) a retail store is permitted subject to:

- (i) the total cumulative gross floor area of all retail stores in the IL1 subzone not exceeding 10,000 square metres;

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IL5 SUBZONE – Palladium Drive

(5) In the IL5 Subzone:

(a) the following uses are prohibited:

animal care establishment
animal hospital
amusement centre
amusement park
automobile dealership
automobile rental establishment
automobile service station
car wash
catering establishment
convenience store
gas bar
instructional facility
parking garage
parking lot
personal service business
recreational and athletic facility
small batch brewery, *see Part 3, Section 89 (OMB Order #PL080959 issued March 18, 2010)*

(b) - restaurant, full service must be in a building containing one of the permitted uses in subsection 203(1); and

(c) the provisions of subsection 203(3)(d) do not apply and the front yard and corner side yard must be at least 12 metres.


IL6 SUBZONE – South of Highway 417, west of Terry Fox Drive

(6) In the IL6 Subzone:

(a) the following uses are also permitted subject to:

(i) **retail store** being limited to the sales of appliances, furniture, floor covering, paint and wall coverings, doors, windows, building materials supplies, plumbing supplies,

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305	IL6[305]H (30)	<ul style="list-style-type: none"> - automobile service station - retail store 	<ul style="list-style-type: none"> - retail store involved in the retailing of automobile parts and accessories limited to 25% of the lot area and must not abut Highway 417 and Silver Seven Road - a automobile service station, personal service business, restaurant and medical facility must be located with a retail store
 306 (By-law 2011-414)	IL5[306]H (30)	<ul style="list-style-type: none"> - recreational and athletic facility 	<ul style="list-style-type: none"> - off-street parking may encroach up to 8.8 m into the minimum required corner side yard at 1565 Maple Grove
307 (By-law 2010-307)	IL7[307]-h	<ul style="list-style-type: none"> - storage yard limited to the storage of road maintenance equipment and materials 	<ul style="list-style-type: none"> - all yards must be 6 m - restaurant take-out limited to 1,393 m² - for an automobile dealership, automobile rental establishment or automobile service station, up to 12 new cars offered for sale or rent may be parked and featured in the front or corner side yard provided they are not closer than 0.6 m to the property line -the required corner side yard for an automobile dealership located north of Campeau Drive must be 6 m south of the main vehicle entrance off of Campeau Drive - restaurant permitted only within a building containing one of other permitted uses in the zone - storage yard limited to the storage of road maintenance equipment and materials may be located only on the lands at the north west corner of Goulbourn Road and Highway 417 -the holding symbol applies only to the development of a retail store as described in

Proposed General Mixed Use Zone [Subzone XXX]

Permitted Uses

Office
 Restaurant
 Restaurant, Take-out

Zone Provisions

(a) Minimum Lot Area	Nil
(b) Minimum Lot Width	Nil
(c) Minimum Front Yard Setback*	12.0m
(d) Minimum Side Yard Setback*	7.5m
(e) Minimum Rear Yard Setback*	8.35m
(f) Maximum Building Height	18.0m
(g) Maximum Floor Space Index	2
(h) Minimum Width of Landscaped Area	
(a) Abutting a street	3.0m
(b) Other cases	No minimum
(i) Minimum width of landscaped area around a parking lot	See Section 110

For other applicable provisions see Part 2 – General Provisions and Part 4 – Parking and Loading Provisions

Those provisions with an asterisk are taken from the IL (Light Industrial) Zone as they reflect the zoning provisions for the existing uses in the Palladium area.

G. Michael Wright

CURRICULUM VITAE

EDUCATION: McMaster University, B.A. (Hons.), Geography, 1970
University of Ottawa, Graduate Studies (Geography), 1974

**PROFESSIONAL
QUALIFICATIONS:** Eligibility for Membership in the Canadian Institute of Planners

PROFESSIONAL EXPERIENCE

2000 to 2015 **Wright Consulting Services**
President and Principal Planner

- **Principal Planner** involved in the development of private sector projects such as residential subdivisions, commercial sites and industrial re-use projects (HABUs);
- **Project Planner** responsible to private sector clientele for the preparation and submission of technical documentation for approval of landfill sites;
- **Project Director** for site plans and approval of aggregate licenses for private sector clientele;
- **Expert Witness** at provincial tribunals on behalf of public and private sector clientele on matters such as aggregate licenses, landfill sites, official plan policy, zoning by-laws, residential subdivisions, residential infill projects and appeals from Committee of Adjustment and Land Division Committee decisions on behalf of public and private sector clientele;
- **Principal Planner** responsible for the acquisition of land use permits from crown agencies for private sector clientele.

1996 to 1999 **Cumming Cockburn Limited [now IBI]**
Director of Planning (Ottawa)

1991 to 1996 **Cumming Cockburn Limited [now IBI]**
Senior Planner (Ottawa)

- **Project Director** responsible for the co-ordination of municipal planning programmes involving the review and approval of subdivisions, business parks, industrial parks and commercial development on behalf of municipal clientele;
- **Project Co-ordinator** responsible for the preparation and submission of technical documentation and planning reports for municipal landfill sites;
- **Expert Witness** at provincial tribunals on behalf of public and private sector clientele on urban and rural planning issues such as country lot subdivision, landfill sites, pit and quarry licenses, HABUs sites, land assembly sites, official plans, secondary plans, zoning by-laws and appeals from decisions of the Committee of Adjustment and Land Division Committees;
- **Project Planner** for the preparation of municipal land use planning documents inclusive of official plans, secondary plans, zoning by-laws, site plan agreements, development charges and general land use planning advisory services to municipal Councils and Committees.

1987 to 1991

**G. M. Wright & Associates Limited
President and Principal Planner**

- **Principal Planner** involved in the co-ordination of municipal planning programmes on behalf of municipal clientele;
- **Project Planner** involved in the preparation of municipal planning documents inclusive of official plans, secondary plans, zoning by-laws, subdivision and site plan agreements, development charges by-laws and housing policy statements for municipal clientele;
- **Project Planner** involved in the design, submission and approval of country lot subdivisions for private sector clientele in eastern Ontario;
- **Expert Witness** at provincial tribunals on behalf of public and private sector clientele regarding rural planning issues such as official plans, zoning by-laws, pit and quarry licenses, landfill sites, among others.

1981 to 1987

**W. D. Buchanan Limited
Senior Planner**

- **Project Planner** responsible for processing of residential, commercial and industrial projects on behalf of private sector clientele in eastern Ontario;
- **Project Planner** responsible for the preparation of municipal land use planning documents inclusive of official plans, zoning by-laws, site plan and subdivision agreements and housing policy statements;
- **Project Planner** to provide land use planning advisory services to public and private sector clientele;
- **Expert Witness** at provincial tribunals on land use planning issues for public and private sector clientele.

1979 to 1981

G. M. Wright, Planning Consultant (Ottawa)

- **Project Planner** for northern native community development plans in northern Ontario and Northwest Territories.

1974 to 1979

**J. L. Richards & Associates Limited
Senior Planner**

- **Project Planner** involved in municipal and federal land use planning projects in eastern Ontario and the Northwest Territories.

1970 to 1972

Environment Canada

- **Project Planner** involved in river basin land use planning projects and oil and gas development throughout western Canada and the Northwest Territories.