

Dec 9, 2011

IN THE MATTER OF subsection 17(36) of the Planning Act, R.S.O. 1990,

c.P.13, as amended; and

IN THE MATTER OF:

Appellant: James Maxwell

Subject: Proposed Official Plan Amendment No. OPA #76

Property Location: Land within City of Ottawa with specific reference to part of 1f
being James Maxwell's property (Legal Description: part Lot 11 Concession 4 March
part 1)

Municipality: City of Ottawa

OMB Case No. PL100206

OMB File No.: PL100206

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OMB Case No. PL100206

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AFFIDAVIT OF TONY SROKA

I, Tony Sroka, of the City of Ottawa, Province of Ontario, make oath and say as follows:

Overview

1. I am a managing partner and the director of Urban and Sustainable Development Services in the engineering and urban planning consulting firm of CIMA+, with offices in the City of Ottawa and a practice in Ottawa and Eastern Ontario. I have over 30 years of professional planning experience, including consulting for public and private clients. Attached to this my Affidavit as Exhibit "1" is my curriculum vitae.
2. I have provided land use planning advice to numerous clients including the City of Ottawa on a number of occasions since the late 1990's. Tony Sroka has prepared demographic based land use analysis and associated planning models utilizing the Cohort Survival Methodology for the City of Ottawa during his career as a professional planner, as well as provided expert testimony to the OMB on numerous development matters.
3. During November of 2011, CIMA+ was asked by Ken Gibson of Gibsons LLP to review the methodology including the screening and constraint criteria used by the City of Ottawa to identify lands for inclusion in the urban boundary as well as to consider the appropriateness of

including additional criteria and associated points raised and identified under Attachment 4 of the Ontario Municipal Boards "Procedural Order – Phase 2A (Methodology) PL100206. The additional criteria to be reviewed and assessed include those identified under James Maxwell in attachment 4 specifically items No. 8, 9,10, 13 and 14.

4. In addition to the above Mr. Gibson requested CIMA+ to comment on the appropriateness of including the Maxwell property as part of larger holding including the Metcalfe Realty lands identified as parcel "1f" in the May 4, 2009 report to Joint Agricultural and Rural Affairs Committee and Planning and Environment Committee. It was brought to my attention in discussion with Mr. Ian Cross that Metcalfe Realty did not raise objection nor concern that the 1f parcel was excluded in the last screening in May 2009. This reaction was not shared by Mr. James Maxwell and his interest in his parcel's portion of "1f" lands.
5. I proceeded to review the model and associated documents used by the City of Ottawa (including the screen line criteria and constraint criteria) to evaluate which parcels of land were to be included and which parcels of land were to be excluded within the Urban Boundary. This review was based on an overview of city documents, reports to committees of Council and a meeting with City staff. The model used by the city was found to be based on an initial set of screen line criteria used to score individual parcels as referenced in the January 28, 2009 report to Joint Agricultural and Rural Affairs Committee and Planning and Environment Committee. The model was further modified and run to score individual parcels as referenced in the March 20, 2009 report to Joint Agricultural and Rural Affairs Committee and Planning and Environment Committee, where individual weights were assigned to each of the screen line criteria to factor in the relative importance of individual criteria compared to other criteria in the parcel scoring. The model was then again modified and individual parcels were again scored as identified in the May 4, 2009 report to Joint Agricultural and Rural Affairs Committee and Planning and Environment Committee. It is my understanding the adjustments were made to the model prior to the final scoring of parcels where individual screening criteria were added and others dropped (ie. connectivity criteria was reintroduced, soils criteria was dropped and changes to the servicing analysis and road screen line capacity criteria were made).
6. City of Ottawa planner Mr Ian Cross clarified during the meeting of Dec. 2, 2011 attended by myself, Mr. Grant Lindsay (planning consultant, Lindsay Consulting) and city planner, Royce Fu that the City's methodology had been revised several times throughout the process. Mr. Cross made specific reference to the (Jan. 28, 2009, March 20, 2009 and May 4, 2009 reports to Joint Agricultural and Rural Affairs Committee and Planning and Environment Committee where each time various criteria were added or deleted from the screen line model which the city used, there was an effect on Mr. Maxwell's property score with the Metcalfe lands. Mr. Cross also explained and clarified that weighing factors were introduced in the model's scoring prior to March 2009 run of the model.
7. It is my further understanding from review of the background documents that the "1f" parcel was evaluated using the screen line criteria in the first 2 rounds (Jan/Feb 2009, March 2009 of

the city's study of the expansion lands, but was dropped in the 3rd screen line scoring from inclusion with the weighted screen line scoring solely on the basis of an e-mail correspondence dated (February 24, 2009) from Major Justin Schmidt-Clever, Logistics Officer, Connaught Range and Primary Training Centre, Department of National Defence to Ms Lesley Paterson, planner for the City of Ottawa. The email stated that it was the Major Justin-Schmidt's position that land adjacent to the Connaught Range "should not develop for residential purposes as this would represent incompatible development in the long run". No policy basis nor guideline support was provided or reference by DND in this letter to rationalize the exclusion of 1f lands from the last screen line scoring undertaken by the City of Ottawa and referred to in the May 2009 report to committee.

8. I also reviewed the City of Ottawa report entitled "Residential Land Strategy for Ottawa, 2006-2031. Based on this review and clarification from Mr. Ian Cross during the December 2, 2011 meeting it is my understanding that up to 50% of the additional land to be added to the urban boundary projected by the City was to be considered as non residential lands including employment, commercial, and other uses. This is a critical point in that the objection raised by Major Justin Schmidt's email of February 24, 2009 stated that only the "1f" lands should not develop for residential purposes and that city planning staff in a report dated Sept 1, 2011 to Planning Committee commented that the Maxwell lands may be appropriate for future office or employment. I also understand that the property to the south is designated Enterprise Area within the City of Ottawa Official Plan, Schedule B, Urban Policy Plan)
9. It is my understanding that Mr. Maxwell became aware of the urban expansion process in 2009 and attempted to inform himself of his options and obligations. He retained Janet Bradley, a respected municipal counsel to assist in making his position known to the City. She wrote to the City outlining Mr. Maxwell's response to the DND communication. Notwithstanding her representations, Mr. Maxwell's land and the balance of the 1f and 1g land were excluded from consideration before application of the criteria. Mr. Maxwell and his counsel were not made aware of the variation of the methodology until the final report was published. Shortly before the September meeting of Planning Committee, Ms. Bradley terminated her retainer due to conflict of interest. Mr. Ken Gibson of Gibson LLB was then retained by Mr. Maxwell. Mr. Gibson prepared his submissions to the OMB procedural hearing and subsequently retained Mr. Sroka and CIMA in support of the submission tabled regarding methodology.
10. Based on my review of the file material I am also of the understanding that City planning staff identified in the September 01, 2011 report to Planning Committee (Ref No.: ACS2011-ICS-PGM-0187) that the Maxwell property may be appropriate for urban employment uses at some point in the future, but have excluded it from the analysis based on noise – which clearly only affects the residential use of the subject property. Part of the recommended 850 Ha included Mixed-Use and non-residential uses. It is my further understanding in discussion with Mr. Ian Cross that 50% of the 850 Ha are assumed for non residential uses. Mr. Cross has identified that this assumption was addressed in the City of Ottawa Feb. 2009 Report "Residential Land Strategy for Ottawa 2006-2031)".

Planning Opinions

11. I have reviewed the methodology used by the City of Ottawa, including the screen line criteria and weighting of criteria based on the documents cited within this witness statement. It is my professional land use planning opinion that while the model used has been based on set criteria of which a number of criteria has changed through consecutive runs of the model (Jan 2009, March 2009 and May 2009). It is my opinion that the process used by the City to refine the model allows for criteria to be changed and therefore introduces a degree of subjectivity regarding the opportunity to further enhance the model with the introduction of additional criteria as identified in this witness statement (8, 9, 10, 13 and 14 below).
12. I have also reviewed the weights and weighting procedure used in successive runs of the model. Unlike statistical models which calculate weights based on statistical procedures (ie. multi variate regression models for example which generate weights referred to as coefficients (weights) the city's model incorporates a manual subjective application of simplified weights based on "best guess" procedures. It is my professional land use planning opinion as a land use planner that this approach introduces subjectivity into the city's modelling procedure and somewhat biases the results accordingly.
13. I have reviewed the constraint criteria introduced in the May 2009 version of the screen line scoring. It is my professional land use planning opinion as a land use planner that the exclusion of certain parcels (ie. 1f) based solely on an email from DND stating that land adjacent to the Connaught Range and Primary Training Centre "should not develop for residential purposes as this would represent incompatible development in the long run" is not supported by sufficient policies and guidelines to constitute good land use planning.
14. I advised Ken Gibson, after having performed a review of all relevant planning policy, and after having conducted a site inspection and following discussions with other Planners, Grant Lindsay), that it was my professional planning opinion that the inclusion of the 5 additional criteria to the city's analysis of the Urban Boundary Expansion Study Methodology is appropriate and constitutes good land use planning. Specifically, I am referring to Attachment 4 "Issues List" as appended to the Board's Procedural Order – Phase 2A (Methodology). Issues 8, 9, 10, 13, and 14 are the specific matters I was retained to review.
15. Re: Issue #8. "Where the stated methodology for evaluation clearly states the basis for identifying lands having no residential potential due to i.e. "aircraft noise and proximity to the Trail Road Disposal site, is it within the scope of the study to disqualify other lands for other not previously identified reasons?"
 - a. There are a variety of valid policy reasons to exclude lands from consideration for residential purposes. For example, the Provincial Policy Statement (PPS) Section Part IV states that the "PPS directs development away from areas of natural and human-made hazards." The PPS

further lists those hazards as: Airports (Section 1.6.7), Waste Management (Section 1.6.8), Prime Agricultural Areas (Section 2.3.5 requires that agricultural land be avoided where possible and that only under circumstances where no other alternatives are available can lands converted to residential or urban uses). Mineral Aggregate Extraction is also protected (Section 2.5). Similar exclusions apply to properties subject to airport noise and highway noise. But, where no explicit policy exists or has been explicitly referred to, it is inappropriate (for any defensible planning reason) to summarily exclude parcels from the analysis of candidate sites for future urban and/or residential use. Parcels can be weighted using the compatibility criteria or certain studies may be required to deal with environmental or noise matters, but it is inappropriate to simply dismiss them from consideration.

- b. There are no policies in Provincial Policy Statement, the Ottawa Official Plan, or in MOE guidelines publication LU-131 which prohibit urban or residential development in proximity to an explosives range.

The Ministry of Environment (MOE) guideline D-1 “ Land Use Compatibility” are intended to be applied for land use planning in areas of noise sensitive land uses that are adjacent to airports, road and rail transportation corridors, industrial facilities, aggregate facilities, major commercial facilities, sewage treatment facilities, and waste sites. It is important to note that uses are not necessarily prohibited but rather that appropriate studies must be done to ensure land use compatibility.

- c. It is also not valid to summarily exclude potential urban area uses - Mixed Use development or Employment uses (promoted by the Official Plan) solely on the basis of criteria intended to be applied only to noise sensitive uses (such as residential).

It is my professional land use planning opinion that is not within the scope of the City of Ottawa’s methodology to disqualify lands for other not previously identified reasons.

- 16. Re: Issue #9. “Where one of the named criteria for evaluation is as number 13, potential conflicting land uses, which assigns a weighted score, is it within the scope of the study to completely disqualify a parcel because one abutting owner claims a conflict?”

- a. The Provincial Policy Statement and the Ottawa Official Plan both have provisions which direct development away from areas of natural and human-made hazards (Airports, Landfills, Wetlands etc.). In cases where there is a clear compatibility issue identified by one of these policies or provisions of either the Policy Statement or the Official Plan it would be appropriate to apply a preferential weighting to discourage the co-location of incompatible uses. It is my professional land use planning opinion that where no such clear compatibility issue is identified, it is clearly inappropriate to accept a written letter from an adjacent property owner as the sole basis to disqualify a parcel of land from further inclusion in the urban boundary study scoring methodology. At minimum, it is appropriate to identify the

claimed conflict (i.e. noise), and look at effective guidelines, policies and mitigation measures which dictate required studies, potential remedies, and mitigation strategies.

17. Re: Issue #10. “ Where there is an intention to summarily disqualify a particular property even before the scoring evaluation takes place is in conformity with fair hearing requirements under the Planning Act to do so without affording the owner the opportunity to address in a fulsome manner the basis for disqualification?”

a. The fair hearing doctrine allows a proponent to have their application considered under all applicable policies. If issues are identified i.e. noise, then the applicant has the right to prepare all necessary studies in support of his application. It is my professional land use planning opinion that including a property the first two rounds of the analysis, and then summarily dismissing the property prior to the third round based an email which does not provide sufficient land use policy direction for example in Mr. Maxwell’s property case denies the applicant his right to a fair hearing under the Planning Act.

18. Re: Issue #13. “Should there be criteria and weighting assigned to lands that can be developed in the next five years?”

It is my professional planning opinion as a land use planner that this issue is supported in recognition that the horizon of 10 years supply for residential lands has been used as the benchmark for lands to be developed within the next five years being treated the same as lands which are 5 to 10 years on the development horizon. The PPS and the OP both have policies which promote compact urban form and efficient use of both hard and soft services.

a. The PPS (Section 1.1.1 a and e) promoting efficient development and land use patterns – this is achieved by promoting development in a contiguous manner, in direct proximity and adjacent to existing built up areas. This maximizes the use of existing capacity in the infrastructure and local services such as schools, libraries etc. Lands that are “at the end of the pipe” which can be readily developed within a 5 year horizon without the costly extension of urban services should be accorded a higher weight than “10 year” lands. Furthermore, PPS 1.1.3.7 explicitly promotes that “New developmentshould occur adjacent to the existing built-up area.... that allow for the efficient use of land, infrastructure and public service facilities.” Shovel-ready and 5 year land ought to be weighted higher than 10 year land.

b. The Ottawa OP Section 2 Strategic Directions, 2.2 Managing Growth – directs that growth will be directed to “areas where services are already available or can be readily provided through the logical extension of existing service.” This approach makes the best use of the facilities and services and ensures that “ new development can be provided with urban facilities and services in most efficient manner possible.” The concept that growth will be managed in ways that create complete communities is central to the growth management policies in the official plan. It follows that developing in a contiguous fashion taking advantage of existing hard and soft services is the most appropriate method to

accommodate needed growth. It is not good planning to promote premature extension of the structure and services to accommodate 10 year land in advance of developing adjacent lands which are capable of being developed within a five-year horizon.

19. Re: Issue #14. "Should there have been a criteria and weighting for the question of adjacency to the existing urban area?"
 - a. Similar to criteria/issue 13 above, this criterion recognizes the cost, efficiency savings of promoting development adjacent to the existing built-up area. Streets, paths, pipes, and parks can all be connected with a minimum of investment in infrastructure (as compared to extending to areas not contiguous or adjacent). Capacity in existing hard PPS (Sections 1.6.1 and 1.6.2) and soft services can be utilized more efficiently and effectively (avoiding premature extensions of services) and building of new schools, libraries etc. before they are needed. It is my professional planning opinion as a land use planner that the weighting should be changed to reflect that it is preferential to consider adjacent properties that can be developed more efficiently and quickly.
20. It is my professional opinion as a land use planner that revising the methodology by adding the criteria 8, 9, 10, 13, and 14 as described above improves the quality of the methodology analysis and represents good land use planning is appropriate and is in the public interest and I am prepared to recommend approval of the revised methodology to the Ontario Municipal Board.
21. Other appellants have provided legitimate comments on the methodology, which comments were not included in the mandate of our retainer in preparing this witness statement. After hearing the submissions of counsel and expert witnesses, I would be pleased to provide comment on those issues should the Board so request.

I make this Affidavit in support of submissions to amend the methodology applicable to the Appeals of the Proposal Official Plan Amendment No. 76, and for no other or improper purpose.

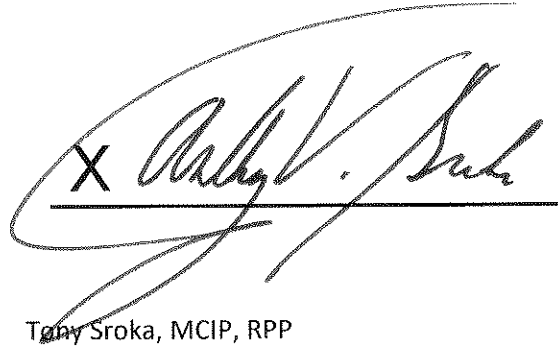
SWORN BEFORE ME , at the City of)

Ottawa, in the Province of Ontario)

This 9th day of December, 2011.)

X 

A Commissioner for the taking of Affidavits
and Oaths in and for the Province of Ontario.

X 

Tony Sroka, MCIP, RPP

Exhibit "1"
Curriculum Vitae
Tony Sroka



Government campuses



Municipal master plans



Office developments



Commercial developments

PROFESSIONAL CAREER

CIMA (since 2010)
Haven Group Inc. (1998 to 2010)
Corporate Research Group,
Sustainable Communities Division
(2003 to 2007)
City of Ottawa, Depart. of Planning
and Development (1986 to 1998)
Calgary Regional Planning
Commission (1981 to 1986)
Ministry of Transportation and
Communications (1980 to 1981)

EDUCATION

Masters of Business Administration
Pgm, University of Ottawa, 1990-93
Master's Degree, Urban and Regional
Planning, Queen's University, 1980
Bachelor of Arts
Carleton University, 1977

AFFILIATIONS

Registered Professional Planner (RPP)
Member Ontario Professional
Planners Institute (OPPI)
Canadian Institute of Planners (MCIP)
Certified Ontario Land Information
Professional (OLIP)
Member Association of Ontario Land
Surveyors (AOLS)
Member Project Management
Institute (PMI)
Member Canada Green Building
Council (CaGBC)
Lambda Alpha International, Society
for Advancement of Land Economics

SECURITY CLEARANCE:

Secret



Residential developments

• Partnership • Respect • Expertise

• Managing Partner. Principal Urban Planner. Project Manager

Profile

Tony Sroka is the director of CIMA's Urban Planning and Sustainable Development department in the Ottawa office offering professional planning and land development services across the national capital region of eastern Canada and throughout the country. He is a managing partner within CIMA and works as a principal urban planning consultant, project manager and senior land and real estate development advisor. His consulting services and expertise includes planning and co-ordinating project office activities including cost, scope (including work breakdown structures, time (including scheduling) and quality management (including compliance tracking and recording). He specializes in the facilitation, development and delivery of integrated sustainable community plans (ISCP's) in addition to urban, regional and rural master plans, secondary plans, campus master plans and related support studies.

Working through the urban planning and sustainable development office at CIMA, he provides strategic advice to clients faced with requirements for professional planning and design assistance regarding strategic land use issues including transportation, infrastructure and environmental support plan requirements, portfolio planning and campus land, property and master plan development matters, community planning challenges and municipal planning and approval requirements. Other areas of expertise include project management of planning and development initiatives including development application assistance, campus, community and neighbourhood plan preparation, subdivision planning, site plans and urban design supporting studies, zoning and official plan review, compliance and amendments, strategic policy and program reviews, development potential assessment, stakeholder engagement and real estate portfolio management advisory services. Throughout his career he has worked on numerous planning projects across the country providing strategic advice to senior levels of management within private, municipal and federal agencies and government clients (PWGSC, Real Property Branch), Parliamentary Precinct Branch, provincial and regional government departments and agencies, including the Federation of Canadian Municipalities, the National Capital Commission, metropolitan (Ottawa – Gatineau) to rural municipalities, private and public agencies, institutions, and corporate clients.

Mr. Sroka has over 25 years experience in professional urban and regional planning and sustainable development at both the public sector and private sector levels. His experience includes leading multi disciplinary teams of professional on community, neighbourhood and campus development matters. He has provided expert witness testimonies and professional urban planning opinion at numerous Ontario Municipal Board Hearings. He has worked as a national advisor and senior urban planner to the federal government on strategic real property planning initiatives, office development and accommodation requirements and master plan initiatives across the country. He is an appointed national Peer Reviewer for the Federation of Canadian Municipalities working on the assessment of Green Municipal Fund integrated sustainable community plans, studies and associated capital projects and initiatives across the country.

This is Exhibit " 1 " to the Affidavit
of Tony Sroka
SWORN BEFORE ME this 9th
day of December, 2011

A Commissioner, etc.

Selected Projects

Profile of Selected Projects:

Special Planning Advisor / Project Management.

Blocks 1, 2 and 3 Sector Master Plan, Sparks St., Ottawa, PWGSC, Parliamentary Precinct Branch, (May 2011 to present)

Preparation of SOR, Preliminary Project Plan, drafting of Terms of Reference, managed project using National Project Management System NPMS for execution of approvals and implementation, prepared Cost Schedule / Time – Scope estimates and associated documents including Risk Management, responsible for liaison with NCC and parliamentary partners & presentation to Senior Management / Partners / Stakeholders / NCC. Worked directly with senior management team, partners, City of Ottawa staff and NCC to co-ordinate requirements. Deliverables included SOW, Statement of Requirements, Project Plan, Draft RFP, financials including budget s for approval, presentations to partners and senior management team, scheduling and project tracking.

Special advisor and Special Planning Advisor / Project Management.

Blocks 1, 2 and 3 Sector Master Plan, Sparks St., Ottawa, PWGSC, Parliamentary Precinct Branch, (May 2011 to present)

Preparation of SOR, Preliminary Project Plan, drafting of Terms of Reference, managed project using National Project Management System NPMS for execution of approvals and implementation, prepared Cost Schedule / Time – Scope estimates and associated documents including Risk Management, responsible for liaison with NCC and parliamentary partners & presentation to Senior Management / Partners / Stakeholders / NCC. Worked directly with senior management team, partners, City of Ottawa staff and NCC to co-ordinate requirements. Deliverables included SOW, Statement of Requirements, Project Plan, Draft RFP, financials including budget s for approval, presentations to partners and senior management team, scheduling and project tracking.

Senior Planning Consultant

Review of Federal Sustainable Development Strategy, Canadian Institute of Planners, August 2010, Provide input on the review of the draft Federal Sustainable Development Strategy on behalf of CIP

National Peer Review – Green Municipal Fund, Federation of Canadian Municipalities – (November 2008 – present)

Provided peer review assessment on multiple municipal and partner projects across the country including Integrated Community Sustainable Plans (ICSP's), Feasibility Studies, field test and capital projects in the areas of planning, transportation, energy, water and infrastructure.

Special Planning Advisor / Project Management

West Sector Master Plan, PWGSC, Parliamentary Precinct Branch, (July 2008 to March 2009)

Preparation of SOR, Preliminary Project Plan, drafting of Terms of Reference, managed project using National Project Management System NPMS for execution of approvals and implementation, prepared Cost Schedule / Time – Scope estimates and associated documents including Risk Management, responsible for liaison with NCC and parliamentary partners & presentation to Senior Management / Partners / Stakeholders / NCC. Worked directly with senior management team, partners, City of Ottawa staff and NCC to co-ordinate requirements. Deliverables included SOW, Statement of Requirements, Project Plan, Draft RFP, financials including budget s for approval, presentations to partners and senior management team, scheduling and project tracking.

Special Planning Advisor / Project Management.

Underground Infrastructure Master Plan, PWGSC, Parliamentary Precinct Branch, (July 2008 to March 2009)

Preparation of SOR, Preliminary Project Plan, drafting of Terms of Reference, managed project using National Project Management System NPMS for execution of approvals and implementation, prepared Cost Schedule / Time – Scope estimates and associated documents including Risk Management, responsible for liaison with NCC and parliamentary partners & presentation to senior management / Partners / Stakeholders / NCC. . Worked directly with senior management team, partners, City of Ottawa staff and NCC to co-ordinate requirements. Deliverables included SOW, Statement of Requirements, Project Plan, Draft RFP, financials including budget s for approval, presentations to partners and senior management team, scheduling and project tracking.

*Special Planning Advisor / Project Management***Long Term Vision Plan (LTVP), PWGSC, Parliamentary Precinct Branch, July 2008 to March 2009**

Research, monitoring and assessment of LTVP update, work involved liaison with NCC and parliamentary partners, NCC and City regarding identification of future Master Plan integration requirements, infrastructure, servicing and approach for next review of Long Term Vision Plan (LTVP).

*Special Planning Advisor, Planning and Integration Team project co-ordination and monitoring.***Village of Richmond Community Design Plan (CDP), City of Ottawa, (Mar. 2008 to May 2010)**

Planning review, assess and provided stakeholder input to client on CDP, Class Environmental Assessment, Master Servicing Study and Master Servicing Study process on behalf of Richmond Creek Estates Subdivision Inc., monitored, reviewed and provided client input on Municipal Environmental Assessment process conducted on behalf of the City of Ottawa by Matamy Homes Ltd

*Planning Advisor / Project Management***Main Street Renfrew Heritage Preservation, Town of Renfrew, ON, (Jan 2008 to Sept 2008)**

- Review of legislative requirements for designation of districts and buildings, assessment of main street buildings, options and strategy analysis and presentation to Heritage Renfrew.

*Planning Advisor / Project Management***L'esplanade Lac Leamy, Master Plan Fiscal Impact Study (mixed use development), City of Gatineau on behalf of Bathurst Group, in association with CRG consulting, (Sept 2007 to February 2008)**

- on the preparation and deliver of a fiscal impact analysis for a proposed multi use condominium / office development project located north of the Hull Casino site.

*Project principal urban planner and project manager***National Capital Region, PWGSC- Community Based Investment Strategy (CBIS) update, PWGSC, Real Property Branch, Retained as a sub consultant to update overview of office development opportunities within Gatineau Quebec for future federal office accommodation requirements in association with CRG.**

- Work also involved review of NCC plans and policies affecting office accommodation in the NCR

*Project principal urban planner and project manager***Canadian Forces Base Kingston, PWGSC - Canadian Forces Housing Agency (CFHA), (Jan 2006 to Mar 2008)**

- Project managed existing conditions including (Geo-tech, Hydrology, environmental assessment, servicing and infrastructure condition and capacity, planning feasibility, development options, real property management framework, sustainable development, risk assessment and business case, in association with CRG.

Sub consultant, Senior Planning Advisory

PWGSC, Real Property Branch and Natural Resources Canada, Partial Redevelopment NRCan Booth Street Campus, Master Planning, Visioning and Design Options, Campus Development Planning, Existing Conditions assessment, Senior Urban Planning Advisor in association with CRG and Urban Strategies Inc.. Work also involve liaison with NCC and City of Ottawa with regard to related heritage, planning, traffic and transit (LRT), growth management and office accommodation plans, policies and guidelines. (Duration May 2006 – Mar 2007)

*Senior planner and expert professional witness***Uptown Rideau Street Community Design Plan, Official Plan Amendment, Zoning Bylaw Amendment, Ontario Municipal Board Appeal Hearing, City of Ottawa, (Sept 2007 to Feb 2008)**

- Retained as a senior planner and expert professional witness to defend City of Ottawa's decision to refuse development application which was deemed to not be in conformity with Community Design Plan. Work involved extensive knowledge and professional planning opinion regarding City of Ottawa Transportation Plan, Infrastructure Plan, Urban Design guidelines, Official Plan,

SELECTED ACHIEVEMENTS

Community Design Plan and zoning bylaw provisions

Consulting Planning Advisor / Project Management

Land Use Planning and Real Estate Services, Standing Service Agreement - through CRG, PWGSC, (March 2005 - March 2007)

- Respond to PWGSC call-ups for campus planning, office accommodation assessment and land use planning requirements for federal government custodians. Work involved liaison with City of Ottawa, City of Gatineau and NCC on related planning and development matters

Planning Advisor / Project Management

Canadian Forces Bases (CFBs) Residential Sector Campus Planning for Uplands, PWGSC - Canadian Forces Housing Agency (CFHA), Ottawa, Gagetown (NB), Shilo (Manitoba), Comox (BC), (Jan 2004 – Mar 2006)

- Sustainable campus development planning, existing conditions assessment, development options selected sites, costing of preferred option, compliance with CFHA Sustainable Development Principals, in association with CRG.

Planning Advisor / Project Management

Tunney's Pasture Campus Master Plan, Existing Conditions Assessment, PWGSC, (Nov 2003 to Dec 2005)

- Project managed multi-disciplinary team, completion of comprehensive report on campus existing conditions

Senior Urban Planning Advisor / Project Management in association with CRG for PWGSC

Special Examination of Canada Lands Project Management, Planning and Commercial Leasing Practices, Auditor General of Canada, (June 2005 – Sept 2005)

- Senior Planner and special advisor responsible for undertaking an audit of business practices used by Canada Lands in land development and project management practices (Garrison Woods – Calgary and Greisbach - Edmonton land development sites examined)

Senior Planner and special advisor

Nepean Sailing Club, Highest and Best Use Study, City of Ottawa, (May – July 2004)

- Land use planning review, assessment and identification of highest best use opinions for site area.

Senior Urban Planning Advisor in association with the CRG

Pineview Golf Course, Highest and Best Use Study, City of Ottawa, (May – July 2004)

- Land use planning review, assessment and identification of opinion for site area. Work required knowledge of City of Ottawa's plans and zoning bylaw as well as NCC property interests, plans and policies

Senior Urban Planning Advisor in association with the CRG.

City of Ottawa, Infrastructure and Growth Management Office (2004)

- Review and assessment of different urban planning population, housing and employment land use projection models for the City of Ottawa in preparation for the Official Plan review.

Professional and Technical Services, PWGSC. (Nov 2003 to March 2004)

- Provided assistance and advice to PWGSC team responsible for developing the early version of the **National Project Management System (NPMS)**. Worked on developing a project management model for non-asset related works that could be incorporated into the draft version of the NPMS where by providing project managers with a project management tool to assist in the delivery of master plans and related studies. Reported directly to the Manager of Project Leadership and Management.

National Advisor. Special Advisory to PWGSC's NPMS team

Project Management Framework for Real Property Geomatics Services, Real Property Branch, PWGSC, (Nov 2002 to Dec 2004)

- Retained as a national advisory to assess and develop a project management framework and associated tools and templates to establish a project management office framework as well as assist to plan, initiate, execute, deliver and monitor Geomatics

services to federal government clients across the country. Work involved undertaking an in-depth stakeholder analysis, Worked on developing a project management model, tools and manual for Geomatics staff to use. This project was recognized by the Project Management Institute and received an Award of Excellence .by PMI in Nov of 2004.

National Advisor, Special Advisory to PWGSC's NPMS team

Real Property Geomatics Services, PWGSC, Real Property Branch, (Jan 2002- Feb 2003)

- * Review of completeness and accuracy of real property portfolios INAC, PWGSC, DFO, RCMP. Worked as a national advisory and project manager oversee cost, scope and time management of multiple departmental reviews with multiple nationwide teams of real estate geomatic professional from PWGSC. Was responsible for the budget, resource management, team leader, time scheduling, wbs identification and quality control quality assurance of deliverables.

National Advisor, Special Advisory to PWGSC's Accrual Accounting Review, Senior Real Property National Advisor and Project Manager

PWGSC, Real Property Branch, (June 2000 to Dec 2001)

- * Provided strategic advice and planning services regarding federal government custodial planning, development and office accommodation requirements within the NCR.
- * Work required knowledge of City of Ottawa's / Hull, Aylmer and Gatineau Quebec plans and zoning bylaw as well as NCC property interests, plans and policies

National Planning Advisor, Project Manager.

Secondary Policy Plan, Rideau Township, Village of Manotick, (Sept 1999 - Dec 2001)

Preparation of background village growth projections, market assessment analysis local industrial, commercial, retail and housing sectors, growth management options, land use development plan options. and draft Secondary Plan for the Village of Manotick, in association with Spencer and Co.

Senior principal planning

Review of East Campus Development Options, University of Ottawa, (Sept to December 1999)

- * Assess development potential, City of Ottawa zoning and Official Plan development policies and provisions

Senior principal planning

Heron-Walkley Plan of Development, Official Plan Amendment, Zoning Amendment and land transfer to City of Ottawa, City of Ottawa Planning Department , National Capital Commission, ((Sept 1995 – Jan 1997)

- * Responsible for directing consultation with NCC and consultants, directing support studies and preparation of report and recommendations to City of Ottawa Council regarding NCC application to amend official plan and zoning bylaw in support of green field residential development plan of subdivision

Senior Principal Planner

Coventry Road Plan of Development, City of Ottawa, Planning Department, (Sept 1994 – Jan 1996)

- * Responsible of project management and stakeholder consultation (including NCC) with consultants, directing support studies and preparation of report and recommendations to City of Ottawa Council regarding City redevelopment plan for lands extending from the Vanier Parkway to St. Laurent Shopping Centre. Work required assessment and negotiations with NCC regarding federal land interests within the study area

Senior Principal Planner

Development Opportunities at Transit Stations, City of Ottawa – Regional Municipality of Ottawa Carleton, (1995 – 1996)

- * Responsible of project management and senior urban planner directing research and analysis of citywide assessment of land development and intensification opportunities at major transit way stations throughout the City. Prepared support studies and preparation of report and recommendations to City of Ottawa Council

SELECTED ACHIEVEMENTS

Senior Principal Planner

Rideau Street Bus Mall Redevelopment Business Case, City of Ottawa, Planning Department, (Nov 1992-Sept 1993)

- * Responsible for assisting with the preparation of the redevelopment plan for Rideau Street including the financial business case analysis and managing stakeholder input for removal of the bus mall installation along the street

Senior Principal Planner

City Centre Plan of Development, Equity Management, City of Ottawa, (May 1992- Jan 1994)

- * Responsible for directing consultation with NCC, other stakeholders and consultants, directing support studies and preparation of report and recommendations to City of Ottawa Council regarding Equity Managements application to amend official plan and zoning bylaw in support of Brownfield mixed use redevelopment plan for 5 office towers

Senior Principal Planner

Central Area Plan, City of Ottawa, (Sept 1990 – May1991)

- * Responsible for directing consultation with NCC, other stakeholders and consultants, directing support studies and preparation of report and recommendations to City of Ottawa Council Central Area Secondary Plan

Senior Principal Planner

Official Plan Review and Vision for Ottawa, City of Ottawa, (May 1988 – Jan 1992)

- * Section Head and acting manager of the official plan review team responsible for directing consultation with NCC, other stakeholders and consultants, directing support studies and preparation of one of Canada's first draft Sustainable Development Official Plans as well as prepared reports and recommendations to City of Ottawa Council

Senior Principal Planner

Sustainable Development Project Experience - Peer Reviewer for Federation of Canadian Municipalities - Green Municipal Fund regarding Integrated Sustainable Community Plans (ICSPs), Studies and Capital Projects across Canada (Duration Oct 2008 to Sept 2010) (<http://gmf.fcm.ca/Search/Search/Search.aspx?lang=e>)

- * City of Brampton ON, Measuring Sustainability Performance for New Development, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2010
- * Town of Ladysmith BC, Waterfront Brownfield Study, Environmental Assessment, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2010
- * Town of Ladysmith BC, Integrated Community Sustainable Plan, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2010
- * Shelburne NS; Municipal Building Needs Analysis Feasibility Study, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2010
- * City of Iqaluit, Nunavut, Sustainable Community Plan, (SCP), Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2010
- * Revelstoke, BC, Community Energy (District Heating) System, Capital Project, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2010
- * Town of Bancroft, ON, Sustainable Community Plan, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2010
- * Town of Smithers BC, Corporate Community Energy Emissions Sustainability Plan, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2010
- * Town of Banff, AB, LEED Silver Recreation Centre - Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2010
- * City of Mississauga, ON, Environmental Master Plan, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2010
- * City of Guelph Ontario, Innovative District Secondary Plan, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2010
- * Kings Township, Integrated Community Sustainability Plan – Township of King ON, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2010
- * Town of White River Ontario, Green Sustainable Plan, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2010
- * City of Moncton Integrated Community Sustainability Plan (ICSP), Moncton, NB, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2009
- * Town of Hampton Integrated Community Sustainability Plan (ICSP), Hampton, NB, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2009
- * City of Campbell River Sustainable Official Community Plan, Campbell River, BC, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2009
- * Regional Approach to Integrated Community Sustainability Planning – United Counties of Leeds & Grenville, ON, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2009
- * Sioux Lookout Community Sustainability Plan, Sioux Lookout, ON, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2009
- * Town of Minto Sustainable Community Plan, Minto, ON, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2009
- * Saint John Integrated Community Sustainability Plan, Saint John, NB, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2008
- * City of Chilliwack Air Quality, Energy and Greenhouse Gas Action Plan, Chilliwack, BC, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2008
- * North Vancouver - Sustainable Community Plan, District of North Vancouver, BC, Peer Reviewer, Federation of Canadian Municipalities (FCM) – Green Municipal Fund (GMF), 2008