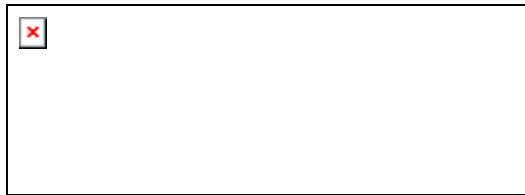


City of Cambridge

Official Plan Review

**Employment Policies and Business Environment
Discussion Paper**



June 2010

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1. Introduction

The City of Cambridge Official Plan (OP) was last updated in the mid-1990's; adopted by City Council on September 22, 1997 and approved by the Regional Municipality of Waterloo on July 14, 1999. The policies in that plan reflect the direction of the 1996 Provincial Policy Statement and the 1995 Regional Official Policies Plan. Since that time, a new Provincial Policy Statement (PPS) was issued in 2005 and a new Regional Official Plan (ROP) was approved by Regional Council in 2009.

This discussion paper reviews the current Business Environment policies within the Official Plan and provincial policies for employment lands.

2. Current Cambridge Official Plan Policies

This discussion paper will focus on Employment land policies and policies related to industrial and business areas of Cambridge.

The following provides the section headings in the current OP related to the business environment and the industrial and institutional land use policies and designations. The full text of the policies is contained in **Appendix 1**.

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While this discussion paper focuses specifically on general policies for employment lands and the industrial and institutional land use designations, subsequent discussion papers will address:

- Commercial land use designations; and
- Core area policies.

3. Legislative and Policy Changes since approval of Official Plan

3.1. Provincial Context

3.1.1. Provincial Policy Statement (PPS) 2005

The PPS provides policy direction on matters of provincial interest for land use planning and development. The Cambridge Official Plan must be consistent with the PPS.

The 2005 PPS contains specific policies for Employment Areas. This is a new section to the PPS. The 1997 PPS addressed employment through the land use

pattern policies and mainly focused on the provision of sufficient land to accommodate growth projections for a twenty year timeframe. The changes to the PPS clearly seek to plan for, protect and preserve employment areas for the future.

The employment area policies promote economic development and competitiveness by:

- Providing for an appropriate mix and range of employment (including industrial, commercial and institutional uses) to meet long term needs;
- 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;
- Planning for, protecting and preserving employment areas for current and future uses; and
- Ensuring the necessary infrastructure is provided to support current and projected needs.

Employment land conversion policies were introduced into the PPS in 2005. The PPS states that planning authorities may permit the 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.

Employment area is defined in the PPS as those areas designated in an official plan for clusters of business and economic activities including, but not limited to, manufacturing, warehousing, offices, and associated retail and ancillary facilities.

These conversion policies are also included in the Growth Plan for the Greater Golden Horseshoe and are legislated by the Planning Act.

3.1.2. Planning Act

The Bill 51 changes to the Planning Act introduced the employment conversion policies from the PPS into Section 22 (Request for Official Plan Amendment) and Section 34 (Zoning By-laws). Under the Planning Act, appeals are restricted for refusals or non-decisions for Official Plan Amendments and Zoning By-law Amendments that would remove lands from areas of employment, even if other land is proposed to be added. Appeals are only restricted if the Official Plan contains policies dealing with the conversion of employment lands to other uses. The Act also requires that Official Plan policies dealing with areas of employment be confirmed or amended during the 5 year comprehensive Official Plan review. Appeals are permitted at the 5 year review.

The Planning Act provides the following definition for area of employment (Section 1.1):

“Area of employment” means an area of land designated in an official plan for clusters of business and economic uses including without limitation the uses listed in subsection (5), or as otherwise prescribed by regulation.

Subsection 5 Uses re “area of employment” – The uses referred to in the definition of “areas of employment” in subsection (1) are,

- a) Manufacturing uses;
- b) Warehousing uses;
- c) Office uses;
- d) Retail uses that are associated with uses mentioned in clauses a) to c);
and
- e) Facilities that are ancillary to uses mentioned in clauses a) to d).

3.1.3. Places to Grow Act and Growth Plan for the Greater Golden Horseshoe

In 2006, the Ontario Government approved the Growth Plan for the Greater Golden Horseshoe. The Growth Plan contains a set of policies for managing growth and development to the year 2031 within the Greater Golden Horseshoe which includes the Region of Waterloo.

The Growth Plan sets targets for density of new development within designated greenfield areas. The designated Greenfield Area must meet a minimum density target of 50 persons and jobs combined per hectare. This target is measured across the entire designated greenfield area and includes employment lands.

The employment land policies in the Growth Plan address the following:

- Maintenance of an adequate supply of lands for employment to accommodate growth forecasts.
- Promotion of economic development and competitiveness through provision of a mix of employment uses, range and choice of suitable sites, protecting and preserving employment areas for current and future use, providing necessary infrastructure.
- Major office and appropriate major institutional development should be located in urban growth centres, major transit station areas, or areas with existing frequent transit service or existing or planned higher order transit service.
- Conversion of employment lands to non-employment uses. A municipal comprehensive review is required. Major retail uses are considered non-employment uses.

- Designate and preserve lands in the vicinity of existing major highway interchanges, rail yards and airports for manufacturing, warehousing, and associated retail, office and ancillary facilities where appropriate.

The conversion of employment lands policy is primarily the same as that in the PPS with the exception that the Growth Plan specifically excludes major retail uses from the definition of employment uses.

3.2. Regional Context

3.2.1. Regional Growth Management Strategy

The Regional Growth Management Strategy is a long-term strategic framework that identifies where, when and how future residential and employment growth will be accommodated in the Region. The strategy was released in 2003. The strategy introduced the countryside line concept to protect agricultural lands from urban sprawl; provided a framework for intensification of a central transit corridor to support rapid transit and supported the development of new employment lands in the vicinity of the Waterloo Regional Airport.

3.2.2. Regional Official Plan

The Regional Municipality of Waterloo adopted a new Regional Official Plan (ROP) on June 16, 2009. The 2009 ROP contains policies that implement the Province's Places to Grow Growth Plan and the Regional Growth Management Strategy.

Chapter 2 of the ROP is the policy framework for the Region's Urban Communities; it outlines the policies that direct a greater share of new urban development toward existing communities.

1. *Population and Employment Forecasts* – Cambridge is projected to grow to a population of 173,000 and have 100,000 jobs by the year 2029; an increase of 49,100 people and 24,780 jobs.
2. *Urban Designated Greenfield Areas* – Policy for minimum density targets for employment areas including:
 - Areas serving solely an employment function (serviced) will be planned to meet or exceed a minimum density of 40 residents and jobs per hectare.
 - Lands designated as Prime Industrial/Strategic Reserve (Serviced) will be planned to meet or exceed a minimum density target of 25 jobs per hectare.

3. *Prime Industrial/Strategic Reserve (Serviced)* – these lands are designated for new large-lot manufacturing or business park land uses and are to be developed as parcels greater than eight hectares in size.
4. *Offices and Institutional Land Uses* – policy to locate major offices and major institutional development within Urban Growth Centre, Major Transit Station Areas, Reurbanization Corridors or Major Local Nodes.

Chapter 4 of the ROP provides policies for the Region's Business Community including:

1. *Employment Areas* – policies for supply of employment lands; designation and preservation of employment lands in vicinity of major highway interchanges, rail yards and the airport; and policies for the conversion of employment lands to non-employment uses only through a municipal comprehensive review in accordance with provincial policy.
2. *Collaborative Partnerships* – policies related to the Region's support of the business community.
3. *Environment and Business* – policies that promote environmental sustainability, environmental certification, information sharing and research and discourage businesses that use large quantities of water/wastewater treatment from locating or expanding in the Region.

3.2.3. Region of Waterloo Industrial and Business Park Vacant Land Inventory Year End 2008

The industrial and business park vacant land inventory is prepared annually to identify and track available lands and assist the Region and area municipalities with planning needs trends.

The 2005 inventory report found that there was sufficient designated industrial and business park land to accommodate forecasted employment growth, but that much of the land was privately owned, and very few of the parcels were of a sufficient size to accommodate a larger format manufacturer. In the following years, the inventory of vacant lands was updated to reflect the availability of land as of year end for each respective year.

In 2008, the report concluded that the overall area of designated serviced land within the Regional Inventory had not changed sufficiently enough to warrant amending the overall recommendations contained in the 2005 Industrial and Business Park Vacant Land Inventory and Demand Analysis Report. These recommendations included the designation of the East Side lands for prime industrial/strategic reserve. The recommendations formed the basis for the prime industrial/strategic reserve policies in the 2009 ROP and are consistent with the PPS.

The following recommendations are from the 2005 inventory; these continue to be endorsed through the inventory updates:

East Side Study Area

1. That the Region of Waterloo, in cooperation with the City of Cambridge, the Township of Woolwich and the City of Kitchener, expand the City Urban Area boundary in the Regional Official Policies Plan as required to provide for the designation of 300 net hectares (741 acres) of fully serviced land (in parcels greater than 8 hectares or 20 acres in size, with a minimum of half being in parcels of 20 to 40 hectares or 50 to 100 acres) within the East Side Study Area for Prime Industrial / Strategic Reserve purposes. The 300 net hectares shall be over and above any lands currently designated or zoned for industrial and business park uses within Local Municipal Official Plans and/or zoning by-laws. **See Figure 1** ***The East Side lands are displayed on this map as Prime Industrial/Strategic Reserve which is the designation for these lands in the 2009 ROP.***
2. That the location and extent of the City Urban Area expansion as required to provide for 300 net hectares of Prime Industrial / Strategic Reserve be determined through the East Side Structure Plan process currently under way. It is recognized that lands over and above the 300 net hectares will be captured as part of the required urban area expansion, including lands of environmental significance and smaller parcels which do not meet the criteria for consideration as Prime Industrial / Strategic Reserve.
3. That the Region, the City of Cambridge, the Township of Woolwich and the City of Kitchener cooperate in the development of infrastructure necessary to service the Prime Industrial and Strategic Reserve lands, and other strategies as required to ensure such lands are made available for development as soon as reasonably possible.
4. That the lands identified as Prime Industrial / Strategic Reserve be retained in parcels greater than 8 hectares in size, with a minimum of half of the land initially being retained in parcels of 20 to 40 hectares, to ensure land remains available to accommodate future large lot industrial and business park uses.
5. That any developable lands included within the expanded City Urban Area boundary which are not of an appropriate size (greater than 8 ha) to be considered as Prime Industrial / Strategic Reserve, be designated and zoned to provide for small to medium sized industrial and business park and ancillary uses.
6. That the inventory of industrial and business park land be monitored on an on-going basis to ensure adequate and appropriate lands are available to accommodate the diverse land requirements of new and expanding businesses.

7. That where monitoring clearly demonstrates that there is a critical shortfall in the inventory of lands available in the short to medium term to meet the needs of new and expanding businesses requiring lot sizes less than 8 hectares, that consideration may be given to converting a portion of the Prime Industrial / Strategic Reserve lands to meet these needs.

Maximizing Use of Employment Opportunities on Currently Designated Land

11. That the Region support Local Municipalities in maximizing and expediting employment opportunities available through infill, intensification, adaptive re-use and redevelopment.
12. That the premature division of industrial and business park land into small parcels be discouraged to maximize flexibility in the future use of such lands.
13. That Local Municipalities be encouraged to review their official plans and zoning by-laws to ensure industrial and business park lands are designated and zoned primarily to accommodate manufacturing employment. Such plans and by-laws should be revised to restrict the use of such lands for major office and other uses which can reasonably locate elsewhere within the municipality, and in particular along the Central Transit Corridor.
14. That the conversion of industrial or business park lands to major commercial or residential uses be strongly discouraged where such lands can reasonably accommodate light or heavy industrial uses. Such conversions will only be considered following completion of a comprehensive review consistent with the provisions of the Provincial Policy Statement which considers the information contained in this inventory and demand analysis both within a regional context and in the context of the available supply and anticipated short, medium and long term demand for such lands within local municipalities.
15. That Local Municipalities review the lands identified in Category 'F' (Vacant parcels not on market for reasons other than timing) in this inventory and demand analysis to determine if these lands are better suited for the development of recreational, open space, residential and/or institutional uses supportive of reurbanization and improved quality of life within the community.
16. That Local Municipalities be strongly encouraged to provide for increases in the density of development on industrial and business park lands by revising set backs and other requirements to allow a greater density of building area on the lands to help in accommodating the needs of expanding businesses.

17. That the Region and Local Municipalities develop strategies to increase transit ridership within industrial and business park areas through provision of higher levels of transit services, the development of pedestrian and cycling facilities and the implementation of transportation demand management (TDM) programs to assist in reducing the overall parking requirements on such lands.
18. That the Region, Local Municipalities, Canada's Technology Triangle (CTT Inc) and other stakeholders develop strategies to proactively facilitate the development of underutilized industrial and business park lands to make better use of existing infrastructure.
19. The Region, Local Municipalities, CTT Inc and other stakeholders develop strategies to ensure large parcels with vacant manufacturing facilities remain attractive for re-use or redevelopment to maximize the use of existing infrastructure.

3.3. Local Context

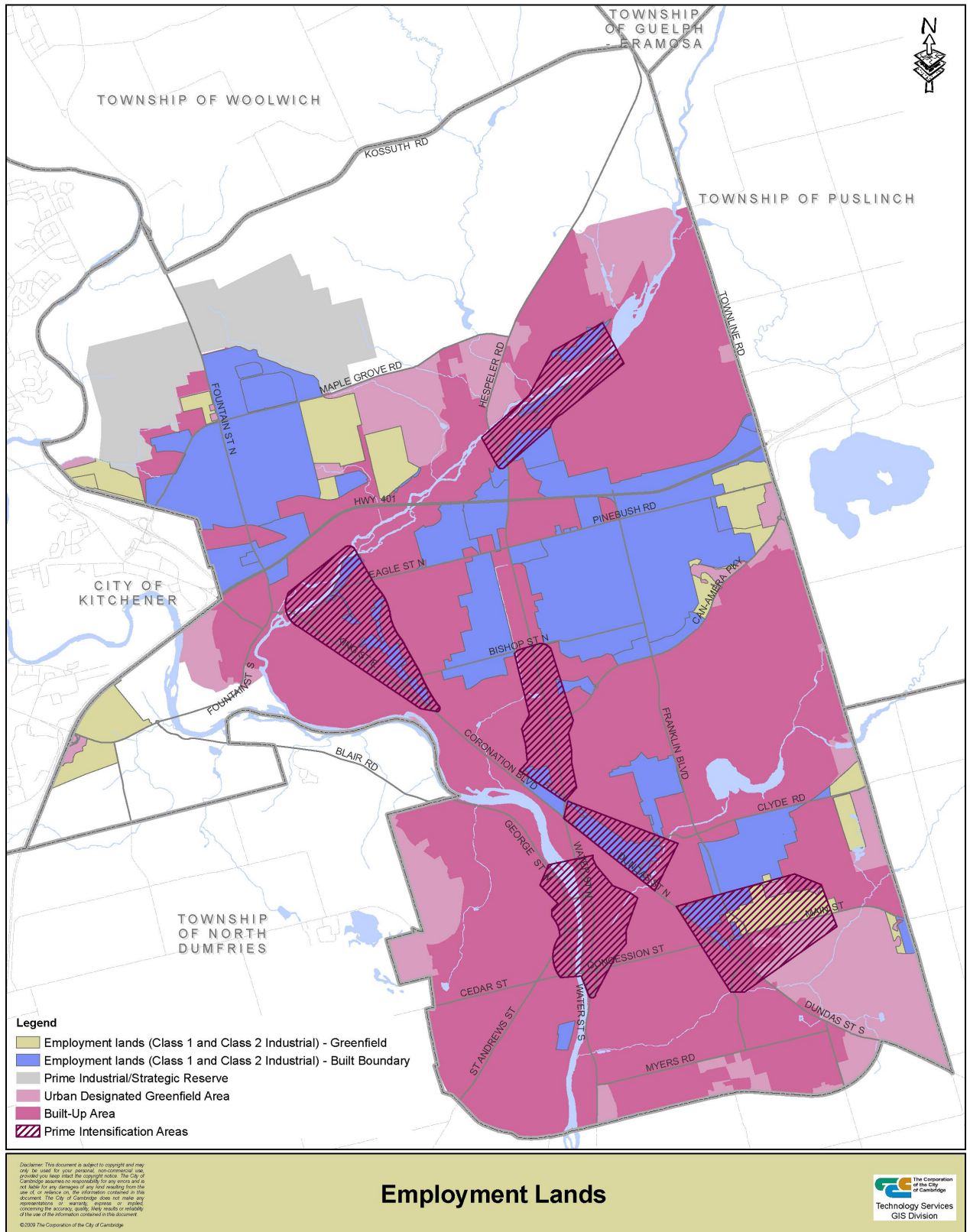
3.3.1. Growth Management Strategy Land Inventory and Capacity Analysis (Hemson Consulting)

In 2009, Hemson Consulting was contracted to prepare a Land Inventory and Capacity Analysis for Cambridge. The following summarizes the findings of the Hemson report related to employment lands:

- There are approximately 680 hectares of developable employment land that could accommodate between 17,950 and 21,450 jobs.
- There is sufficient vacant employment land to accommodate the future employment growth to 2031 of around 14,100 jobs.
- Achieving the Region's Greenfield density target for employment lands of 40 jobs per hectare will require a major shift in the employment base of Cambridge away from typically low density manufacturing and transportation warehousing. Need to attract employment that is office/research park based.
- The report recommends encouraging higher employment densities on City-owned employment lands.

The following map, Figure 1 Employment Lands, displays the proposed urban structure including Places to Grow elements (Built Boundary, Greenfield Lands) along with the lands currently designated employment (Industrial) within the City of Cambridge Official Plan and within the Regional Official Plan (Prime Industrial/Strategic Reserve).

Figure 1:



Topic: Map 10_2019_102019040
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3.3.2. Designing the Future: An Economic Development Strategy for the City of Cambridge (December 2008)

In 2008, the report 'Designing the Future' was approved by Cambridge Council. Designing the Future is a 5-year strategy from which the Economic Development Division will prepare a comprehensive plan for economic development in the City of Cambridge.

The strategy recommends that the City focus its economic development activities in four specific areas:

- Advanced Manufacturing
- Life Sciences
- Small Knowledge-Based Industries
- The Environment

Some of the recommended actions include:

- Develop and deliver a substantive manufacturing retention program
- Develop a detailed Advanced Manufacturing Sector strategy
- Work with Regional economic development interests to develop a shared Life Sciences sector strategy
- Seek new LEED certified building projects and other environmental projects to develop and showcase local expertise
- Establish a green architecture working group
- Work with BIA's to identify investment attraction targets for each neighbourhood
- Add incentives to Community Improvement Plans to assist growth in small knowledge-based industries
- Enhance streetscaping and quality of life programming in downtown cores
- Continue efforts to maintain an adequate supply of industrial land for future development purposes.

4. New Policy Directions and Required Updates

1. Inclusion of an Employment Lands section within a new Growth Management Structure chapter of the Official Plan. This section will address:
 - Land supply
 - Employment lands conversion policy

- Policies for Prime Industrial / Strategic Reserve lands as per the Regional Official Plan
 - Density Targets
 - Monitoring (method for tracking achievement of density targets)
2. Revisions to Chapter 8: Business Environment to reflect the Economic Development Strategy. Potential changes include:
 - Removal of policies that are more appropriately addressed through the Economic Development Strategy (i.e., those that are not land use/development based); and
 - Addition of policies to assist in implementation of the Economic Development Strategy.
 3. Introduction of urban design policies for employment areas within an Urban Design section of the Official Plan. Consideration of green energy and sustainability policies and the introduction of LEED or other standard for design.
 4. Policies to support the City of Cambridge as a leader in the design and development of business and industrial parks including green/sustainable design. Consider how the City can use city owned employment lands as a tool to demonstrate best practices to business/industry leaders.
 5. Designation of Employment Areas in keeping with the employment lands policies of the PPS and Places to Grow.
 6. Examine creation of new land use designations to address changes to provincial employment policies (e.g. business park).
 7. Confirming appropriate land uses within Employment areas and associated land use designations including a review of uses that are permitted within any District within the current Official Plan*. To include the removal of commercial permissions from industrial land use designations. Consider identifying uses that would not be permitted within employment areas.
 8. Update of policies and land use designations to conform to the ROP (e.g. location of office uses).

* The current Cambridge Official Plan contains conflicts and inconsistencies between land use designations. It is necessary to rationalize the conflicts and inconsistencies in the Official Plan with the prevailing Provincial policy

direction of the PPS and Places to Grow. The employment policies of the PPS and P2G will result in updates to our land use designation permissions and will restrict the types of uses that are permitted within our employment areas. A specific example is the conflict between the policy direction for industrial lands and the permissions of the institutional land use designation which permits uses such as places of worship in any land use designation in the City. The Official Plan also currently permits local shopping centres within the Class 2 Industrial designation. Both institutional and retail uses within the industrial districts will be reviewed.

5. Mapping

Map 15 General Land Use Plan will need to be updated to display the designated employment areas and any proposed new land use designations.

6. Summary

The Official Plan Review provides an opportunity to bring the plan into conformity with the Provincial Policy Statement, the Planning Act, the Places to Grow Act and the new Region of Waterloo Official Plan. This conformity exercise will result in a refinement of the existing Business Environment Policies and associated land use designations and will provide Council with greater control over the protection of employment lands for employment uses over the long term.

APPENDICES

Appendix 1

City of Cambridge Official Plan (January 2004 Consolidation)

2.2 Settlement Pattern

It is the policy of the *City*:

- a) To plan for a moderate and environmentally sustainable level of growth in the City of Cambridge to a forecast population of 132,300 by the year 2016;
- b) To encourage balanced growth between residential and business uses, and where compatible, to integrate some of these uses;

2.4 Business Environment

It is the policy of the *City*:

- a) To work toward a stable, diverse and stronger business assessment base in the interests of all members of the community through the continuing operation of existing businesses and the addition of a greater number and wider range of new businesses and their associated employment opportunities;
- b) To undertake economic development in an environmentally responsible manner;
- c) To ensure that businesses have a range of choices for their operations, including home-based activities and other buildings and lands available for existing or new businesses;
- d) To pursue through community partnerships a tourism strategy, including initiatives to establish new specialized uses, such as recreational, artistic, cultural, shopping and other entertainment opportunities, as well as tourist accommodations;
- e) To permit and promote where appropriate the adaptive re-use of vacant or underused buildings, partially developed lands and vacant lands, and the removal of incompatible land uses, particularly in existing built-up areas;
- f) To maintain an adequate supply of municipally owned industrial land;
- g) To support the creation of additional office space, including corporate head offices and supporting administrative facilities for local businesses;
- h) To support the establishment of new businesses in the *City*, including the *development* and operation of small-scale, multi-tenant malls;
- i) To maintain local *infrastructure* and to plan for timely improvements which support local business needs, including an efficient road and rail network to areas both within and outside the *City*;

- j) To promote urban design, including the use of guidelines, as a key factor in establishing attractive and well integrated business activities throughout the community; and
- k) To support services to businesses that foster a competitive environment, including business networks, partnerships, technology advancement, corporate training, and best business practices.

Chapter 4: Settlement Pattern Supports

4.2 Industrial Land Use Compatibility

4.2.1 General

4.2.1.1 The *City* recognizes industry as an important and desirable land use in and adjacent to Community Core Areas. The *City* encourages the retention, renewal and expansion of compatible existing industries, as well as new industries which are environmentally compatible with the surrounding area, to locate within Community Core Areas. A number of existing industrial uses are located in older areas of the *City* and in proximity to existing residential areas which today would be generally limited or prohibited. In order to recognize their historical development, their importance as major employers, and to encourage the retention of some of these uses, existing industries are provided for in this plan and may be permitted to expand, subject to the implementation of feasible and appropriate mitigation measures to minimize the impact of such expansions on *sensitive land uses*.

4.2.1.2 The *City* shall also protect industry and *major facilities* where practical from *sensitive land uses* which may locate on a site potentially affecting industrial activity and growth. This may include restricting *sensitive land uses* in or near industrial areas and near *major facilities*. *Compatible uses* may be located between *sensitive land uses* and industrial areas or *major facilities*, where the intervening use is compatible with both the industry or *major facilities* and the *sensitive land use*.

4.2.1.3 The *City* shall attempt to minimize any proven or recognized impacts of industrial uses and/or stationary noise sources by regulating the separation of these uses from other nonindustrial uses in accordance with legislation, policy and guidelines established by the *Province*. Separation distances are intended to supplement, not replace, adequate controls at the source and to safeguard against fugitive emissions (for which there is no practical means of control), process upsets, and breakdown or malfunction of technical controls and/or spills.

4.2.1.4 The measurement of separation distances required will follow one of the following three methods, presented in the *City's* order of preference:

- a) from the area designated for *sensitive land use* to the area designated for industrial use or a *major facility*;
- b) from the area zoned for *sensitive land use* to the area zoned for industrial use or *major facility*; or

c) from the property line of the closest sensitive receiver to the property line of the emission source.

4.2.1.5 The *City* recognizes that protection of residential land uses in or near industrial areas may be desirable where special studies have been completed which demonstrate, to the satisfaction of the *City* and the *Province*, the long term viability of the adjacent industry and the viability of the residential use, including the suitability of the environment for residential use.

4.2.1.6 The *City* shall attempt to minimize the impact of industries on the environment by encouraging industrial operations to comply with legislation and policy standards, including the provisions of the Environmental Protection Act. Such legislation and policy standards may include the emission of sound and vibration, the emission of permissible concentrations of air contaminants such as dust, smoke, odour, fumes and other particulate, and water quality and waste control, including the quality of discharge and run-off.

Chapter 8: Business Environment

8.1 General

The *City* recognizes that business vitality is a critical element to overall community prosperity. The benefits of a healthy and diverse business sector include employment, associated purchasing power, and a strong and stable assessment base. There are many influences on the business environment which are beyond the scope of this plan. However, the *City* recognizes its diverse land use-related roles, which include land banking and marketing, partnerships, land use policies and regular monitoring to maintain, enhance and promote the *City's* overall competitive position as a pre-eminent community with a strong business priority.

8.2 Key Supports to the Business Environment

8.2.1 Public Investment

It is the policy of the *City* to recognize the need for public investment to support existing and future businesses in Cambridge. Municipal investment in business-supporting elements, such as *infrastructure* and municipal land banking, will be considered annually through the *City's* budgeting process. Support from other levels of government may also be sought as a means of enhancing public investment.

8.2.2 Partnership

The *City* recognizes and will continue to actively participate in partnership arrangements. The composition of partnerships may vary according to the issues under consideration. Business strategies are expected to include partnerships with the private sector, other municipalities both within and outside the Regional Municipality of Waterloo, the Cambridge Chamber of Commerce, Canada's Technology Triangle, business associations, Business Improvement Areas, non-profit organizations, and other collaborations.

8.2.3 Land Supply

It is the policy of the *City* to seek to maintain an adequate land supply for business for at least the next twenty years. The policies of Section 3 of this plan contain provisions to permit some businesses to be integrated into a variety of Districts, and other provisions to establish areas where businesses are the predominant land use. Key land supply priorities of the *City* are:

- a) adequate supply of serviced and serviceable land, recognizing variations in *development* requirements and the need to provide the variety described in item b) below;
- b) variety of business choices in such terms as location, property size and configuration, cost, range of permitted uses and conditions for such uses; *City of Cambridge Official Plan*
- c) efficient configuration of areas (e.g. in terms of road networks, property shapes and sizes) that are significantly oriented to businesses activities, particularly Community Core Areas, Nodes, and Commercial and Industrial Districts established in Section 3 of this plan;
- d) accessibility to or location along arterials roads or other road systems that serve businesses; and
- e) efficient and compact use of land, *infrastructure* and other community resources.

8.2.4 Existing Buildings and Built-Up Areas

It is the policy of the *City* to encourage, where appropriate, businesses to re-use vacant buildings, to expand operations on under-used sites, and to locate in existing built-up areas of the *City*, as provided for in Section 3 of this plan. *Council* may pass by-laws or otherwise encourage businesses to make such decisions. *Council* may also enter into agreements with business interests as a means of achieving building re-use and location in existing built-up areas.

8.2.5 Compatibility

The *City* recognizes the need to protect some business activities from incompatible land uses being located in close proximity. The policies of Sections 2 and 3 of this plan provide for the establishment of areas in which specified businesses may operate, as well as policies to resolve potential incompatibilities with surrounding land uses.

8.2.6 Business Opportunities

It is the policy of the *City* to promote and assist businesses that wish to establish in Cambridge. The forms of assistance include the establishment of a range of permitted land uses prescribed in Section 3 of this plan, and will extend to the provision of information on the Cambridge community, the identification of available land and building supply, and opportunities for partnership.

8.2.7 Ongoing Business Support

The maintenance of a strong business sector is recognized as a key element of community prosperity. It is the policy of the *City* to support the vitality of existing businesses through a range of programs and practices. Such support may include *City*-wide promotional campaigns, the review of development proposals, and business recognition awards, honouring excellence in training and education, corporate dedication to community vitality, and other business successes.

8.2.8 Tourism

It is the policy of the *City* to recognize the importance of tourism to the community. Tourist opportunities may include multi-purpose expenditures from visitors in the form of river excursions, hiking and cycling, factory outlet purchases, shopping and dining, attendance at cultural and recreational events, excursions to experience *built heritage resources* and the natural environment, railway heritage, and overnight stays provided by the local hospitality industry.

The policies of Sections 2 and 3 of this plan are intended to support a multitude of existing and potential tourist opportunities in Cambridge.

8.2.9 Education and Training

It is the policy of the *City* to encourage and support educational facilities in order to achieve a diversified and skilled labour force. Support for education and training may take the form of permitting the location of such facilities in various parts of the *City* prescribed in Section 3 of this plan, partnership arrangements, and promotion.

8.2.10 Business Advisory Bodies

The *City* recognizes that the community contains many individuals who have valuable insight into the business environment. It is the policy of the *City* to invite such individuals to participate on Task Forces, Advisory Committees or on other bodies to assist *Council* in addressing matters potentially affecting local business vitality.

8.2.11 Monitoring

It is the policy of the *City* to monitor its competitive position as a desirable community for business activities. As a means of gauging its competitive position, the *City* will regularly undertake an Economic Analysis to examine a number of variables and any correlations between such variables. Wherever possible, the variables should be measurable and capable of being generated in the future, and may include an examination of:

- a) the local assessment base in terms of size, diversity and change;
- b) employment levels;
- c) income change;
- d) wage levels;
- e) land sales and building occupancies, particularly for industrial, commercial and office activities;

- f) industrial, commercial and office vacancy rates;
- g) development-related fees and charges relative to other communities, and other appropriate community comparitors;
- h) hiring trends and the intentions of employers;
- i) home occupations; and
- j) associated supports to the business environment, such as residential land supply and education trends.

SECTION 3: LAND USE POLICIES AND DESIGNATIONS

Chapter 11: General Land Use Policies

11.2 Uses Permitted in all Districts

11.2.1 It is the policy of the *City* that lands in any District established by this plan may be used for any of the following purposes:

- a) any purpose of the *City*, the *Regional Municipality of Waterloo*, Government of Ontario or Government of Canada or any department, agency, board or commission thereof, including Ontario Hydro and the Hydro Electric Commission of Cambridge and North Dumfries, in accordance with Policy 11.2.2;
- b) the facilities, other than administrative offices, sales outlets, studios, garages, depots or yards, of any privately-owned or other public service utility, pipeline company or broadcasting company in accordance with Policy 11.2.2;
- c) uses provided for in accordance with Policy 15.3;
- d) a use accessory to a permitted use;
- e) municipally established neighbourhood and community parks, community recreation facilities, and urban accents such as signage structures; and, subject to the provisions of Section 2 of this plan, *Council* may pass by-laws or otherwise facilitate or encourage the *development* and use of land for such purposes without amending this plan.

11.2.2 For the purposes of Policy 11.2.1 a), it is the policy of *Council* that all electric power facilities which operate at 50 kiloVolts and above, or transform from above 50 kiloVolts to less than 50 kiloVolts, including all facilities such as transmission lines, transformer stations and distributing stations as defined in the Power Corporation Act or other applicable legislation, shall be permitted in any District designated on Map 15 without amending this plan, provided that:

- a) such facilities are provided in accordance with the Environmental Assessment Act and regulations made thereunder and other relevant provincial legislation and policy;

- b) Ontario Hydro consults *Council* with respect to the location of any new transformer station;
- c) *Council* shall be given the opportunity to participate in discussions respecting the location criteria of new electric power facilities; and
- d) secondary land uses may also be permitted on lands of Ontario Hydro and the Hydro Electric Commission of Cambridge and North Dumfries in accordance with Policy 11.2.1 of this plan and by agreement with the relevant power authority where *Council* deems such uses to be compatible with adjacent land uses.

11.2.3 It is the policy of the *City* to facilitate or encourage the relocation of an existing use and/or the redevelopment of lands occupied by an existing use where any of the following conditions prevail:

- a) the existing use does not comply with the provisions of the Environmental Protection Act;
- b) the existing use is incompatible with existing or proposed uses in the area;
- c) the existing use is a use prohibited by Policy 11.3 of this plan;
- d) the building, facilities or plant of the existing use are inadequate, obsolete or structurally unsound;
- e) the existing use would benefit from relocation;
- f) assistance to relocate the existing use has been requested or is required;
- g) the site or facilities of the existing use are required for the purposes of a *community improvement plan* adopted pursuant to the Planning Act ; and
- h) the site or facilities of the existing use are required for a public purpose.

11.8 Institutional Special Care

It is the policy of the *City* to encourage the establishment of special care institutions required by the residents of the *City*; and, subject to the provisions of Section 2 of this plan, *Council* may without amending this plan, pass by-laws or otherwise facilitate or encourage the use of lands and buildings:

- a) in any District designated on Map 15 except Classes 1 and 3 Open Space for the purposes of a *crisis intervention home*;
- b) in Community Core Areas, Nodes, Residential or Institutional Districts designated on Map 15, and where *Council* has made site-specific provision in the *City's Zoning By-law*, for the purposes of providing a special care facility for the accommodation of more than ten residents exclusive of staff or a receiving family for the purposes of:
 - i) any use described in Policy 11.9.1a) through f);

- ii) a private hospital, nursing home, convalescent home or establishment providing care for chronic illness;
- iii) a rest home or retirement home; and
- iv) a group home for other special purpose needs not described in i) above, such as the victims of accidents who require long term rehabilitation.

Chapter 13: Business Environment Districts

13.3 Commercial Areas

13.3.7 Unclassified Commercial Uses

13.3.7.1 Local Shopping Centres

13.3.7.1.1 It is the policy of the *City* that lands in a Class 4 Commercial District designated on Map 15 and, where provision has been made in a site-specific amendment to the *City's* Zoning By-law, and that lands in a Class 1 Residential District or Class 2 Industrial District designated on Map 15 may be *developed* and used for the purposes of a local shopping centre. Subject to section 2 and Policies 13.3.7.1.2 and 13.3.7.1.3, *Council* may pass such by-laws or otherwise facilitate or encourage the *development* or redevelopment and use of such lands as a local shopping centre for the following purposes without amending this plan:

- a) retail and service commercial facilities;
- b) business and professional offices which serve the area in which the local shopping centre is located and where retail stores and other service commercial facilities are also provided;
- c) an automobile service station, but not an auto body repair shop;
- d) an outdoor garden centre;
- e) an industrial use except an auto body repair shop, builders and contractors yard or an industrial use for which a site-specific amendment to the *City's* Zoning By-law is required by Policies 13.4.4. and 13.4.5 of this plan, if:
 - i. the local shopping centre is located or proposed to be located in a Class 4 Commercial District or Class 2 Industrial District; and
 - ii. no outdoor storage is provided; and
 - iii. all industrial activities are conducted entirely within wholly enclosed buildings.

13.3.7.1.2 For the purposes of Policy 13.3.7.1.1, it is the policy of the *City* that:

- a) the *development* of lands for the purposes of a local shopping centre shall provide at least 500 m² but less than 5,000 m² of *gross leasable retail commercial floor area* and such floor area shall be divided into at least three separate leasable units for occupancy by different tenants;
- b) no lands in a Class 1 Residential District or a Class 2 Industrial District designated on Map 15 of this plan shall be zoned to permit their *development* and use for the purposes of a local shopping centre:
- i) if such lands are located within a one kilometre radius of any existing commercial facilities or other lands approved for future commercial development;
 - ii) unless such lands are located on a corner at the intersection of two roads shown on Map 6 of this plan;
- c) every application for approval of the *development* of lands for the purposes of a local shopping centre in any District shall be accompanied by the following information:
- i) a specific development scheme illustrating:
 - the location and setbacks from all property lines of all proposed buildings;
 - the proposed division of each building into leasable units and the proposed use (if known) and gross leasable retail commercial space of each leasable unit;
 - the layout of all parking areas and the total number and dimensions of parking spaces provided to be provided;
 - the location and dimensions of all proposed parking lot aisles, access driveways and the corner radii of their intersections with adjacent streets;
 - the locations, dimensions and areas of all lands proposed to be landscaped.
 - ii) drawings in plan and section showing the massing of the proposed shopping centre in relation to existing development within 100 m of the site;
 - iii) a traffic impact assessment demonstrating to the satisfaction of *Council*, and, where a *Regional* road is also affected, to the satisfaction of the Regional Municipality of Waterloo, that the capacity of the roads and intersections required to accommodate the vehicular traffic likely to be generated by the proposed local shopping centre is adequate;
 - iv) where the location of the proposed local shopping centre fails to meet either criterion specified in Policy 13.3.7.1.2 b), the proponent of the proposed shopping centre shall prepare and submit a market opportunities study demonstrating to the satisfaction of *Council* that there is an adequate market available within the proposed shopping center's trade area to support it as a reasonably economically viable commercial undertaking, taking into account the extent to which the available market may already

be served by existing or approved commercial development within 1.0 km of the proposed site.

13.3.7.2 Commercial Strips

For the purposes of this plan, a commercial strip (or strip commercial area) is an area of existing linear commercial development along a road occupying lands within the areas shown on Figure 2 which are designated on Map 15 as Residential or Industrial Districts. It is the policy of the *City* to discourage the further *development* of commercial strips except by infilling in an existing commercial strip, and *Council* shall not pass by-laws to establish any new commercial strip or to extend the length of any existing commercial strip. Subject to the provisions of Section 2 of this plan, *Council* may pass by-laws to permit the lands shown in Figures 2 a) to 2 h) of this plan to be used for any of the following purposes:

- a) uses permitted in the Residential or Industrial District for which such lands are designated on Map 15 of this plan;
- b) retail stores in which not more than 300 m² of *gross leasable retail commercial floor area* is provided;
- c) banks, restaurants, laundry or dry cleaner's establishments, barber shops, beauty salons or funeral homes;
- d) business and professional offices serving the area in which the commercial strip is located;
- e) hotels or motels in accordance with Policy 13.3.7.5;
- f) automobile service stations;
- g) dwelling units over stores; and
- h) bed-and-breakfast hostels in accordance with Policy 13.3.7.7.

13.3.7.5 Hotels and Motels

- a) It is the policy of the *City* to encourage the *development* of adequate hotel and motel facilities to accommodate tourists and other visitors to the *City*. Without amending this plan, *Council* may, subject to the provisions of Section 2 of this plan, pass by-laws or otherwise encourage or facilitate the *development* and use of land for such purposes in the following locations:
 - i. in the Galt City Centre;
 - ii. in the Preston Towne Centre;
 - iii. in Hespeler Village;
 - iv. in any Regional, community or neighbourhood shopping centre designated on Map 15 as a Class 1, Class 2 or Class 3 Commercial District when the hotel or motel is integrated into the overall design of the site;

- v. in the Hespeler Road commercial development area designated on Map 15 as a Class 4 Commercial District;
 - vi. in any strip commercial area shown in Figure 2;
 - vii. in a Class 1 Industrial District and in accordance with Policy 13.4.2.1 e);
 - viii. in the Pinebush Road Special District shown in Figure 4 in accordance with the provisions of Policy 17.3;
 - ix. in a Class 1 Residential District where the proposed hotel or motel is part of a comprehensively-planned site development scheme of mixed land uses consisting primarily of multiple unit residential buildings;
 - x. [in area “7b” in the Blair Village Special District shown in Figure 7 in accordance with the provisions of Policy 17.7;] **Deferral No. 9**
 - xi. in a Class 5 Commercial District in accordance with Policy 13.3.6.
- b) Notwithstanding the definition of *gross leasable retail commercial floor area* provided in Policy 21.7 of this plan, it is the policy of the *City* that any floor area within a hotel or motel developed or proposed to be *developed* in accordance with the provisions of Policy 13.3.7.5.(a), other than the floor area used for retail or service commercial purposes or for business and professional offices not required in the administration and management of the hotel or motel, may be excluded from calculations required to determine the maximum *gross leasable retail commercial floor area* permitted in the District in which the hotel or motel is proposed to be *developed*.

13.4 Industrial Areas

13.4.1 Classification of Industrial Districts

In this plan, it is the policy of *Council* to recognize two classes of Industrial District:

- a) Class 1 (Corridor) Industrial Districts, which consist of lands in highway corridors within which higher performance standards of site development and use are required; and
- b) Class 2 (General) Industrial Districts, which consist of all other lands designated by this plan for industrial use.

13.4.2 Class 1 (Corridor) Industrial Districts

13.4.2.1 It is the policy of the *City* that lands designated on Map 15 as a Class 1 Industrial

District should be reserved for the use of industrial and related activities which require or can benefit from the visual prominence of a location in a highway corridor and which are likely to contribute to the aesthetic appeal of the urban composition at the *City's* principal edges and entrances. Subject to the provisions of Section 2 of this plan, *Council* may pass by-laws, acquire and develop lands or otherwise facilitate or encourage the *development* and use of such lands for the following purposes:

- a) any industrial activity which is entirely conducted within wholly enclosed buildings, and complies with the provisions of the Environmental Protection Act;
- b) facilities for industrial research and development;
- c) publishing and broadcasting facilities;
- d) an office building in which at least 1,860 m² of gross floor area are provided for occupancy by one or more of the following uses:
 - i. printing, publishing or broadcasting facilities;
 - ii. a data services establishment;
 - iii. a branch bank or trust company;
 - iv. a food services establishment of not more than 500 m² of gross floor area which is not freestanding on the site;
 - v. the offices of a professional business consultant, such as architectural, engineering, town planning, land surveying, market research, management, industrial design, legal, or health care services;
 - vi. the executive and/or administrative or business offices of one or more of the following:
 - an industrial enterprise whose industrial activities may be conducted off-site either in the City of Cambridge or elsewhere;
 - a financial, insurance or real estate establishment;
 - a religious or non-profit institution;
 - a retail/wholesale business in which no sales are offered on site;
 - a service industry specifically limited to construction, transportation, communication and utilities uses;
- e) a hotel or motel in which at least 50 guest rooms are provided;
- f) in the Pinebush Road Special District shown in Figure 4, the uses specified in Policy 17.3;
- g) in the Dunbar Road Special District shown in Figure 5, the uses specified in Policy 17.4;
- h) any use permitted in all Districts in accordance with the provisions of Policy 11.2 of this plan.

13.4.2.2 Notwithstanding the provisions of Policy 13.4.2.1 of this plan, it is the policy of the *City* that the following sites designated as Class 1 Industrial Districts in this plan may be used for the retail sale, service, rental and storage of truck, trailer and parts where *Council* has made specific provision in the *City's* Zoning By-law:

- a) Lot 17, Registered Plan 1427, McGovern Drive.

13.4.3 Class 2 (General) Industrial Districts

13.4.3.1 Subject to the provisions of Section 2 of this plan, *Council* may pass by-laws, acquire and develop lands or otherwise facilitate or encourage the *development* and use of lands in a Class 2 Industrial District for the following purposes:

- a) any industrial activity which complies with the provisions of the Environmental Protection Act and is not prohibited by Policy 11.3 of this plan;
- b) the retail sales of products manufactured on the same site;
- c) offices required for the administration of an industrial activity or for the provision of technical and professional services to an industrial activity;
- d) any other business office or professional office only where it is located in an industrial mall, a local shopping centre or a strip commercial area as defined or shown in this plan;
- e) display, sales and service of industrial or commercial motor vehicles or motorized equipment having a Gross Vehicle Weight of at least 5,600 kg. and for the retail sale of replacement parts for such vehicles and equipment;
- f) small equipment and business machine sales and service and photocopying service establishments;
- g) fitness clubs and health centres, including employee rehabilitation facilities;
- h) landscaping and garden centre sales and service, builders and contractors' yards;
- i) veterinary offices;
- j) establishments for the instruction, development, application or use of computerbased technologies and related services as well as industrial research, development or quality control;
- k) printing and/or publishing establishments;
- l) dry cleaning plants;
- m) restaurants or caterers' establishments where such uses are not free standing;
- n) propane transfer facilities;
- o) courier or delivery services;
- p) training facilities, including industrial trades, instruction in arts and crafts and craftpersons shops;
- q) public garages excluding the retail sale of gasoline and other petroleum fuels, car washes, taxi dispatching offices, sales of automotive parts and equipment parts;

- r) “Rent-All” establishments;
- s) security or janitorial services;
- t) indoor recreational amusement facilities, where extensive floor areas are required;
- u) recycling facilities which conform to the provisions of the Fire Code and other applicable law and are approved by the City of Cambridge Fire Chief;
- v) a commercial use specified in, and in accordance with the provisions of Policies 13.3.7.1, 13.3.7.2, 13.3.7.3, 13.3.7.6, and 13.3.7.7;
- w) banks, trust companies or credit unions;
- x) in the East Main Street Special District shown in Figure 6, the additional uses specified in Policy 17.5; and
- y) any use permitted in all Districts in accordance with the provisions of Policy 11.2 of this plan.

13.4.3.2 It is the policy of the *City* to further regulate industrial uses through the *City’s* Zoning By-law.

13.4.4 Truck Terminals and Courier Depots

13.4.4.1 It is the policy of the *City* to permit the use of lands designated on Map 15 as Class 2 Industrial Districts for the purposes of a transport terminal, terminal warehouse, bonded or customs warehouse or courier depot, and to permit the extension or enlargement of such existing use, without amending this plan, in accordance with the following provisions:

- a) the zoning classification of the lands used or proposed to be used for such purposes generally permits the establishment of heavy industrial uses or, alternatively, the by-law proposed to be enacted to permit lands to be used for such purposes is specific to such lands;
- b) vehicular access to the lands used or proposed to be used for such purposes may be obtained exclusively from a major arterial road shown on Map 6 or from a road serving a Class 2 Industrial District designated on Map 15 and, where a *Regional* road is involved, the *Region* has issued the appropriate road entrance permits;
- c) the roads required to provide vehicular access to the lands used or proposed to be used for such purposes are, in the opinion of the appropriate authority, adequate in terms of both load-bearing construction and traffic-carrying capacity to accommodate such use; and
- d) adequate provision is made for the protection of other activities on adjoining lands from the negative effects of stormwater drainage, noise, dust, lighting and unsightly storage on the site used or proposed to be used for such purposes.

13.4.4.2 For the purposes of Policy 13.4.4.1 a), it is the policy of the *City* that special consideration shall be given to sites adjacent to a railway facility which is proposed to be used; provided, however, that the other criteria of Policy 13.4.4.1 can also be met.

13.4.4.3 Notwithstanding the provisions of Policies 13.4.4.1 and 13.4.4.2, it is the policy of *City* that no new transport terminal, terminal warehouse, bonded or customs warehouse or courier depot shall be located near a Residential District designated on Map 15 or in a location which requires vehicular access to be obtained from a road which passes through any such Residential District if it is intended that such facility shall be used to receive, store or ship materials which in the opinion of the Fire Chief or designate for the City of Cambridge would constitute a hazard to life or property in the event of an accident.

13.4.5 Junk, Salvage, Wreckers' Yards and Asphalt or Concrete Batching Plants

13.4.5.1 Notwithstanding the provisions of Policies 13.4.2 and 13.4.3, it is the policy of the *City* that no lands in the City of Cambridge may be developed or used as a junk yard, salvage yard, wreckers' yard, asphalt batching plant or concrete batching plant, unless *Council* has, by a site-specific amendment to the *City's* Zoning By-law, provided for the establishment of one or more such uses. Subject to the provisions of Section 2 of this plan, *Council* may pass by-laws to permit such uses on such lands without amending this plan; provided, however, that *Council* shall not pass such by-laws for such purposes unless, in the opinion of *Council*:

- a) adequate provision is made or proposed to be made for the protection of other activities on adjoining lands from the negative effects of stormwater drainage, noise, dust, lighting and unsightly storage;
- b) vehicular access to the lands used or proposed to be used for such purposes may be obtained exclusively from an industrial arterial or collector road and such road is adequate to carry the traffic likely to be generated by the use of such lands for such purposes, and, where a *Regional* road is involved, the appropriate authority has issued the required road entrance permit;
- c) the use of such lands for such purposes is a use required by the *City's* residents or businesses which requirement is not being adequately satisfied;
- d) the lands used or proposed to be used for such purposes are not required to accommodate another industrial activity which, in *Council's* opinion, has a higher priority for the use of such lands.

13.4.5.2 Notwithstanding the provisions of Policy 13.4.5.1, it is the policy of the *City* that lands already being used for a purpose described in Policy 13.4.5.1 may continue to be used for such purposes. Subject to the provisions of Section 2 of this plan, *Council* may pass by-laws or otherwise facilitate or encourage the continuation, extension or enlargement of such existing activities on such lands without amending this plan; provided, however, that no extension or enlargement of such existing activities shall be

permitted on additional lands adjoining the lands already used for such existing purposes except in accordance with the provisions of Policy 13.4.5.1.

Chapter 15: Institutional Districts

15.1 Classification of Institutional Uses

It is the policy of the *City* to recognize two classes of institutional use:

- a) Class 1 institutional uses, which consist of any public or private non-profit educational, correctional, religious, social, fraternal, community or government institution and any use specified in Policy 15.1 b), including related recreational and accessory uses, occupying a site or group of adjoining sites comprising a total area of not less than 15 hectares;
- b) Class 2 institutional uses which consist of:
 - i. any public or private non-profit educational, religious, social, fraternal, community or government institutions and related recreational uses;
 - ii. a hospital;
 - iii. a use accessory to a permitted use; and, occupy a site or group of contiguous sites comprising a total area of less than 15 hectares.

15.2 Class 1 Permitted Uses

It is the policy of the *City* that lands in a Class 1 (Major) Institutional District designated on Map 15 may be used for any purpose specified in Policies 11.2 and 15.1. Subject to the provisions of Section 2 of this plan, *Council* may pass by-laws or otherwise facilitate or encourage the *development* and use of such lands for such purposes.

15.3 Class 2 Permitted Uses

It is the policy of the *City* that lands in any District established by this plan and having an area of less than 15 hectares may be used for any purpose specified in Policies 11.2 and 15.1 b). Subject to the provisions of Section 2 of this plan, *Council* may pass by-laws or otherwise facilitate or encourage the *development* and use of such lands for such purposes without amending this plan.

15.4 Compatibility Guidelines

It is the policy of the *City* that the following compatibility guidelines shall be applied to any proposed *development* which may result in the establishment of an expanded or new Class 1 Institutional District:

- a) density, scale, height, massing, visual impact, building materials and architectural character of surrounding buildings and the proposed *development*;
- b) preservation and protection of natural features, *built heritage resources*, *cultural heritage resources* and views;
- c) continued viability of adjacent land uses;
- d) pedestrian and vehicular movement/linkages as well as parking requirements and design in both existing and proposed *developments*;

- e) landscaping, setbacks, sun/shadow effects, wind effects, signage, lighting and buffering of existing and proposed *developments*;
- f) noise attenuation;
- g) odour, dust and emission impacts;
- h) traffic impacts; and
- i) existing and permitted uses on adjacent lands.

Appendix 2

Council-Adopted Regional Official Plan (June 16, 2009)

2.A Population and Employment Forecasts

The region's population is anticipated to reach approximately 712,000 by the year 2029, which represents an increase of approximately 35 per cent over the region's population in 2009. This Provincial forecast will be used as the basis for planning and managing growth in the region. The amount of growth allocated to each Area Municipality has been determined by the Region in collaboration with Area Municipalities.

Most of the region's future population growth is expected to occur through immigration. Over the forecast period, net migration to the region may account for nearly seventy-five percent of total population growth. By 2029, it is anticipated that almost one-third of new migrants to the region will have been born outside Canada, further enhancing the vibrancy and cultural diversity of the community. In addition, as the baby boom generation continues to age, the region will have a significantly higher percentage of seniors than in the past.

Achievement of the goals and objectives of this Plan will depend on the strength of the region's economy and employment growth. Over the forecast period, the regional economy is expected to remain robust as it continues to diversify.

- 2.A.1 The Region and Area Municipalities will use the population and employment forecasts shown on Table 1 as the basis for planning and growth management, determining future transportation requirements, calculating water and wastewater servicing needs, and planning for the delivery of a wide variety of public services and programs.
- 2.A.2 Longer-term forecasts beyond the 2029 planning horizon, prepared using the same methodology as the Regional population and employment forecasts contained in Table 1, may be used for *infrastructure* planning studies undertaken by or for the Region and/or Area Municipalities.
- 2.A.3 The Region, in collaboration with Area Municipalities, will review the population and employment forecasts contained in Table 1 in conjunction with any reviews undertaken by the *Province*. If necessary, any revisions to these forecasts, including Area Municipal allocations, will require an amendment to this Plan and will only be considered as part of a five-year *municipal comprehensive review*, or the completion of a *municipal comprehensive review* as otherwise initiated by Regional Council.
- 2.A.4 The Region will prepare and update a Regional Implementation Guideline for Population and Employment Forecasts. This guideline will provide

details regarding forecasting methodology, the components of Regional population and employment, and five-year forecasts from 2006 to 2029 by Area Municipality.

2.B Planned Community Structure

This Plan seeks to implement a Planned Community Structure based on a system of nodes, corridors and other development areas connected by a network of roads, transit routes, cycling paths and *pedestrian* connections. The components of the Planned Community Structure include the Urban Area, Township Urban Areas, Urban Growth Centres, Major Transit Station Areas, Reurbanization Corridors, Major Local Nodes, Urban Designated Greenfield Areas, the Prime Industrial/Strategic Reserve, Township Urban Growth Centres, Township Designated Greenfield Areas and the Highway 401/Regional Road 97 Employment Area.

This Planned Community Structure reflects the intent of the Regional Growth Management Strategy and provides a framework for decision-making on a wide range of issues, including land use and transportation planning, environmental protection, cultural heritage, economic development and priorities for strategic *infrastructure* investments.

Virtually all of the region's future growth will occur within the Urban Area and Township Urban Area designations, with a substantial portion of this growth directed to the existing Built-Up Area of the region through *reurbanization*. Focal points for *reurbanization* include Urban Growth Centres, Township Urban Growth Centres, Major Transit Station Areas, Reurbanization Corridors and Major Local Nodes. These focal points will make better use of existing urbanized land and *infrastructure* and reduce development pressure on farmlands and sensitive natural areas.

Most of the Built-Up Area consists of established residential neighbourhoods where the majority of buildings are not expected to change significantly in use or form during the planning horizon of this Plan. These neighbourhoods vary in age and style and contribute to the region's vitality and quality of life. Any future development within or adjacent to these neighbourhoods will need to respect the existing physical character of the area.

Major Urban Greenlands represent an important element of the Planned Community Structure. These public greenlands contribute to the beauty of local communities and provide many health and environmental benefits. This Plan seeks to strengthen and, wherever possible, enhance the unique qualities of these areas and ensure balance between the built and natural environments.

Although a key objective of this Chapter is to accommodate more growth through

reurbanization, new development will also continue to occur in Urban and Township Designated Greenfield Areas. Future development in these areas will contribute to the creation of *complete communities* with a greater mix of land uses and development patterns that support trips by walking, cycling and, where available, transit services.

Maintaining a balanced supply of employment lands is fundamental to the region's future economic prosperity. Accordingly, this Chapter contains policies regarding the location of office and institutional uses, and the Prime Industrial/Strategic Reserve designation in the vicinity of the Region of Waterloo International Airport and within the Highway 401/Regional Road 97 Employment Area.

Prime Industrial/Strategic Reserve (Serviced)

- 2.D.21 The Prime Industrial/Strategic Reserve (Serviced) is designated as shown on Map 3a. This designation identifies prime industrial lands in the vicinity of the Region of Waterloo International Airport. The main purpose of this designation is to ensure an adequate supply of industrial land is available within the region for new large-lot manufacturing or business park land uses serviced by a *municipal drinking-water supply system* and a *municipal wastewater system*.
- 2.D.22 Lands within the Prime Industrial/Strategic Reserve (Serviced) designation will be developed for fully serviced employment and ancillary land uses. Unless otherwise compromised by design limitations associated with *environmental features*, property configurations, the provision of new local roads or existing development, the lands will be developed as parcels greater than eight hectares in size.
- 2.D.23 Notwithstanding Policy 2.D.22, where monitoring clearly demonstrates that there will be a critical shortfall in the inventory of lands available in the short to medium term to meet the needs of new and expanding businesses requiring lot sizes less than eight hectares, the Area Municipality may permit, through amendment to its official plan, the creation of smaller parcels to meet those needs.
- 2.D.24 Employment land uses that can be accommodated in unserviced ("dry") industrial areas and/or are high traffic generators will be discouraged from locating within the Prime Industrial/Strategic Reserve (Serviced). Any proposals to establish such land uses within the Prime Industrial/Strategic Reserve (Serviced) will require the submission of supporting studies demonstrating that the proposed use:

- a) will not negatively impact the planned function of the Regional Road network, taking into consideration all vacant and/or underutilized land within the Urban Area and the Countryside/Future Urban Expansion Area; and
 - b) will not compromise comprehensive planning for future development of the lands consistent with the goals and objectives of this Plan.
- 2.D.25 The necessary environmental, water and wastewater servicing and transportation studies will be completed and approved by the Region, the Area Municipality and the Grand River Conservation Authority, as appropriate, before the approval of *development applications* applicable to lands within the Prime Industrial/Strategic Reserve (Serviced).
- 2.D.26 Prior to the land designated in this Plan as Prime Industrial/Strategic Reserve (Serviced), located south of Allendale Road, being designated for such uses in the City of Cambridge Official Plan, appropriate road access to both King Street East and Maple Grove Road will be secured through appropriate levels of approval by all applicable agencies having jurisdiction over such matters, or other transportation solutions to permit development of the subject land have been identified through the Regional Transportation Master Plan process.
- 2.D.27 Prior to the lands designated in this Plan as Prime Industrial/Strategic Reserve (Serviced), located both north of Allendale Road and west of Fountain Street North, and east of Speedsville Road and north of Maple Grove Road being designated for such uses in the City of Cambridge Official Plan, transportation solutions to permit development of the subject lands will have been identified through the Regional Transportation Master Plan process.

4. Supporting Waterloo Region's Business Community

Much of Waterloo Region's high quality of life is attributable to its strong, diversified economy. Maintaining and enhancing economic strength in a globally competitive, knowledge-based economy demands that the Region collaborate with Area Municipalities and other private and public sector partners to ensure that Waterloo Region's economy is adaptable, innovative and creative. This effort will require on-going support not only for manufacturing, but also for sectors such as: high technology; postsecondary education; automotive; advanced manufacturing; business/financial; biotechnology and life sciences; environmental engineering, planning and management; agriculture and food processing; logistics and transportation; and construction.

The policies in this Chapter recognize the Region's traditional economic development support roles including: the planning and management of *infrastructure* to address the transportation, water supply, wastewater and waste management needs of the business community; ensuring that there are adequate quantities of strategically located *employment areas* available to accommodate forecast employment growth; advocating for Provincial and Federal government support assistance for key initiatives; and providing stable, long-term financial support for the world-wide marketing of Waterloo Region.

This Plan recognizes the important relationship between quality of life and economic prosperity. Communities that are vibrant, environmentally healthy and culturally diverse are not only great places to live, but they also attract people, jobs and new investment. This vision is reflected in this Plan through a broad range of policies that protect the environment, promote cultural heritage, coordinate *reurbanization*-oriented financial incentive programs and provide employment support services that help maximize the potential for employment and entrepreneurship.

Overall Goal – Collaborate with Area Municipalities, Canada's Technology Triangle Inc. and other stakeholders to foster a diverse, innovative and globally competitive regional economy.

Objectives:

- 4.1 Accommodate forecasted employment growth using a balanced approach to the provision and development of *employment areas* within both the Built-Up Area and Urban and Township Designated Greenfield Areas.
- 4.2 Ensure provision of required transportation *infrastructure* to accommodate forecasted growth, enhance the efficient movement of goods and improve access to employment and market opportunities for businesses and residents.
- 4.3 Ensure timely provision and maintenance of water supply, wastewater and waste management *infrastructure* to accommodate forecasted growth.
- 4.4 Provide a broad range of accessible employment opportunities throughout Waterloo Region, and maintain a competitive advantage in attracting and retaining people, jobs and investment.
- 4.5 Promote Waterloo Region as a leader in environmentally friendly business practices and as a centre of environmental consulting, products, research and services expertise.

4.A Employment Areas

- 4.A.1 The Region will plan to provide a supply of employment lands sufficient to accommodate the forecasted employment growth for Waterloo Region for the planning horizon of this Plan. Most of these lands will be located within existing employment areas and areas designated Prime Industrial/Strategic Reserve.
- 4.A.2 The Region will continue to collaborate with Area Municipalities, the Grand River Conservation Authority and other stakeholders to undertake the planning and infrastructure studies necessary to support the strategic development of *employment areas* in the vicinity of the Region of Waterloo International Airport to ensure these lands are readily available for development upon justification being established to bring them into the Urban Area.
- 4.A.3 Area Municipalities are encouraged to designate and preserve lands within the Urban Area and Township Urban Areas in the vicinity of existing major highway interchanges, rail yards, or the Region of Waterloo International Airport as *employment areas*, where appropriate.
- 4.A.4 The Region and Area Municipalities will collaborate with the *Province* as required to identify provincially strategic *employment areas* to help maintain and enhance the Greater Golden Horseshoe's position in the global economy.
- 4.A.5 Area Municipalities may permit redesignation of lands within existing *employment areas* to non-employment uses only through a *municipal comprehensive review* where it has been demonstrated that:
- a) there is a need for the redesignation;
 - b) the Area Municipality will meet the employment forecast allocated to it pursuant to this Plan;
 - c) the redesignation will not adversely affect the viability of the subject *employment area*, and achievement of the *reurbanization* target, density targets and other policies in this Plan;
 - d) there is existing or planned *infrastructure* to accommodate the proposed redesignation;
 - e) the lands are not required over the long-term for the employment purposes for which they are currently designated; and
 - f) cross-jurisdictional issues have been considered.
- 4.A.6 Policy 4.A.5 only applies to existing *employment areas* that are not designated as an Urban Growth Centre, a Township Urban Growth Centre or areas identified by Area Municipalities as regeneration areas consistent with Provincial policies.

- 4.A.7 For the purposes of implementing Policy 4.A.5, non-employment uses will include *retail commercial centres*. Area Municipalities may establish policies in their official plans to further restrict the conversion of employment lands to nonemployment uses.
- 4.A.8 The Region will facilitate the *reurbanization* of lands for employment uses through enhanced *development* review processes, financial incentive programs and the provision of physical *infrastructure* and *community infrastructure* that supports the Planned Community Structure of this Plan.

4.B Planning and Managing Physical Infrastructure

- 4.B.1 The Region of Waterloo International Airport will be planned, managed and promoted as an integral element in moving people and goods to and from Waterloo Region.
- 4.B.2 The Region will continue to partner with the *Province* to plan for the provision of GO Transit and enhanced VIA Rail passenger service between Waterloo Region and the communities within the Greater Golden Horseshoe.
- 4.B.3 The Region will continue to advocate for the provision of high-speed rail passenger service between Waterloo Region and other communities in the Windsor-Quebec City Corridor.
- 4.B.4 The Region will continue to advocate for improvements to the *Provincial Highway* system to support more effective movement of people and goods within and beyond Waterloo Region.
- 4.B.5 The Region will continue to collaborate with agencies and transportation service providers to coordinate and optimize rail-based goods movement systems.
- 4.B.6 The Region will plan, build and maintain Regional Roads to support more effective movement of people and goods within and beyond Waterloo Region.
- 4.B.7 The Region will plan to enhance transit service to key *employment areas*.
- 4.B.8 The Region will plan and manage water supply, wastewater treatment and waste management facilities and programs to ensure that they reflect existing and forecasted employment needs.

4.C Collaborative Partnerships

- 4.C.1 The Region will provide information, research, financial and in-kind support as appropriate to assist Canada's Technology Triangle Inc., in marketing Waterloo Region to the world.
- 4.C.2 The Region will work with other levels of government and private sector stakeholders on immigrant attraction and retention initiatives intended to further expand and strengthen Waterloo Region's workforce.
- 4.C.3 The Region recognizes that Conestoga College, the University of Waterloo and Wilfrid Laurier University support and enhance the competitiveness of the regional economy through research and development, innovation and the provision of skilled employees. Accordingly, the Region will support initiatives that strengthen these post-secondary education institutions and their linkages with the business community.
- 4.C.4 The Region, in collaboration with Area Municipalities, the business community, other levels of government and post-secondary institutions will, whenever feasible, help businesses adapt quickly and effectively to significant structural changes in the global economy and/or changes in international monetary or trade policy.
- 4.C.5 The Region will collaborate with Area Municipalities and the development industry in the planning and building of a range of housing, in terms of type and affordability, that supports the diverse needs of Waterloo Region.
- 4.C.6 The Region will support arts, culture and heritage initiatives that help make Waterloo Region a distinctive and unique place to live, work, visit and invest.
- 4.C.7 The Region will undertake and support healthy community initiatives that promote a healthy workforce.
- 4.C.8 The Region will provide pre-employment and employment programs that encourage inclusive employment opportunities for marginalized populations.

4.D Environment and Business

- 4.D.1 The Region, in collaboration with the business community, other levels of government and post-secondary institutions, will promote research and innovation in areas such as adaptation to climate change, water supply, efficient water use and re-use, air quality improvement, energy

conservation, waste reduction and management, and ecological restoration.

- 4.D.2 *Employment areas* will, wherever possible, be designed and (re)developed to fully implement the overall goals, objectives and policies of this Plan.
- 4.D.3 New and existing businesses that use large quantities of water and/or discharge large amounts of wastewater requiring treatment will be discouraged from locating or expanding in Waterloo Region.
- 4.D.4 The Region will be a leader in corporate environmental *sustainability* through implementation of the Regional Environmental Sustainability Strategy and associated community outreach programs.
- 4.D.5 The Region will encourage new and renovated residential, office, industrial and commercial buildings and site design to be constructed to progressive environmental certification standards.
- 4.D.6 The Region will support the creation of an eco-business network with business and community stakeholders for the purpose of helping businesses share information as to how they can reduce their impact on the environment.