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**To:** Fay, Peter  
**Subject:** RE: [EXTERNAL]Planning and Development Committee Report - January 25, 2021  
Meeting Re: Confirmation of Consultant to conduct Peer Review of Inclusionary Zoning  
Municipal Assessment Report

**From:** Angie Melo <[Angie.Melo@mississauga.ca](mailto:Angie.Melo@mississauga.ca)>

**Sent:** 2021/02/05 2:57 PM

**To:** [aretha.adams@peelregion.ca](mailto:aretha.adams@peelregion.ca); City Clerks Office <[City.ClerksOffice@brampton.ca](mailto:City.ClerksOffice@brampton.ca)>

**Cc:** Catherine Parsons <[Catherine.Parsons@mississauga.ca](mailto:Catherine.Parsons@mississauga.ca)>

**Subject:** [EXTERNAL]Planning and Development Committee Report - January 25, 2021 Meeting Re: Confirmation of  
Consultant to conduct Peer Review of Inclusionary Zoning Municipal Assessment Report

Good afternoon,

Attached please find a copy of the report dated December 21, 2020, from the Commissioner of Planning and Building, titled "Confirmation of Consultant to conduct Peer Review of Inclusionary Zoning Municipal Assessment Report," considered at the Planning and Development Committee meeting on January 25, 2021 and adopted by Council on February 3, 2021, Council Resolution 0015-2021.

Regards  
Angie Melo



**Angie Melo**

Legislative Coordinator  
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[City of Mississauga](#) | Corporate Services Department,  
Legislative Services

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**MISSISSAUGA**

RESOLUTION 0015-2021  
adopted by the Council of  
The Corporation of the City of Mississauga  
at its meeting on February 3, 2021

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0015-2021

Moved by: C. Parrish

Seconded by: D. Damerla

That Recommendations PDC-0010-2021 - PDC-0011-2021 as contained in the Planning and Development Committee Report 2 -2021, dated January 25, 2021, be approved.

# City of Mississauga Corporate Report



Date: December 21, 2020

To: Chair and Members of Planning and Development Committee

From: Andrew Whittemore, M.U.R.P., Commissioner of Planning & Building

Originator's files:  
CD.06-INC

Meeting date:  
January 25, 2021

## Subject

**Confirmation of Consultant to conduct Peer Review of Inclusionary Zoning Municipal Assessment Report**

## Recommendation

1. That Council deem urbanMetrics inc. qualified to perform the peer review and provide a written opinion of the Inclusionary Zoning municipal assessment report prepared by N. Barry Lyon Consultants (NBLC) on behalf of the City of Mississauga.
2. That the report dated December 21, 2020, from the Commissioner of Planning and Building, titled "Confirmation of Consultant to conduct Peer Review of Inclusionary Zoning Municipal Assessment Report," be provided to the Councils of the Town of Caledon and City of Brampton for information.

## Background

The Region of Peel, in coordination with local tier staff, is undertaking the municipal assessment report that is required by legislation to be completed prior to implementation of Inclusionary Zoning (IZ). The municipal assessment report includes two key components.

The first component is an analysis that identifies existing housing supply and affordability, demographic / household trends, and resulting housing needs. The bulk of this work has already been captured through the Region of Peel Housing Strategy (2018). Minor updates to the Housing Strategy are being completed by Regional staff to fulfill the IZ legislative requirements.

The second component of the municipal assessment report is a market analysis, which is required to understand the financial viability of development / redevelopment under an inclusionary zoning framework. N. Barry Lyon Consultants (NBLC) has been retained to complete this portion of the assessment. The results of the market analysis are anticipated in Q1 2021.

Ontario Regulation 232/18 (see Appendix 1) requires that an independent written opinion on the IZ municipal assessment report be obtained, and that the peer reviewer is, in the opinion of local Councils, qualified to prepare the written opinion. Staff are seeking to confirm that Council is satisfied that urbanMetrics inc. is qualified to complete the peer review and prepare the written opinion, which would enable the City to proceed with next steps and advance its work on IZ in a timely fashion.

## Comments

Staff are confident that urbanMetrics inc. is qualified to perform the peer review and prepare the written opinion for the following reasons:

- urbanMetrics inc. is one of few firms in the industry with specific expertise in land economics and land use planning. The firm has had involvement with other market/economic and development feasibility-related peer review studies in communities across Ontario (see Appendix 2 for summary of qualifications).
- urbanMetrics inc. has demonstrated their capacity to perform a peer review of an IZ municipal assessment report, having recently completed the peer review of IZ municipal assessment report work prepared on behalf of the Region of Waterloo and its lower-tier municipalities. Kitchener staff have confirmed urbanMetrics inc. demonstrated expertise in their completion of the peer review and written opinion. See Appendix 2 for Kitchener City Council resolution deeming an urbanMetrics inc. Partner as qualified to provide the written opinion.
- The City of Mississauga recently retained urbanMetrics inc. to conduct a financial feasibility analysis for Reimagining the Mall affordable housing policy development. Staff were pleased with the work.

Staff recommend that Council deem urbanMetrics inc. qualified to undertake the peer review and prepare the written opinion of the IZ municipal assessment report. Securing the consultant for the peer review and written opinion is prudent to further the IZ policy work currently underway in a timely fashion. Given the demonstrated expertise of urbanMetrics inc., as well as their ability to complete the peer review and delivery a high quality written opinion for a competitive value, staff are confident in proceeding to retain urbanMetrics inc. in collaboration with Regional staff.

Staff are also recommending that this report be forwarded to the Councils of the City of Brampton and Town of Caledon for information.

Staff are planning a Q1 2021 report to Planning and Development Committee (PDC) to provide an overview of the results of the municipal assessment report, as well as the next steps in the preparation of an IZ framework (e.g. policy development, stakeholder consultation, and key project milestones).

## Strategic Plan

Implementation of IZ falls under the “Belong” pillar of the Strategic Plan.

## Financial Impact

Given Mississauga staff have requested a review of more IZ test locations than the Region originally proposed, the City and the Region are proposing to cost share the Peer Review. Mississauga’s portion of the cost would be under \$10,000 which is a low value acquisition. Funding would come from City’s Affordable Housing capital project #13962.

## Conclusion

This report seeks to obtain Council’s opinion on the qualifications of UrbanMetrics inc. to complete the peer review of the IZ municipal assessment report. Council authorization of the peer reviewer is required by Provincial legislation, and will enable the underway IZ project work to advance in a timely fashion. A comprehensive PDC update on the IZ progress and next steps is planned for Q1 2021.

## Attachments

Appendix 1: Excerpt from Ontario Regulation 232/12 under the Planning Act, R.S.O, 1990 – Requirement for Inclusionary Zoning municipal assessment report and Written Opinion / Peer Review of the municipal assessment report

Appendix 2: Summary of Qualifications of urbanMetrics Inc. Peer Reviewers



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Andrew Whittemore, M.U.R.P., Commissioner of Planning & Building

Prepared by: Catherine Parsons, Planner, City Planning Strategies Division

**Appendix 1: Excerpt from Ontario Regulation 232/18 under the *Planning Act, R.S.O., 1990* – Requirement for Inclusionary Zoning municipal assessment report and Written Opinion / Peer Review of the municipal assessment report**

“Assessment report

2. (1) An assessment report required by subsection 16 (9) of the Act shall include information to be considered in the development of official plan policies described in subsection 16 (4) of the Act, including the following:
  1. An analysis of demographics and population in the municipality.
  2. An analysis of household incomes in the municipality.
  3. An analysis of housing supply by housing type currently in the municipality and planned for in the official plan.
  4. An analysis of housing types and sizes of units that may be needed to meet anticipated demand for affordable housing.
  5. An analysis of the current average market price and the current average market rent for each housing type, taking into account location in the municipality.
  6. An analysis of potential impacts on the housing market and on the financial viability of development or redevelopment in the municipality from inclusionary zoning by-laws, including requirements in the by-laws related to the matters mentioned in clauses 35.2 (2) (a), (b), (e) and (g) of the Act, taking into account:
    - i. value of land,
    - ii. cost of construction,
    - iii. market price,
    - iv. market rent, and
    - v. housing demand and supply.
  7. A written opinion on the analysis described in paragraph 6 from a person independent of the municipality and who, in the opinion of the council of the municipality, is qualified to review the analysis.”



## Christopher White, PLE

Associate Partner

Chris is a professional land economist and Associate Partner with urbanMetrics. Over the last decade with the firm, he has led a notable selection of assignments for several of the highest profile, most large scale and complex real estate development projects and planning initiatives across Canada (e.g., Sidewalk Toronto, East Harbour, Mirvish Village/Honest Ed's, the Pan Am Athlete's Village, Downsview Park, Yorkdale Shopping Centre, Oakridge Centre Redevelopment, Commerce Court Complex, Bayview Village Shopping Centre, among countless others). He is regularly relied upon to coordinate studies for a unique range of municipalities, provincial/national government agencies and major private sector organizations in communities of all sizes, including assignments that span the full breadth of land economics in support of major investment decisions, policy changes, economic development initiatives and other strategic planning.

In addition to being recognized as a seasoned analyst and strategic advisor with direct experience across a diverse mix of land uses and real estate asset classes, Chris also has a detailed familiarity with local market and development conditions in Peel Region, having led multiple assignments in this part of the GTA recently. In addition to his involvement with these municipal projects (e.g., City of Mississauga Sheridan Parking Lands Feasibility Study, Reimagining the Mall, etc.) he has also led nearly all of the firm's latest feasibility studies targeted at evaluating the feasibility of affordable housing and the introduction of new Inclusionary Zoning policies.

Before joining urbanMetrics, Chris began his professional career working in the public sector for the Government of Ontario, where he served a ministry portfolio that included Municipal Affairs and Housing; Education; Citizenship and Immigration; as well as Tourism, Culture and Sport.

Chris holds an Honours Bachelor of Arts degree with majors in Economics and Urban, Economic and Social Geography from the University of Toronto. He also holds membership with the Association of Ontario Land Economists (AOLE) and Lamda Alpha International (LAI), an honorary society for the advancement of land economics, and is an active member of the Urban Land Institute (ULI) in Toronto.



### Consulting Experience

Market/Financial Feasibility Analysis  
 Residential Analysis (Market Housing)  
 Residential Analysis (Affordable Housing)  
 Retail Market Demand/Impact Analysis  
 Office Market Analysis  
 Employment Land Analysis  
 Population and Employment Forecasting  
 Business Impact Analysis

Economic Impact Analysis  
 Fiscal and Employment Benefits Analysis  
 Demographic Analysis  
 Land Acquisition Strategy and Due Diligence  
 Merchandising/Re-Positioning Strategy  
 Downtown Strategy  
 Public/Stakeholder Engagement

### Asset Experience

Affordable Housing  
 Market Housing  
 Raw Land  
 Retail/Service Commercial  
 Office  
 Post-Secondary

Schools/Colleges/Universities  
 Waterfronts  
 Highways/Interchanges  
 Industrial  
 Hotel/Accommodations  
 Hospitals & Healthcare

### Memberships

Association of Ontario Land Economists (AOLE)  
 Urban Land Institute (ULI)  
 Lamda Alpha International (LAI)

### Education

Honours Bachelor of Arts  
 Economics and Urban, Economic & Social Geography  
 University of Toronto

### Activities

Guest Lecturer – University of Toronto, School of Cities (2020)  
 Guest Lecturer – Ryerson University, M.Pl. Program (2020)  
 Panelist – Urban Economy Forum (2020)  
 Presenter – “LEW Talks”, Lamda Alpha International (LAI) Land Economics Weekend (2016)

### Work Experience

Partner urbanMetrics	2015 – Present
Manager urbanMetrics	2013 – 2015
Senior Consultant urbanMetrics	2012 – 2013
Associate Consultant urbanMetrics	2010 – 2012
Project Assistant Government of Ontario, MMAH	2008 – 2010
Team Assistant Government of Ontario, MMAH	2007 – 2008





## Active & Recent Assignments

- Inclusionary Zoning Feasibility Study Peer Review  
City of Kitchener, City of Waterloo, City of Cambridge
- Reimagining the Mall Affordable Housing Update  
City of Mississauga
- Downsview William Baker Market & Affordable Housing Study  
Canada Lands Company
- Sheridan Parking Lands Market Feasibility Study  
City of Mississauga
- Vaughan Healthcare Centre Precinct Feasibility Study  
City of Vaughan, York University, Mackenzie Health, ventureLAB
- Reimagining the Mall Redevelopment Opportunity Study  
City of Mississauga
- Finch Avenue West Toronto Affordable Housing Feasibility Study  
Urban Economy Forum (UEF)
- Sidewalk Toronto Economic Impact Analysis  
Sidewalk Labs
- Prince Edward County Fiscal Impact Analysis & Affordable Housing Assessment  
FLC Group
- Toronto Development Feasibility & Market Analysis  
Tricon Capital
- East Harbour Toronto Office Market Analysis  
First Gulf
- Berczy Glen Future Urban Area Housing Impact Study  
BGLG Landowners Group
- Toronto Economic Impact Study  
Airbnb
- Commerce Court ("CC3") Retail Market Assessment  
QuadReal Property Group
- Booth Street Complex Ottawa Market Assessment  
Canada Lands Company (CLC)
- Office Market Assessment & Policy Review  
GWL Realty Advisors Inc.
- Community Profile  
Municipality of Shuniah
- Economic Advisory Services  
The Niagara Parks Commission
- Economic, Social and Fiscal Impact Analysis  
Build Toronto
- Montreal Retail Market Strategy  
Bentall Kennedy
- Economic Impact Analysis of Historic & Planned Investments  
Waterfront Toronto
- Union Park Toronto Economic Impact Analysis  
Oxford Properties
- Economic Impact Analysis  
YMCA of Greater Toronto
- Mirvish Village (Honest Ed's) Retail Market and Impact Analysis  
Westbank
- North York City Centre Office Market Analysis  
Menkes
- Wynford Green Employment and Market Analysis  
Celestica/DiamondCorp
- Mr. Christie Market Demand Analysis  
First Capital Realty
- Outlet Centre Market Review and Fiscal Benefits Analysis  
Municipality of Clarington
- Official Plan Review, Commercial Strategy Study  
City of Burlington
- Wateridge Village Ottawa Market Analysis  
Canada Lands Company
- Bayview Village Retail Market Strategy  
Bentall Kennedy
- WayHome/Boots & Hearts Festival Economic Impact Analysis  
Burl's Creek Event Grounds Inc.
- Kitchener Due Diligence Market Review  
Lexington Park Real Estate Capital Inc.
- Yorkdale Shopping Centre Market Analysis  
Oxford Properties
- 2015 Pan-Am Athlete's Village Economic Impact Study  
Infrastructure Ontario
- Liberty Village Employment District Analysis  
Lifetime Developments
- Yorkville Retail Market Review  
Empire Communities
- Kitchener Frame Employment Land Needs Analysis  
International Machinery
- South of Eastern Employment District Economic Impact Analysis  
Weston Bakeries
- Overlea Boulevard Toronto Costco Market Analysis  
Rice Commercial Group
- Brantford Costco Market Analysis  
Rice Commercial Group
- Office Market Assessment & Policy Review  
GWL Realty Advisors Inc.



## Matt Paziuk

Senior Project Manager

Matt brings with him extensive hands-on experience in the development industry as a part of the Mirvish+Gehry development team, where he helped with the planning of and securing of municipal approvals for a major mixed-use development on King Street West in Downtown Toronto.

Since joining urbanMetrics in 2014, Matt has worked closely with other senior members of the project consulting team on a number of projects for prominent private sector clients across Ontario, including Diamondcorp (Celestica), Westbank (Honest Ed's) and First Gulf (Don Valley/Lake Shore Blvd). Additionally, Matt's recent work on the Downsview Park Market Advisory and Affordable Housing study and other housing impact studies make him a valuable asset to this work. Matt has been involved as a lead analyst on virtually all of the firm's latest feasibility studies, including for those relating to affordable housing developments and the introduction of new Inclusionary Zoning policies.

Matt holds an Honours Bachelor of Business Administration degree with a minor in Economics from Wilfrid Laurier University and is an active member of the Urban Land Institute (ULI) in Toronto.

He also recently completed an extensive 16-course Real Estate Financial Modeling Accelerator prepared by A.CRE, providing him with additional proficiency and experience creating institutional-quality pro forma financial models for all property types and investment strategies, including both ownership and rental apartment type uses.



### Consulting Experience

Development Proforma Financial Analysis  
Residential Market Demand Analysis  
Commercial Market Demand Analysis  
Economic Impact Analysis

OMB/LPAT Dispute Resolution  
Fiscal Impact Analysis  
Population Forecasting  
Demographics

### Asset Experience

Market Housing  
Affordable Housing  
Retail  
Office  
Industrial

Schools/Universities  
Parks/Trails  
Community Services/Facilities

### Memberships

Urban Land Institute (ULI)

### Education

Bachelor of Business Administration  
Business Administration, minor Economics  
Wilfrid Laurier University

16-Course Real Estate Financial Modelling Accelerator  
A.CRE

### Work Experience

Senior Project Manager urbanMetrics	2019 – Present
Project Manager urbanMetrics	2017 – 2019
Associate Consultant urbanMetrics	2014 – 2017
Real Estate Development Professional Projectcore Inc.	2012 – 2014



## Active & Recent Assignments

- Inclusionary Zoning Feasibility Study Peer Review  
City of Kitchener, City of Waterloo, City of Cambridge
- Downsview William Baker Market & Affordable Housing Study  
Canada Lands Company
- Major Transit Station Study Area  
Region of Peel
- Downtown Brampton Riverwalk, Economic Impact Analysis  
City of Brampton
- Oro-Medonte Automotive Innovation Park, Economic Impact  
Oro Station
- CAA (Powerade) Centre Commercial Development Strategy  
City of Brampton
- Finch Avenue West Toronto Affordable Housing Analysis  
Urban Economy Forum (UEF)
- Cloverdale Mall Reposition Strategy  
QuadReal
- Greyfield Revitalization Strategy  
City of Brantford
- Glen Rouge Park Master Plan Study  
Parks Canada
- Kelso/Glen Eden Master Plan Study  
Conservation Halton
- Economic Impact of Burl's Creek Events & Campground, Oro, ON  
Burl's Creek Entertainment Ground
- Commercial Needs Assessment, Innisfil, ON  
Friday Harbour Resort Holdings Inc.
- Brampton University & Innovation Hub Economic Impact Study  
City of Brampton
- Retail Strategy (Queen St W), Toronto, ON  
Centre for Addiction and Mental Health (CAMH)
- Medical Office Market Analysis, Virgil, ON  
R & B Family Holdings Inc.
- Alcona Retail Market Justification  
Cortel Group
- Commercial Needs Analysis, Midhurst, ON  
Geranium
- Retail Market Opportunity Study (Commerce Court), Toronto, ON  
QuadReal Property Group
- Brampton Office Market Demand Analysis  
North American Development Group
- Thrift Store Analysis, Lindsay, ON  
Mission Thrift Store
- Ottawa Tremblay Rd Market Advisory  
Canada Lands Corporation
- Ottawa Carling Street Market Advisory  
Canada Lands Corporation
- Ottawa Booth Street Market Advisory  
Canada Lands Corporation
- Mimico-Judson Proforma Analysis, Toronto, ON  
Freed Developments
- Office Market Review (Financial Core), Toronto, ON  
GWL Realty Advisors
- Retail Market Demand & Impact Study (Front St), Toronto, ON  
Greenpark Group
- Housing Impact Statement, Markham, ON  
Berczy Glen Landowners Group
- Retail Market Demand & Impact Study, Tottenham, ON  
Persanti & Company
- Community Services & Facilities Study and Employment District  
Economic Impact Analysis  
Herefordshire Capital
- Les Terrasses de la Chaudière Masterplan Study  
Public Works and Government Services Canada
- Economic and Fiscal Benefits Analysis  
Build Toronto
- Employment District Economic Impact Analysis (2200 Islington)  
Rice Commercial Group, Toronto
- Supermarket Demand Analysis  
Bayfield Realty Advisors Inc., Niagara Falls
- Ottawa Rockcliffe Market Advisory  
Canada Lands Corporation
- Union Park West Economic Impact Analysis  
Oxford Properties
- William Baker Downsview Lands  
Canada Lands Corporation
- Mr. Christie Employment Lands Conversion, Toronto, ON  
First Capital
- Market Square Repositioning Strategy, Brantford, ON  
Wilfrid Laurier University
- Retail Market Impact Analysis (Honest Ed's), Toronto, ON  
Westbank
- Office Market Impact Analysis – Unilever (Project 21), Toronto  
First Gulf
- Pan Am Games Athletes Village Economic Impact Study  
Infrastructure Ontario

# Internal memo

Corporate Services Department



[www.kitchener.ca](http://www.kitchener.ca)

**Date:** October 15, 2020  
**To:** T. Donegani, Senior Planner  
**From:** S. Goldrup, Committee Administrator  
**cc:** J. Readman  
**Subject:** Inclusionary Zoning for Affordable Housing: Background and Fiscal Impact Analysis

This is to advise that City Council at its regular meeting held on Monday, October 5, 2020, passed the following resolution:

“That Development Services Department report DSD-20-150, Inclusionary Zoning for Affordable Housing: Background and Fiscal Impact Analysis, be received; and further,

That Christopher White, Professional Land Economist, and partner at urbanMetrics inc, is qualified to provide the written opinion included as Appendix E to Report DSD-20-150.”

A handwritten signature in cursive script, appearing to read 'S. Goldrup'.

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S. Goldrup  
Committee Administrator