



Sheridan Park Corporate Centre

Draft Land Use Master Plan

December 2014

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1 Introduction

All areas of a city change over time, particularly employment areas, where growth and development are subject to shifts in the economy and the needs of industry. One of the earliest campus-style research parks¹ in North America, Sheridan Park has remained an important hub of science and technology for 50 years while evolving to accommodate a range of businesses and land uses. The Park today is anchored by significant employers, such as Xerox, Hatch, Suncor, Imax and Candu, yet also has a number of underutilized sites and buildings.

In 2011, the City of Mississauga, with financial support from a landowner in Sheridan Park, initiated a study to prepare a new Land Use Master Plan for the Park. The study was completed in 2014 with financial support from the Sheridan Park Association, which represents multiple landowners. This report summarizes the findings from the study and recommends updates to Mississauga Official Plan policies and zoning provisions that apply to the Park. It also recommends other revitalization strategies intended to reinforce the identity of the Park, attract new tenants and encourage new development.

¹ Note, this document uses “research” and “science and technology” interchangeably when referring to Sheridan Park and other business parks.





1966



1975



1985



1995

1.1 Brief History of Sheridan Park

The Sheridan Park Research Community, as it was originally known, was developed as a hub of industrial research and development on 138 hectares (340 acres) in southwest Mississauga, along the Queen Elizabeth Way, beginning in the mid-1960s. Companies such as Abitibi, Atomic Energy of Canada Limited (AECL), Cominco, British American Oil Company, Inco, Mallory Batteries and Warner-Lambert helped establish the Park, building laboratories and offices surrounded by generous, landscaped open spaces. The Ontario Research Foundation (ORF) was an important anchor, occupying a central site at the terminus of the formal entry road into the Park. Funded by Provincial and Federal research grants and by industry, the ORF promoted industrial development through scientific and technological

innovations. In the 1990s, the ORF was fully privatized and today Process Research Ortech and Exova occupy the former ORF buildings.

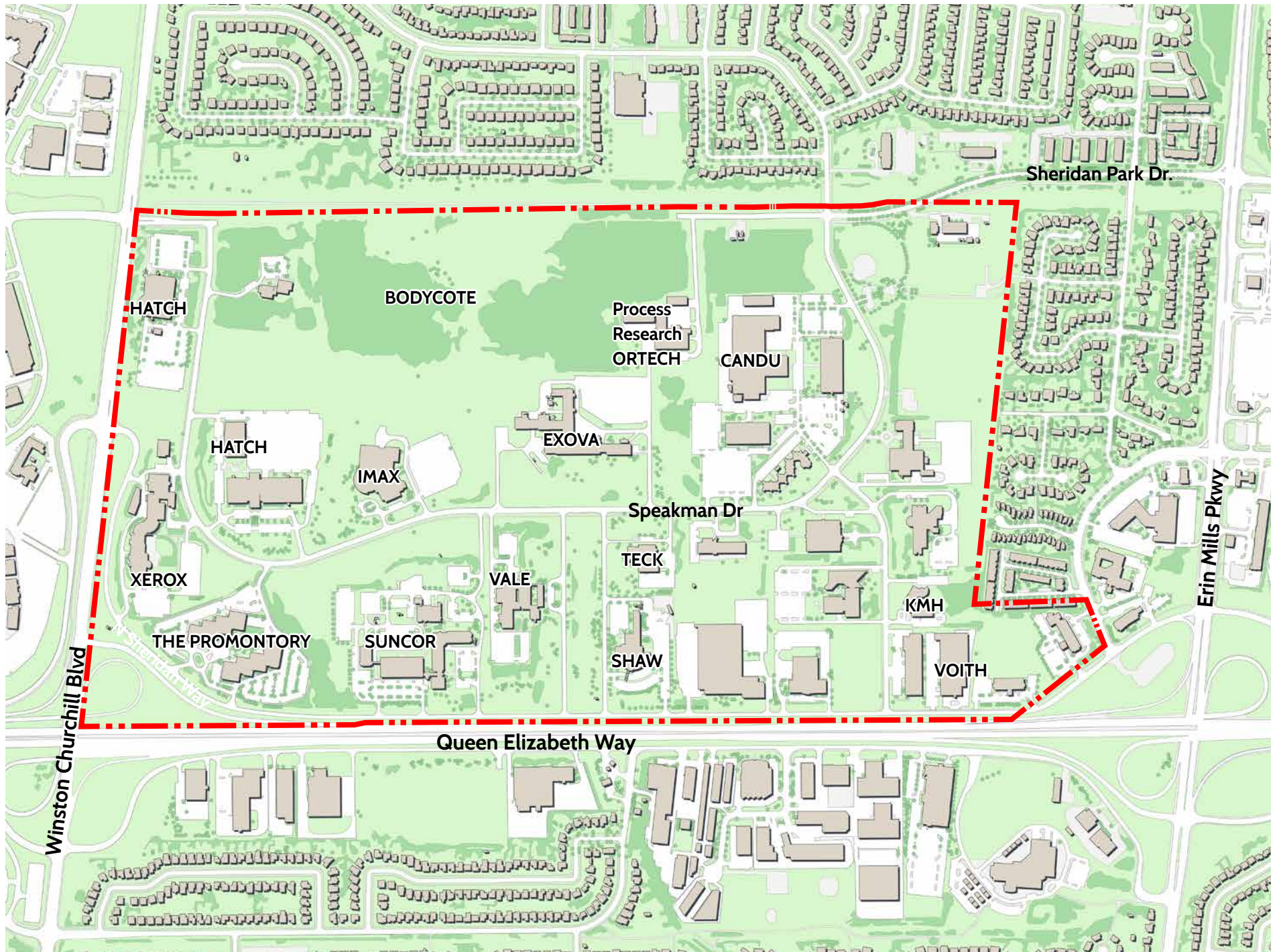
Sheridan Park developed rapidly in the late 1960s and early 1970s. The original companies formed the Sheridan Park Association to foster and attract additional research and development investments. In the 1980s, Xerox built its iconic research centre on the west side of the Park, which was followed by the Promontory office buildings immediately to the south. The first of the two hotels to the east side of the Park was also built in the 1980s.

In the 1990s, the engineering firm Hatch Mott MacDonald and film innovator Imax established their head offices in Sheridan



Park. A private school for grades K-9, on a formerly vacant site on Speakman Drive, and a second hotel were built in the 2000s. Since the mid-1990s, Imax and Shaw have added office space to their facilities, and KMH Labs established its head office and a medical imaging facility in the Park. The two other significant developments in the past 20 years have been an office building for Suncor and a second Hatch building.

Today, much of the original character of the Park remains as well as some of the original businesses, including those once known as AECL, Inco and Cominco but now part of Candu, Vale and Teck, respectively.



1.2 About the Study

Purpose and Goal

This study of Sheridan Park was initiated to review existing conditions and identify land use policy amendments and other actions needed to encourage and guide development that achieves the City's objectives for the Park. The goal was to develop a Land Use Master Plan that helps to advance Sheridan Park as a contemporary science and technology business park.

Process

The initial consultation and analysis phases of the study, completed in 2012, were spearheaded by a landowner in Sheridan Park, in cooperation with the City of Mississauga. The City resumed the study in 2013, working closely with the broader Sheridan Park Association (SPA).

The consultative process engaged every available landowner, major employer and property manager in Sheridan Park, in addition to staff at the City and Credit Valley Conservation. Interviews were held with stakeholders in the Park to understand existing uses and individual goals and aspirations. Existing physical conditions and transportation access were studied, and the current policy framework to which the master plan must respond

was also reviewed. The findings from the early consultation and analysis were presented to stakeholders at a visioning workshop and subsequently to the broader community at a public open house, both held in April 2012.

The study resumed in December 2013 with additional interviews with new stakeholders in the Park and a review of updated policy documents. The study team's findings together with stakeholder and public input provided the basis for the recommended Land Use Master Plan. Any Mississauga Official Plan and Zoning By-law amendments necessary to implement the plan will be subject to an additional public process.

1.3

What We Heard

From the stakeholder and public consultations, three distinct themes emerged to inform the development of the Land Use Master Plan for Sheridan Park. Additional specific comments from stakeholders are reflected in Chapter 3.

Sheridan Park is a unique business park that should be celebrated and more actively promoted.

The long-established businesses in the Park are essential to its identity as a science and technology hub. These businesses and the Park's landscape set it apart from Mississauga's other Corporate Centres

and Greater Toronto Area business parks generally, but its uniqueness no longer attracts development. Any plan for the Park should include actions for renewed marketing and promotion.

Existing businesses in the Park should be encouraged to grow and allowed to diversify their presence.

Some businesses in the Park have expanded and adapted their facilities, adding more functions and office space to research and development facilities. The Land Use Master Plan should not prevent such growth and in fact should encourage it.

Much of the Park is tired looking and in need of revitalization.

A lack of recent development, aging buildings and barren open spaces give the Park an outdated look. While parts of the Park are active and attractive, a number of sites need reinvestment. New development and more people working in the Park will be critical to refreshing its image. Improvements to streetscapes and open spaces would also help.

The three themes reflect a general desire for changes in Sheridan Park but changes that reinforce and update its identity as a science and technology park.

2 Planning Context

Since Sheridan Park was established 50 years ago, the world around it has changed. Provincial and municipal land use policies have been updated many times and currently emphasize the importance of growing and building cities that are sustainable—environmentally, socially and economically. The realm of science and technology also has evolved tremendously, and Sheridan Park now competes with many other employment areas for businesses engaged in research and innovation. New kinds of science and technology parks have also emerged to attract and support such businesses.

This section describes the policy framework and development trends to which the Sheridan Park Land Use Master Plan responds.

2.1 Policy Context

General land use policies at the Provincial, Regional and local municipal levels of government consistently promote three themes with implications for Sheridan Park: protecting employment areas for employment uses; protecting significant natural features; and increasing the density of jobs in employment areas (i.e., intensification).

2.1.1. Provincial Policy Statement

The *Planning Act* requires that all decisions affecting land use planning matters “shall be consistent with” the Provincial Policy Statement (PPS). The updated PPS, enacted in April 2014, sets the foundation for regulating land use planning and development in Ontario. The PPS provides clear policy on land use planning to promote strong communities, a clean and healthy environment, and a strong economy. It encourages development patterns that support diverse, healthy and liveable communities by endorsing intensification as a means to accommodate growth and increase urban vitality.

The PPS directs municipalities to promote economic development and competitiveness by, among other measures,

“providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses.” The PPS requires municipalities to plan for, protect and preserve employment areas for current and future uses and ensure that the necessary infrastructure is provided to support current and projected needs. Employment areas can only be converted to non-employment uses, including residential and retail, following a comprehensive review of employment land needs that shows the land is not required for employment purposes and the conversion is needed.

2.1.2. Growth Plan for the Greater Golden Horseshoe

The policies of the PPS regarding long-term economic prosperity support encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes.

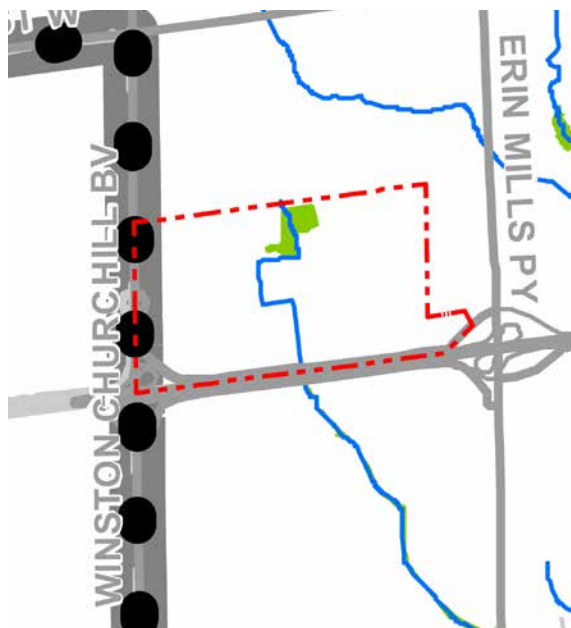
The Growth Plan for the Greater Golden Horseshoe, enacted in 2006 and amended in 2013, is a Provincial Plan that directs how regional growth in the Greater Golden Horseshoe is to be managed to 2031. The Growth Plan contains policies addressing transportation, infrastructure, land use planning, urban form, housing and natural heritage protection on a regional scale, with an overarching goal to maintain the region's economic competitiveness.

One of the main objectives of the Growth Plan is to reduce development sprawl, and to that end it carries forward many of the policies in the PPS, providing more direction regarding where intensification should be focused. Regarding employment lands, the Growth Plan reiterates the PPS

policy prohibiting conversions to non-employment uses in the absence of a supportive comprehensive review. It also states that free-standing office buildings with more than 10,000 square metres (107,639 square feet) or 500 jobs should be located in designated urban growth centres, major transit station areas, or areas with existing frequent transit service, or existing or planned higher order transit service.

In light of the PPS and the Growth Plan, the Sheridan Park Land Use Master Plan cannot permit residential or retail uses, other than retail that is accessory to an employment use. Furthermore, the Growth Plan discourages permitting significant office developments, since the Park is not well-served by public transit.

2.1.3. Region of Peel Official Plan



 Study Area

 Core Areas of the Greenlands System (from Schedule A of the Region of Peel Official Plan)

With the over-arching theme of sustainability, the Region of Peel Official Plan (ROP) reinforces the policies of the PPS and Growth Plan, allocating growth targets to local municipalities. In addition to providing general direction for local official plans, it focuses on policies affecting regional systems and services. Mississauga is located within the Region's Urban System and Sheridan Park is identified as an employment area.

Of most relevance to Sheridan Park are the ROP's policies for the Regional Greenlands System, since portions of the natural areas within the Park are designated Core Areas within it. The Core Areas policies have been appealed to the Ontario Municipal Board; nevertheless, the Sheridan Park Land Use Master Plan respects them.

The Greenlands System is intended to support and align the Region's vision for the preservation, protection and enhancement of the natural environment and a connected natural landscape. The ROP prohibits new development and site alterations in a Core Area, with some exceptions, including forest, fish and wildlife management; conservation and flood control measures; infrastructure authorized by an environmental assessment; and passive recreation. Policy 2.3.2.6 also lists minor development and minor site alteration, existing uses, buildings and structures, expansions to existing uses, buildings and structures and accessory uses, buildings and structures as exceptions.

In addition to Core Areas, the ROP directs local municipalities to identify and protect other Natural Areas and Corridors in their



2.1.4. City of Mississauga Strategic Plan

official plans. Mississauga Official Plan Policy 6.3.1.22 does not permit development and site alteration in the Core Areas of the Greenlands System, as defined in the ROP, except for those uses permitted in the Greenbelt designation of MOP.

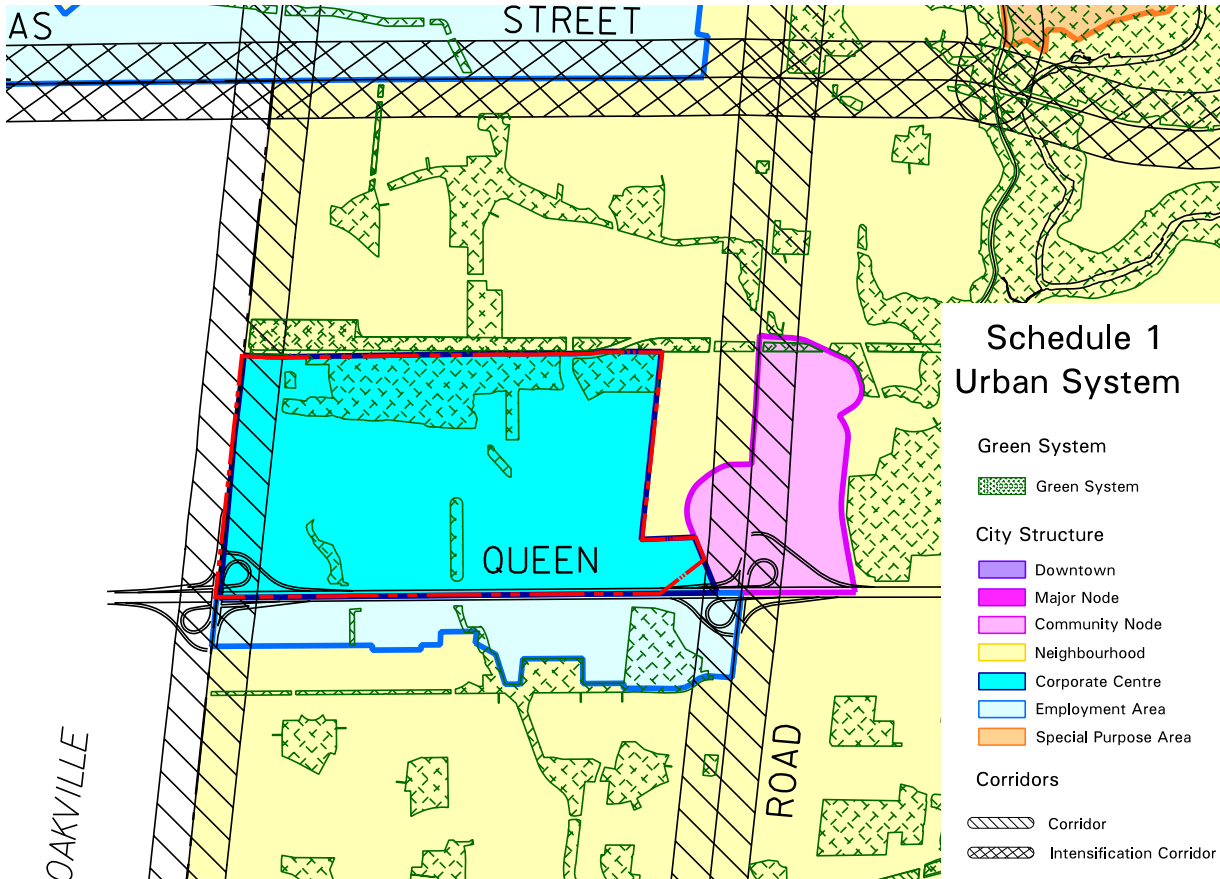
Also relevant to Sheridan Park are the ROP's active transportation policies under Section 5.9.10. These aim to increase the number of trips made through active transportation and support the development of a pedestrian and bicycle facility network. The ROP specifically promotes integrating pedestrian and bicycle networks between area municipalities, using Regional Roads and encourages area municipalities to promote land uses which accommodate active transportation.

In 2008, the City of Mississauga adopted a new Strategic Plan: Our Future Mississauga. The Strategic Plan is based on a vision: "Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be." The vision is supported by five Strategic Pillars for Change: Move, Belong, Connect, Prosper, and Green. The Prosper Pillar defines a strategic economic development direction where Mississauga is a global hub of creative and innovative activity where talent and business thrive. As an Action Plan for implementation, the Strategic Plan outlines five strategic goals:

- Develop Talent – to be an international destination rich in global and local talent.
- Attract Innovative Business – to be a dynamic, urban environment that is the preferred location for innovative, creative and knowledge-based businesses and emerging industries.
- Meet Employment Needs – to provide the infrastructure and network of services and opportunities that business requires to thrive.
- Strengthen Arts and Culture – to foster arts and culture as a key contributor to attracting talent, providing quality of life and supporting creative businesses.
- Create Partnerships for Innovation – to leverage opportunities with colleges, universities, centres of excellence, research institutions and cultural institutions to foster innovation.



2.1.5. Mississauga Official Plan



Mississauga Official Plan (MOP) is the primary planning tool used to guide overall growth and development in the City. With an emphasis on intensification, redevelopment and transit, the City’s new Plan, adopted in 2010, recognizes that Mississauga has evolved from a largely suburban community to an urban centre in its own right. MOP’s Urban System Map (Schedule 1) identifies a City Structure that is based on a growth management strategy, identifying functional areas for density, height and appropriate growth, including Downtown, Major Nodes, Community Nodes, Corporate Centres, Neighbourhoods, Employment Areas and Special Purposes Areas. The majority of growth and intensification is directed to the Downtown, Major Nodes, Community Nodes and Corporate Centres, identified on Schedule 2 – Intensification Areas.

General Policies

Chapter 5, Direct Growth, states that Corporate Centres will provide for employment uses at densities and heights similar to Major Nodes or Community Nodes (i.e., less than Downtown but greater than elsewhere in the city). Section 5.3.4 identifies the four Corporate Centres – Airport Corporate, Gateway Corporate, Meadowvale Business Park and Sheridan Park – describing them as major employment concentrations outside of the Downtown containing a mix of high density employment uses with a focus on major office development. They are also home to prestigious research and manufacturing businesses, often exhibiting high architectural and urban design standards. Besides including a mix of transit-supportive employment uses, Corporate Centres are intended to create an attractive public realm.

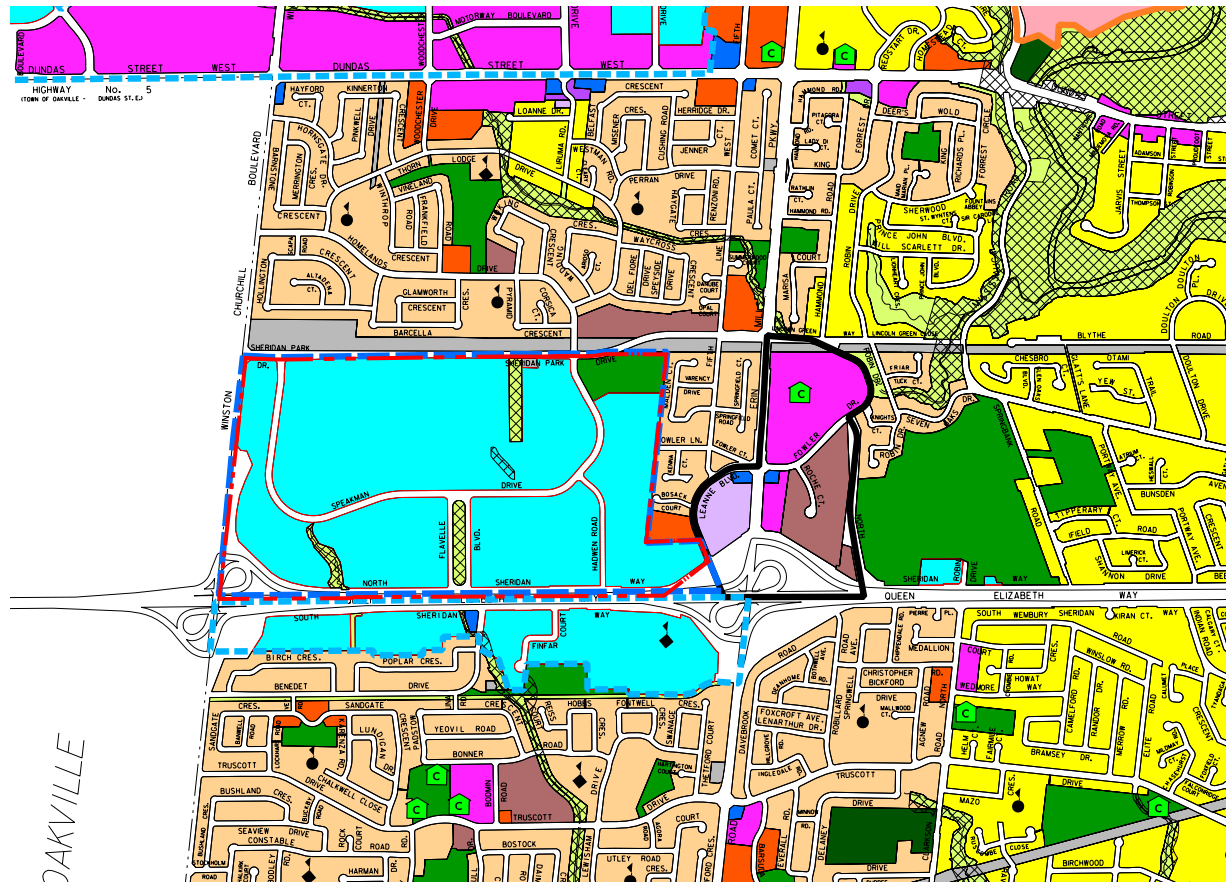
Chapter 10, Foster a Strong Economy, contains city-wide policies regarding the City's economy. The Plan acknowledges the strong presence of four sectors in Mississauga – life science, information and communications technologies, finance and insurance, and advanced manufacturing – and the role of the Corporate Centres in supporting economic clusters. Section 10.1.5 states that the City will provide for a wide range of employment activities including office and diversified employment uses, and to this end the City will:

- strive to increase office employment;
- encourage the establishment of knowledge based industries and support their growth;
- encourage the establishment of small innovative businesses and support their growth.

While stressing the importance of promoting office development in Downtown, the Plan also encourages major office development in Major Nodes, Intensification Corridors and Corporate Centres (Section 10.2.1). Section 10.1.8 encourages transit supportive development with compact built form and minimal surface parking in Corporate Centres.

MOP Land Use Designation Map (Schedule 10) designates most of Sheridan Park as Business Employment, which generally permits a wide range of commercial and industrial uses; however, the policies specific to Corporate Centres and Sheridan Park supersede the general permissions. The public park and adjacent pumping station are designated Public Open Space. Lands which provide stormwater drainage are designated Greenbelt with a Natural Hazard overlay.

MOP Land Use Designation Map (Schedule 10)



LAND USE DESIGNATIONS

- | | |
|----------------------------|---------------------|
| Residential Low Density I | Business Employment |
| Residential Low Density II | Industrial |
| Residential Medium Density | Airport |
| Residential High Density | Institutional |
| Downtown Mixed Use | Public Open Space |
| Downtown Core Commercial | Private Open Space |
| Mixed Use | Greenbelt |
| Convenience Commercial | Parkway Belt West |
| Motor Vehicle Commercial | Utility |
| Office | To Be Determined |

BASE MAP INFORMATION

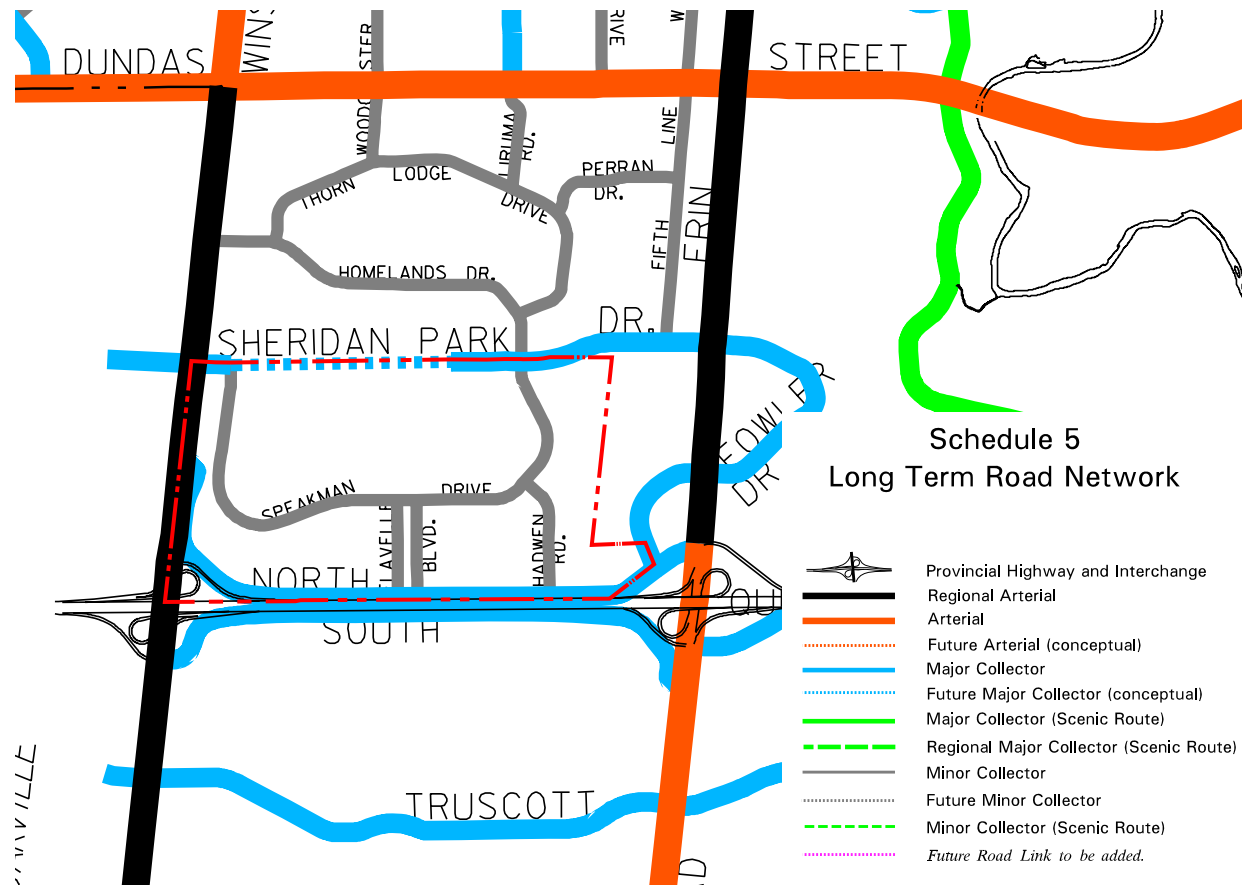
- | | |
|---|------------------------------|
| Heritage Conservation District | Civic Centre (City Hall) |
| 1996 NEP/2000 NEF Composite Noise Contours | City Centre Transit Terminal |
| LBPIA Operating Area Boundary See Aircraft Noise Policies | GO Rail Transit Station |
| Area Exempt from LBPIA Operating Area | Public School |
| Natural Hazards | Catholic School |
| | Hospital |
| | Community Facilities |

City Structure

- | | |
|----------------|----------------------|
| Downtown | Corporate Centre |
| Major Node | Employment Area |
| Community Node | Special Purpose Area |
| Neighbourhood | |

The Long Term Road Network (Schedule 5) identifies Winston Churchill Boulevard and Erin Mills Parkway, on each side of Sheridan Park, as Regional Arterials. North Sheridan Way, along the south edge, and Sheridan Park Drive, along the north edge, are identified as Major Collectors, with the unbuilt portion of Sheridan Park Drive shown as a Future Major Collector. The Park's internal streets are all identified as Minor Collectors. As per Section 8.2.2 of MOP, Major Collectors are intended to accommodate moderate levels of traffic and be the focus of active transportation facilities. Minor Collectors are intended to accommodate low levels of traffic and provide property access.

Section 8.2.4 of MOP outlines that the City will promote pedestrian activity and cycling routes as an important part of the multi-modal transportation system. This includes connecting key destinations and neighbouring municipalities through cycling linkages and providing sidewalks or multi-use trails on all new roads.



“The campus setting development image will be reinforced through appropriate standards for the siting of buildings, building heights, parking and loading spaces, site access, lighting, signage, screening and landscaping. These will be established during the rezoning and site plan approval process and should include enhanced opportunities for natural surveillance, natural access control and territorial reinforcement of the site. Special care will be exercised in the determination of lot size and building coverage in order to attain an acceptable and compatible appearance of development and ensure the preservation and integration of existing natural features and their functions.”

- Section 15.5.1.2 of Mississauga’s Official Plan, on the Community Identity and Design of Sheridan Park

Sheridan Park Policies

Notwithstanding the general policies applicable to Corporate Centres, which encourage a mix of high density employment uses and compact, transit-oriented development, the policies that apply specifically to Sheridan Park acknowledge its campus setting characterized by a highly developed landscape plan.

The urban design policies in Section 15.5.1 highlight the importance of reinforcing Sheridan Park’s existing character. Key design guidelines include:

- Buildings will be sited on large lots with generous setbacks from streetlines to maximize open space/landscaped areas and allow for ceremonial approach features.
- The preservation and integration of natural features such as woodlands is a priority; alterations to topography, natural drainage systems and vegetation are to be minimized.

- Landscaping should incorporate water features, tree planting to define the street edge, and interconnecting pathways and open spaces between buildings for public and/or semi-private use, among other features.
- Planting and berms are to be used to screen parking from the street.

Section 15.5.2 addresses land use in the Park, permitting only the following in the areas designated Business Employment:

- Facilities involved with scientific and engineering research and development, including laboratories, pilot plants and prototype production facilities;
- Education and training facilities, excluding elementary and secondary schools (except at 2300 Speakman Drive, where a private elementary/secondary school is permitted);
- Data processing centres;
- Engineering services;

- Offices associated with science and technology uses;
- Hotels;
- Conference facilities, fitness facilities, banks and restaurants within buildings, provided they do not exceed 15% of the overall floorspace.

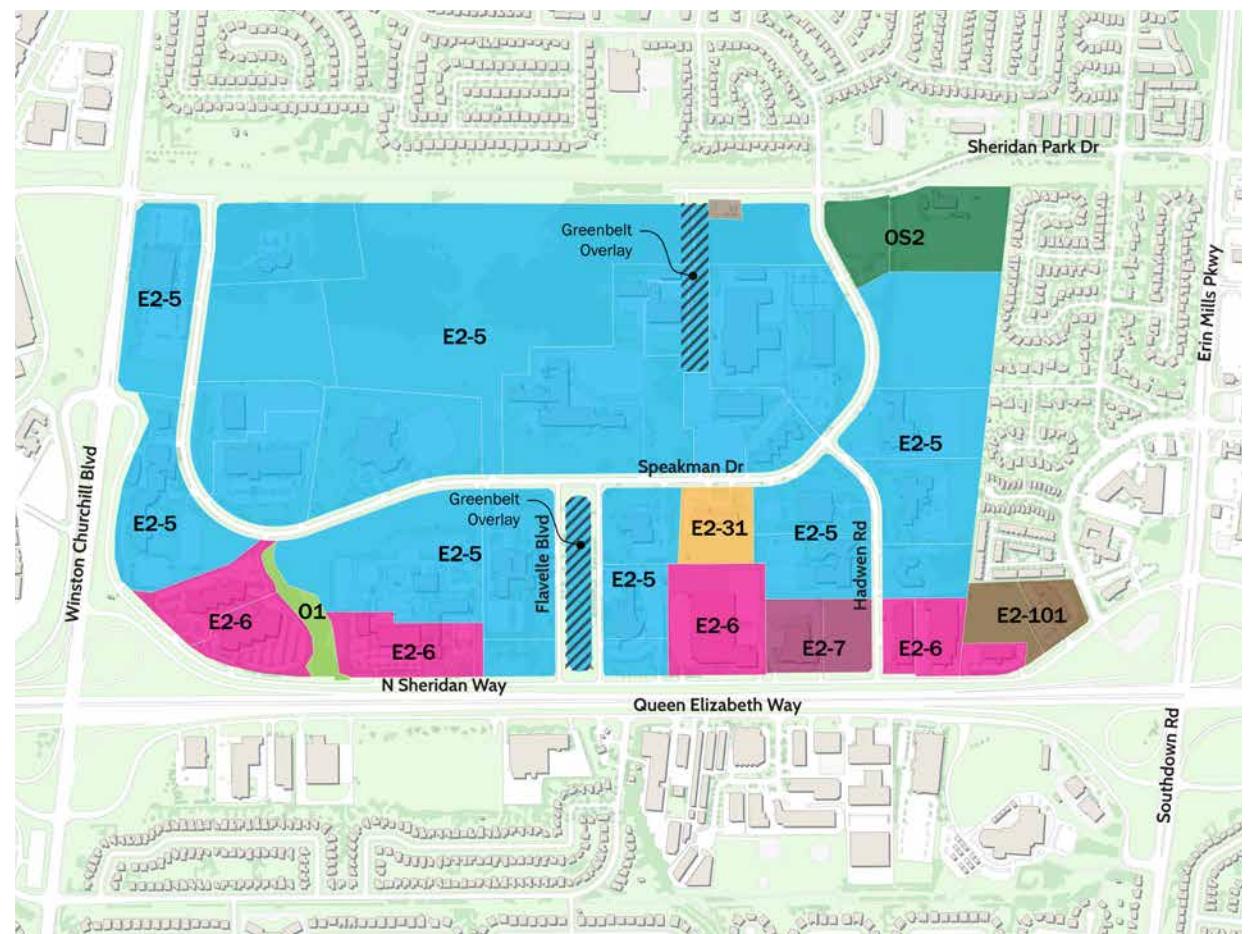
The maximum density on a site is 0.40 times the area of the lot (i.e., 0.4 Floor Space Index (FSI)), and all operations are to be carried out within enclosed buildings and structures (Section 15.5.2.3). Landowners are encouraged to provide opportunities for active and passive forms of recreation.

An exception is made for the existing industrial property at 2333 North Sheridan Way, where manufacturing, warehousing, distribution and wholesaling are also permitted uses. Accessory office uses and outdoor storage are also permitted, provided the latter is screened from public view.

2.1.6. Current Zoning

Under the City's current Zoning By-law, five different Employment Zones exist in Sheridan Park, all exceptions to the general E2 Zone. Most of the Park is zoned E2-5, which permits science and technology facilities within an enclosed building; education and training facilities; offices accessory to a science and technology facility; and overnight accommodations. Accessory commercial uses, including conference centres, fitness centres, financial institutions and restaurants, are also permitted but cannot exceed 15% of the gross floor area. The maximum permitted density is 0.4 times the lot area.

The Zoning By-law defines a science and technology facility as "a building, structure or part thereof, used for scientific and technological research and development including laboratories, pilot plants, prototype production facilities, software



development, data processing services and engineering services.”

Several properties along North Sheridan Way are zoned E2-6 or E2-7, both of which

permit a broader range of employment uses, including manufacturing facilities, warehouse/distribution facilities and broadcasting/communication facilities, in addition to the uses permitted in an E2-5

Zone. Offices are permitted provided they are located within and form an integral part of a building used for any other permitted use or a group of buildings on the same lot. The difference between E2-6 and E2-7 is that the former permits a maximum density of 0.40 FSI and the latter permits up to 0.60 FSI.

Table 1 compares the land use permissions in most of the Park to the common uses generally permitted in an E2 Zone. **Several landowners and property managers in Sheridan Park consider the highly restrictive E2-5 zoning to be the greatest barrier to further developing and revitalizing the Park.**

Permitted Use	E2	E2-5	E2-6/E2-7
Office	√		√
Broadcasting/Communication Facility	√		√
Manufacturing Facility	√		√
Science & Technology Facility	√	√	√
Transportation Facility	√		√
Warehouse/Distribution Facility	√		√
Wholesaling Facility	√		√
Education & Training Facility	√	√	√
Commercial School	√		√
Hotel	√	√	√

Table 1

2.1.7. Other Relevant Studies

Cultural Landscape Inventory (2005)

The other zoning exceptions in the Park are E2-101, which permits a range of employment and commercial uses on the hotel sites and adjoining vacant property in the southeast corner of the Park. The site of the Olive Grove private school has site-specific zoning (E2-31) that also permits the E2-5 uses.

While the land use provisions applicable to Sheridan Park are exceptional, the E2 regulations generally apply, except maximum density. The minimum lot frontage is 30 m (98.4 ft). The minimum front yard, external side yard and rear yard are each 7.5 m (24.6 ft). A minimum 4.5 m (14.7 ft) wide landscape buffer is required at the street. There are no minimum height restrictions.

The *Cultural Landscape Inventory* provides an overview and subdivision of the distinct landscapes within the City of Mississauga based on periods of origin, purpose and historical associations and other physical characteristics related to the natural and built environment. Based on a series of cultural landscape criteria, the Inventory analyzes and assesses the City's many landscapes, identifying areas that warrant recognition, protection, preservation and special management policies.

While not officially designated a heritage site, Sheridan Park is identified in the Inventory as an important feature in the City's Cultural Landscape. Sheridan Park is considered significant for its

scenic and distinct visual quality and the site's landscape design, type of use and technological interest. Many of the Park's buildings are considered significant for their consistent scale of built features and unique architecture associated with the "planned research park" movement, including the nationally recognized Xerox building.

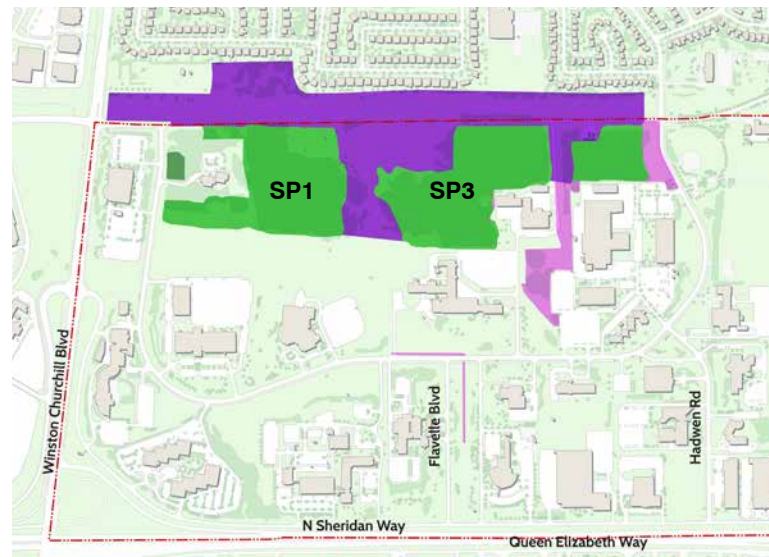
Natural Areas Survey (1996, 2012 Update)

The *Natural Areas Survey*, originally completed in 1996, identifies the City's natural areas system and includes 144 sites, representing the best remaining natural features in Mississauga. The survey includes Natural Areas, which are further classified as Significant Natural Sites, Natural Sites or Natural Green Spaces. The Natural Areas System also includes Residential Woodlands, Special Management Areas and Linkages. The 2012 Update to the Survey identifies a City-wide, long-term trend of a decrease in the quality of vegetation, the amount of tableland and amount of wetland habitats, largely due to development pressures.

The Sheridan Park site contains designated Natural Areas SP1 and SP3, as well as a Special Management Area, in the north of the site, due to their location at the headwaters of Sheridan Creek, as well

as prominent physiographic features, including watercourse basins, drainage divides and forested areas. Natural Area SP3, identified as an Area of Natural and Scientific Interest (ANSI) by the Province and a Core Area within the Regional Greenlands System, was classified as a 'Significant Natural Site'. In the

2012 Natural Areas Survey Update, the classification of Natural Area SP1 was changed from 'Natural Site' to 'Significant Natural Site' based on its significant flora species and possible breeding bird species. Both areas are captured within the City's Green System (MOP, Schedule 1 and 1a) and Natural System (MOP, Schedule 3).



Natural Heritage System and Proposed Expansions

- Special Management Areas
- Significant Natural Areas
- Proposed Expansions

Natural Heritage and Urban Forest Strategies

The Natural Heritage and Urban Forest Strategy (NH&UFS), approved by Council on February 12, 2014, along with the Urban Forest Management Plan (UFMP), will guide the management of Mississauga's Natural Heritage System and Urban Forest in the next 20 years and ensure they are protected, enhanced, restored and expanded for future generations. Sheridan Park includes in its northern portion Natural Heritage System features (Significant Natural Areas and Special Management Areas). Development at sites containing Natural Heritage System features SP1 and SP3 will be subject to an Environmental Impact Study (EIS). These lands also include areas that have been identified for "proposed expansion" of the City's Natural Heritage System (see map on previous page). Although the expansions do not become effective until Schedules 3 and 10 of MOP are amended, consideration of an EIS for the expansion areas is encouraged.

Future Directions Parks & Natural Heritage Area Master Plan (2009)

Mississauga Future Directions Reports are living documents, updated every five years, establishing the City's provision of Community Service levels, based on current and future needs in four key departmental areas: library; recreation; parks & natural areas; and fire and emergency services. The most recent Parks and Natural Areas Master Plan is derived from a series of studies examining indoor and outdoor recreation facilities, programs, parks and natural areas, and libraries in the City. The Plan takes a "systems approach," implying the need for a "loop" within which parks and natural areas are themselves sustainable while at the same time contribute to the sustainability of the City's urban areas. A strategic goal of the Plan is to establish a City-wide connected system of trails and linkages to parks

and natural areas. The northern portion of Sheridan Park is identified both in MOP and the Natural Areas Survey as part of the City's Natural Area System, thus the protection and enhancement of these lands is essential as a space for both passive recreation and as another link in the City's park, trails and Natural Areas systems.



Employment Land Review Study (2008)

The 2008 Employment Land Review Study prepared by Hemson Consulting Ltd., which is currently being updated, was part of the City's MOP review and Provincial Growth Plan conformity exercise. The update will identify policy directions to respond to some of the challenges facing the City's Employment Areas, particularly the mature Areas and those facing pressure for conversion to other uses.

The original Study concluded that nearly all of Mississauga's supply of employment land is developed, with much of the remaining vacant land consisting of relatively small parcels. Therefore, protecting existing employment areas is critical, and only a small number of minor conversions to other uses is appropriate. Land conversions in Sheridan Park are not recommended. Regarding the City's older employment districts like Sheridan Park, Hemson calls

them a valuable economic asset. One of the challenges for future planning for these areas will be to maintain the quality of infrastructure and the overall design and streetscapes in order to support their competitiveness.

The Study estimated Sheridan Park's employment at 5,800 jobs, for a density of 21 jobs per net hectare, which is on the lower end of all employment areas in Mississauga. The densities of Meadowvale Business Park and Airport Corporate are approximately 50% higher and the City's average is 38 jobs per hectare.

City of Mississauga Economic Development Strategy "Building on Success" (2010)

The intent of the "Building on Success" report was to analyze the opportunity to achieve a culture of innovation within Mississauga. Sheridan Park was identified as a potential site for an incubation centre, as a mentoring and support system for select sector sub-group start-ups and small and medium enterprises. The Research, Innovation, Commercialization (RIC) Centre has since been established with support from the Ontario Ministry of Research & Innovation in partnership with Peel Region, the City of Mississauga, the City of Brampton, the Town of Caledon, Medical and Related Sciences Discovery District (MaRS), University of Toronto Mississauga, Sheridan College and other organizations. The Centre, with offices in the Xerox building, provides start-up businesses and technology entrepreneurs with access to programs, workshops, one-on-one coaching and networking opportunities. The Centre has helped entrepreneurs in the aerospace,

An Action Plan for Innovation in Mississauga (2011)

advanced manufacturing, life sciences and emerging technology fields.

The Economic Development Strategy also recommends actions to improve the overall market position of Sheridan Park. It recommends the City consider a Community Improvement Plan (CIP) to refine the vision for the area and establish financial incentive programs to encourage property owners to improve buildings and landscapes. Another recommended action is to work in conjunction with property owners to market and promote the Park.

In 2010, the “Assessing Planning Tools for Mississauga” report concluded that the City would benefit from CIPs that encourage private investment in an area, such as downtown, acknowledging that the challenge for Mississauga will be to prioritize the many interests competing for incentives.

Focused on the role that human capital can play in driving the City’s strategic and economic objectives, “An Action Plan for Innovation in Mississauga,” prepared for the RIC Centre, assesses the need and opportunities for an Innovation Centre in Mississauga. It identifies the constraints and opportunities of the City’s current innovation economy and recommends enhancements to the local support system.

The report observes that Sheridan Park is not currently a catalyst for innovation in the Region and that it continues to operate within the 1960s research park model based on recruiting anchor tenants, with limited regard for interactions and incubation, although there is some interaction between businesses, such as Hatch and Vale, and through the Sheridan Park Association.

The Action Plan identifies the opportunity to update the current Sheridan Park model (and land use) to foster interactions with researchers at nearby universities and federal laboratories and amongst fellow firms (a cluster strategy). The report also highlights the opportunity for the Park to act as a private sector-led accelerator for the growth of small technology firms in the Mississauga area.

Employment Areas in Mississauga and Oakville



Source: Mississauga Economic Development Office

2.2 Other Employment Areas

Mississauga enjoys a diverse employment base supported by a variety of business parks. Mississauga's Corporate Centres, namely Meadowvale Business Park, Airport Corporate, Gateway Corporate and Sheridan Park, are regionally significant centres of business. The Meadowvale Business Park, a sprawling employment area located along Highway 401 from Erin Mills Parkway to the City's western limits at Highway 407, has been one of the most successful GTA business parks in the past 10-20 years, a prestige office location. Meadowvale Business Park is home to many Fortune 500 and Fortune Global 500 Canadian head offices from the pharmaceutical, Information Technology/Communications Technology (IT/ICT) and wholesaling industries. Major office headquarters include Wal-

Mart Stores Corp., Microsoft Canada Co., Amgen Canada Inc. and General Electric (GE). There are also major research and development employers in the Park, including Abbott Labs, Agilent Technologies, BD Canada, GlaxoSmith Kline, Patheon Psion Teklogix, Roche and Therapure.

Airport Corporate Centre, located along Highway 401, south of Pearson Airport, is also a successful business park with a prestigious address. It is home to a number of Canada's top multinational companies, including Hershey Canada Inc., Hewlett Packard (Canada) Co., General Mills Corp., Federal Express Canada and the Pepsi Bottling Group. The Gateway Corporate Centre, located along Hurontario Street from Britannia Road to Highway 401, is

well-positioned for growth as it is located along one of the City's two major higher-order transit and intensification corridors. Mississauga's general industrial areas include Churchill Meadows, Clarkson, Dixie, Gateway, Lakeview, Mavis-Erindale, Northeast, Southdown and Western Business Park. These areas encompass a wide range of business employment and traditional industrial uses, including manufacturing, wholesale trade, retail trade, and transportation and warehousing.

Mississauga's northern Corporate Centres have experienced much growth recently. Closer to Sheridan Park, newer business parks in neighbouring Oakville are doing well. The Town is capitalizing on visibility and access from the QEW and Highway 403. Winston Park, QEW East, QEW

West and Burloak business parks have attracted a range of prestigious employers, including global engineering firms and many with research and development facilities. Major science and technology employers clustered in Oakville's Winston Park and QEW East business parks include Amec, Clearstone Labs, Dana, SNC Lavalin, LComm Wireless, Pharma Medica, Pratt & Whitney, Radian and Wellspring Pharmaceutical.

Fifty years after it was founded, Sheridan Park finds itself competing with several other prestigious business parks in Mississauga and Oakville, as well as lower-cost industrial parks, to attract employers engaged in science and technology. There are several reasons for the success of nearby business parks, including land

availability, access and visibility, industry clustering and flexible zoning.

As discussed in Section 3, Sheridan Park has similar advantages (access, visibility, clustering), with the notable exception of flexible zoning and lack of available land.

The fact that research and development and engineering businesses continue to be attracted to the western GTA suggests that Sheridan Park has the potential to attract more businesses. On the other hand, it also reinforces the view held by many stakeholders in the Park that it has lost its cache as a research and development hub. To distinguish itself again, it will need to learn from contemporary science and technology parks that have enjoyed success.

2.3 Contemporary Science and Technology Parks

In our increasingly knowledge-based economy, a true technology park focused on research and development is the type of business park every municipality would like to have, but most face many challenges to realizing one. Every technology park is unique, developed based on the local context and its assets, principally its institutions. They come in different shapes and sizes, but most share these characteristics:

- A strong physical and functional relationship with a research university.
- One principal landowner, whether public or private, to manage development and leasing.
- Facilities and government support for incubation and acceleration.

- A mix of uses and amenities to attract and retain employers and their employees, at a minimum, fitness facilities and dining options. (Some American urban technology parks also incorporate housing).
- A walkable, well-designed public realm, with a focus on the quality of open spaces as much as the quantity.
- High standards of architecture and environmental design.

All of the above, but especially the first three characteristics, have been critical to the ongoing development of the most successful technology parks. In many cities, universities have taken the lead in developing research parks on their lands. From the perspective of a municipality that is home to a technology park, its success is

measured by the number of new businesses and well-paid workers it attracts.

Repositioning and growing Sheridan Park as a contemporary research and technology park, like those described on the pages that follow, will likely require a significant commitment from the Provincial and/or Federal governments to establishing incubation/acceleration facilities in the Park. Such facilities would allow technology start-ups to grow without incurring major capital costs. In addition, public land and buildings may be required to keep new businesses in the park that cannot yet afford market rents. A partnership between the City of Mississauga and a university attracted to Sheridan Park's location and setting would be an important step to attracting additional government support.

Beyond demonstrating the need for government or institutional support, the five different examples of contemporary research parks described here illustrate other key features that contribute to their success.



Chiswick Business Park, London, UK



David Johnston Research and Technology Park
Waterloo, Ontario



University of Waterloo David Johnston Research and Technology Park, Waterloo, Ontario

Key Facts:

- 111,000 square metres (1.2 million square feet) of office and research and development office space planned on 48.5 ha (120 acres)
- Home to Information and Communications Technology (ICT) cluster, also tenants in automotive, bio-tech and agri-food sectors
- Focus on high-quality laboratories, turn-key construction projects with a high standard of architecture and an extensive open space network

The University of Waterloo Research and Technology Park is one of the newest and most successful research parks in Canada. While the Park is located on University land, it is the result of a comprehensive private-public partnership, involving the Government of Canada, Province of Ontario,

Region of Waterloo, City of Waterloo and various private technology firms, including Canada's Technology Triangle. The Park's Accelerator Centre attracts and supports innovative technology start-ups in the area, with an emphasis on cultivating technological entrepreneurship and breakthrough research discoveries and innovation.

The Park's proximity to the talent of the University community creates important synergies, particularly through the University's well-established co-operative education program. The Park is located adjacent to the University's 109.2 ha (270 acres) environmental reserve, comprised of rich natural areas and open spaces. Stemming from a strong partnership and funding model, as well as a focused marketing strategy, the Park's

campus continues to expand. Phase II of development is in the planning stage and will add 27.5 hectares (68 acres) of specialized multi-tenant and multi-use research and development office space.





Montreal Technoparc, Montreal, Canada

Key Facts:

- Over 2.8 million square metres (30 million square feet) of office and research and development space over 203 ha (502 acres)
- 56 companies, 7,000 total employees
- Clusters - aerospace, life sciences, information and communications technology (ICT)
- 40% green space

The St-Laurent campus of the Montreal Technoparc is Canada's largest research and development park. The Park, adjacent to Montreal's Pierre-Elliott Trudeau International Airport, is home to over 50 knowledge-based companies active in aerospace, information and ICT, life sciences and nanotechnologies. The Park offers business accelerator services, expansion support services, university and institutional partnerships and an offer of networking related events, on-campus

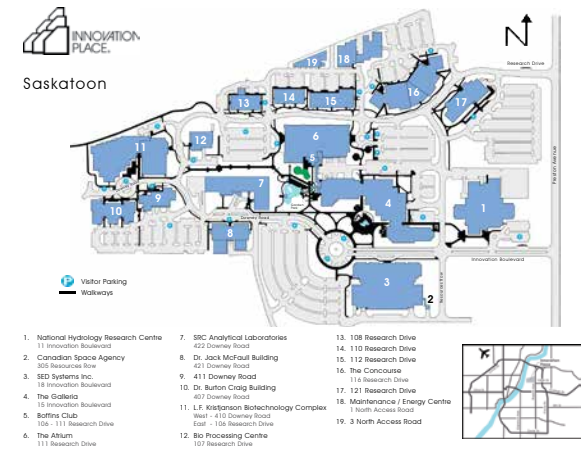
knowledge transfer opportunities and a variety of on-site lifestyle amenities including fitness centres, restaurants and cafés.

Infrastructure funding from the City of Montreal helped kick-start the Park, and the City continues to play an active role in its development. The Université du Québec à Montréal, McGill University, Concordia University and Vanier College are also strategic partners. Montreal's International Eco-Campus Hubert Reeves, the Park's newest expansion, is focused on building and environmental sustainability and is largely clean-technology driven. This expansion will develop an additional 20.2 ha (50 acres) and 8 buildings.

The Montreal Technopark is managed by a non-profit corporation. New businesses wishing to locate in the Park must have a minimum percentage of "innovative

activities," either 15% or 30% depending on the property's location. High-profile sites are reserved for head offices or businesses whose activities are 85% innovation.





University of Saskatchewan's Innovation Place, Saskatoon, Saskatchewan

Key Facts:

- 32.3 ha (80 acres) campus adjacent to the University of Saskatoon
- 167,000 square metres (1.8 million square feet) of office and research and development space in 19 buildings
- Focus on agriculture, information technology (IT) and environmental technology

Saskatoon's Innovation Place is one of the most successful university-related research parks in North America.

Innovation Place, the registered business name of the Saskatchewan Opportunities Corporation (SOCO), is a crown corporation in Saskatchewan, with a mandate to support the growth and success of Saskatchewan's technology sector through the development and operation of research parks on the campuses of the province's universities in Saskatoon and Regina and

at the Forest Centre in Prince Albert. The Saskatoon branch of Innovation Place, the largest of the three, capitalizes on the local University's strengths in agriculture, IT and environmental and life sciences.

Since the 1980s, the Park has been closely tied to the Province, receiving funds for its continued development and preference towards the advancement of local technology start-up firms and entrepreneurs. A fundamental goal of Innovation Place is tenant diversity. This is achieved by bringing together private and public, large and small, local and international organizations. The right mix is ensured through an established approval process which guides tenant selection. The primary focus for the Saskatoon location is private technology companies, which are judged by a committee on their potential for employment growth and



ongoing commitment to both Innovation Place and the Province. Secondary target tenants include business and technology service organizations, research institutes, and national and international technology companies. The Park is also host to a variety of recreation and amenity spaces including private clubs, restaurants, sports fields, garden parks and public open spaces – creating opportunities for networking and informal interactions.

Forest City Science and Technology Group

Based in Cambridge, Massachusetts, Forest City Science and Technology Group is a real estate development company that specializes in the establishment of life sciences campuses in the United States. Working predominately with well-established research universities and medical centres, Forest City works to develop life science “clusters” or bio-parks. Two notable campus examples include University Park at MIT and the Illinois Science and Technology Park.



University Park at MIT
Cambridge, Massachusetts

University Park at MIT, Cambridge, Massachusetts

Key Facts:

- 10.9 ha (27 acres) campus adjacent to Massachusetts Institute of Technology
- 157,000 square metres (1.7 million square feet) of scientific research facilities in 10 buildings
- 670 residential units, including a majority of rental properties

Located directly adjacent to the MIT campus, the award-winning University Park at MIT was developed as a private-public partnership with MIT, the City of Cambridge and Forest City Science and Technology Group, over a 20-year period. MIT owns the land on which University Park was developed, while Forest City holds long-term ground leases. The project was financed entirely by private funds and without the assistance of tax abatements, tax increment financing or other public incentives/assistance. The Park is a true mixed-use development, with a diversity of campus amenities including a mix of



student and market-rate housing units; significant research facilities and office space; a large hotel and conference centre; restaurants; retail opportunities; a large sculpture park and a comprehensive system of parks and open spaces. The Park's office and laboratory buildings are home to major bio-technology and pharmaceutical companies. The Park's mix of uses and extensive open space system ensure that the campus is an active and welcoming space and not only a business and research location. Additionally, the Park's central location links the adjacent residential areas with the University lands.



Illinois Science & Technology Park, Skokie, Illinois

Key Facts:

- 9.3 ha (23 acres) urban bio-tech campus
- 185,000 square metres (2 million square feet) of state-of-the-art science, laboratory, office and conference space
- Bioscience and nanotechnology focus

The Illinois Science & Technology Park is strategically located at the centre of the Chicago area's major universities, teaching research hospitals and pharmaceutical/medical device companies, with easy access to expressways and O'Hare Airport. The Park offers flexible spaces for multi-use office, scientific research facilities, and state-of-the-art labs. The campus-like setting facilitates collaboration and networking amongst the tenants, which include large companies, small innovators, medical institutions and universities. Facilitated by strong local and State support for biomedical innovation and high-quality scientific employment growth, the Park continues to expand.



Table 2: Sheridan Park Compared to Contemporary Research and Technology Parks

Park	Year established	Site area		Existing and planned development		Number of Employees	Employment density		Approx. number of businesses	Land ownership
		ha	ac	m ²	ft ²		emp/ha	emp/ac		
Sheridan Park	1966	138	340	85,500	920,000	2,700	20	8	25	Multiple private landowners
University of Waterloo David Johnston R&T Park	2002	49	120	80,000	860,000	3,500	71	29	70*	University-owned
University of Saskatoon Innovation Place	1977	32	80	167,000	1.8 mil	3,300	103	41	130*	University-owned
Montreal Technoparc	1995	203	502	2.8 mil	30 mil	7,000	34	14	52	Single private landowner
University Park at MIT	1983	11	27	158,000**	1.7 mil	4,000	364	148	-	Single private landowner
Illinois Science & Technology Park	2003	9	23	186,000	2 mil	1,300	144	57	16	Single private landowner

* includes start-up companies

**excludes residential development

In many respects, Sheridan Park is very different from other research parks – large, less dense, with fragmented ownership, without government funding, and lacking strong ties to research institutions. These disadvantages suggest the Park should focus on attracting private-sector research not dependent on an institution and more likely to find a home in a prestigious employment area in the GTA.

2.4 Conclusions

A review of the planning context for Sheridan Park leads to five key conclusions that inform the Land Use Master Plan.

- **There is a tension in the general land use policies between the goal of higher density, transit-oriented development in the City's Corporate Centres and the desire to maintain the character of Sheridan Park.** The Land Use Master Plan should aim to strike a balance by encouraging intensification while ensuring public and private open spaces are prominent features.
- **The current zoning in the Park is more restrictive than the City's Official Plan and is a barrier to existing business expansion and attracting prospective new business.** MOP permits offices associated with science and technology facilities while the zoning only permits accessory offices; the former suggests more flexibility regarding the amount of office space that is allowed in

conjunction with a technology facility. In addition, the zoning regulations are not aligned with MOP's urban design policies. At any rate, the highly restrictive land use provisions make it practically impossible to achieve new mixed-tenant developments or attract technology companies with multiple business functions under one roof.

- **Recent economic studies confirm that the development model and physical appearance of Sheridan Park are both outdated.** Beyond recommending incubation facilities like the Research, Innovation, Commercialization (RIC) Centre, the studies call for stronger institutional alliances, a cluster strategy promoted by the City and landowners, and physical improvements to the Park.
- **As one of many destinations for research and development in the GTA, Sheridan Park will need to re-distinguish itself to attract new**

employers. Science and technology innovators are attracted to all types of business parks. Being open to a greater variety of businesses while maintaining a research core should help to revitalize Sheridan Park. Refreshing and marketing the Park's landscapes will also be important.

- **Rebranding and significantly growing the park as a contemporary research hub will likely depend on government and institutional support.** Universities or other research institutions are vital anchors for most contemporary technology parks. In the absence of incubation facilities in Sheridan Park accessible to university faculty and students, stronger relationships between universities and employers should be promoted and private incubation facilities should be encouraged. The Sheridan Park Association has a role to play in this regard but will likely need public support.



3 Sheridan Park Today

As a business park, Sheridan Park has attributes common to other prestige employment areas but also many unique characteristics. This section examines the Park's urban setting, structuring elements, physical features and land uses to identify issues and opportunities that inform the Land Use Master Plan.



3.1 Location and Setting

Sheridan Park is located on the north side of the Queen Elizabeth Way (QEW), between Winston Churchill Boulevard and Erin Mills Parkway, giving it excellent highway visibility and access. The Park is midway between Hamilton and downtown Toronto, just 1.5 km (0.93 miles) east of Highway 403 and less than 30 km (18.6 miles) from Pearson International Airport. Employers in the Park report that the Park's location within the Region and its accessibility are important advantages over other locations.

The Park is surrounded by a variety of complementary land uses. To the north and east is the Sheridan Neighbourhood, comprised of mostly detached homes. East of the neighbourhood, north of the QEW-Erin Mills Parkway interchange is a commercial node with a wide range of

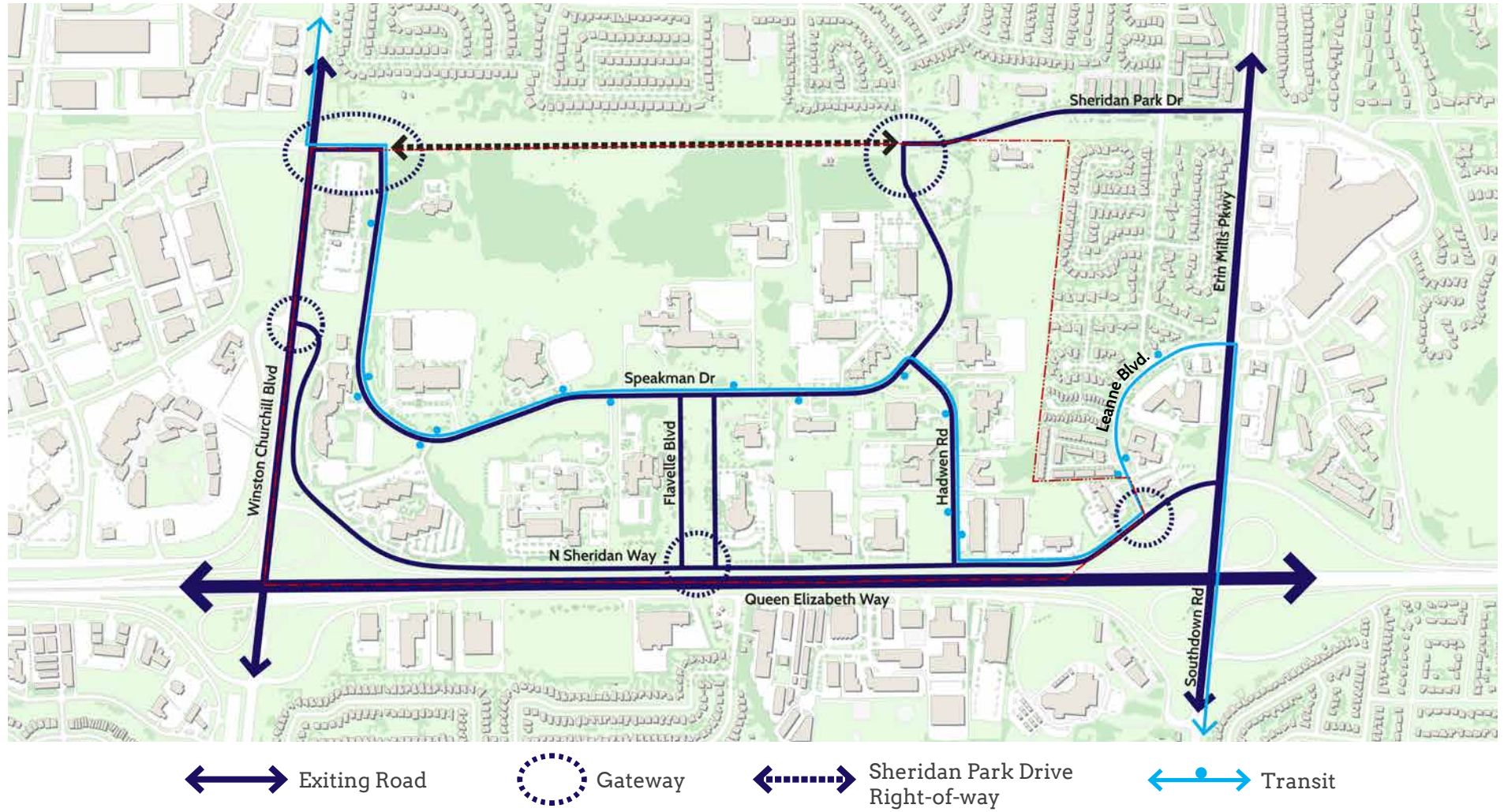
retail establishments and restaurants. On the other side of Sheridan Park, west of Winston Churchill Boulevard, in the Town of Oakville, is a complex of restaurants and a multi-screen cinema. The commercial uses at the edges of the Park are not within short walking distance of many employers in the Park, but they are a short drive away. Consequently, most employers are satisfied with the proximity of places to eat and shop and do not feel additional commercial amenities are needed in the Park, other than potentially a café/sandwich shop similar to the one in the Promontory office complex.

The cinema/restaurant complex west of the Park is located in the northeast corner of Oakville's Winston Park, an employment area with a mix of low-rise and mid-rise office buildings and industrial uses. South

of Sheridan Park, in Mississauga, is the Clarkson Employment Area, a band of industrial properties along the south side of the QEW, beyond which is a low-rise neighbourhood.

The University of Toronto Mississauga campus is located 4 km (2.4 miles) northeast of the Park. Although there is currently no association between the University and Sheridan Park, the proximity of the two might facilitate a stronger relationship in the future.

Existing Access and Circulation



3.2 Access and Circulation

There are two vehicular access points on each side of Sheridan Park and two east-west routes through the site. North Sheridan Way runs along the south side of the Park, adjacent to the QEW, providing direct access from the westbound QEW off-ramp at Erin Mills Parkway and connecting to Winston Churchill Boulevard approximately 600 m (1,968 ft) north of the QEW. Sheridan Park Drive provides access further north from both arterial roads, with both segments of this discontinuous road linking to Speakman Drive, the curving road through the Park. Flavelle Boulevard, the formal entry road into the Park, and Hadwen Road link Speakman Drive and North Sheridan Way.

Employers in the Park report that traffic is not generally an issue except in the afternoon peak hours, when there are

frequently delays at the access points on Winston Churchill Boulevard. The planned completion of Sheridan Park Drive will be critical to accommodating significantly more development in the Park and, will become an important link in the road network serving the larger area, as envisioned in Mississauga Official Plan.

Although Sheridan Park was designed to be accessed primarily by motor vehicle, it is served by Mississauga's transit system. Bus Route 45 runs through the Park during the peak hours, northbound in the morning and southbound in the afternoon, providing access to and from the Clarkson Go Station, 3 km (1.8 miles) to the south. Several employers in the Park have expressed a desire for a higher level of transit service while recognizing that the motor vehicle will continue to be the preferred mode of travel for most employees. A significantly higher density of employment will be one important factor in improving transit connectivity between the Park and the rest of the City.

Sheridan Park was not designed with pedestrians and cyclists foremost in mind. Speakman Drive is the only street in the park with a sidewalk and only on the south side. Employers in the Park would like to see a sidewalk or similar facility along North Sheridan Way, so visitors can walk safely to and from the hotels in the Park and employees can walk to the commercial amenities on Erin Mills Parkway (as a Major Collector, North Sheridan Way is intended to have active transportation facilities, as per MOP). The sidewalk along Speakman Drive links to a multi-use pathway within the hydro corridor along the north edge of the Park, providing a circuit for employees exercising at lunchtime. Cycling routes on North Sheridan Way, Hadwen Road and Leanne Boulevard, as proposed in the City's Cycling Master Plan, together with the Hydro Corridor Path, would encourage more cycling in the Park.

Existing Open Spaces



3.3 Natural Features and Open Space

The public and private open spaces in Sheridan Park are a distinguishing feature central to its identity. They have varying characteristics and include significant natural features and watercourses that form the headwaters of Sheridan Creek. Maintaining some open spaces and enhancing others should be part of the strategy to further develop the Park.

The open space system includes the following major elements:

- A municipal park, named Sheridan Park, with a baseball diamond, two mini soccer pitches and a playground. Adjacent to the Park is the Herridge Pumping Station, a Regional utility.
- Three linear open spaces engineered to channel stormwater run-off through the park, one of which is located in the median of Flavelle Boulevard. The City's Natural Heritage and Urban Forest

Strategy propose that these areas become part of the City's Natural Heritage System.

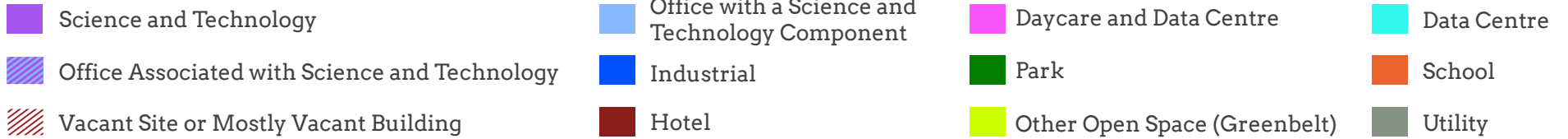
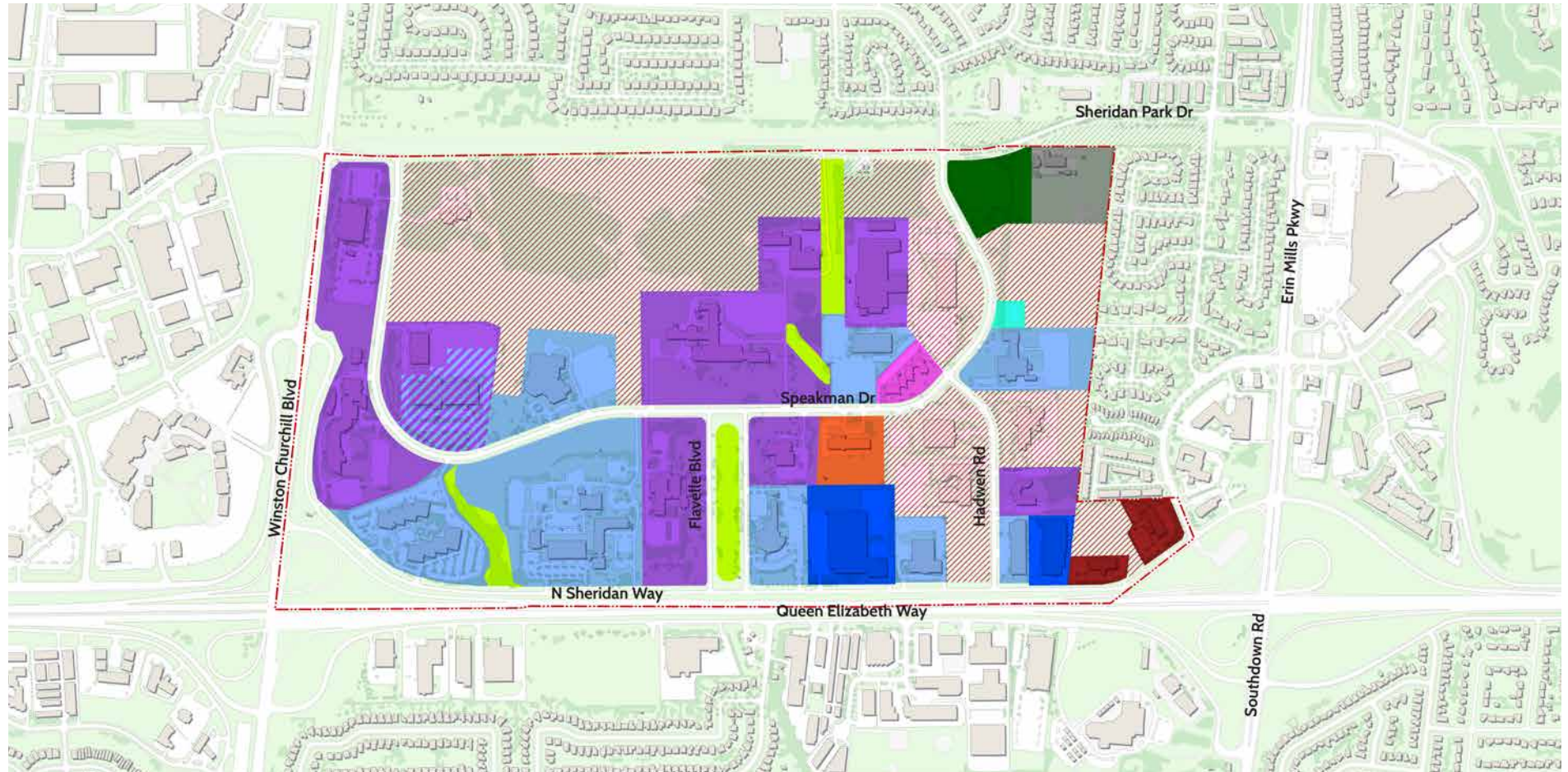
- A naturalized stream corridor in the southwest corner of the park, designated Greenbelt in MOP.
- Heavily wooded areas immediately south of the hydro corridor, one of which has been identified by the City as a "Significant Natural Site"; the others are considered "Natural Sites" (the heavily wooded area and drainage channel east of the Process ORTECH site are also part of the Regional Core Greenlands System). The lower-lying open space between the wooded areas is considered a "Special Management Area".
- Other private lands prone to flooding and regulated by Credit Valley Conservation (CVC).

Additional site level analysis will be required to confirm the location, extent and characteristics of features in the identified natural areas prior to any site improvements. In light of previous flooding in the neighbourhoods south of Sheridan Park,

which initiated drainage improvement works, the City and CVC have identified some of the lands south of the hydro corridor, including the Special Management Area, as a potential location for further improvement with a stormwater management facility integrated with existing natural features. All of the natural areas and any expansions to them will be subject to the City's Natural Heritage and Urban Forestry Strategy.

Linking and complementing the major open space features are landscaped open spaces around the buildings and parking lots in the Park. These private spaces, some naturalized and others manicured or simply mowed, vary greatly in size, shape and design. As part of a larger system, they contribute to the image of a business park within a green landscape. Ensuring future development includes generously landscaped yards will help enhance this image. In addition, a consistent pattern of trees lining the streets of the Park would unite the disparate elements of the open space system and further refresh the Park's identity.

Existing Land Use



3.4 Land Use

True to the original vision for the site, uses that meet the City's definition of science and technology facilities remain the core of Sheridan Park. Companies such as Xerox, Candu and Vale have globally significant research and development facilities in the Park. Other important innovators are headquartered in the Park, including Imax, Hatch and KMH. Exova, Process Research ORTECH and other companies in the former Ontario Research Foundation buildings provide laboratory services for a range of industrial clients. According to the Sheridan Park Association, over 2,700 scientists, engineers, technicians and support staff are employed in the Park.

As Sheridan Park has evolved, it has accommodated other "business employment" uses befitting its designation in Mississauga Official Plan, including offices, manufacturing facilities and hotels. As some research and development-

oriented businesses have grown, such as Suncor, Imax, Shaw and Candu, they have occupied or added more administrative office space. The Promontory complex has a mix of office tenants, the largest being an engineering firm. Along North Sheridan Way, east of Flavelle Boulevard, there are manufacturing uses and two hotels located in the southeast corner of the Park. In the past decade, a private school has been built on Speakman Drive, and the Muslim Association of Canada, which runs the school, recently purchased an adjacent site. Across from these sites is a daycare.

The map of existing land uses also includes four vacant properties and several buildings that are not fully occupied. The largest of the vacant sites is currently owned by Bodycote and is located at the northern edge of the Park. It is significantly constrained by natural features, a lack of frontage and a lack of interest on the part of the landowner to develop the property. The site is currently for sale. Other lands are vacant as a result of property owners holding land.

Several landowners, property managers and real estate professionals interviewed report that the current zoning in the Park poses a significant challenge to attracting tenants and development to available properties. They remarked that many employers with research and development facilities who might find Sheridan Park attractive likely have other uses that form part of their business and/or are looking to lease space in a modern building. Developers of such buildings need zoning flexibility to attract tenants to ensure the long-term viability of the project.

In terms of land use, Sheridan Park is naturally transitioning toward more diversity, while the objective of the City and many landowners in the Park is to reinforce its identity as a science and technology hub. The challenge for the Land Use Master Plan is to ensure science and technology facilities remain a core use while welcoming other complementary uses to allow businesses to grow and encourage investment and job creation on vacant and underutilized sites.

3.5 Summary of Issues and Opportunities

In many respects, Sheridan Park looks and functions like a successful science and technology park. Fifty years after it was established, however, the Park is not fully developed. At the same time, like any mature business park, its occupants and the nature of their businesses have changed and this can be expected to continue. As it guides future change, the Land Use Master Plan for the Park responds to these key issues and opportunities as follows:

- **As a science and technology park, Sheridan Park has not grown significantly over the past 20 years.** Long-established businesses have strong roots in the Park, and recent property transactions suggest the Park remains attractive to a range of tenants. Some businesses, such as Imax, Suncor and

Shaw, have grown but, in large part, by adding administrative functions. Current policy and zoning restrictions don't recognize this change and could impede the further growth and diversification of existing businesses.

- **There are a number of vacant or underutilized sites in the Park.** Together with the aging buildings and limited property improvements that characterize much of the east half of the Park, these contribute to its dated look, which has diminished its prestige. The Land Use Master Plan should support private and public investment to maintain and improve buildings, open spaces and streetscapes.
- **The north edge of the Park, between the two ends of Speakman Drive, and in particular the vacant lands north of the Exova site ("the Bodycote property"), can be better integrated with the rest of the Park and become a more prominent open space feature.** The completion of Sheridan Park Drive

would make this part of the Park more visible and accessible, in addition to improving transportation in the broader community and supporting intensification of the Park. As the headwaters of Sheridan Creek, where much of the land is heavily wooded and naturally significant or prone to flooding, this area has very little if any development potential. On the other hand, public ownership of the lands would ensure protection of natural features and create opportunities for improved stormwater management and public access via trails and signage. Such improvements would help to attract businesses to Sheridan Park.

- **Private open spaces around development will be critical to maintaining and enhancing the character of the Park.** Properties are generally large enough to accommodate buildings, parking and generous landscaping, including pathways that complement and link to sidewalks.



4

Land Use Master Plan

Sections 2 and 3 lay the groundwork for the Land Use Master Plan for Sheridan Park. This section describes the Plan, grounding it in a set of objectives and strategies that reflect the aspirations of the City, stakeholders and the broader community.

4.1 Objectives and Strategies

1. Reinforce and grow Sheridan Park as a unique science and technology business park.

The Land Use Master Plan promotes science and technology facilities and engineering as the core uses in the Park. Recognizing that research and development occurs not only in laboratories and industrial spaces but also in offices, and by professionals other than scientists and engineers, the Plan also would permit businesses engaged in information and communications technology development (hardware and software). The greater flexibility in the Plan also recognizes that research can occur off-site and the results managed at a lab or office in the Park.

2. Facilitate the growth and evolution of existing businesses in the Park.

Once a company has established a science and technology facility in the Park, it should be encouraged to remain in it as it grows, even if it means that over time the original research and development facility becomes subordinate to administrative and other uses. The Land Use Master Plan maintains Mississauga Official Plan policy to permit offices associated with science and technology uses, which is not currently reflected in the zoning for the Park.

3. Encourage the development of vacant and under-utilized sites and the full occupancy of buildings in the Park.

While science and technology facilities will continue to anchor the Park, the Land Use Master Plan recognizes that filling vacant sites and spaces with such uses will be a challenge given the attractiveness of competing business parks and the condition of older buildings. To stimulate development and building re-use in the Park, the Master Plan permits buildings that combine a science and technology use with unrelated general office tenants.

4. Encourage complementary accessory uses that support businesses in the Park and provide amenities for employees.

Although there are commercial amenities within short driving distance, more restaurants, coffee shops and service commercial uses within Sheridan Park would support more vitality and help attract development. As accessory uses integrated with employment uses, they should be permitted in visible locations. The current prohibition against large concentrations of stand-alone retail and service commercial uses as well as large-format retail, on the other hand, should be maintained.

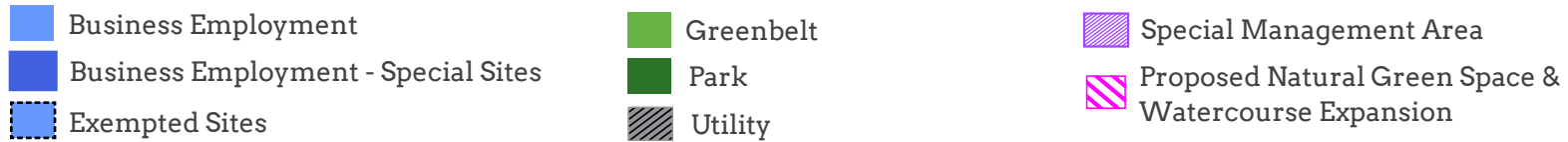
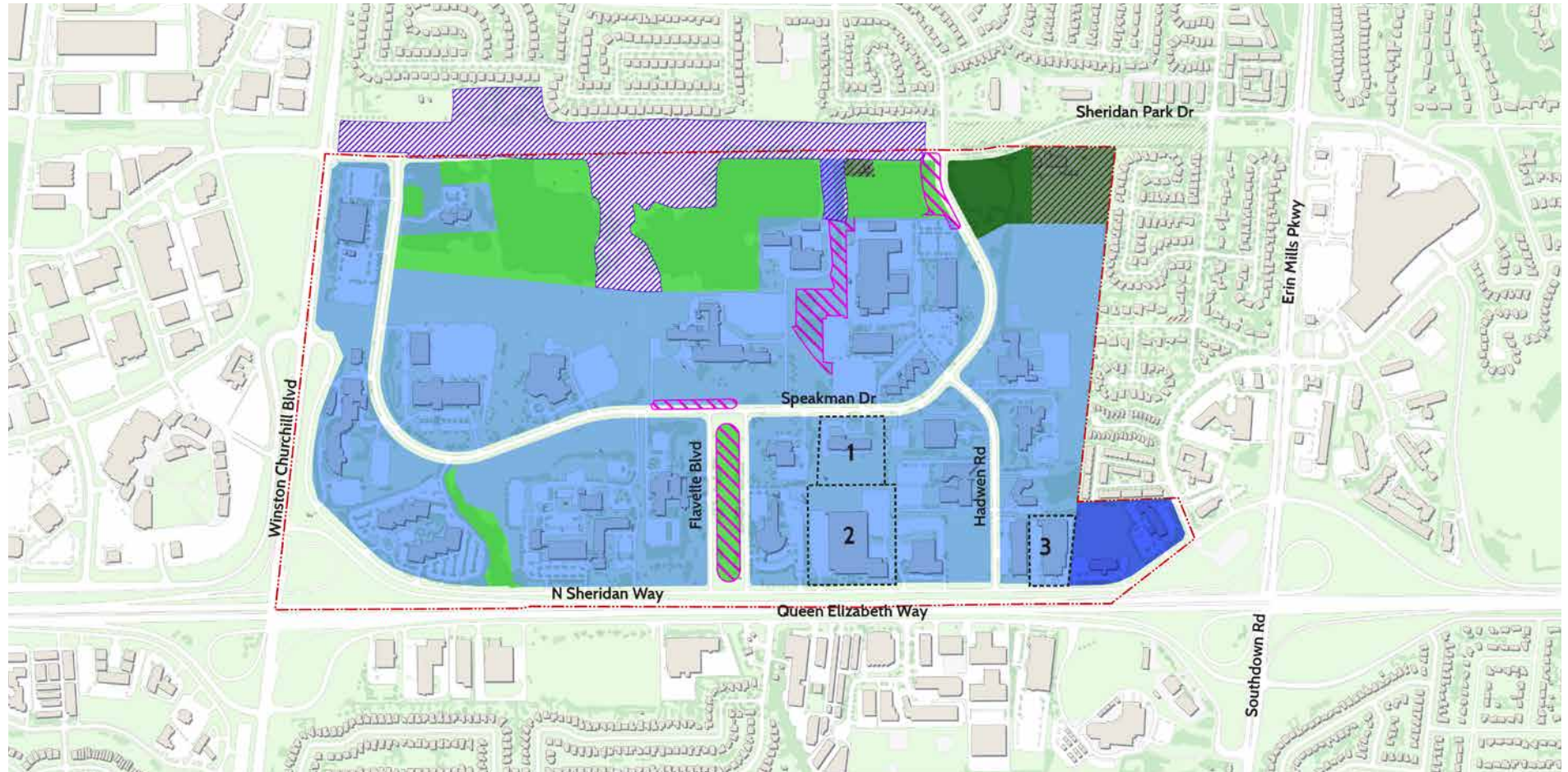
5. Protect and enhance the natural areas and other Greenbelt open spaces in the Park.

There are significant natural features in the Park, including areas that are part of the Regional Core Greenlands System, as well as other areas designated Greenbelt in MOP. The Land Use Master Plan protects the affected lands from development, setting the stage for them to be managed and promoted as an amenity for employees in the Park and the broader community.

6. Ensure private landscaped open spaces contribute to an interconnected green space network and attractive setting for development.

The general character of Sheridan Park—buildings in a generous landscape setting—is valued by employers and distinguishes it from other business parks. The Land Use Master Plan generally maintains current urban design policies to help ensure private landscaping forms a significant part of existing and new development and allow for linkages between buildings.

Land Use Plan



4.2 Land Use Plan

The Land Use Master Plan for Sheridan Park acknowledges the current Mississauga Official Plan policies for the site and does not fundamentally alter the long-established vision for the Park. The land use designations described below reinforce the area-specific and site-specific policies and zoning provisions that permit existing uses while clarifying and updating the intent with respect to uses that complement traditional science and technology facilities. Section 5 describes the Official Plan and Zoning By-law amendments needed to implement the Land Use Master Plan.

Business Employment

This designation applies to the bulk of Sheridan Park, capturing the sites where science and technology uses are intended to be a significant use but not necessarily the only use. The following uses would be permitted:

- Facilities involved with scientific and engineering research and development, including but not limited to laboratories, pilot plants and prototype production facilities;
- Communications and information technology development;
- Broadcasting facility;
- Engineering and professional design services;
- Data processing centres;
- Offices associated with any of the

above science and technology uses, provided the associated use is located on the same site or another site within Sheridan Park;

- Offices not associated with a science and technology use, provided the offices do not occupy more than 30% of the total floor area of a building;
- Universities and colleges;
- Education and training facilities, excluding a public or private school for elementary or secondary level education;
- Accessory manufacturing facilities, provided the facility is wholly enclosed within a building and does not occupy more than 15% of the total floor area;
- Accessory commercial uses, namely conference facilities, fitness facilities, banks and restaurants, provided they

do not exceed 15% of the total floor area of a building and are located on the ground floor.

The intent in permitting accessory manufacturing facilities should be to encourage pilot plants or other such “start-up” production facilities.

Hotels, which are currently permitted throughout Sheridan Park, would not be permitted except where currently existing, since they are best located within or adjacent to commercial areas that contain restaurants and other visitor amenities.

To encourage more intense forms of development, the maximum permitted density would be increased to 0.6 Floor Space Index (i.e., 0.6 times the area of the site), from 0.4 today. Development applications for increased density will need to demonstrate that there is adequate

road and servicing capacity for the proposed development. The minimum lot frontage would be 60 m or 196.8 ft (almost all existing lots greatly exceed this) and buildings would not be allowed to occupy more than 40% of a site, to help maintain the character of the Park. Front yards would have a minimum depth of 12.5 m or 41 ft (most buildings in the Park have much greater setbacks), and the minimum landscaped area in the front yard, excluding parking and driveways, should be 50%.

The urban design policies in Mississauga Official Plan applicable to Sheridan Park would continue to apply, with one minor change that addresses the pedestrian experience at the front of buildings: Rather than ceremonial approaches with turning circles for passenger drop-off, front entrances should be defined by landscaped forecourts. Passenger drop-off can occur at the side of buildings. To ensure buildings

are oriented to a street, reverse frontages should continue to be prohibited.

Business Employment - Special Sites

This designation recognizes the two hotels in the southeast corner of Sheridan Park, which complement the Park, and the vacant site between them. The following uses would be appropriate within this designation:

- Hotels and conference facilities;
- Education and training facilities;
- Restaurants;
- Financial institutions;
- Fitness facilities;
- Offices.

Given the proximity of residential uses, industrial uses would not be appropriate in this designation and the only science and technology facilities that should be

permitted are those that occupy office space. The existing Zoning By-law regulations regarding lot definition, density, height and landscaped areas should continue to apply.

Exempted Sites

The Land Use Master Plan recognizes that there are uses within the Park that are not consistent with the vision of a science and technology park, specifically two buildings on North Sheridan Way used for manufacturing (Ventra Plastics and Voith) and Olive Grove School, on Speakman Drive. These uses are currently permitted by Mississauga Official Plan and the Zoning By-law and should continue to be permitted. However, it is the intent of the Land Use Master Plan that, in time, these uses will be replaced by Business Employment uses planned for Sheridan Park. In the interim, minor expansions

to these uses that do not significantly increase the gross floor area should be permitted and should be subject to the Park's built form and other urban design policies. If conversion of the existing buildings to another use or redevelopment of any of these sites is proposed and requires a rezoning, the policies of the Land Use Master Plan would apply.

Greenbelt

The Greenbelt designation applies to the natural areas in Sheridan Park, the open space between them (identified as a "Special Management Area" in MOP) and the existing major watercourse and drainage channels. MOP's general Greenbelt policies would apply in these areas. Conservation of natural features should be the primary objective. Development generally will not be appropriate, although roads and

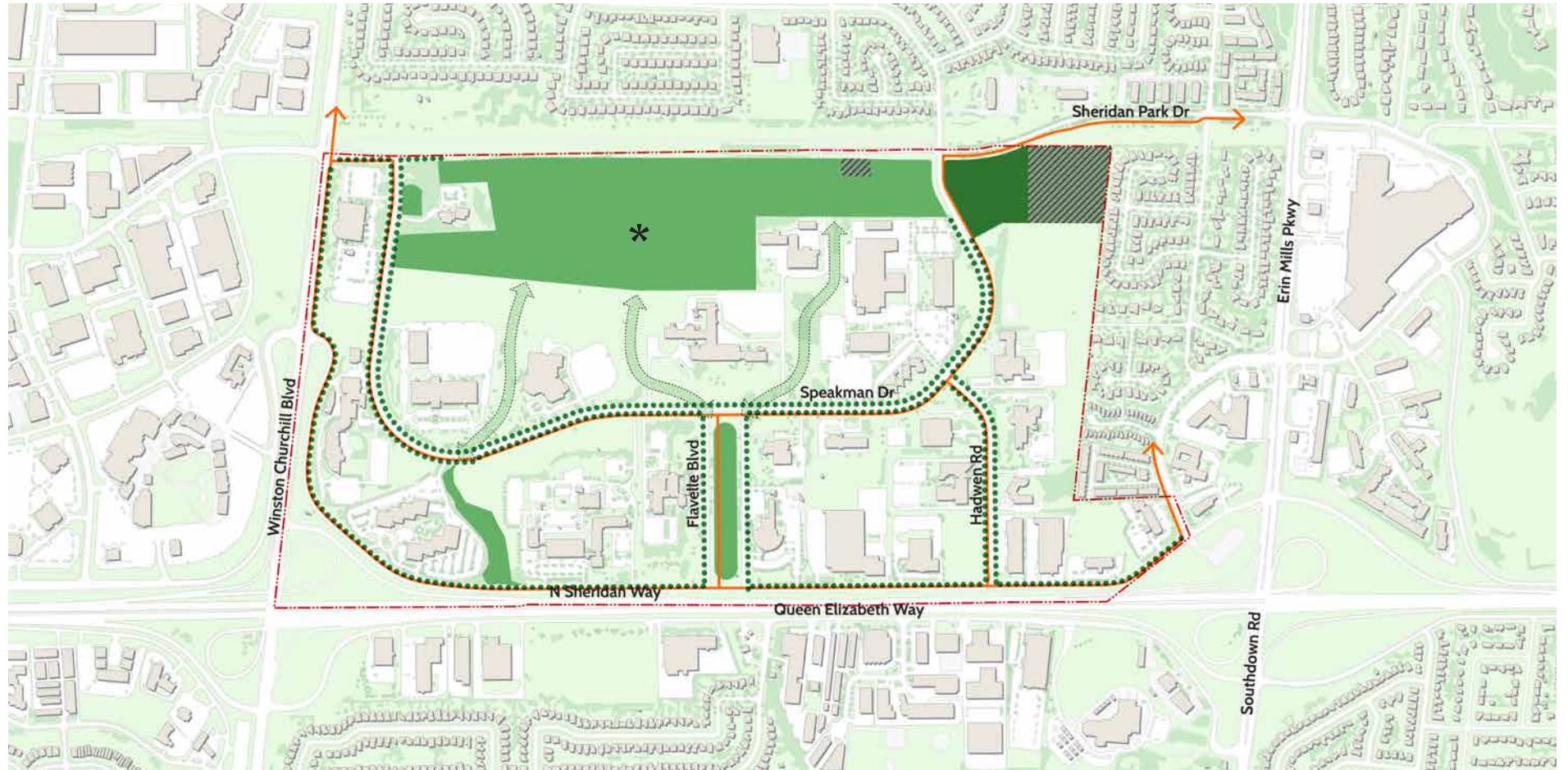
stormwater management facilities may be permitted subject to studies assessing the environmental impacts of such infrastructure. Where permitted, pathways and trails should be encouraged, but other active recreational uses should not be permitted.






Open Space and Utility

These designations recognize the existing municipal park, the adjacent pumping station and the hydro substation in Sheridan Park.

In all areas of the Park, sustainable stormwater management practices, including Low Impact Development (LID), should be encouraged to mitigate the impacts of increased urban runoff and frequent storm events.

Future Green Network



- | | | | | | |
|---|----------------------------|---|----------------------|---|---|
|  | Greenbelt/Other Open Space |  | Utility |  | Open Space Linkage |
|  | Public Open Space |  | Key Pedestrian Route |  | Potential Future Stormwater Management Facility |
|  | Enhanced Streetscape | | | | |

4.3 Green Network

In Sheridan Park, green space is an important land use and therefore the Land Use Master Plan is complemented by a conceptual plan for a green network. As the Park continues to develop, it will become even more diverse in terms of uses and the form and architecture of buildings. More land will likely be used for parking. The Green Network will help ensure the public realm of the Park, including streetscapes and publicly-accessible open spaces, together with private open spaces, continues to be improved to further distinguish the Park.

The major open space features in the network already exist. Management of the designated Greenbelt area, and the potential addition of a stormwater management facility, should support public access and enjoyment.

The formal open space in the median of Flavelle Boulevard should be incrementally improved with more trees and other vegetation and more amenities for employees in the Park, including places for sitting, eating and strolling. This is a potential project for the Sheridan Park Association.

Open space links over private land between Speakman Drive and the Open Space, which exist today, will continue to provide drainage routes south and views to the wooded areas to the north.

Important but missing elements in the Green Network are continuous rows of trees along the streets in the Park. As they holistically link public and private open spaces, they will beautify the Park and soften its paved areas. The location of street trees will need to acknowledge existing underground utilities.

In addition to unifying the Park, the Green Network also provides the framework for

pedestrian routes. A pathway along North Sheridan Way is needed and pathways along Flavelle Boulevard and Hadwen Road should link it to the sidewalk on Speakman Drive. Given the physical challenges of constructing a continuous sidewalk along the curb of North Sheridan Way, a solution that considers the following should be explored:

- a “curb-face” sidewalk or multi-use trail along sections of the road
- the installation of some sidewalk or trail sections on private property
- connecting a municipal sidewalk or trail to existing sections of sidewalk/pathways along various properties fronting the road
- the possibility of cost-sharing with the Sheridan Park Association

As outlined in the next section, implementing the new elements of the Green Network should begin with a Streetscape Plan for the Park.



5 Implementation

Although the Land Use Master Plan for Sheridan Park respects the spirit and general intent of Mississauga Official Plan and the Zoning By-law, it does modify key policies and provisions that apply to the Park. This section describes recommended amendments to both documents necessary to implement the Plan. It also recommends other actions the City should consider, some in conjunction with the Sheridan Park Association, to attract new tenants and development to the Park

5.1 Official Plan Amendments

The following amendments to Mississauga Official Plan are recommended:

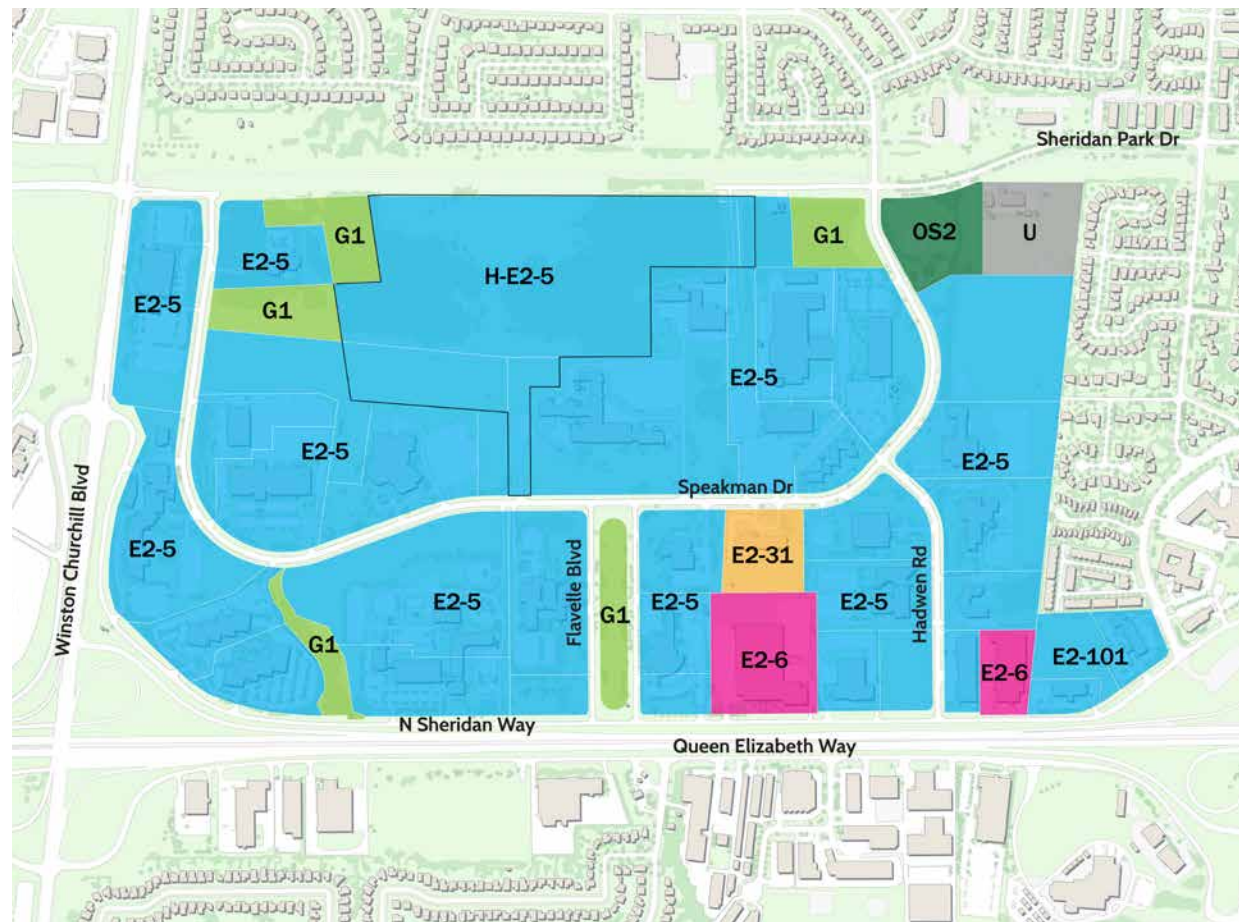
- Schedule 1 (Urban System), Schedule 1a (Urban System - Green System) and Schedule 3 (Natural System) should be amended to reflect the CVC Regulation Areas in Sheridan Park (see Existing Open Spaces Map on page 44) and the proposed Natural Green Space and Watercourse Expansion areas in the Land Use Plan.
- Schedule 4 (Parks and Open Spaces) should be amended to identify the natural areas in Sheridan Park as Public and Private Open Space.
- Schedule 10 (Land Use Designations) should be amended to designate the natural areas in Sheridan Park as Greenbelt.
- In Section 15.1, Sheridan Park should be renamed Sheridan Science and Technology Park.
- Policy 15.5.1.3(b) should be amended to delete the reference to “turning circle for passenger drop-off” and add “landscaped forecourt” as an example.
- A new policy should be added to Section 15.5.1.3 that encourages low impact development (LID) and best stormwater management practices.
- The list of permitted uses in Section 15.5.2.1 should be amended to reflect the uses identified in Section 4.2 of this report.
- A new subsection should be added following Section 15.5.2.1 that applies to the hotel sites and the site in between (Business Employment - Special Sites) and permits the uses for that area listed in Section 4.2 of this report.
- Section 15.5.2.2, which permits the Olive Grove school, should be deleted, and the site should be included in the new Section 15.5.3 (see below).
- Section 15.5.2.3 should be amended to increase the maximum Floor Space Index (FSI) to 0.60.
- Section 15.5.3, which applies to exempted sites, should be deleted and replaced with a map identifying the three exempted sites in the Land Use Master Plan and a policy that permits the current uses on the site, including minor expansions. It should also state that rezonings shall be subject to Policy 15.5.2.

5.2 Zoning By-law Amendments

The following amendments to Mississauga's Zoning By-law 0225-2007, as amended, are recommended:

- Map 18 should be amended to reflect the zones identified on the accompanying map.
- Section 8.2.3.5, which applies to zone E2-5, should be amended to remove "overnight accommodation" as a permitted use. Broadcasting facilities, universities and colleges should be added as permitted uses. Also, offices should be permitted without the condition that they be accessory to a science and technology facility use, and a regulation should be added that restricts offices not associated with a science and technology facility use on the same lot or another lot zoned E2-5 to a maximum of 67% of the gross floor area. Manufacturing facilities should be added as permitted accessory uses.

Proposed Zoning



- The maximum gross floor area in an E2-5 zone should be increased to 0.6 times the lot area.
- New E2-5 regulations should be added that require a minimum lot frontage of 60 m (200 ft) and a minimum front and exterior side yard setback of 12.5 m (41 ft). A maximum lot coverage of 40% and a requirement for a minimum 50% landscaped open space between the front of the building and the street should be added.
- Section 8.2.3.5 should also be amended to address the H-E2-5 zone. An additional provision should require the submission of a detailed Environmental Impact Statement (EIS), to the City’s satisfaction, prior to releasing the holding symbol. The EIS should delineate where development is appropriate and what measures are required to mitigate impacts on existing natural features.
- Section 8.2.3.6, which applies to zone E2-6, should be amended to permit all of the uses permitted in the E2-5 zone, plus the existing manufacturing uses, rather than listing the uses that are not permitted.
- The maximum gross floor area in an E2-6 zone should be increased to 0.6 times the lot area.
- Section 8.2.3.7, which applies to zone E2-7, should be deleted.
- Section 8.2.3.101, which applies to zone E2-101, should be amended to remove the following from the list of permitted uses: manufacturing facility; warehouse/distribution facility; wholesaling facility. With expansion of the zone to include the second hotel, the regulation stating that all lands zoned E2-101 shall be considered one lot should be deleted.
- The definition of “Science and Technology Facility” should be amended as follows: Science and Technology Facility means a building, structure or part thereof used for one or more of the following: scientific and technological research and development, including laboratories, pilot plants and prototype production facilities; computer and information technology development, including hardware and software; data processing services; engineering services.

5.3 Development Review

Applications for new development in Sheridan Park received by the City prior to the approval of Official Plan and Zoning By-law amendments should have regard for this plan. All future applications for office uses that increase the density of a site above 0.4 FSI should include transportation impact and servicing studies that show there is infrastructure capacity for the development, in addition to other studies the City may require.

To help ensure new development respects the policies and guidelines for the Park and enhances its character, proposals for new buildings and major landscape initiatives should be subject to the City's Urban Design Advisory Panel process.

5.4 Transportation and Streetscape Improvements

While the Land Use Master Plan for Sheridan Park focuses on lands intended for development, attracting more employment will be aided by incremental improvements to the roads and open spaces in the Park. The completion of Sheridan Park Drive should be in the City's 5-year Capital Plan. This link will complete the collector road network in the area for the benefit of the Park and surrounding residential and commercial areas.

The preparation of a Streetscape Master Plan for the public realm should be initiated by the City, potentially in partnership with the Sheridan Park Association. The Plan should address the following at a minimum:

- The costs and benefits of managing the Greenbelt areas identified in the Land Use Master Plan as a park or

conservation area that includes trails, other amenities and potentially a stormwater management facility that helps control downstream flooding and/or improve water quality.

- Streetscape improvements, including trees, other vegetation, furnishings and signage, along the roads in the Park.
- The design for a pathway on the north side of North Sheridan Way and along Hadwen Road.
- Landscaping plan and associated implementation strategy for the Flavelle Boulevard median that includes pathways and enhanced vegetation.

5.5 Headwaters and Natural Areas Strategy

Given the presence of the Sheridan Creek headwaters and associated significant natural features in the Park, the City should continue to work with Credit Valley Conservation and Peel Region on a strategy to ensure protection of the significant features, improve stormwater management in the larger watershed and manage public access. The strategy should anticipate the completion of Sheridan Park Drive on the south side of the hydro corridor and provide guidance on how the road can be sensitively designed. Future plans for the area should also include a well-designed trail network with easy access for employees in the Park and neighbouring residents. Since the open space in the middle of Flavelle Boulevard is publicly accessible and also contains a drainage channel, it should be included in the strategy.

5.6 Promoting Sheridan Park

Updated Mississauga Official Plan (MOP) policies, zoning regulations and a streetscape plan likely will not be enough on their own to grow and rejuvenate Sheridan Park as a science and technology hub. The City should also work with the Sheridan Park Association (SPA), the Research, Innovation, Commercialization (RIC) Centre, and individual landowners and employers within the Park on strategies to attract new businesses. Individual and collective actions should include the following:

- Working with research universities to establish more links with employers and potentially a research facility in the Park;
- Establishing a Sheridan Park web site that promotes the Park and includes essential information needed to help a prospective tenant or developer understand the opportunities to locate in the park;

- Scheduling lectures, conferences and other events in the Park that promote its best qualities.

In addition, the recommended strategies in the 2011 Action Plan for Innovation and 2010 Building on Success reports should be pursued to continue nurturing innovation in the City and attracting innovative businesses.

As evidenced by other successful science and technology parks, a significant university presence in the Park could have the strongest catalytic effect on the further development of research and development uses. Attracting a university would require a concerted effort by the City to not only promote the Park's assets to individual institutions but also make available land and/or a building for a university research facility at little or no cost.

5.7 Monitoring the Plan

Once the City has updated MOP policies and the Zoning By-law for Sheridan Park, and initiated some of the other recommended actions above, it should monitor the results on an annual basis, specifically building permit and development application activity, vacancies and employment growth. The annual Employment Survey will be a useful tool in this regard. If there are not significant positive changes within a reasonable timeframe, then the City should explore other strategies aimed at stimulating development. These might include further amendments to the Official Plan and Zoning By-law that provide additional land use flexibility. A Community Improvement Plan (CIP) with financial incentives for developing and improving sites should also be considered.

Previous studies have identified the opportunity to use a CIP to stimulate private investment in Sheridan Park. Implementation of a CIP would require a study to identify the financial incentives expected to be most effective. As noted in the 2010 “Assessing Planning Tools for Mississauga” Report, CIPs also require a commitment of public funds to the incentive programs and resources to administer and promote them. Before committing funds for incentives, it is recommended that the Land Use Master Plan be fully implemented and the City commit more resources to helping promote the Park and improving its public realm.



Mississauga is fortunate to have Sheridan Park and the employers who call it home. Ensuring it remains a unique asset that attracts a diversity of businesses engaged in research, engineering, design and development will require steady improvements to its physical environment by both the private and public sectors.