

Audrey H. Jacob

Deputy Regional Director, Canada East

Ms. Jacob leads the firm's Real Estate Research/Economic/Financial practice. She specializes in growth management/land needs, market analysis, development/financial feasibility, economic impact, development charges and municipal financial impact analysis. She also has extensive hands-on knowledge in strategic planning, policy and land use planning studies and projects.

Representative Experience

Market/Economics

Growth Management

Northeast Pickering – On behalf of a consortium of landowners participated in the regional growth management exercise to ascertain future areas of urban land to accommodate anticipated population and employment growth anticipated by the Provincial Places to Grow Growth Plan. The project commenced with an independent assessment of the opportunities for Northeast Pickering in the context of the broader Region. Subsequently participated with a multi-disciplinary team in the review of Growing Durham prepared by the Region. Actively participated in the review process and provided strategic advice to the client group as to how to advance the opportunities to include the lands within the urban boundary consistent with the 2005 Provincial Policy Statement (PPS) and Places to Grow.

Northwest Brampton – On behalf of a consortium of landowners participating in a regional and local growth management exercise to determine the appropriate land uses for whitebelt lands to be brought into the urban boundary through the Places to Grow conformity exercise.

East Gwillimbury – Similar to the aforementioned Northeast Pickering project, assisted a consortium of landowners to assess the opportunities of including their lands in the expanded urban boundary of the Town of East Gwillimbury. As part of a multidisciplinary team, determined quantum of growth, servicing availability, relative ease of servicing and other considerations. As part of this exercise, participated in York Region's Planning for Tomorrow initiative in response to the Places to Grow Growth Plan providing input and comments on behalf of the client group.

Ottawa OP Review – On behalf of Mattamy Homes, participating in the review of the City's growth management approach to ascertaining the need for additional urban land to accommodate growth. This work is ongoing as part of the City's Official Plan Review.

BILD Growth Management Committee – Active participant on the Growth Management Committee with BILD monitoring the various regional conformity initiatives in response to the Provincial Places to Grow Growth Plan.

Education

Master of Urban Planning, McGill University, Montreal, QC, 1983

B.A. (Urban-Economic Geography), University of Toronto, Toronto, ON, 1979

Experience

2014–Present

IBI Group, Toronto, ON, Deputy Regional Director, Canada East

2010–2014

IBI Group, Toronto, ON, Director

2007–2010

IBI Group, Toronto, ON, Associate Director

1986–2006

IBI Group, Toronto, ON, Senior Associate, Senior Planner/Economist

1983–1986

Stamm Economic Research, Consultant

Real Estate and Housing Department with the City of Edmonton, Planner

Zink & Partner, Architects in Munich, Germany, Researcher

Memberships

Ontario Professional Planners Institute (OPPI), Full Member

Canadian Institute of Planners (CIP), Full Member

Registered Professional Planner (RPP)

Association of Ontario Land Economists (AOLE), Professional Land Economist

Lambda Alpha, Honorary Society of Land Economists, Member

Pragma Council, University of Waterloo, Member

Urban Land Institute, Member

Board Appointments

Faculty Advisory Board - School of Urban Planning Representative, Faculty of Engineering, McGill University, Montreal, QC (1995–2002)



Office/Industrial

Keswick Business Park – On behalf of Craft Development, provided an employment land needs assessment to ascertain if there was support for the Town of Georgina initiated Keswick Business Park Secondary Plan. Conclusions from the independent analysis suggested that the resulting business park would lead to an employment land supply in excess of 20 years, counter to the 2005 Provincial Policy Statement putting Craft at a distinct disadvantage. Earlier growth management work carried out by the Town proved to be poorly informed. The matter proceeded to the Ontario Municipal Board but eventually a settlement was reached.

Beechridge Farms Inc. – Ajax, ON – Examined the employment land requirements in the Town of Ajax to ascertain if the supply was sufficient to meet future employment needs. As part of the work program, examined the residential land requirements of the Town to assess if the existing residential land supply was sufficient to meet forecast demand. The analyses supported a land use conversion of the site from employment to residential use. The matter proceeded to an Ontario Municipal Board Hearing. The Board's decision supported the land use change based on the testimony provided. The matter was subsequently appealed by the Town and Region and the OMB directed a re-hearing. Submissions were made seeking leave to appeal to Divisional Court; this was denied. The matter is currently at a re-hearing before the Ontario Municipal Board.

North Leslie – Richmond Hill, ON – Worked with the secondary plan study team on behalf of a group of landowners preparing the employment land needs assessment component. The analysis revealed that the Town had sufficient employment lands to accommodate anticipated employment. The matter proceeded to the OMB.

Importanne Centre – City of Vaughan, ON – Project Manager for a market and financial feasibility study for a site in the northwest quadrant of Highways 407 and 27 for an office/hotel/conference facility. Study was in support of an Official Plan and Zoning By-law amendment sought by the landowner. It included an analysis of the competitive inventory of office space to ascertain typical floor plate size, rent levels, amenities, scale and other considerations; a projection of office space needs in the City; and a financial analysis which estimated required rental rates.

Burlington Employment Land Needs Analysis – Paletta International – Assessed employment land needs of the municipality and evaluated existing designated and available sites/properties to ascertain if there was sufficient supply. Work was carried out in support of an Official Plan Amendment to redesignate lands from employment use to residential use. Other support material prepared included a residential land needs assessment and a municipal financial impact assessment.

Molson Park Business Park – Barrie, ON – On behalf of the City of Barrie, examined the potential for a business park on the former Molson Park lands at the northeast quadrant of Hwy 400 and Molson Park Drive East. The analysis included projections of demand, absorption, users and a concept plan.

Employment Land Needs – Whitchurch Stouffville, ON – Geranium Homes – Employment land needs assessment of the municipality and the Stouffville community. Work was carried out in support of an Official Plan Amendment which sought to redesignate the lands from prestige live/work to residential use. Subsequently retained by Geranium to assist in examining the impact of allowing retail development as part of the employment area in the Stouffville Community. Major water, sewer and road infrastructure was required to bring servicing to the employment area. It was determined that the retail development could deliver the servicing, opening up the employment area to potential users who would otherwise not have considered the area as a potential location due to the associated servicing costs.

Watersands Development – Innisfil – Project Manager for an industrial land needs study for a site Highway 400 in the vicinity of Innisfil Beach Road on behalf of Watersands Development.



Residential

235 Speers Road – Oakville, ON – On behalf of Tribute Communities, examined the opportunity for residential development in an area proposed for intensification. The subject site of 5 acres, designated for employment purposes, had been vacant and available for more than 10 years without any serious interest from industrial development. The matter is on-going.

549 Kerr Street – Oakville, ON – On behalf of the landowner, examined the market opportunity for a low rise residential development within a designated community improvement area. The matter is on-going.

Halton Region Shelter Housing Study – Project Manager responsible for the feasibility analysis of an emergency shelter, transitional housing and affordable housing. Study determined site size requirements, potential ancillary uses, capital and operating costs and funding opportunities. Halton Region partnered with the Town of Oakville and the Salvation Army in the feasibility study.

CRM Associates – Orillia, ON – Project Manager for a Residential Opportunities Analysis of a site located in the City of Orillia. The client had purchased a property for redevelopment and was planning to proceed with a residential development geared to seniors. Through an analysis of demographics, housing trends and a series of focus groups, IBI Group advised the client that redevelopment should include larger unit sizes and different amenities than those contemplated.

Crossmar Investments Limited/Duke of Richmond Developments Inc. – Richmond Hill, ON – Project Manager for a residential land needs study for some 600 acres in the vicinity of Yonge Street and Nineteenth Avenue in the Town of Richmond Hill. Analysis revealed the need for additional residential lands within the framework of the Town's Urban Growth Study. A substantial portion of the lands were approved for residential development.

Morningside Heights – Scarborough, ON – IBI Group led a team of consultants seeking a land-use redesignation in north-east Toronto in an area known as Morningside Heights. The subject lands had been designated for employment purposes, however, with the elimination of the possibility of the East Metro Freeway in this area; as well as, other considerations, the land owners sought to redesignate the lands to permit residential development. The Official Plan amendment was approved and the lands are proceeding through servicing for the creation of housing in this area.

Mavis/Britannia – Mississauga, ON – On behalf of a consortium of developers, Ms. Jacob prepared an economic and fiscal impact analysis of redesignating industrial land to residential use and a market trends analysis in the GTA for industrial and residential land/product. Analysis factored in relative land absorption given the changing economy and the impact that the variation in the timing of land development would have on the assessment base of the municipality and the implications for regional and local governments; as well as, school boards.

Brooklin (Whitby) Community – Markborough – Residential land needs study of a 350-acre site in the Brooklin Community in north Whitby on behalf of Markborough Properties Ltd. Designated as a "future urban development area" in the Town's Official Plan, Markborough sought to have the site included within the residential land use designation of the Town's Official Plan. The matter was referred to the Ontario Municipal Board where a favourable decision was rendered for the Markborough property; as well as, other properties.

Ontario Realty Corporation – Windsor, ON – Project Manager for residential marketing needs assessment studies of Devonshire Heights lands and East Riverside lands. Studies contained a planning overview, a profile of the socio-economic characteristics of the market area (including an overview of the Windsor economy), and an analysis of the supply and demand factors affecting the housing market. A marketing strategy was recommended for each site.



Labourer's Pension Fund of Central/Eastern Canada – “Bridgeport on the Lake” Stoney Creek, ON – Project Manager for a comprehensive planning, market and financial feasibility study of a 30-acre site in Stoney Creek. The Fund sought IBI Group's advice regarding future action alternatives. After examining the planning, market and financial implications of three land use scenarios, IBI Group advised the Fund to rezone the subject site to permit medium density development comprised of street townhouses and mid-rise and high-rise apartment units. This development option would yield a relatively low risk high reward ratio for the Fund.

Fletcher's Creek Village – Brampton – IBI Group was involved in the initial phases of the planning approvals. Objective was to determine additional residential lands and support requirements for extending the urban boundary of the City in response to the need for additional residential lands.

Cloverbend Estates – Caledon – Papertious Investments Limited – IBI Group conducted a residential market study in support of an Official Plan Amendment, a Zoning-By-law Amendment and subdivision application for the Cloverbend Estates land. Applications contemplated the expansion of the urban area in the Bolton Settlement area. IBI Group conducted a residential market study and a municipal financial impact analysis to present to the OMB hearing.

Innisfil Residential and Commercial Land Needs – Undertook a land needs assessment in support of an Official Plan Amendment which sought to redesignate lands from commercial to residential use. The OPA received Council approval.

Other residential market studies carried out by IBI Group included:

- South Aurora
- Long Branch Neighbourhood – Mississauga
- CMHC Downsview – North York/Toronto
- Heritage Green – Stoney Creek
- Uptown Core – Oakville
- Vellore Village – Vaughan
- Alton and Orchard Communities – Burlington
- Richview Investments Limited – Burlington
- Paletta International – Burlington
- Blue Bonnets – Montreal
- Kokomo Management – Aurora
- Kingknoll Developments et al – Brampton
- Fleet Street – Toronto
- Waterfront Regeneration Trust – Toronto
- Grand Adex – Toronto



Retail

Carried out various retail studies across southern Ontario, including:

- Rona, Home Improvement – Ottawa, Kingston, Peterborough, Markham, Toronto, Richmond Hill, Newmarket, Sudbury, Midland, Orillia, Sarnia, Mississauga, Whitby, London, Barrie Fort McMurray, Edmonton and other locations
- Seaton Lands on Behalf of Seaton Landowners (Lebovic, Metrus and Mattamy)
- Cornell Commercial Review on Behalf of Mattamy Homes
- Warden Power Centre Redevelopment Retail Review – Mattamy Homes
- BramEast Dite, Brampton – Mattamy Commercial
- Cottrelle Community Site – Brampton, Mattamy Commercial
- 44 St. Clair Avenue East
- Ajax Peer Review – Town of Ajax
- Windfield Farms, Oshawa – Tribute Communities
- Home Depot – Toronto, Etobicoke, Mississauga
- King-Liberty – Toronto
- San Bernardino, California – Marquis Communities Development Inc.
- London Supermarket Review, ESAM
- Market Study Peer Review – Town of Ancaster
- Orillai Square, AETNA
- Fleet Street, Molson Lands – Toronto
- Vine & Arbutus, Molson Lands, – Vancouver
- Vellore Village, Metrus – Vaughan
- Korgold Holdings – Mississauga
- Heritage Green, ORC – Stoney Creek
- Canadian Tire – Windsor and Toronto
- Commercial Opportunities Study – City of Niagara Falls

Institutional and Public Sector

Waterfront Toronto, ON – Prepared a financial feasibility analysis/strategic planning analysis for the development of the Port Lands area of the Toronto Waterfront. Subsequently retained to address redefined geographic area incorporating the Lower Don Lands which included an innovative flood protection/stormwater management approach to development.

Ontario Hydro – Ottawa, ON – Project Manager for various assignments carried out for Ontario Hydro to examine development potential of grid real estate opportunities taking planning and real estate factors into account.



Algonquin College – Ottawa, ON – Participated in a number of assignments for Algonquin College at its various campuses. Included planning and real estate analysis of its various campuses, assisted with the sale of its Colonel By Campus; feasibility and implementation study for a student centre; feasibility study for student housing; proposal call process for the determination of a proponent for the development of a student residence; an analysis of the redevelopment potential of some 20 acres associated with the Woodroffe Campus, including highest and best use recommendations based on land use planning and real estate market review.

Seneca College – North York, ON – Conducted a demographic analysis of the student population of this community college and compared these characteristics to current and forecasted demographic profile of potential sites/locations. The demographic analysis was useful in terms of narrowing location options.

Sheridan College – Oakville, ON – Conducted a market and financial feasibility study for a student residence. Included a proposal call process which resulted in the selection of a preferred proponent to design-build and operate a student residence.

George Brown College – Toronto, ON – Project Manager of a feasibility study for a student centre at the St. James Campus of George Brown College carried out on behalf of the College and Student Association. A student centre was created and operates within the St. James Campus. Three years following the study for the St. James campus, IBI Group was retained to carry out a similar analysis for the Casa Loma Campus of the College. This study examined different ownership and location options. The Student Association opted to take the ground floor of a newly planned building to be built by the College under a SuperBuild Application. IBI Group, together with our affiliated architectural firm BIA, was the Student Association's representative in dealing with the College's architect and administration in determining interior plans, costing and cost sharing.

Centennial College – Scarborough, ON – Project Manager for a feasibility study for a student centre at the Progress Campus. The study included an analysis of the student population by type; a survey of students to ascertain (i) support in principle (ii) the required components for the student centre (i.e. uses) and (iii) level of support for the implementation of a student centre fee to provide capital and operating funding for the student centre; the determination of the space requirements of the student centre based on the required uses; and a market and financial analysis to determine under what conditions a student centre would be feasible. The student centre was found to be feasible and sustainable and was subsequently built by the College and the Student Association. Following this project, IBI Group assisted the College to identify potential for smaller student centres at other campuses (Warden Woods and Ashtonbee).

Peel Region, ON – Project Manager of a study of the public perception of the Region's responsibilities. Peel Region is comprised of three local municipalities: Mississauga, Brampton and Caledon. The local municipalities have specific functions and responsibilities, as does the upper tier, Peel Region. Focus groups were carried out to determine the public perception of Peel's responsibilities. Results indicated that there was general knowledge about the various levels of municipal government but there was some confusion as to the specific roles of the local and regional tiers.

Economic Development Strategy – City of Toronto, ON – Identified economic development opportunities to generate economic growth, developed broadly based work program that included a review of economic trends locally, nationally and internationally to understand the context of economic change. Included intensive consultation with the business, institutional, industrial, retail and labour communities. Resulting strategy provided six strategic directions each with specific implementation initiatives.



Island Access Study – Project Manager of this study to assess long-term access to the Island Townships of Amherst, Howe and Wolfe in the Kingston area. The Province of Ontario had determined that the provision of ferry services was primarily a local issue and consequently downloaded the responsibility of providing ferry service to local municipalities. The project included an extensive public consultation program which included open houses, mail out surveys, meetings with stakeholders and newsletters; a proposal call process to solicit interest from parties wishing to provide ferry, fixed links and possibly economic development; and an analysis of business options as a basis for examining feasible service alternatives.

Brampton OPP Site – Management Board Secretariat – To determine the highest and best use of a 100-acre property located near the western edge of this suburban Toronto municipality. Responsible for demographic profile, residential market characteristics, retail opportunities and alternative uses. The final report included a planning, market and financial pro forma analysis to assist the client in course of action.

33 Third Street – Chatham, Management Board Secretariat – Chatham, ON – Market analysis and strategic assessment of development options for a 1-acre site. Included a population profile, socio-economic analysis of the market including income, housing, labour force and tourism trends.

Lansdowne Park – City of Ottawa, ON – Assessed market and development potential of Lansdowne Park, a 54-acre recreational/sports complex and park in Central Ottawa. Alternative development concepts were assessed, a strategy for the future of the Park was developed and a results definition program was defined as a basis for ongoing action by relevant City departments. The study was carried out in collaboration with senior management of the Ottawa Department of Culture and Recreation and the Lansdowne Park Administration, with emphasis on achieving an action program and results milestones to which all members of Management were committed. Market estimates and impacts of Park activity and traffic levels were included in the assessment of development concepts and strategies.

Municipal Finance

Development Charge and Education Development Charge Studies – On behalf of Urban Development Institute/Ontario, Greater Toronto Homebuilders' Association and private developers, reviewed and analyzed the development charge by-law of the following municipalities, regions and school boards:

- City of Toronto (1999, 2007, 2008 DC By-law)
- York Region (1991, 1998, 2003 and 2007 DC By-laws)
- Town of Markham (1999 DC By-law)
- Town of Richmond Hill (1999, 2004 DC By-law)
- City of Vaughan (1991, 1999 and 2003 DC By-laws)
- Town of East Gwillimbury (1999 and 2004 DC By-laws)
- Town of Whitchurch-Stouffville (1999 and 2004 DC By-laws)
- Township of King (2009 DC Bylaw)
- Halton Region (1999–2000, 2003–2004 and 2008 DC By-laws)
- Town of Milton (1999–2000 and 2004 DC By-laws)
- Town of Oakville (1991, 1999 and 2004 DC By-laws)
- Durham Region (2003 DC By-law)
- Town of Ajax (1999, 2003 and 2008 DC By-laws)
- City of Pickering (2004 DC By-law)



- City of Ottawa (2004 DC By-law)
- Town of New Tecumseth (1999–2000 and 2004 DC By-laws)
- Town of Bradford West Gwillimbury (2003–2004 DC By-laws)
- Town of Innisfil (2004 and 2008 DC By-laws)
- City of Barrie (1999 DC By-law)
- City of Guelph (1999, 2009 DC By-law)
- Town of Orangeville (1999 DC By-law)
- Town of The Blue Mountains (2000 and 2005 DC By-laws)
- City of Kawartha Lakes (2004 DC By-law)
- Township of West Perth (2004 DC By-law)
- Peel District School Board and Dufferin-Peel Catholic District School Board (1999 and 2004 DC By-laws)
- Simcoe County (2006 DC Bylaw)

City of London DC Update – Retained by the City of London to assist with the updating of their development charges bylaw. The City’s DC includes a City Services component (typical) as well as an Urban Works Reserve Fund component (atypical). Apart from updating the DC to more accurately reflect costs, the work is intended to bring the UWRF component into compliance with the DC Act.

Seaton Financial Impact – On behalf of the Seaton landowners, assisting in the evaluation of the capital and operating impact of the proposed development of the subject lands on the City of Pickering and the Region of Durham. The work includes a determination of appropriate development charge rates either on a municipal wide or area specific basis. As well, the work includes an examination of potential operating financial impacts on the City and the Region. This work is on-going.

Mayfield West – Examining the capital and operating impact of the proposed development of the Mayfield West area in the Town of Caledon on behalf of landowners. Similar to the Seaton project but on a much smaller scale, the work includes a determination of appropriate development charge rates and examination of potential operating financial impacts arising from the proposed development. This work is on-going.

Kitchener DC – Represented the Waterloo and Region Home Builders in their appeal of the City of Kitchener 2004 Development Charge by-law to the Ontario Municipal Board. Issues focussed on a range of issues including specific hard infrastructure projects as well as much of the proposed soft infrastructure DC and their relation to growth.

Airport Self Storage – Undertook an analysis of the Durham Region development charge as it applied to self storage facilities in Oshawa. The issue focussed on a disconnect between the detailed analysis carried out in the Region’s DC Background Study and the implementation of the Region’s DC Bylaw. The matter was heard before the Ontario Municipal Board and resulted in a positive outcome for the client.

York Self Storage – Assisted a landowner with respect to the imposition of a retail DC on a self storage development in York Region. The landowner had previously paid an industrial DC on phase 1; subsequent phases were inappropriately charged a retail DC based on changes to the Region’s DC By-law. Analysis revealed that the background study to the DC had assumed self storage to be industrial. A settlement was reached on this matter in favour of the landowner.



North Oakville – Worked with the North Oakville landowners and their consultants in reviewing and negotiating changes to the proposed regional, town and education development charges. Undertook both a regional and local municipal financial impact analysis associated with a secondary plan proposed by the landowners.

New Tecumseth DC Review – Representing three major landowners in a DC bylaw appeal in the Town of New Tecumseth. A detailed review of the Town's background study and other relevant documents as well as a review of population and employment forecasts has resulted in a list of issues which have the potential to reduce the Town's DC. This work builds on DC related reviews dating back to the Town's 1999 DC bylaw.

Bradford West Gwillimbury DC Review – Working with local landowners and developers, carried out a review of the proposed changes to the Town's DC bylaw. The matter was appealed to the Ontario Municipal Board but a settlement was reached.

West Perth – Worked successfully with the Stratford and Area Builders in a review of the Township of West Perth DC bylaw to reduce the residential development charge in response to a review of the background study which included errors, inclusion of non-growth projects and other considerations.

GO Transit Development Charges By-laws – On behalf of UDI/Ontario, reviewed the 2001 Development Charge Background Study for the GO Transit Service (GO DC Study) and assisted in UDI/Ontario's negotiation with the regions serviced by the GO lines (Durham Region, Halton Region, Peel Region, York Region and City of Toronto) regarding the proposed GO development charges. The end result was that the GO DC by-laws were passed with a reduction of the charges ranging from 5% to 10% compared to the charges proposed in the regional GO DC Background Studies.

Elgin and Huron Area Water Supply Systems – Assisted the Elgin Water Board in developing cost recovery mechanisms including water user rates and one time surcharge for capital improvements. The work program was later extended to include the Lake Huron Water Supply System.

Uses of Development Cost Charges – IBI Group carried out an analysis of the use of development cost charges on behalf of Canada Mortgage and Housing Corporation (CMHC) across 10 provinces and 8 major Canadian cities. The study provided benchmarking of development cost charge practices across the country including provincial legislation and actual practices. The case study approach to each City revealed a variable approach to the scope and application of development cost charges. Development cost charges are imposed on new residential and non-residential growth to recover costs of infrastructure required to service new growth.

Canadian Airport Authorities – On behalf of the Greater Toronto Airports Authority, IBI Group undertook a review of 8 airport authorities across Canada to ascertain the participation of airports in the delivery of hard infrastructure (roads, water, sewer, stormwater) associated with airports and their surrounding lands. The review was utilized for negotiation purposes with Transport Canada and regional and local governments to determine fair share practices related to the delivery of hard infrastructure.

A8 Community – Town of Ajax, ON – To identify the municipal financial impact of bringing a new neighbourhood on-stream. In collaboration with the Town's consultant, the potential impact of advancing residential development in this area was identified. In addition, a comparative analysis of Ajax's market share of housing units in Durham relative to other markets, a residential assessment in Ajax, analysis of the Town's municipal finances; proposed phasing of development and an analysis of the funding of regional infrastructure were conducted.

Tottenham Area Specific Development Charge Report – Town of New Tecumseth – Project Manager for the preparation of the area specific development charges background report for the Tottenham community. Responsible for managing sub consultants specializing in water/sewer and transportation.



Flamborough Development Charges Review – Project Manager for a review of the Town of Flamborough's Development Charge policies on behalf of a local developer. The review focused on the Town's DC policies as they related to redevelopment of a surplus school site for residential purposes.

West Don Lands – Toronto, ON – Project Manager to develop a methodology to determine value of West Don Lands (formerly known as the Ataratiri lands on the Toronto waterfront). Study employed a residual land value approach to assess land values whereby costs were deducted from potential development revenues. Alternatives based on various build-out options were examined. Value assessment factored in potential for alternative methods of environmental clean-up: (i) generic clean-up to Table B requirements as stipulated in the Ontario Guideline for Use at Contaminated Sites; (ii) stratified remediation whereby some residual contaminant is left at depth; and (iii) site specific risk assessment.

Economic Impact of Extension of Peel Region Services into York Region – Project Manager for a study that estimated the economic impact of extending Peel Region waste water services into York Region to service the Woodbridge community of the City of Vaughan. The study assessed impact on residential and non-residential growth, identified municipal financial impact and included a background analysis of the relative position of the Brampton office, industrial and residential markets relative to Vaughan and other areas of the GTA.

GTA/Southern Ontario Development Charge Review – Together with Clayton Research, undertook a review of development charges across the Greater Toronto Area and in southern Ontario for the creation of a comparative database of quality and quantity standards. This work was carried out on behalf of the Urban Development Institute of Ontario.

Grindstone Settlement Area – Burlington, ON – Managed this municipal financial impact study to determine annual and long-term impact of proposed residential development on the operating profile of the local and regional municipalities and examined the capital cost implications of the proposed development. Market potential for the proposed residential product in the western portion of the GTA also formed part of the study to ascertain absorption rates.

Orangeville Financial Impact – Determined the municipal financial impact of a proposed mixed use development on the Town of Orangeville on behalf of a developer, in support of an Official Plan Amendment.

Municipal Fiscal Impact Studies – Carried out municipal fiscal impact analysis for a number of private sector clients including Metrus, Tribute Homes, Metrontario and Paletta in different municipalities in Ontario including Toronto, Etobicoke, Scarborough, Vaughan, Mississauga, Oakville, Burlington, Ajax, Uxbridge, Caledon and New Tecumseth. The analysis evaluated the impact of the proposed land development on the capital service requirement of the municipality and the operating implications for regional and local governments as well as school boards. The analysis also estimated the possible impact of the proposed development on the municipality's debt position and property tax rates.

Planning

Durham/York Conformity Exercise – Working on behalf of private landowners to ascertain the possible distribution of the Regional population and employment to area municipalities in order to assess land needs. The analysis takes into consideration the Places to Grow policies regarding intensification, minimum greenfield densities across new communities and other factors. This work is on-going. A similar exercise is being carried out in York Region on behalf of private landowners.

North Oakville Secondary Plan – On behalf of the North Oakville landowners, participated in a multi-disciplinary study team in the preparation of a secondary plan for the last remaining urban expansion opportunity in the Town of Oakville. Specific responsibilities focussed on determination of residential and employment land use needs, fiscal impact and development charge analysis.



HUSP – Part of a multi-disciplinary team led by IBI Group to investigate and evaluate the various ways in which growth could be distributed in Halton Region. Issues considered likely growth in population and employment, factors affecting growth and its allocation, public attitudes, socio-economic and environmental implications and fiscal impact.

Greater Toronto Area Urban Structure Concepts Study – Study team member in the strategic assessment of alternative development concepts, infrastructure requirements, costs and benefits to 2021.

Lansdowne Park – Canadian Gateway Corporation – Land Use Planner and Market Analyst to prepare a proposal for the City of Ottawa regarding the disposal of Lansdowne Park. Proposal considered a multi-use neighbourhood with a predominant residential community for some 2,700 people.

Advent Health Corporation – Project Manager of the assessment of community facilities and service requirements resulting from the redevelopment of a hospital site in North York.

Lakeshore Campus – Humber College – Project Manager of this feasibility study of the historic Quadrangle Buildings site of the former Lakeshore Psychiatric Hospital which is under long term lease to Humber College. Study included an architectural assessment of historic buildings to ascertain potential for re-use and magnitude of renovation costs; a land use planning assessment; a review of the legal agreements/lease and a market analysis of potential uses.

CN Railway Lands – Toronto, ON – Planner on a multi-disciplinary team seeking land use approvals for various Railway Lands projects including SkyWalk (the pedestrian walkway connecting Union Station and SkyDome), Precinct 9 and the Bathurst-Spadina neighbourhood, the residential lands west of Spadina Avenue. The approval process had been identified in a series of agreements, most notably the Stadium Precinct Agreement. Provided expert testimony at an Ontario Municipal Board Hearing regarding Precinct 9.

Grand Adex – Toronto Railway Lands – Grand Adex purchased the CN Railway Lands in the late 1990's. Continued to be a team member of a multi-disciplinary team preparing a concept plan and associated regulatory implementation instruments (Official Plan and Zoning By-law). Responsibilities included liaising with City of Toronto Planning staff regarding affordable housing and social infrastructure requirements (schools, community centre, library and daycare). Ms. Jacob performed a market analysis of residential development potential in Toronto including density, unit type, absorption and cost analysis, and an environmental soils review of the site and overall project management.

Fleet Street – Community Services and Facilities – Toronto, ON – Assessed community service and facility requirements for the proposed redevelopment of the former Molson Brewery site and determined potential impacts of the proposed development on existing services and requirements for new facilities. Community services and facilities included in the analysis consisted of schools, community health facilities, community centres, libraries, daycare, fire and police services and religious facilities.

Kitchener Memorial Auditorium Complex Master Plan – City of Kitchener, ON – Project Manager working with O&Y/SMG developed the master plan for this facility. Complex is comprised of a 7,200 seat arena, two Olympic size ice surfaces, Jack Couch Baseball Park with 1,400 uncovered seats, Centennial Stadium (football, soccer and track & field events) with 3,200 uncovered seats and meeting rooms. Included clarification of the role of the facility, a market needs analysis to identify market gaps, identification of the development potential of site and facility and an implementation plan that included prioritization of capital improvements, identification of issues and barriers, conceptual drawings of physical changes, estimates of capita costs and payback analysis, operating cost impact and identification of potential partners.



Deeper Life Centre – Etobicoke, ON – Project Manager of a study for a non-denominational, multi-ethnic family church. IBI Group, together with O&Y/SMG, conducted a feasibility study. Vision for the 6,000-seat sanctuary was for religious and cultural activities including concerts, drama productions, conventions and conferences. Other components of the Centre include daycare, schools, recreation space/facilities, cafeteria, bookstore and administrative space. Study team carried out an analysis of the site and its characteristics, reviewed the regulatory planning context of the site (Official Plan designation, zoning and other relevant considerations), site/space programming considerations, preparation of a concept plan, preliminary schematic facility design, financial analysis (including capital construction, land costs and operating revenues and other contributions); as well as, an implementation plan. Financing for the project was to be secured prior to proceeding.

Waterfront Urban Design Concept/Gardiner Expressway Takedown – IBI Group has been the lead consultant for Canadian Highways International Corporation (CHIC) in its efforts to take down the Gardiner Expressway in downtown Toronto and replace it with a pedestrian friendly expressway that increases access to the City's waterfront. The long-term vision of this work included a comprehensive open space system, including public places, trails and plazas. The firm recently prepared and presented landscape and streetscape concepts for proposal to the City of Toronto's Economic Development Committee.

Futures Study – Neptis Foundation – Study of the future of the Greater Toronto area and the Golden Horseshoe. Neptis is a privately-funded, independent foundation supporting research and informed analysis of urban growth in the Toronto region. Futures For The Toronto-Related Urban Complex study included a wide-ranging projection and analysis of the physical form that the urban region will likely take if existing trends and policies remain in effect.

Expert Witness

Appeared as expert witness before the Ontario Municipal Board to support land use and economic analysis of various land development sites in various municipalities across the Greater Toronto Area and southern Ontario.

Board Appointments

Faculty Advisory Board – School of Urban Planning Representative, Faculty of Engineering, McGill University, Montreal, Quebec 1995 to 2002.

Speaking Engagements

Real Estate Forum Land Conference, June 2005, Speaker/Panelist: *What is the Outlook for Land Values Outside the Greenbelt? Will There Be More Pressure Now or Not?*

Insight Ontario Planning Forum, March 5–6, 2009, Land and Economic Development – Managing Current Realities/Planning the Future, Speaker/Panelist: *Protecting Employment and Employment Lands.*

Publications

Whatever Happened to McGill College Avenue? Audrey Reifenstein and Melanie Balfour; Heritage Montreal, 1983.

Volunteer

Markham District High School, Parent Council.

