

**From:** [Mills,Cherie](#)  
**To:** [Rector,Janice](#)  
**Subject:** FW: Employment Land Strategy Review - Public Meeting - Feedback Comments  
**Date:** March-05-15 3:14:56 PM

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**From:** James Ward  
**Sent:** Sunday, March 1, 2015 1:17 PM  
**To:** Industrial Land Strategy Review  
**Subject:** RE: Employment Land Strategy Review - Public Meeting - Feedback Comments

Thanks. Please don't hesitate to contact me if you would like me to clarify or further substantiate my comments.

James Ward

On Mar 1, 2015 10:51 AM, "Industrial Land Strategy Review" <[ilr@cityofkingston.ca](mailto:ilr@cityofkingston.ca)> wrote:

Thank you for your comments, they will be provided to the consulting team for review and consideration.

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**From:** James Ward [mailto:[jward@rtcr.com](mailto:jward@rtcr.com)]  
**Sent:** Thursday, February 26, 2015 1:26 PM  
**To:** Industrial Land Strategy Review  
**Cc:** Hurdle,Lanie  
**Subject:** Employment Land Strategy Review - Public Meeting - Feedback Comments

I was pleased to attend the Public Meeting on the 25<sup>th</sup> February 2015 and was interested to hear the recommendations of Watson & Associates. While their report is both detailed and extensive (266 pages), I believe their analysis of the demand and take-up of industrial land in the City of Kingston does not reflect the recent and current market conditions.

There is currently approximately 155 acres of available serviced industrial land in the City of Kingston Industrial Parks. Over the past 4 years only 5.5 acres has been purchased and developed. Of this, 3.5 acres is still under-construction. At the current rate, it will take over 100 years to absorb the available land. I attach my brief analysis of the City Industrial Lands.

Based upon this, I consider the consultant's forecast that all serviced land in the industrial parks will be absorbed by 2024 to be very optimistic. As a tax-payer and business owner, I question the cost/benefit analysis of the City making further capital investment to service more land in the industrial parks at the present time. While it is very possible that demand for industrial development land in Kingston will increase, there would seem to be enough available land at present.

The reasons for the low absorption rate of City of Kingston Industrial land are partly due to the macro-economic climate over recent years, but in my opinion the marketing and promotion of the properties could be improved and the procedure of dealing with zoning,

purchase agreements and the restrictions on City Land purchases, is a challenge for potential purchasers, who often find it preferable to purchase privately-owned land.

My recommendations to Employment Land Strategy Review are the following:

- 1) Improve the marketing of the available industrial lands. The plans on the City website haven't been updated in years. I am not aware of any marketing signage on the land. The land is not marketed on [ICX.CA](http://ICX.CA) - Commercial and Investment Information Exchange, which is main portal for commercial and industrial land requirements across Canada.
- 2) Provide more flexibility to potential purchasers. There is precedent for purchasers developing less than 20% coverage and not completing buildings within the prescribed time frames. Possibly purchasers could be more attracted to the City land if they could be given more direction on what flexibility exists?
- 3) Widen the range of permitted employment uses. The zoning currently prohibits certain employment uses. Given the low absorption rate, possibly more flexibility could be provided to increase land sales?
- 4) Limit further capital investment until it is clearly justified by an increase in demand and net absorption. The City has made a major investment in the Industrial Parks and the 155 acres of available serviced land is making no contribution to the tax-base while it remains in City ownership.

I'd be pleased to discuss this in more detail.

Many Thanks

James

James Ward MRICS\*  
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**From:** Ken Dantzer  
**Sent:** Monday, March 2, 2015 2:44 PM  
**To:** Industrial Land Strategy Review  
**Cc:** Rector, Janice  
**Subject:** RE: Employment Lands Strategy Open House - February 25th

Further comment:

City should maintain an aggressive inventory of shovel ready serviced employment lands, covering multiple locations within the municipal boundaries and multiple quantities of differing sizes for a broad variety of uses.

There is very little risk in terms of the City's exposure (borrowing costs) and a tremendous upside if the lands are purchased.

The City should attempt to maintain a reasonable percentage of the gross employment lands tax base.

Thank you,

**Ken Dantzer**

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**From:** Ken Dantzer  
**Sent:** February-27-15 10:35 PM  
**To:** 'ilr@cityofkingston.ca'  
**Cc:** Robert Blommestyn; 'JReactor@cityofkingston.ca'  
**Subject:** RE: Employment Lands Strategy Open House - February 25th

As the documents are lengthy, thank you for the presentation.

There was discussion that the numbers maybe ambitious, the concern being investment should be more tempered due to risk of over extension.

The justification that funds should be put aside, and lands assigned was logical.

If you can please confirm the method by which the city will ensure caution prior to proceeding to large investments.

City of Kingston Employment Land Strategy Review Draft February 12, 2015 comments:

Figures 6-13 and 6-18

From my understanding, these figures assume all currently developable lands are built out, and that

only an assumed land vacancy is 15%

As there may be private land that will not be development, this would imply that in fact the number could be conservative.

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Lot coverage: Please note that various zones have combinations of minimum and maximum lot coverage and/or lot occupancy (among other limitations).

The more variety of building size/shape that can be built improves the ability of matching occupants with sites

I would be cautious of the term 'shovel ready'. Assuming a property requires no zoning, the chances are a commercial building will require site plan approval. This can be a time consuming process, and the term shovel ready in my opinion implies that permit could be applied for.

Thank you,

**Ken Dantzer**

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ngston, please notify us by reply E-mail and delete the original message



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March 5, 2015

Paige Agnew  
Director of Planning  
City of Kingston  
1211 John Counter Blvd  
Kingston, Ontario  
K7K 6C7

Dear Paige:

**EMPLOYMENT LANDS STRATEGY REVIEW  
JSM LANDS AT 725-801 SIR JOHN A. MACDONALD BLVD & 993 PRINCESS ST.  
IBI FILE 4096/8906**

We have reviewed the above study and offer the following for city consideration in bringing the study forward to Council and for consideration in the eventual amendment to the employment lands policies and designations in the Official Plan.

The study indicates there is a change in the industrial sector. There is less emphasis on manufacturing and an orientation to large-scale industrial buildings accommodating wholesale trade, distribution and logistics. There has also been growth in knowledge based sectors largely accommodated within office type developments. With this there is interest in accommodating complementary commercial and institutional uses on industrial lands to create a more mixed environment. Kingston's employment base has gradually shifted from the goods-producing sector to the service sector. JSM is in agreement with this general conclusion and, consistent with the shift to large scale industrial buildings, the opportunity for a large footprint industrial use at the JSM site should be maintained.

A policy consideration is to require a development proponents to justify why a certain threshold of office space is appropriate in an employment area rather than downtown. Given the building footprints available downtown, absence of parking to accommodate larger office uses, accessibility, and general repurposing of the downtown to service, hotel, some retail, entertainment and residential uses, we question the purpose of the proposed requirement for justification of a threshold number for office in business park industrial areas. JSM strongly believes this will retard the development of their site for business park uses and so do not agree with the proposed policy.

The JSM lands are referenced in several ways within the report. Sometimes they are part of the Alcan Lands category and in other cases they are specifically referred to as the JSM Property. The Alcan lands comprise the plant operated by Novelis, the JSM lands, and the business park industrial lands along John Counter Blvd. The major conclusion with respect to the Alcan lands, and therefore the JSM site as it is lumped in with the Novelis Plant lands and lands along John Counter Blvd for purposes of study, is that it has limited market potential for industrial development given the distance and access to Highway 401. This is true of the Novelis Plant. However, the JSM site has access via a four lane limited access arterial (Sir John A MacDonald Blvd.) to Hwy 401. This, when coupled with the construction of the planned collector from Sir

John A MacDonald Blvd along the northern property line of the JSM site, which collector is to also provide access to Queen's Innovation Park and then on to the Novelis site, the accessibility of the site and adjoining sites is enhanced. The study was silent on this matter. The study merely recognized that the collector shown in the Official Plan is not in the Development Charge by-law. Implementation of the Official Plan roads schedule will facilitate the development of all these centrally located lands by improving their overall accessibility and attractiveness to potential businesses. This matter has not, in our view, received sufficient priority in the city's planning for employment lands. As per past JSM correspondence to the city, the collector should be brought forward for re-consideration to facilitate development of the whole of the Alcan lands which include the JSM lands and Innovation Park.

With respect to Innovation Park, JSM has been contacted by Grafoid (located at Innovation Park) regarding access as JSM understands Grafoid is faced with some challenges with truck traffic at their existing access on Princess Street. The solution, at first blush, appeared to be the construction of the collector from Sir John A MacDonald Blvd as shown in the Official Plan in order to provide Grafoid with the access they need for their operation and continued growth. This will require access over the JSM lands and JSM, in principle, is in agreement. This is a development charge matter and one that should be pursued with Grafoid and perhaps KEDCO. In any case, this supports the point JSM has been making that the collector needs to be put in place.

The study indicates Kingston has a shortage of vacant prestige industrial lands (that is, Business Park designated lands), and city owned lands to meet forecast demand. The study acknowledges JSM's intention to develop the site as an industrial business park with complementary commercial uses on a small portion of the lands abutting Sir Jon A MacDonald Blvd. The study recognizes the recent request to develop approximately 20% of the site through a new proposed designation of Business Park Service. The study indicates that it supports the re-designation of the overall JSM site from General Industrial to Business Park Industrial. The study goes on to say the proposed commercial service uses on the lands abutting Sir John A MacDonald Blvd can generally be accommodated under the Business Park Industrial designation, through the provisions of complimentary uses in accordance with Section 3.6.A.2 of the city's Official Plan, thereby eliminating the need for a separate land use designation. Permitted complimentary uses include restaurants, financial institution, personal services, and convenience commercial uses and these are to be added to the suite of complementary uses allowed in the OP. The report suggests these complementary service commercial uses be clustered, perhaps at the intersection of a collector road or arterial road, or at the entrance to industrial parks. The report also suggests sites for complementary use should be identified on the mapping for Business Park or Industrial lands. JSM is in general agreement with the intent of designating the majority of the JSM site as Business Park Industrial. However, given the site's location at the future intersection of an arterial and collector road, the residential uses on the opposite side of Sir John A MacDonald Blvd, the residential designation on the approximately 40 ha to the north and abutting the JSM site, and in order to create an area of concentration for such uses at the major entry point to the industrial area, JSM strongly believes that the two designation approach proposed in the January 23, 2015 correspondence is the appropriate approach in this case. The report does recognize that the city should work with JSM to maximize the development ability of the site. JSM very much wants to work with the city and adjoining land owners and so welcomes the opportunity to pursue this further with the city.

The study would allow complementary uses as now but only concurrently with or after a primary permitted use is established and the maximum gross floor area (gfa) of all complementary uses within a defined business park cannot exceed 25% of the gfa of all primary permitted uses. JSM's concern in this case is how this policy would be implemented. Also, this policy may inadvertently frustrate the timely creation of the cluster referred to in the above paragraph.

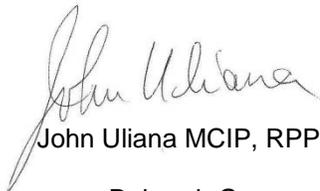
JSM will continue to work with the city, as suggested in the report. The JSM site is at a unique location. It abuts other business park lands (Queen's Innovation Park), residential lands, and is

**IBI Group**  
Paige Agnew March 2015  
JSM 8906/4096

at a location from where a collector road access it to be provided to the Novelis lands with the existing plant and to Innovation Park. Given all this, the site is one that we believe does not fit into the broad categorization proposed. It is in a location where additional opportunities are afforded and where additional services are in order given the long term land use planning for the area. JSM strongly believes that for its' site there should be a two designation approach as per the January 23, 2015 correspondence submitted to the city.

Once you have had a chance to review our comments, JSM would be pleased to meet with the city and see what can be done to advance the development of their site.

**IBI Group**

A handwritten signature in black ink, appearing to read "John Uliana".

John Uliana MCIP, RPP.

c.c. Deborah Gourgy  
Joe Gourgy  
Karen Fraser  
Cherie Mills