

ATTACHMENT B - NEXT STEPS/ACTION PLAN

FOCUS AREA	MAJOR RECOMMENDATIONS	ACTION ITEMS
<p>7.1 HRM's Role</p>	<p><u>7.1.3(1) HRM to focus its efforts on general industrial lands</u></p> <ul style="list-style-type: none"> ▶ 7.1.3(2) <i>Let the private sector develop land for the retail market.</i> Retail development should be left primarily to the private sector, except in those circumstances where the highest and best use of HRM's land is retail, and these lots are a relatively small component of an overall phase (e.g., the retail lots on the Wright Avenue extension). ▶ 7.1.3(3) <i>Office space should be the private sectors domain.</i> HRM should let the private sector focus on the development of suburban office campus lands. HRM could continue to provide enough land for office development to ensure fair competition in the marketplace: this would be primarily in the build-out of the City of Lakes Park. <p><u>7.1.3(4) Residential is not compatible with industrial land use</u></p> <ul style="list-style-type: none"> ▶ Given the short supply in the industrial land reserve, the difficulty in finding good quality serviced land for industrial development, and the potential for incompatibilities, HRM should not promote residential development in or around industrial land uses. <p><u>7.1.3(5) HRM to leverage partners to accelerate growth in the core sectors</u></p> <ul style="list-style-type: none"> ▶ HRM should partner with other organizations to target growth goals in key economic sectors. These partnerships could take a variety of forms, and might include selling land, leasing land, or partnering on a development opportunity. <p><u>7.1.3(6) Rationalize future development patterns</u></p> <ul style="list-style-type: none"> ▶ Over time it may be possible for the private sector to play a larger role in the development of general industrial lands. In order for that to happen, HRM needs to continue to monitor the demand for serviced commercial lands, and should designate land for industrial use and allocate municipal services to facilitate its development. <p><u>7.3</u></p> <ul style="list-style-type: none"> ▶ Given the Municipality's experience with the loss of light industrial land to commercial uses in Bedford Commons and Dartmouth Crossing, this plan is recommending a tighter zoning regime for the entire region that would prevent industrial land from being eroded for commercial and office uses. 	<ul style="list-style-type: none"> ▶ Transitions sales focus on general industrial. ▶ Consider partnership opportunities for retail with the private sector. ▶ Initiate LUB and MPS amendments to allow for the expansion of the City of Lakes Business Park business campus designation. ▶ Address through amendments in Regional Plan and MPS. ▶ Expand & create partnerships with relevant business sectors/organizations. ▶ Establish monitoring program for land supply and consumption. ▶ Investigate alternatives for designating long term industrial land supply. ▶ Review zoning in all industrial parks. Conduct public/stakeholder consultations.

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<p>7.2 Striking a balance between Downtown and Suburban Office Space</p>	<p><u>7.2</u> Although it makes sense for the private sector to take the lead in the development of both downtown and suburban office space, HRM's role should be to work with the province to ensure that there is an ample of supply of high quality office space.</p> <p><u>7.2.1</u> Don't assume everyone wants to be Downtown</p> <p><u>7.2.2</u> Convert Non-Core Government Offices into Incubator Space</p> <p><u>7.2.3</u> Expanding MetroLink is Critical to the Competitiveness of Downtown</p> <p><u>7.2.4</u> Assist the Province in Locating a New Consolidated Courthouse</p>	<ul style="list-style-type: none"> ▶ Assist with HRM by Design ▶ Cogswell Interchange Options ▶ Liaise with province concerning downtown office space.
<p>7.3 Residential Development not compatible with Industrial Parks</p>	<p><u>7.1.3(4) Residential is not compatible with industrial land use</u></p> <ul style="list-style-type: none"> ▶ Given the short supply in the industrial land reserve, the difficulty in finding good quality serviced land for industrial development, and the potential for incompatibilities, HRM should not promote residential development in or around industrial land uses. <p><u>With regard to specific business parks in HRM where residential has been suggested or proposed, this plan's recommendations are as follows:</u></p> <ul style="list-style-type: none"> ▶ Bedford Commons: This area should be reserved for light industrial development, for a number of reasons. This parcel is important to reserve as well-located and serviced industrial-designated land, given the shortage of serviced industrial land in HRM. Future residential uses in this area would also be incompatible with future industrial development adjacent to the planned Burnside-Sackville Expressway, and with further development (and redevelopment) of the Bedford Industrial Park. ▶ Dartmouth Crossing: Dartmouth Crossing Limited is proposing a large housing development on the northern portion of their lands, including 140 acres of the existing Burnside Reserve. The proposed housing development would not be consistent with this plan's recommendations, as it would reduce the industrial land reserve, and create a future conflict between the industrial uses in Burnside directly adjacent to residential uses. ▶ Burnside's Business Campus: As an alternative, residential development in the location of Dartmouth Crossing's new Ridge office campus would be consistent with the recommendations in this report. However, HRM should not specifically promote housing on lands that it owns within City of Lakes. 	<ul style="list-style-type: none"> ▶ Initiate process to amend Regional Plan and MPS. ▶ Conduct stakeholders/public consultations. ▶ Rationalize retail/office versus industrial opportunities. ▶ Commence process to amend the Regional Plan and Dartmouth MPS to incorporate study recommendations. ▶ Determine appropriate uses and noise mitigation measures for the eastern slope. ▶ Conduct stakeholders/public consultations.

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<p>7.4 Rationalization of Existing Business Parks</p>	<p><u>7.4.1 Aerotech</u></p> <ul style="list-style-type: none"> ▶ HRM should sell sufficient land in Aerotech Park to HIAA (or an agency under HIAA's direction) to manage and develop for their proposed third runway. ▶ HRM should work in partnership with the HIAA to develop the remaining Aerotech lands for purposes that would support the HIAA's operations at the airport. <p><u>7.4.2 Bayers Lake</u></p> <ul style="list-style-type: none"> ▶ Sell Some of the Land Behind Kent Building Supplies to the Private Sector. ▶ Prepare a Functional Plan for Bayers Lake. <p><u>7.4.3 Ragged Lake</u></p> <ul style="list-style-type: none"> ▶ Since a plan for Ragged Lake would be incorporated in the Functional Plan for Bayers Lake, HRM should wait for the recommendations of that plan before making any decisions on future land uses. <p><u>7.4.4 Sheet Harbour Master Plan</u></p> <ul style="list-style-type: none"> ▶ A qualified consulting firm should be retained to prepare a feasibility assessment for the expansion of the port in Sheet Harbour. 	<ul style="list-style-type: none"> ▶ HRM and HIAA in preliminary discussions/planning for future land development alternatives. ▶ Ongoing. Will be brought back to Council for consideration. ▶ Ongoing. Will be brought back to Council for consideration. ▶ Consult with the Sheet Harbour Chamber of Commerce to discuss potential.
<p>7.5 Partnership Opportunities for Business Park Land</p> <p>7.6 Options to Leverage HRM's development capacity</p>	<p><u>Examples of Recommended Partnerships:</u></p> <p><u>7.5.1</u> Create Advisory Groups for each Economic Growth Sector</p> <p><u>7.5.2</u> Partner with HPA to Develop the Atlantic Gateway Halifax Logistics Park</p> <p><u>7.5.3</u> Partner with the HIAA to Develop the Aerotech Park</p> <p><u>7.5.4</u> GHP to Assist INNOVAcorp in Marketing the Woodside Life Sciences Park</p> <p><u>7.6.1</u> Partner With Private Sector Developers</p> <p><u>7.6.2</u> Partner with Civil Contractors to Finance Roads</p> <p><u>7.6.3</u> Consider Debt Financing</p> <p><u>7.6.4</u> Use Zoning and Municipal Services to Direct Business Park Activity</p>	<ul style="list-style-type: none"> ▶ Partnerships in progress with key organizations such as the HPA, HIAA, HRWC and GHP. ▶ Formally define the partnerships and respective roles and commitments. ▶ Study and recommend alternate financing and partnering opportunities. ▶ Initiate required zoning and servicing strategies to achieve the recommended goals including public/stakeholder consultation.

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7.7 Land Banking for Business Parks	<p><u>7.7</u> Land Banking</p> <ul style="list-style-type: none"> ▶ HRM must secure more than 2,000 acres of raw land to augment the existing land reserve, and to assure an adequate supply of serviced industrial land for the next 50+ years. <p><u>7.7.1</u> Partnerships and/or Land Acquisition</p> <p><u>7.7.2</u> Create a Land Expansion Reserve Fund</p>	<ul style="list-style-type: none"> ▶ Potential lands for acquisition being evaluated. ▶ Undertake feasibility study for lands north of Burnside for long term industrial land supply including public/stakeholder consultation. ▶ Study and propose any partnerships or recommended Municipal land acquisitions to achieve this goal.
7.8 Land Pricing and Sales Strategies 7.9 Land marketing and Sales Process	<p><u>7.8.1</u> Land Prices to Reflect Replacement Cost of Raw Land</p> <p><u>7.8.2</u> Be Mindful of the Net Usable Area for Each Lot</p> <p><u>7.8.3</u> Focus on Reducing Each User's Consumption of Land</p> <p><u>7.8.4</u> Sell Larger Parcels to Land Developers</p> <p><u>7.8.5</u> Reduce Landscape Requirements on Large Lots</p> <p><u>7.9.1</u> Sales Process</p> <p><u>7.9.2</u> Land Auctions</p> <p><u>7.9.3</u> GHP to Provide Strategic Planning/Marketing for HRM Business Parks</p> <p><u>7.9.4</u> Marketing Service Agreement Between HRM and NSBI</p> <p><u>7.9.5</u> Land Sales Monitoring System</p>	<ul style="list-style-type: none"> ▶ Land price increases have been implemented over the past number of years to truly reflect market value. ▶ Review development requirements and practices. ▶ A trial land auction has been utilized in the marketing of Phase 12-2 lots now under construction. (Aug'08) ▶ Review of building standards, landscape requirements, etc. to coincide with zoning amendments.

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<p>7.10 Transportation and Business Parks</p> <p>8.7 Transportation</p>	<p><u>7.10.1 Alternative Transportation</u></p> <ul style="list-style-type: none"> ▶ HRM should commission detailed alternative transportation plans for Burnside and Bayers Lake Parks that are focussed providing infrastructure for alternative forms of transportation, including bus access, bus shelters, bicycle lanes, and pedestrian infrastructure. <p><u>7.10.2 Bus Route Planning</u></p> <ul style="list-style-type: none"> ▶ HRM Council needs to allocate sufficient financial and human resources to Metro Transit to allow them to do a better job in planning bus routes to the Business Parks. ▶ The Business Parks Office should work with the GBBA to develop a business plan for the proposed Burnside Shuttle. This might work on a model similar to FRED in downtown Halifax. ▶ A proper bus terminal is needed in Burnside. <p><u>8.7.1 Metro Transit</u></p> <p><u>8.7.2 Free Shuttle Bus In Burnside</u></p> <p><u>8.7.3 Central Bus Terminal</u></p> <p><u>8.7.4 Employee Transit Survey</u></p>	<ul style="list-style-type: none"> ▶ Implement HRM Active Transportation Functional Plan. ▶ Metro Transit to evaluate and lead implementation of the Transit related recommendations from the Business Parks Functional Plan. ▶ Include public/stakeholder consultation.

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<p>8.1 Regional Plan Context</p> <p>8.2 Recommended Generalized Future Land Use for Burnside</p>	<p><u>8.2</u></p> <ul style="list-style-type: none"> ▶ Protect existing industrial land with good capability for general industrial uses. ▶ Differentiate between uses currently permitted in industrial areas, giving priority to light industrial uses. ▶ Identify and secure lands for future industrial development. <p><u>The uses recommended by this study as shown on the Generalized Future Land Use Map are as follows:.</u></p> <p>8.2.1 Light Industrial</p> <p>8.2.2 General Industrial</p> <p>8.2.3 Harbour Industrial</p> <p>8.2.4 Distribution Industrial</p> <p>8.2.5 Business Campus</p> <p>8.2.6 Commercial</p> <p>8.2.7 Remove Burnside Comprehensive Development District</p> <p>8.2.8 Harbour Commercial/Residential</p> <p>8.2.9 Environmental Open Space</p> <p>8.2.10 Recommended Development Controls</p>	<ul style="list-style-type: none"> ▶ Commence process to amend the Regional Plan and Dartmouth MPS to incorporate the study recommendations. Consult with public/stakeholders.

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<p>8.3 New Infrastructure Standards</p> <p>8.4 Changes to the Municipal Planning Strategy</p> <p>8.5 Site Planning Criteria</p>	<p><u>8.3 Since all land uses have different infrastructure requirements, infrastructure standards in Burnside should be stratified to fit the various proposed land uses.</u></p> <ul style="list-style-type: none"> ▶ Future phases of Burnside (as presented in the Future Land Use Plan) would segregate land uses to differentiate infrastructure requirements and amenities. ▶ Areas specifically designed for office space would be of a higher density, with parks, sidewalks, and urban amenities; warehouse distribution districts (segregated from office uses) would have wide streets and limited infrastructure; while manufacturing districts would have rail access and minimal infrastructure. <p><u>8.4.1 Expand Areas for Office Development</u></p> <p><u>8.4.2 Revise Windmill Road Corridor</u></p> <ul style="list-style-type: none"> ▶ The MPS and LUB for the Wrights Cove area needs to be updated based on the recommendations provided in this functional plan, as well as those in the Wrights Cove Land Use Study. This will include changes for the Windmill Road corridor that reflect recent changes in the real estate market. <p><u>8.4.3 Redevelopment in “Old” Burnside</u></p> <ul style="list-style-type: none"> ▶ Given concerns about land use incompatibilities and the increasing scarcity of industrial land in general, industrial areas in older sections of Burnside should be protected for industrial uses. ▶ The land use bylaw in this area should be amended. <p><u>8.5 Recommended that site development standards be dropped in favour of differentiated zoning and site planning criteria.</u></p> <p>8.5.1 Reduce Consumption of Land</p> <p>8.5.2 Set Minimum Height Limits in the Business Campus</p> <p>8.5.3 Set Maximum Parking Ratios</p> <p>8.5.4 Larger Lots with Common Truck Loading Areas</p> <p>8.5.5 Changes to Site Development Standards Identified by Contractors</p>	<ul style="list-style-type: none"> ▶ Point of sales conditions, park standards and covenants to maintain the desired direction of development until zoning changes can be implemented. ▶ Initiate changes to the MPS/LUB to segregate different land use types and integrate some of the park standards within the by-law requirements. ▶ Revise Park Development standards to align with proposed zoning changes. ▶ Commence process to amend the Regional Plan and Dartmouth MPS to incorporate the study recommendations. Consult with public/stakeholders. ▶ Coordinate study recommendation with The Wright’s Cove Land Use & Transportation Study.

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8.6 Governance	8.6.1 Advisory Group Needed for Major Business Parks 8.6.2 Create Liaison Groups for Each Strategic Sector 8.6.3 Formalize Funding Mechanism for the GBBA	<ul style="list-style-type: none"> ▶ Partnerships and joint initiatives with HPA, HIAA, Gateway Council and GHP ▶ HRM Real Property to prepare recommended models for the creation of advisory group for the Major Business Parks.
8.8 The Greening of Burnside	8.8.1 Eco-Industrial Efficiency in Burnside 8.8.2 LEED (Leadership in Energy and Environmental Design) 8.8.3 Transportation 8.8.4 Green Infrastructure	<ul style="list-style-type: none"> ▶ Comprehensive wetland protection plan in place and practised for Phase 12 Burnside. ▶ Implement Community Energy Functional Plan ▶ Consideration shall be given to implementing the recommendations through HRM's operational and administrative programs and land use policies and regulations. ▶ Liaise with GBBA to implement.