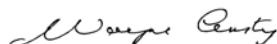


**Halifax Regional Council
September 23, 2008**

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:



Wayne Anstey, Acting Chief Administrative Officer

DATE: September 17, 2008

SUBJECT: **Business Parks Development Functional Plan: Part 1**

SUPPLEMENTARY REPORT

ORIGIN

Committee-of-the-Whole meeting of Regional Council held September 9, 2008.

RECOMMENDATION

It is recommended that Regional Council:

1. Approve-in-principle Part I of the Business Parks Development Functional Plan, dated July 2008, as a foundation and management plan to guide and enable HRM's leadership in development of its industrial/business park program to support the objectives of the Municipal Economic Strategy and Regional Plan: and
2. Request staff to initiate the process to consider amending the Regional Municipal Planning Strategy and Secondary Planning Strategy(s) Policies, Land Use By-law Regulations and Site Development Standards using the land use related recommendations of the Business Parks Development Functional Plan, Part I, as the framework for such amendments, and to undertake public participation as indicated in this report.

BACKGROUND

At its September 9, 2008 Committee-of-the-Whole meeting, Council approved a motion to defer a decision on the Business Parks Development Functional Plan, Part I, pending receipt of a supplementary report. On the suggestions of the CAO and Mayor Kelly, the report would:

- Outline the actions that staff propose to undertake following approval-in-principle of the Functional Plan, with particular respect to additional consultation; and
- Include responses to the questions raised by Council at the meeting.

DISCUSSION

Part I

For clarification, Council is reminded that the Business Parks Development Functional Plan comprises two parts. Part I addresses what can generally be described as the Governance component. In this section, the consultant has provided recommendations on a variety of topics considered important to the long term development of the region's commercial/industrial base and serves as a strategic plan for the development, sustainability and expansion of business parks within HRM.

Part I of the study also presents Land Use Related recommendations for the Greater Burnside Area., aimed at addressing the development pressures and issues facing this area, such as land use and zoning, infrastructure requirements, transportation improvements and so on. The recommendations form the starting point for a process to amend the applicable planning documents.

Part II

Part II of the study, currently in process, entails Land Use Related recommendations for the Greater Bayers Lake/Ragged Lake Business Park area, and will be similar in scope to that prepared for the greater Burnside area. At the September 9th Committee-of-the-Whole session, the consultant presented preliminary findings and conclusions for the Bayers Lake/Ragged Lake area. Further analysis and stakeholder/public consultation will be undertaken before the final draft report is prepared, at which time it will be presented to Council for approval-in-principle.

Responses to Questions of Council

Regarding the questions raised by Council at Committee, responses can be grouped into four categories:

1. Stakeholder / Public Consultation conducted as part of the study process;
2. Further Stakeholder / Public Consultation;
3. Proposed Next Steps /Action Items;
4. Servicing Issues for Aerotech lands

1. Stakeholder/Public Consultation conducted as part of the study process

Attachment A of this report describes the consultation that has occurred in conducting the Functional

Plan to date. In summary, it included the following:

- Strategic interviews with business sector representatives and applicable developers
- Stakeholder workshops (Burnside and Bayers Lake)
- Nation-wide (sample) business park survey
- Business Park Association meetings (Burnside and Bayers Lake)
- Public/Stakeholder meetings/workshops to present the draft Functional Plan
- Versions of draft reports posted on HRM website, with opportunity for Email feedback
- Two presentations of draft reports to Regional Plan Advisory Committee
- Presentation of draft report to Harbour East Community Council
- Submissions received

The input received through the above consultation program is summarized in Appendix A. All feedback was duly evaluated by the consulting team and the HRM Project Steering Committee.

2. Further Stakeholder/Public Consultation

At the Committee-of-the-Whole session, several Councillors expressed concern that insufficient consultation was conducted in advance of preparing the final draft Functional Plan.

For the greater Bayers Lake/Ragged Lake area, this component of the Functional Plan is on-going. Further consultation is planned to be undertaken over the coming weeks, and will include meeting with area Councillors, further consultation with the Bayers Lake Business Association and industry stakeholders, other interest groups and the public. This consultation will occur in advance of the final draft Functional Plan recommendations being presented to Council.

For Part I of the study (Greater Burnside Area), staff, through the RPAC, is satisfied that sufficient consultation has been conducted for the purpose of the requested approval-in-principle of the Functional Plan. Considerable additional consultation will be carried out as part of the implementation phase of the project (amendments to planning documents), as described in this report, including the requirement to hold a public hearing before Regional Council.

3. Proposed Next Steps /Action Items

Attachment B presents, in tabular form, an action plan which staff will initiate should Council approve-in-principle the Functional Plan, Part I. This implementation program, using the report's recommendations as a framework, generally comprises two streams of action:

- governance matters; and
- land use related matters.

Governance

Under governance, staff will investigate opportunities for improvements in business park development and management, marketing and sales, partnering opportunities, business park advisory group structure, and so on. This will entail consultation with many business sector representatives

and Council. Governance changes, as approved by Council, will be transitioned through the business planning and budgeting process.

Burnside Land Use

Under land use related matters, staff will initiate a review of the relevant planning documents for the greater Burnside area (Regional Municipal Planning Strategy, Municipal Planning Strategy(s) and Land Use By-law(s)), utilizing the recommendations of the Functional Plan as the framework for the amendment package. The process will entail further consultation with industry stakeholders and close liaison with the Greater Burnside Business Association (GBBA). The general public, including residential areas in proximity to the greater Burnside area, will also be consulted. Particular attention will be given to the treatment of the east-facing slope in the northern section of the business park, including the types of light industrial/business uses to be considered, road and site layout and noise and light mitigation measures, such that any impacts for the Shubie Park/Waverley Road areas are minimized. Staff anticipate that a minimum of two information meetings with the general public will be scheduled, with more meetings added if circumstances warrant. Any proposed amendments to planning documents will require a public hearing before Regional Council.

It shall be noted that current MPS policy allows Council to consider rezoning applications for private land holdings. If an application is received during the Plan review period, Council will be obliged to consider it.

Bayers Lake/Ragged Lake Land Use

For Part II of the Functional Plan (the detailed recommendations for the greater Bayers Lake/Ragged Lake area), this phase of the study is on-going. Further consultation with area Councillors, the Bayers Lake Business Association, industry stakeholders and the general public will occur in advance of the consultant finalizing the report. When complete, the Functional Plan recommendations will be presented to Council, and if approved-in-principle, staff will initiate the process to amend the planning documents for the area, following a program similar to that proposed for the greater Burnside area.

4. Servicing Issues for Aerotech Business Park

Council is aware that a significant issue facing the future development of the Aerotech/Airport lands is the sustainability of the Bennery Lake water supply and the area's wastewater treatment system. In this regard, Halifax Water has commissioned an engineering study to determine potential solutions. When complete, staff has requested that Halifax Water present the findings and recommendations of the study to HRM.

BUDGET IMPLICATIONS

The HRM costs to undertake staff recommendation No. 2 (Plan Amendment process) can be accommodated within the approved operating budget for C320.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

ALTERNATIVES

1. Council could adopt the staff recommendations as presented in this report. This is the recommended course of action.
2. Council could choose to have staff conduct additional public/stakeholder consultation prior to approving-in-principle the Business Parks Development Functional Plan, Part I. This is not the recommended course of action, for reasons described in this report.

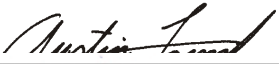
ATTACHMENTS

Attachment A: Stakeholder/Public Consultation Conducted and Feedback Received
[Note: Council was previously provided the correspondence from R.G. Richards of Dartmouth Crossing Limited, dated August 11, 2008.]

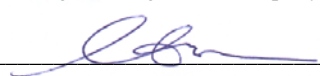
Attachment B: Next Steps/Action Plan - Functional Plan Implementation

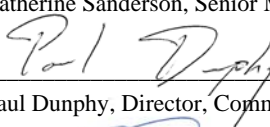
A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210 or Fax 490-4208.

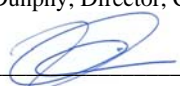
Report Prepared by: Roger Wells, Supervisor, Regional/Community Planning, 490-4373
Michael Wile, Business Parks Manager, TPW, 490-5521

Report Approved by: 
Austin French, Manager, Planning Services, 490-6717


Peter Stickings, Manager, Real Property, TPW, 490-7129

Financial Approval by: 
Catherine Sanderson, Senior Manager, Financial Services, 490-1562

Report Approved by: 
Paul Dunphy, Director, Community Development, 490-4933


Acting for Mike Labrecque, Director, TPW, 490-4855

ATTACHMENT A: Stakeholder/Public Consultation Conducted and Feedback Received

BUSINESS PARKS FUNCTIONAL PLAN
DRAFT REPORT

June 2008

APPENDIX C - LIST OF INDIVIDUALS CONSULTED FOR THIS REPORT

Mr. Thane Stevens, BD Stevens Limited
Mr. Luke Eliot, BD Stevens Limited
Mr. Ben McCrea, Amour Group
Mr. John Morehouse, CREIT
Mr. John Dalton, Canada Lands Company
Mr. Ron Pachal, Canada Lands Company
Mr. Glen Munro, Dartmouth Crossing
Mr. Ron Richards, Dartmouth Crossing
Mr. John Heseltine, EDM
Mr. Tom Gerard, Royal LePage Real Estate
Mr. Jerry Staples, Halifax International Airport Authority
Mr. Gary Ruitenburg, BD Stevens Limited
Mr. George Reid, Province of Nova Scotia, Dept of Economic Development
Mr. John Lindsay Jr, Eastport Properties
Mr. Albert Andrews, Eastport Properties
Mr. Andrew Inch, Dexter Construction
Mr. Brad Smith, Greater Halifax Partnership
Mr. Fred Morley, Greater Halifax Partnership
Mr. Kirby Putnam, J.W. Lindsay Enterprises, Ltd.
Mr. Eddie Robar, Metro Transit
Ms. Amy Power, Metro Transit
Mr. Dave Reage, Metro Transit
Mr. Kelvin Sams, Greater Burnside Business Association
Bayers Lake Business Association
Mr. Jerry Staples, Halifax International Airport Authority
Mr. Ken Partridge, Burnside News
Mr. Bryce Schnare, Plaza Group
Mr. Brian Pestle, Bayers Lake Business Association
Mr. Gord Gamble, Bayers Lake Business Association
Mr. Tony Goode, Aerospace and Defence Industry Association of NS
Mr. Allan Dillon, XWave
Mr. John Cody, General Dynamics
Mr. Mike Hanusiack, Clayton Developments
Mr. Peter Greenwood, Clayton Developments
Mr. Robert McNamara, INNOVACorp

Mr. Mike Wile, HRM
Mr. Peter Stickings, HRM
Mr. Roger Wells, HRM
Mr. John MacPherson, HRM
Mr. Jim Donovan, HRM
Mr. Austin French, HRM
Mr. Dave McCusker, HRM
Mr. Paul MacKinnon, Downtown Halifax Business Commission
Mr. Paul Taylor, NS Office of Economic Development

APPENDIX E - BUSINESS PARKS QUESTIONNAIRE



Suite 1304, Cogswell Tower
2000 Barrington Street
Halifax, NS
B3J 3K1

902-442-8700 phone

902-442-8710 fax

Business Parks Questionnaire

Contact Information

Name: _____

Organization: _____

Title: _____

Phone: _____

Email: _____

Questions

1. Please indicate which organizations own Business Parks within your municipality (check all that apply).

		# Parks
Municipality	<input type="checkbox"/>	_____
Province	<input type="checkbox"/>	_____
Quasi Government Agency	<input type="checkbox"/>	_____
Private Sector	<input type="checkbox"/>	_____
Other _____	<input type="checkbox"/>	_____

Comments _____

2. If Business Parks are municipally owned, how is new park infrastructure funded (please check all that apply)?

Pay as you go	<input type="checkbox"/>
Debt financing	<input type="checkbox"/>
Grants/Subsidies	<input type="checkbox"/>
Private Sector	<input type="checkbox"/>
Other _____	<input type="checkbox"/>

Comments _____

3. Is the land within Business Parks subsidised for economic development purposes? If so, how much subsidy is provided? Are certain economic sectors targeted?

_____ No _____ Yes

Comments _____

4. Is there a land banking program in place for Business Park expansion (i.e., is land set aside for future development)? If so, how much money or land has been set aside?

_____ No _____ Yes

Comments _____

5. If the business parks are municipally owned who is responsible for marketing (please check all that apply)? How are these activities coordinated?

Municipality ☐
Province ☐
Quasi Government Agency ☐
Private Sector ☐
Other _____ ☐

Comments _____

6. If parks are municipally owned, is land sold serviced (water, sewer, grading, etc.) or un-serviced (raw parcels)?

- ☐ Serviced
☐ Un-serviced
☐ Both
☐ Other

Comments _____

7. How is land use regulated within the Industrial/Business Parks (please check all that apply)? If "other" is selected please explain.

- | | | |
|-----------------------------|--------------------------|-------|
| Zoning | <input type="checkbox"/> | |
| Development Agreement | <input type="checkbox"/> | |
| Purchase and Sale Agreement | <input type="checkbox"/> | |
| Restrictive Covenants | <input type="checkbox"/> | |
| Provision of Infrastructure | <input type="checkbox"/> | |
| Other | <input type="checkbox"/> | _____ |

Comments _____

8. Are lands allocated for specific uses such as heavy industrial, transportation and distribution, and/or retail?

_____ Yes _____ No

Comments _____

9. If zoning is used, what generalized land use categories are applied to Business Parks (check all that apply)?

Land Use	
Light Industrial	<input type="checkbox"/>
Heavy Industrial	<input type="checkbox"/>
Office	<input type="checkbox"/>
Retail	<input type="checkbox"/>
Residential	<input type="checkbox"/>
Recreational	<input type="checkbox"/>
Mixed use	<input type="checkbox"/>
Other _____	<input type="checkbox"/>

Comments _____

10. Are height restrictions imposed in suburban Office Parks?

_____ Yes _____ No

Comments _____

11. Are residential uses permitted in any of the Business Parks? If so, how are land use incompatibility issues addressed?

_____ Yes _____ No

Comments _____

12. Are retail uses permitted in any of the business/industrial parks?

_____ Yes _____ No

Comments _____

13. Are dedicated parks established for heavy industrial uses or obnoxious uses (e.g., compost, etc.)?

_____ Yes _____ No

Comments _____

14. Is there a business park or industrial land development strategy in place? If yes, how often is the strategy updated?

_____ No _____ Yes Updated every _____ Years

Comments _____

15. Does the Municipal Planning Strategy (MPS) include policies aiming to cluster suburban office development in specific areas?

_____ Yes _____ No

Comments _____

16. What are the top four real estate market trends (i.e., development activity) currently occurring in industrial/business parks within your community?

1 _____
2 _____
3 _____
4 _____

17. What are the most significant land use issues within Business Parks in your community? Please rank them from 1 (being the most significant) to 10 (being the least significant). Please describe any other applicable issues.

	Ranking	
Incompatible Land Use	_____	
Public Transportation	_____	
Road Infrastructure and Traffic	_____	
Provision of Infrastructure	_____	
Environmental Conservation	_____	
Parking	_____	
Infrastructure Funding & Deficiencies	_____	
Erosion of Industrial Land for Other Uses	_____	
Pedestrian Amenities	_____	
Other	_____	Description _____
Other	_____	Description _____
Other	_____	Description _____

Comments _____

18. How is the business park owner addressing the major issues listed in the previous question? How successful have these approaches been?

1. Do you have a Business Association that is active in the on-going management of any of your business and or industrial parks? What issues does the business association typically address?

☐ Yes ☐ No

Comments

THANK YOU

Please submit your completed survey by fax to (902)-442-8710.

Any questions can be directed to 902-442-8706 or

Kate.Thompson@colliers.com

Business Park Questionnaire Results

1. Please indicate which organizations own Business Parks within your municipality (check all that apply).

	Saint John	St. John's	Ottawa	London	Kitchener	Abbotsford	Guelph	Barrie	Winnipeg
Municipality	3		6	7	4		1	1	1
Province									
Quasi Gov't Agency									
Private Sector	1	X	1	4	1 under development	all	1	1	5
Other_____			1 federal						

Saint John's: O'Leary industrial park was originally developed by the NFL housing corporation (provincial crown corporation) in the 60s and 70s

Ottawa: the above is only urban parks - the rural area has another 16 parks, all private

London: most privately-owned business parks in the City of London are located adjacent to municipally-owned business parks. The City of London oversizes sewer and water pipes and upgrades road infrastructure in the area of municipal business parks so that the private community can benefit from this enhanced infrastructure system.

Kitchener: the private sector (above) has just purchased 100 acres from former tire plant and is turning it into business park.

Abbotsford: number of industrial areas. No business parks per se.

2. If Business Parks are municipally owned, how is new park infrastructure funded (please check all that apply)?

	Saint John	St. John's	Ottawa	London	Kitchener	Abbotsford	Guelph	Barrie	Winnipeg
Pay as you go			X						
Debt financing				X	X		X	X	X
Grants/Subsidies	X			X					
Private Sector									
Other _____	X					n/a			

Saint John: funded by city, internally generated funds, creative deals (land exchange for work in kind)

London: four of the seven municipally-owned business parks have benefited from Province of Ontario "Superbuild" infrastructure program funding, which helps offset the cost of enhanced sewer, water, and road construction within the park. All other design & construction costs, including the cost of purchasing the raw land, are funded by debt financing.

Kitchener: the city has chosen to no longer develop business parks

Winnipeg: Funds used from Real Estate Sales Reserve Account

3. Is the land within Business Parks subsidised for economic development purposes? If so, how much subsidy is provided? Are certain economic sectors targeted?

NO: Saint John, St. John's, Ottawa, London, Kitchener, Abbotsford, Guelph, Barrie, Winnipeg

Ottawa: provincial legislation does not allow subsidies

Winnipeg: In some instances, parcels with the city-owned park may be used as incentive for economic development i.e. price reduction

4. Is there a land banking program in place for Business Park expansion (i.e., is land set aside for future development)? If so, how much money or land has been set aside?

NO: Saint John, St. John's, Ottawa, Kitchener, Abbotsford, Guelph, Barrie, Winnipeg **YES: London**

London: as part of the City of London “Industrial Land Development Strategy”, land is banked on a regular basis for future industrial park purposes. Each year, \$800,000 is sought for budget approval to be spent on acquisition of new land for future development.

5. If the business parks are municipally owned who is responsible for marketing (please check all that apply)? How are these activities coordinated?

	Saint John	St. John's	Ottawa	London	Kitchener	Abbotsford	Guelph	Barrie	Winnipeg
Municipality			X	X	X		X	X	X
Province									
Quasi Gov't Agency									
Private Sector									
Other_____				X		n/a			

Saint John: SJIPL markets itself (www.saintjohnindustrial.ca)

Ottawa: sales are through real estate branch

London: the City of London, along with London Economic Development Corporation, a public/private-owned company, both are responsible for the marketing of municipal business parks.

Barrie: through economic development department

6. If parks are municipally owned, is land sold serviced (water, sewer, grading, etc.) or un-serviced (raw parcels)?

	Saint John	St. John's	Ottawa	London	Kitchener	Abbotsford	Guelph	Barrie	Winnipeg
Serviced	X			X	X		X	X	X
Un-serviced	X								
Both			X						
Other						n/a			

Saint John: both depending on client's needs

London: municipally-owned industrial parks are sold serviced (water, sewer, and rough grading), but removal of topsoil is the responsibility of the purchaser.

7. How is land use regulated within the Industrial/Business Parks (please check all that apply)? If "other" is selected please explain.

	Saint John	St. John's	Ottawa	London	Kitchener	Abbotsford	Guelph	Barrie	Winnipeg
Zoning	X	X	X	X	X	X	X	X	X
Development Agreement				X	X			X	
Purchase and Sale Agreement	X			X	X		X		X
Restrictive Covenants	X			X	X		X		
Provision of Infrastructure									
Other						Develop- ment permit			

8. Are lands allocated for specific uses such as heavy industrial, transportation and distribution, and/or retail?

YES: Saint John, Ottawa, London, Kitchener

NO: St. John's, Abbotsford, Guelph, Barrie, Winnipeg

Ottawa: done through zoning

London: only one municipal business park is zoned specifically for general and heavy industrial uses. The remainder are zoned to permit light industrial manufacturing and warehouse/distribution uses. Retail uses are not permitted in municipal business parks as a stand-alone use, but are permitted to occupy 25% of an industrial facility as an ancillary use to the main permitted industrial use.

Abbotsford: zoning regulates. Various industrial zones

Winnipeg: regulated by zoning

9. If zoning is used, what generalized land use categories are applied to Business Parks (check all that apply)?

	Saint John	St. John's	Ottawa	London	Kitchener	Abbotsford	Guelph	Barrie	Winnipeg
Light Industrial	X	X	X	X	X	X	X	X	X
Heavy Industrial	X		X	X	X	X		X	
Office		X	X				X	X	
Retail		X							
Residential									
Recreational									
Mixed use							X		
Other_____						IB1 zone			

Saint John: others are N/A - SJIPL is industrial

Ottawa: generally retail not permitted, except convenience retail. Residential is permitted in rare situations.

Abbotsford: excerpt of zoning by-law attached

10. Are height restrictions imposed in suburban Office Parks?

YES: St. John's, Ottawa, London, Abbotsford, Barrie **NO: Kitchener, Guelph**

Saint John: n/a industrial parks; sideyard setbacks are impacted

St. John's: generally, 15 m is the height limit

Ottawa: zoning regulates height

London: a maximum height of 12 metres (39.4 feet) is permitted in suburban office parks

Abbotsford: see zoning by-law excerpts

Winnipeg: not applicable

11. Are residential uses permitted in any of the Business Parks? If so, how are land use incompatibility issues addressed?

YES: Ottawa, Abbotsford

NO: Saint John, St. John's, London, Kitchener, Guelph, Barrie, Winnipeg

Ottawa: in a few areas higher density residential is permitted. All these areas are dominated by offices, so there is minimal conflict.

Abbotsford: only as accessory "caretaker" use

12. Are retail uses permitted in any of the business/industrial parks?

YES: Saint John, St. John's, London, Kitchener, Abbotsford, Guelph, Barrie, Winnipeg

NO: Ottawa

Ottawa: except ancillary retail

London: stand-alone retail uses are not permitted in business/industrial parks; however, retail uses are permitted as an accessory use to a main permitted industrial use, up to a maximum of 25% of overall building size.

Kitchener: 25% of gross floor area

Abbotsford: limited retail use permitted

Barrie: as a % of GFA with limitations based on zoning by-law as accessory use only

Winnipeg: Retail uses are permitted as per zoning or if amendment to by-law granted.

13. Are dedicated parks established for heavy industrial uses or obnoxious uses (e.g., compost, etc.)?

YES: Saint John, Ottawa, London, Barrie

NO: St. John's, Kitchener, Abbotsford, Guelph, Winnipeg

Saint John: rough yard areas for C+D, asphalt uses etc.

St. John's: no industrial parks are so dedicated

Ottawa: a few acres zoned for heavy industry

London: The municipality has one general/heavy industrial park to accommodate facilities involved in raw material processing. Obnoxious uses are controlled by the Ministry of Environment, and may be permitted in a municipal park if a "Certificate of Approval" is obtained to control the obnoxious substance.

14. Is there a business park or industrial land development strategy in place? If yes, how often is the strategy updated?

YES: Saint John, London

NO: St. John's, Kitchener, Barrie, Abbotsford

Under development: Ottawa, Winnipeg

Saint John: updated every 5 years

Ottawa: we are working on one now, not completed

London: updated every 10 years; The City's "Industrial Land Development Strategy" is monitored on an annual basis to ensure that the municipality is meeting demand and maintain target inventories. The strategy is updated every 10 years to ensure continuity with current and future industrial trends.

Abbotsford: land use is controlled by the official community plan (OCP) updated every 5 years

Winnipeg: Currently being developed. Draft completed and policy to be included in overall development plan (Plan Winnipeg).

15. Does the Municipal Planning Strategy (MPS) include policies aiming to cluster suburban office development in specific areas?

YES: Ottawa, London, Kitchener, Barrie, Winnipeg

NO: St. John's, Abbotsford, Guelph

Ottawa: some areas are zoned for business park (offices)

London: The City of London has an "Office Business Zone" situated along a major arterial road in close proximity to Highway 401 to accommodate head office-type uses.

16. What are the top four real estate market trends (i.e., development activity) currently occurring in industrial/business parks within your community?

Saint John: service to big industry; transportation; metal fabrication

Ottawa: shift to high density office uses; pressure for big box retail; pressure for conversion to residential uses; market segregation - some areas very popular, some no-one will touch

London: auto parts manufacturing; agrifood manufacturing; building materials manufacturing; warehouse/distribution fulfillment centres

Kitchener: logistics, manufacturing - supplier network

Abbotsford: multi-bay strata industrial buildings; airport related industry

Guelph: mix of traditional industrial uses with non-industrial uses; less manufacturing and more office, R + D; increased warehouse/distribution facilities; higher selling prices

Barrie: small industrial multis (condo or lease); more interest in purchase vs. lease; 1 - 3 acre parcels; or very large parcels

Winnipeg: higher end parks with attractive buildings and landscaping; other amenities being included for employees e.g., day care, fitness centre; lease back/build to suit; high cube construction (higher ceilings).

17. What are the most significant land use issues within Business Parks in your community? Please rank them from 1 (being the most significant) to 10 (being the least significant). Please describe any other applicable issues.

	Saint John	St. John's	Ottawa	London	Kitchener	Abbotsford	Guelph	Barrie	Winnipeg
Incompatible Land Use	8			1	2		6	1	
Public Transportation	5		5	4	1	2	8	10	3
Road Infrastructure and Traffic	4		4	2	10		1	10	1
Provision of Infrastructure	1		2	3	7	4	3	10	2
Environmental Conservation	3			6	8		4	10	
Parking	6			5	9	3	7	10	
Infrastructure Funding & Deficiencies	2		3	9	6		2	10	
Erosion of Industrial Land for Other Uses	9		1	7	5	1	5	10	
Pedestrian Amenities	7			8	4		9	10	4

18. How is the business park owner addressing the major issues listed in the previous question? How successful have these approaches been?

Saint John: not enough space!

Ottawa: there are many answers - too difficult to answer

London: a set of "Architectural Design Guidelines" have been created to regulate the form and function of development in new business parks. The guidelines dictate a consistent building design and setback throughout the park, and suggest many upgrades to traffic flow, pedestrian safety, environmental measures, and use of park storm water management facilities as a scenic amenity for park employees. These guidelines are closely monitored throughout the building permit process and are registered on title as a building covenant.

Guelph: (infrastructure) through use of applicable development charge

Barrie: (incompatibilities) the municipal business park has been zoned for higher end industrial/office development and the current strategy is to attract those users to the remaining sites. Retail uses have been removed from the by-law.

Winnipeg: developers are addressing infrastructure in the planning of the park. Design controls are used to maximize value.

19. Do you have a Business Association that is active in the on-going management of any of your business and or industrial parks? What issues does the business association typically address?

YES: Saint John

NO: St. John's, Ottawa, London, Kitchener, Abbotsford, Guelph, Barrie, Winnipeg

Saint John: we may establish one at some point in future; bigger issues today

APPENDIX F - STAKEHOLDER CONSULTATIONS

Presentation by GBBA to HRM Staff and Councillors - Feb 13/08

At the presentation on Feb 13th by the GBBA to HRM Council members, each of the GBBA's sub-committee chairs gave an overview of the issues identified by their committees and the action they were requesting from HRM:

Infrastructure Committee

- Park infrastructure includes transportation, land availability, IT, energy, recreation
- Burnside needs to exceed infrastructure standards of other parks
- Designate land use: one designation is not sufficient

Road Transportation Committee

- Issues with truck movements and traffic

Energy and Environment

- Burnside should be lean, green, efficient industrial park
- Environmental Goals and Sustainable Prosperity Act
 1. incentives for LEED
 2. reduce GHGs: improve public transit; introduce free bus (like downtown)
 3. reduce red tape for renewable energy
 4. reduce solid waste (e.g., used item exchange)
- greening Burnside: green spaces, foot paths; alleviate traffic; improve zoning
- bus and sidewalk improvements
- support AT

Meeting Between the Consultants and the GBBA Executive - Feb 19/08

The consultants met with members of the GBBA Board to present an overview of the Functional Plan, and to explore with the Board in more detail the issues that had been related to councillors previously. The discussion was based around a written summary of the issues that the GBBA had compiled and circulated to its members and to councillors. The following table summarizes the issues and solutions for future development in Greater Burnside, as articulated by the GBBA.

Table 3.1 Greater Burnside Business Association Concerns: February 2008

Infrastructure

Identify Infrastructure Issues

Include Infrastructure Issues as part of the *HRM Business Parks Functional Plan*

- consider more than road, sewer and water: use a checklist including energy, IT, public transit, AT
- set overall goals (performance standards)
- understand energy generation alternatives and their implications (noise, sustainability, reliability)

Build Burnside Better

Build Burnside Better so that its position as the best Business Park in Eastern Canada is re-established

- ensure Burnside can provide a competitive advantage
- don't favour certain customers
- better planning; better integration of HRM, NS, feds
- coordination of decisions
- ensure balanced stakeholder representation
- consider pedestrian orientation and quality of life issues
- ISO, LEED

Road Transportation

Find short term solutions to improve current traffic patterns within Burnside to alleviate bottlenecks

Undertake a review of current truck traffic patterns & issues throughout Burnside and identify short term remedial solutions

- introduce traffic modelling (currently none)

Include short term solutions in 2009 HRM Budget

Implement Solutions

Find long term solutions to improve current traffic patterns both within and External to Burnside to alleviate delays in the delivery of Goods and Services to HRM

Meet with key individuals from the Transportation and Services Industries in Burnside to discuss areas of concern

- trucking and distribution

Review internal trucking issues throughout Burnside. Identify longer term remedial solutions

- HRM needs weigh scales - part of plan
- turning radii

Work with HRM, the Province, and the Bridge Commission on external issues that impact Burnside. Establish a plan & budget for resolution

- issues: wind events; bridge at capacity; 111 to Victoria Rd. extension; need staircases within the park; light rail within the park

Develop a schedule and undertake construction to fix the problems

Table 3.1 (cont). Greater Burnside Business Association Concerns: February 2008	
Environment and Energy	
<p>Promote the construction of LEED certified and energy efficient buildings</p> <p>Host a mini environmental expo in Burnside Business Park endorsed by HRM</p> <ul style="list-style-type: none"> • business condos <p>Build buildings better. Set tougher building standards and formally recognize the need for LEED certified buildings by offering tax rebates and other incentives to property developers</p> <ul style="list-style-type: none"> • separate HRM energy building code <p>Advocate for improved public transportation in Burnside</p> <p>Encourage regular updates from Metro Transit on route improvements and long term strategies</p> <ul style="list-style-type: none"> • other models (e.g., public/private or private bus service in the park) • Metro transit will not allow other carriers (e.g., limousines) to use their terminals <p>Undertake a review of the carbon footprint of Burnside Business Park and outline the best initiatives to reduce</p> <p>Promote energy self-sufficiency in the Park through advocacy for alternative energy sources, cogeneration and the use of the cleanest non-renewable fuels</p> <p>Offer a free shuttle bus in Burnside sponsored by local businesses. Fuel bus by compressed natural gas (CNG), biodiesel or hydrogen fuel-cells</p> <p>Work with HRM to pass timely and relevant information on energy options onto businesses in Burnside</p> <p>Improve access to environmentally friendly energy sources. Alleviate the red tape</p> <ul style="list-style-type: none"> • Heritage Gas servicing problem (red tape). HRM charges a fee to set up gas lines in winter; temporary paving; re-pave <p>Litter clean up and proper waste disposal in the park</p> <p>Annual "HRM 20-Minute makeover" litter cleanup</p> <p>Increased enforcement of the solid waste bylaw with businesses (composting)</p> <ul style="list-style-type: none"> • businesses to participate in solid waste programs (composting, recycling) <p>Support and promote a materials exchange program to divert useful byproducts from the landfill</p>	
Buses, Bikes and Carpools	
<p>Construction of Highfield Park pedestrian bridge</p> <p>Meet with key individuals from the Transportation and Services Industries in Burnside to discuss this area of concern</p> <ul style="list-style-type: none"> • communications • construct the pedestrian bridge <p>Encourage motorists to go idle-free in Burnside</p> <p>Establish a plan and budget for resolution</p> <p>Increase promotion of HRM's "Ladies and Gentlemen Stop Your Engines" Program in the Park</p> <p>Improve accommodations for public transportation</p> <p>Erect idle-free signs at Park entrances</p> <p>Establish Burnside as a national example of an idle-free business park</p> <p>Meet with key Metro Transit and HRM representatives to talk about bus route expansions and route additions</p> <p>Identify short term route solutions to increase busing options for Burnside commuters</p> <p>Implement long term shuttle and feeder bus system for Burnside</p> <ul style="list-style-type: none"> • private sector? GBBA has presented a plan; Metro Transit has a plan for this <p>Improve active transportation options for Burnside</p> <p>Construct sidewalks on major roadways such as Akerley Blvd and Burnside Drive</p> <p>Host a bike safety day in the Park with endorsement by HRM, to encourage community outreach in the Park.</p> <p>Encourage Metro Transit to invest in buses with bike racks that would frequent the Park</p> <p>Incorporate bike lanes into newly constructed areas of the park</p>	
Governance and Communication	
<ul style="list-style-type: none"> • maintenance and upgrading • how to pay for from tax revenues • business organization to oversee parks (like an industrial commission) • need to keep HRM accountable • GBBA would like more funding • Greater Burnside needs its own voice • need to know who to talk to in HRM (one contact); to give feedback on decisions concerning Burnside • each park wants its own community 	

Burnside Stakeholder Workshop - Feb. 27/08

A stakeholder workshop was held from 12 p.m. to 2 p.m. at the Ramada Plaza Park Place Hotel, in Burnside, with approximately 25 participants (including 25 stakeholders, three councillors, four members of the Steering Committee) and six members of the consulting team. Invitees included developers/owners, contractors, architects and engineers, real estate brokers, park tenants, and representatives of the parks associations.

The purpose of the meeting was to introduce the Functional Plan project and issues related to business parks in HRM, to encourage discussion and solicit feedback on identified issues, and to identify solutions for future development and sustainability.

The consultants introduced the goals of the functional plan and the scope of the study, as well as categories of major issues. Participants proceeded to identify additional issues. Participants broke into four round table groups to discuss and detail each issue category, and to brainstorm solutions to guide future development direction. Each table was provided with maps of Burnside and surrounding area. To conclude, each working group presented their findings to the larger group.

Results

The issue categories presented by the consultants were:

- Zoning and Land Use Control
- Site Development Standards
- Transportation (Roads, Public Transit, Sidewalks)
- Park Infrastructure Standards
- Park Governance

Participants chose to discuss four slightly different issue categories. The following summarizes their discussion:

Group 1

Topic: HRM's role in future supply of business park land and link to economic development

- HRM has a significant development role to play in the industrial sector
- HRM should decrease its activity in office development
- The private sector should handle retail and residential development
- HRM should be active in land banking for Business Park Expansion
- HRM should offer large parcels of land for sale
- A two to three year inventory should be maintained

- Office parks need to be sustained and added to, particularly City of Lakes
- HRM should look long term

Group 2

Topic: Zoning and site development standards

- The zoning should be updated to keep pace with market changes
- Is there a place for restrictive covenants? If so, they need to be reviewed and updated
- Site development standards should be incorporated in zoning
- Tiered zoning would provide for sensitivity to adjacent private lands
- Negotiation should be open, where possible
- Focus should be placed on industrial and office uses
- Office areas should have a clear identity: use design standards
- Clearly define City of Lakes

Group 3

Topic: Transportation

- need for better public transportation: workers cannot get into the park
- Metro transit needs central terminal with independent shuttle service
- Metro transit needs to understand ridership levels
- need sidewalks on roads to bus stops (e.g., Wright Avenue)
- need car pooling, and a pedway over the highway to connect Highfield Park
- bike trails should be incorporated in future plans
- turning radii on street corners are too tight
- weigh station should be relocated to major thoroughfare
- road construction should be limited to evenings and weekends
- traffic flow issues could be solved with: advanced green left turns; Burnside-Sackville extension; zoned area for trucking; considering better future locations of Tim Hortons and other drive throughs
- promote an idle-free Burnside

Group 4

Topic: Governance

- there is no opportunity now for public consultation in development process
- a park commission (property owners, GBBA, and council members) should advise council and ensure that land use by-laws and policy are followed
- land sales arm of HRM should be independent of land use regulation
- need to track land availability and sales

- minimum land price should be the cost of servicing
- lots should be offered for auction

Bayers Lake Business Association - Feb 4

The consulting team met with the Bayers Lake Business Association to obtain a clear understanding of the issues that users of the park feel are the most significant. Representatives indicated that there are a number of issues in the developed portions of the park that need to be addressed. Most of these issues are due to infrastructure deficiencies, the result of the park's beginnings as a traditional industrial park. No one envisioned that it would become a regional retail destination, and in turn infrastructure was not put into place to support this use. The following issues were raised by the association:

1. Poor physical connectivity with neighbouring residential neighbourhoods makes it difficult for pedestrians to get to the park. Many pedestrians have resorted to crossing the bicentennial highway, which poses a significant safety risk.
2. Insufficient road infrastructure and limited access into the park has created significant traffic congestion particularly near the Lacewood Drive entrance to the park.
3. The excessive use of medians in the park makes it very difficult to navigate the park, forcing drivers to regularly perform u-turns. This is particularly problematic for trucks.
4. Some concern was also raised regarding communication with users of the park and HRM regarding development proposals in the park, as well as future expansion, and overall long term vision.
5. Concern was expressed by the committee regarding the proposed expansion of the park westward (behind Kent). First, it is felt that an open tender call should be used to develop these lands to ensure that the Park is obtaining the maximum benefit from the expansion. Second, there was also some concern raised that it may be difficult for small businesses to obtain parcels in the expansion if it is sold in bulk.

The following solutions were put forward:

- Creating an additional access point to the park to help address traffic congestion is seen as a priority, particularly as the extension of Regency Park Drive will establish additional residential development in the area. If it is not possible to construct an additional highway interchange, it was suggested that perhaps a service road could be constructed from Washmill

extension to Regency Park Drive to take truck traffic off the main thoroughfares.

- Pedestrian infrastructure such as sidewalks needs to be installed. The new proposed sidewalk on the eastern side of Chain Lake Drive is a step in the right direction.
- More bus pull-off areas are required so that they do not continue to impede traffic flow.
- The timing of traffic lights needs to be better coordinated between the provincial interchanges and HRM-controlled intersections.

To
<Ross.Cantwell@colliers.com>
cc
"Kelvin Sams" <ksams@windowsplus.ca>
Subject
Draft Business Parks Functional Plan

Ross,

Thank you again for your presentation yesterday to the Burnside business community. Further to our conversation, I just want to reiterate that I appreciate your study's conclusion that Residential development must absolutely be kept separate from areas zoned industrial and light

industrial. I'm not even sure about allowing residential in the commercial sections of business parks and would prefer to see residential development left completely outside business parks. The reason is clear: residents will eventually take issue with the industrial and commercial nature of the business in the area and this will result in the displacement of these other activities. It is easy to see how the interests of residents living in an area can be accorded a super-priority over the interests of industry in terms of residents' enjoyment of life, health, and safety. There are far more alternative locations available for siting residential developments than there are for industrial ones. Our industrial parks are too important to our local economy to risk allowing the encroachment of residential development. Even residents themselves need to be protected from being enticed to live in and near business parks.

Thanks again,

Andrew

Andrew Inch
Manager Corporate Affairs
Municipal Group of Companies
c: (902) 471-7947

From: Phil Elliott <pellott@ns.sympatico.ca>
To: <ross.cantwell@colliers.com>
Date: 6/26/08 12:08pm
Subject: Draft Business Parks Functional Plan

Ross

As a follow up to your comprehensive presentation of the Draft Business parks Functional Plan to the Burnside Business community I wanted to officially record comments and concerns with the report.

1. *The Business Parks versus downtown*. It must be emphasized that having a variety of commercial and commercial land is complementary. It should not be considered as competing. In your presentation you continually mentioned this but the report needs to emphasize this point.
2. *Residential.* I fully support your notion that residential land should not be developed or considered for Burnside. But to reinforce the point the report and your executive summary needs to emphasize that there is affordable housing for probably around 5000 people who could work in Burnside only 1 mile away. But there is only minimal access to Burnside by either public transit and pedestrian movement from the Highfield Park area (Dartmouth North) to Burnside. Housing exists we just have to connect it.
3. *Transportation Infrastructure and Light Industrial Uses*. One of the major type of employer in Burnside is the service and warehouse business who do not spend their day making things in a factory or plant. These businesses depend upon either driving to service their customers throughout HRM or their customers (service and repair companies) come to their warehouses to pick up supplies from the many warehouses. As a result throughout the entire business day there is a continual movement of service vehicles to and from Burnside. And these service vehicles vary from the cargo van of a small service employee to the moving companies. As a result the roadway infrastructure to all parts of HRM needs to be effective and efficient. No where in your report do you talk about the needs for good roadways to connect Burnside to the rest of HRM. The best example is the 25 year old plan to complete Burnside Drive to Bedford and Sackville. The failure to complete this vital link means that access from Burnside to the Western part of HRM requires travel over the bridge or through Sunnyside. Some studies I have seen have indicated that the labour cost for an employee in a vehicle is in the range of \$80 per hour. If you start to cost out the impact of the inefficient roadway connection network, together with the continual delays on both Magazine Hill and the bridges the economy of HRM is suffering as these service companies pass on the traffic delay costs to their customers. As a result there is a need to include in the discussion of Infrastructure that in addition to an effective public transportation network for employees to get to work, there is also the need for an effective roadway interconnection network to all of HRM from Burnside.

Regards

Phil Elliott

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) Let the private sector develop land for the retail market. 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) Office space should be the private sectors domain. 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.

FOCUS AREA	MAJOR RECOMMENDATIONS	ACTION ITEMS
7.2 Striking a balance between Downtown and Suburban Office Space	<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.
7.3 Residential Development not compatible with Industrial Parks	<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.

FOCUS AREA	MAJOR RECOMMENDATIONS	ACTION ITEMS
7.4 Rationalization of Existing Business Parks	<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.
7.5 Partnership Opportunities for Business Park Land 7.6 Options to Leverage HRM's development capacity	<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.

FOCUS AREA	MAJOR RECOMMENDATIONS	ACTION ITEMS
7.7 Land Banking for Business Parks	<p><u>7.7 Land Banking</u></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 Partnerships and/or Land Acquisition</u></p> <p><u>7.7.2 Create a Land Expansion Reserve Fund</u></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 Land Prices to Reflect Replacement Cost of Raw Land</u></p> <p><u>7.8.2 Be Mindful of the Net Usable Area for Each Lot</u></p> <p><u>7.8.3 Focus on Reducing Each User's Consumption of Land</u></p> <p><u>7.8.4 Sell Larger Parcels to Land Developers</u></p> <p><u>7.8.5 Reduce Landscape Requirements on Large Lots</u></p> <p><u>7.9.1 Sales Process</u></p> <p><u>7.9.2 Land Auctions</u></p> <p><u>7.9.3 GHP to Provide Strategic Planning/Marketing for HRM Business Parks</u></p> <p><u>7.9.4 Marketing Service Agreement Between HRM and NSBI</u></p> <p><u>7.9.5 Land Sales Monitoring System</u></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.

<u>FOCUS AREA</u>	<u>MAJOR RECOMMENDATIONS</u>	<u>ACTION ITEMS</u>
7.10 Transportation and Business Parks	<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. 	<ul style="list-style-type: none"> < Implement HRM Active Transportation Functional Plan.
8.7 Transportation	<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"> < Metro Transit to evaluate and lead implementation of the Transit related recommendations from the Business Parks Functional Plan. < Include public/stakeholder consultation.

FOCUS AREA	MAJOR RECOMMENDATIONS	ACTION ITEMS
8.1 Regional Plan Context	<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. 	
8.2 Recommended Generalized Future Land Use for Burnside	<p><u>The uses recommended by this study as shown on the Generalized Future Land Use Map are as follows:.</u></p> <ul style="list-style-type: none"> 8.2.1 Light Industrial 8.2.2 General Industrial 8.2.3 Harbour Industrial 8.2.4 Distribution Industrial 8.2.5 Business Campus 8.2.6 Commercial 8.2.7 Remove Burnside Comprehensive Development District 8.2.8 Harbour Commercial/Residential 8.2.9 Environmental Open Space 8.2.10 Recommended Development Controls 	<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.

<u>FOCUS AREA</u>	<u>MAJOR RECOMMENDATIONS</u>	<u>ACTION ITEMS</u>
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.