

**ECONOMIC BENEFITS STUDY:  
PROPOSED MULTI-USE COMMUNITY HUB  
333 MONTREAL ROAD  
OTTAWA, ON**

Prepared for:  
**The Governing Council of the Salvation Army in Canada**

Prepared by:  
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## I. INTRODUCTION

Demand for services and thus functions of non-profit organizations change along with evolution of communities they serve. In response to these changes, the Ottawa Booth Centre of the Ontario Central East Division of the Salvation Army has undertaken a proactive initiative. The purpose of this initiative is to develop a large, modern, state-of-the-art Multi-Use Community Hub at 333 Montreal Road in the former City of Vanier in the inner eastern part of the amalgamated City of Ottawa. This Community Hub is intended to serve a larger number of clients, provide more and better services for them, as well as for the larger community, and other members of the public. **One of the most important objectives of the proposed development is to make it a focal centre of multi-purpose and Multi-Use Community Hub activities and services for the communities in the eastern parts of Ottawa and beyond.**

A development of the magnitude proposed generates numerous one-time, and many ongoing economic benefits and spin-offs. These benefits typically involve a variety of economic sectors and industries. Local communities, in particular, are often recipients of these benefits, especially the ongoing benefits and spin-offs.

On behalf of The Salvation Army, Shore-Tanner & Associates has undertaken this study to identify and then quantify these benefits. The main findings of the study are presented in the report's Executive Summary, followed by more detailed substantiation in the main body of the report.

## II. EXECUTIVE SUMMARY

The Salvation Army is planning to develop a Multi-Use Community Hub at 333 Montreal Road. The purpose of this study is to first identify, then quantify the various one-time, and ongoing economic benefits and spin-offs associated with this development.

### A. Subject Site and Proposed Development

The Subject Site is located at 333 Montreal Road, between Granville Street and Ste. Anne Avenue, on the north side. It is 6,967 m<sup>2</sup> or 75,000 sq. ft. in size, and has 14.95 metres or 49 ft. of frontage on Montreal Road. Bus number 12 stops almost immediately in front of the Site. Montreal Road is a 4-lane roadway, and during our different site visits, we almost always found the vehicle speeds to be high on the road.

**The architect for the proposed Campus, at a cost of \$53 million, is Hobin Architecture, known for its high quality and prestigious developments.** The Community Hub is designed to be a state-of-the-art facility, with lots of open spaces and courtyards, and therefore, a catalyst for further development, redevelopment, renovation and beautification of Montreal Road. The major services to be offered by this Multi-Use Community Hub are:

1. Community & Family Services
2. Outreach Services
3. Correctional & Justice Services
4. Arts, Education, and Other Programs
5. Accommodation and meals on a year-round basis

**In addition, the Community Hub is planned to provide space for a coffee shop, and complete renovation of the existing Thrift Store.**

The proposed Community Hub will have approximately 150 employees, plus an estimated 300 volunteers from the community on a year-round basis. Employees and volunteers will be at the Community Hub at different times in order to best serve the clients.

## **B. Selected Community Characteristics**

1. The Subject Site is in the Rideau-Vanier Ward, with an estimated 2016 population of 49,000 (Table 3.1). In the last 5-10 years, this Ward has been experiencing rapid gentrification trends, resulting in high annual population growth (964 or 2.4% per year since 2006).
2. Rideau-Vanier is a unique area in Ottawa: In 2011, English was the mother tongue of 52.1%, French 30.5% and all others 17.4% of its residents in 2011 (Table 3.2).
3. The single and two-person households represented 18,530 or 83.7% of all households in 2011 (Table 3.4).
4. **Due to a large number of office, retail and other non-residential developments, there is an abundance of jobs in Rideau-Vanier. In fact, at least 26,774 or 54% of the total of 49,669 employees who worked there in 2011 lived outside and commuted there every day (Table 3.8), and this number is likely much higher now.**
5. At present, 409 apartment and condominium units are under construction in Rideau-Vanier and 1,015 more are proposed or planned (Table 4.1). As a result, we estimate its population to increase by an annual average of at least 800 or 1.6% to 57,000 by the year 2026 (Table 4.2).

**In summary, Rideau-Vanier is a diversified, dynamic and growing community. Its population, their level of affluence, as well as employment are all going to continue to increase strongly in the coming years. Furthermore, the proposed Community Hub is expected to be a catalyst for more growth and prosperity on Montreal Road and in the larger surrounding area of Rideau-Vanier.**

## **C. Types and Sources of Economic Benefits**

There are two major categories of economic benefits and spin-offs, referred to as One-Time and Ongoing. Each of these, furthermore, generates Direct, Indirect and Induced economic benefits and spin-offs (defined in Appendix A).

For the proposed Community Hub, each of these benefits has been estimated based on detailed analysis of the information available from public sources, and The Salvation Army. A summary of these benefits is presented in Table 1.1.

**Another significant benefit of the proposed Community Hub is the physical improvements, landscaping and other visually attractive features it would create for the Subject Site, and for its entire block.** Such benefits are not, strictly speaking, economic. However, the safety, security and visual pleasure they create, will ultimately promote economic prosperity and further gentrification. The main beneficiary of these improvements, furthermore, would be Montreal Road, and more generally, all of Vanier.

#### **D. One-Time Benefits of the Proposed Multi-Use Campus**

These benefits refer to the budgeted \$53 million planning and construction of the Community Hub which have already been started and are expected to last until mid or late 2020. They include:

- 1. DIRECT: A total of 375 full-time jobs for one year (or 187 for two years) at the Subject Site, with a total payroll of \$15 million.**
- 2. INDUCED: A total of 100 full-time jobs for one year (or 50 for two years) in manufacturing, transportation and sale, with a payroll of \$5 million, some of which could be in Vanier and elsewhere in eastern Ottawa.**
- 3. INDUCED: Expenditure of \$7 million on various supplies, materials and products required for construction, some of which could be purchased at businesses in Vanier, and elsewhere in eastern Ottawa.**
- 4. INDIRECT: An expenditure of \$1.1 million at businesses near the Subject Site during the construction period, which would support up to 3,750 sq. ft. of retail and service floor space.**

#### **E. Ongoing Benefits of the Proposed Multi-Use Campus**

These benefits relate to the operation and maintenance of the proposed Campus, expected to start in 2020, continue thereafter on an annual basis, and increase from the second year

of operation. The major benefits of the Community Hub year after year are estimated as follows:

### **1. Direct Benefits**

Total expenditure of \$15.048 million by and for The Salvation Army in its first year, increasing to \$17.0 million in its 5<sup>th</sup> year of operation. The major components/recipients of these benefits are:

- Community & Family Services
- Outreach Services
- Arts, Education & Spiritual Care Programs in conjunction with 300 volunteers
- Client Accommodation (room & board)
- Campus's Operation and Maintenance

### **2. Induced Benefits**

The operation of the proposed Community Hub would create:

- The Salvation Army's own employment of 150 (mostly to be transferred from existing facilities).
- A total of 137 full-time new jobs in the Agriculture, Professional, Trades, Utility and Property Maintenance sectors, with an annual payroll of \$5.437 million, most of which could be taken by Vanier residents.

### **3. Indirect Benefits**

The major indirect benefits, which would be generated by the proposed Community Hub and increase annually, consist of:

- Creation of another 275 new full-time jobs in Vanier and elsewhere.
- Demand for 7,000 sq. ft. of retail and service floor space near the Community Hub, at a total annual sales of \$2.1 million.
- Contributions (i.e., spending) of 275 households to the housing, retail, transportation, recreation, education and leisure sectors of Ottawa's economy, including Vanier's.

Benefits & Spin-Offs	Jobs	Payroll (\$M)	Supportable Retail Floor Space (sq. ft.)	Other (\$M)
<b>A. One-Time</b>	480	20.100	Up to 3,750	8.1
Direct	375	15.000	–	–
Indirect	5	0.100	Up to 3,750	Retail Sales of 1.1
Induced	100	5.000	–	Spending for supplies of 7.0
<b>B. Ongoing (annually)</b>	550	15.048	7,000	2.1
Direct	150	6.300	–	–
Indirect				
• Retail	20	0.400	7,000	Spending of 2.1
• Other	243	2.911	–	–
Induced	137	5.437	–	–

Source: Shore-Tanner & Associates.



### III. SUBJECT SITE, ENVIRONS AND SOCIO-DEMOGRAPHICS

#### A. Subject Site

The Subject Site is located at 333 Montreal Road, between Granville Street and Ste. Anne Avenue, on the north side. It is 6,967 m<sup>2</sup> or 75,000 sq. ft. in size, and has 14.95 metres or 49 ft. of frontage on Montreal Road. Bus number 12 stops almost in front of the Site. Montreal Road is a 4-lane roadway, and during our different site visits, we always found the vehicle speeds to be high on the road.

#### B. Proposed Development

A state-of-the-art, mixed-use complex of approximately 103,000 sq. ft. has been proposed for this Site, planned to provide a large number of services in the community. These services and their associated costs/expenditures have been summarized in Table 6.1.

#### C. Environs

Existing businesses on the north side of Montreal Road from Granville Street to Ste. Anne Avenue are:

1. Finnigan's Pub, which appears to have been renovated within the last 10 years.
2. Gabriel Pizza
3. Motel Concord and its restaurant-pub
4. Thrift store
5. Vacant store

All of the above (with some exceptions for Finnigan's Pub) are dated, seem unkempt, do not present a welcoming atmosphere, need to be cleaned and renovated, based on our observations. In this regard, **the proposed Community Hub would replace an old, run-down and unattractive block with a modern, new, state-of-the-art, large, multi-use complex.**

On the block east of Granville Street, the existing businesses are Mont Liban (bakery and shawarma), Pharmacy Vanier, Smart Choice Furniture, and Scotiabank.

On the block west of Ste. Anne Avenue, there is an Aja Market and a vacant store. Within two blocks further west is the unique Wabano Centre. It is a large, modern, attractive centre built in 2013, and provides health, cultural and other services, mostly for indigenous people.

On the south side of Montreal Road opposite the Subject Site, the existing businesses are:

6. Touch of Style Salon
7. Queen Nail
8. Imax Beauty Salon
9. Money Mart
10. Les Ateliers de l'Élan
11. A-Riva's Flea Market and Pawn Shop
12. MTC Auto Sales (used vehicles)

**While there is nothing particularly negative about these businesses, collectively in 1-2 blocks, they represent a poor store-mix and a weak commercial area, in our opinion.<sup>1</sup>**

The area north of the Subject Site is developed with small singles, towns, double-units and multiple-units in two to four storey buildings. About seven blocks to the north is the large and well-established Beechwood Cemetery. While small and old, most of the housing units in this area appear to be well kept from outside.

The area to the east of the Subject Site is mostly similar to the north, and within four blocks of it is located Notre Dame Cemetery at the intersection of Montreal Road and St. Laurent Boulevard.

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<sup>1</sup> One of Shore-Tanner & Associates' core services is retail market studies. Under the direction of Barry Nabatian, two comprehensive studies were carried out in 1999 and 2010 on behalf of the Vanier BIA. Together with several other studies for private developers regarding sites in Vanier, we believe that we have a good understanding of Vanier's strengths and weaknesses.

On the south, southeast and southwest of the Subject Site, there are several high-rise rental apartments between 13 and 16 storeys, a number of 4-storey rental apartment buildings, and many small singles, doubles, duplexes and towns. **The area as a whole is being gentrified, resulting in a number of renovated housing units.** Most, however, still look quite dated, unattractive, need repairs, cleaning, renovation or redevelopment, in our view.

**The Subject Site's access is convenient and quick.** St. Laurent Boulevard is a few blocks east of the Site. This boulevard has its own entry/exit ramp from the Queensway to the south. The Site is also connected to the Aviation Parkway four blocks to the east, and to Hemlock Road about eight blocks to the north.

#### **D. The Existing Thrift Store**

This store is approximately 3,000 sq. ft. in size, and offers mostly second-hand clothing. Similar to Value Village and other such stores, its functions are practicality and providing the lowest price to its customers. As such, it is “stuffed” with products; there are row upon row of clothing, shoes, and furnishings.

We found the store's atmosphere and appearance to be generally poor, tired and outmoded. **However, at a total cost of \$350,000, The Salvation Army plans to completely renovate and modernize this store as part of the development of the proposed Community Hub.**

#### **E. Study Area**

The subject proposed development would serve a large area, mostly in the inner eastern parts of the City of Ottawa. In order to focus more on how the nearby area of this development would be impacted, we have selected the Rideau-Vanier Ward. A smaller or larger geographic area may also be quite reasonable for this purpose. As a Ward, however, it is better known, and more data are available for it.

## **F. Total Population**

- 1. Rideau-Vanier Ward's population has been increasing. In the 10-year period 2006-2016, its overall average population growth was 964 or 2.4%, from 39,360 to 49,000 (Table 3.1).**
2. Economists and planners generally consider an average annual population growth of 1.0% to represent a healthy condition.
3. In terms of mother tongue, Rideau-Vanier Ward is highly diversified (Table 3.2):
  - a. At 30.5%, it has the largest number and proportion of French-speaking residents in the City of Ottawa (14.6% in the City of Ottawa as a whole).
  - b. Residents whose mother tongue is a language other than English or French made up 17.4% of the total population in 2011 (21.1% in the City of Ottawa).
  - c. The top three non-official languages in Rideau-Vanier were Arabic, Spanish and Chinese in 2011. We expect the same three to still be the top three, although the number and possibly the proportion of the Arabic-speaking residents are likely to be higher now (in 2017).

**The population of Rideau-Vanier has thus been growing, and becoming more diversified in terms of mother tongues, with French being the second largest language group.**

## **G. Population By Age Groups and Household Size**

1. Population growth in Rideau-Vanier has accelerated in a significant way since 2011. Prior to 2011, its growth was low or stagnant. As a result, compared to the City of Ottawa's 2011 population as a whole, it had (Table 3.3):
  - a. A much lower proportion of residents under 19 years of age (13.8% and 23.4% respectively).
  - b. A higher proportion of those in the 20-54-year age groups (59.5% and 51.2% respectively).
  - c. A slightly higher proportion of residents older than 55 years (26.8% and 25.4% respectively).
  - d. A higher median age (39.2 and 37.2 years respectively).

2. Due to its robust population growth since 2011, we expect the 2017 proportions of residents by age group in Rideau-Vanier to be closer to those in the City of Ottawa, including their median ages.
3. The generally older age of Rideau-Vanier residents compared to the City of Ottawa in 2011 is visibly reflected in their household sizes as well (Table 3.4):
  - a. **Single and two-person households combined made up 83.7% or 8.4 in 10 of all households in Rideau-Vanier compared to 61.2% in the City of Ottawa.**
  - b. The overall average household size was 1.86 persons in Rideau-Vanier and 2.50 in the City of Ottawa.
4. It is, however, important to note that as a result of the gentrification trends in Rideau-Vanier, we expect its 2017 average household size to be larger than 1.86, its proportion of one-person households smaller than 51.6%, and those of all other households to be larger than in 2011 (especially the two-person households).

## H. Employment and Income

The occupations of the residents of Rideau-Vanier and those of the City of Ottawa are listed in Tables 3.5 and 3.6. As noted:

1. A total of 22,895 or 55.7% of Rideau-Vanier's total population of 41,105 were working in 2011 (Table 3.5).
2. The three occupations with the largest number of employees were:

<b>Rideau-Vanier</b>		<b>City of Ottawa</b>	
Government	26.2%	Government	23.3%
Retail	11.0%	Retail	12.7%
Health Care	9.1%	Health Care	10.2%

3. The Economic Engine Industries<sup>2</sup> employed 63.2% of Rideau-Vanier's, and 60.7% of the City of Ottawa's total labour force.
4. **The occupations of the vast majority of people do not change significantly in 5-10 years. The percentage figures in Table 3.6 are, therefore, believed to be valid for 2017 as well with minor changes.**
5. The number of jobs by type is identified in Tables 3.7 and 3.8 for Rideau-Vanier and the City of Ottawa. The top three jobs in terms of number and percentage of the total are (Table 3.7):

<b>Rideau-Vanier</b>		<b>City of Ottawa</b>	
Government	36.6%	Government	24.4%
Education	14.2%	Retail	11.8%
Accommodation & Food Services	11.9%	Health Care	9.8%

6. **Economic Engine Industries represented 77.4% of all jobs in Rideau-Vanier, but 60.9% in the City of Ottawa (Table 3.8).**
7. Whereas 22,895 of the residents of Rideau-Vanier were employed working within, but also outside this area, there were 49,669 people who were working there. In other words, at least 26,774 of the employees in Rideau-Vanier live outside this ward, and commute there every day.
8. **Based on the data in Tables 3.5-3.8, it is concluded that:**
  - a. **A higher percentage of Rideau-Vanier's labour force than the City of Ottawa's labour force was (and still likely is) working in the Economic Engine Industries within and outside Rideau-Vanier.**
  - b. **A significantly higher percentage of Rideau-Vanier's employees than the City of Ottawa's employees were (and still likely are) working in the Economic Engine Industries within and outside Rideau-Vanier.**

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<sup>2</sup> The main engines of Ottawa's economy are Government, Health & Education, High Technology and Hospitality industries.

- c. **Rideau-Vanier’s labour force has been too small for the number of jobs there.**
  - d. **Conclusions a-c above are even more valid at present (i.e., 2017) than in 2011-2012, since several thousand more Government, Retail and Hospitality jobs have been created in the Rideau-Vanier area since then.<sup>3</sup>**
9. The household income distribution in Rideau-Vanier and the City of Ottawa are presented in Table 3.9 for the year 2010. The average household income in Rideau-Vanier was \$62,930, which is significantly lower ((\$33,885 or 35%) than the City of Ottawa’s \$96,815. However, two important facts should be taken into consideration when assessing incomes in these two areas:
- a. The City of Ottawa’s average household incomes have typically been among the top three in Canada for a very long time.
  - b. **Rideau-Vanier’s population, employment and overall economy have been growing very significantly in the last 5+ years.<sup>4</sup>** We are confident that incomes and a number of other economic metrics have increased in this ward, and expect the relevant 2016 census result will provide proof of these improvements.

## I. New Housing and Other Developments

The gentrification and development trends of the last 5+ years are expected to continue in Rideau-Vanier. As demonstrated in Table 4.1:

- 1. Two projects with a total of 409 condominium and rental apartment units are at present under construction in the Rideau-Vanier area, and expected to be completed in 2018. **Both are high-end residential developments.**
- 2. There are also 1,015 condominium and rental apartment units in various stages of planning.

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<sup>3</sup> At the Train Yards Centre, there are now two large office towers with a few thousand Federal Government employees. Additional retail stores (e.g., Farm Boy) have also opened up at this centre. The Courtyard Marriott hotel with 396 rooms was opened in 2012 on Coventry Road.

<sup>4</sup> For example, Lépine Corporation is nearing the completion of a 270-unit luxury rental apartment complex on Presland at Vanier Parkway.

3. In addition to the above two, which would provide 1,424 units when fully developed, there are numerous renovations and redevelopments in Rideau-Vanier. They involve mostly small, commercial buildings, single family, townhouses, and duplexes. In some cases, the residential redevelopments add one or more units to the existing ones.
4. The above are in addition to a large number of major developments and redevelopments in the last 5+ years. Examples include the construction of a new pedestrian bridge on the Rideau River from Ontario Street, the Wabano Centre a few blocks to the west of the Subject Site, and the new and expanded Belisle Auto Dealership at 444 Montreal Road.

## J. Population Forecasts

Due to the age and household size of the residents of Rideau-Vanier, its net natural<sup>5</sup> population growth has been low. **The Rideau-Vanier gentrification forces, low real estate prices, and its proximity to downtown Ottawa, however, have been attracting new residents from the rest of the National Capital Region in recent years.** We believe that these strong trends are likely to continue during the next 10 years and beyond. In some ways, the Rideau-Vanier area is similar to the Westboro area in the 1990s. An increasing number of developers as well as residents elsewhere in Ottawa have been discovering the advantages of living in the Rideau-Vanier area. **The fact that there are now thousands more jobs in the Rideau-Vanier area than its own labour force is a strong magnet attracting more residents there.** As well, the Federal Government plans to develop the vacant land at the southwestern corner of the intersection of St. Laurent Boulevard and Tremblay Road with several high-rise office towers, and relocate a few thousand of its employees there within the next 5 years.

As demonstrated in Table 3.1, the overall average annual population increase in Rideau-Vanier was an estimated 964 from 2006 to 2016. We expect the equivalent growth for the next 10 years to be higher. **However, at a conservative growth estimate of 800 residents per year (Table 4.2), the total population of Rideau-Vanier would be 57,000 by the year 2026. Furthermore, the growth of population in Rideau-Vanier is more than just numbers. Affluent, single and two-person households, professionals,**

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<sup>5</sup> The difference between the number of newborns and mortalities.



**entrepreneurs, and new businesses are expected to continue to make up most of the future growth in the Rideau-Vanier area in the coming months and years.**

## **K- Integration**

At present, most of the block where the Subject Site (333 Montreal Road) is located is quite run-down. This and other such blocks on Montreal Road and elsewhere in Vanier are generally isolated, unattractive and not good for other businesses. **As well, despite some improvements in recent years, we consider the existing store-mix in Vanier to be still poor.**

The proposed Community Hub, on the other hand, is planned to be a visually modern, attractive, busy and unique multi-purpose development. Moreover, the complete renovation of the existing Thrift Store would further integrate this business into the community. **We expect the proposed Community Hub, and the renovated Thrift Store to have significantly positive impacts on Vanier's business community, and will therefore be an effective contributor to the achievement of the goals of the Vanier BIA** (for which we have undertaken studies in the past).

<b>Table 3.1 Total Population of Rideau-Vanier</b>			
<b>Year</b>	<b>Population</b>	<b>Average Annual Change</b>	
		<b>Numeric</b>	<b>%</b>
2006 (actual)	39,360	–	–
2011 (actual)	41,105	349	0.9
2016 (estimated)	49,000	1,579	3.8
<b>Average Annual Change: 2006-2016:</b>			
Numeric	964	–	–
%	2.4	–	–

*Note: Economists and planners generally consider an average annual population growth of 1.0% to represent a healthy economic condition.*

Source: Shore-Tanner & Associates based on the census data for 2006 and 2011, and the City of Ottawa for 2016.

<b>Mother Tongue</b>	<b>Rideau-Vanier</b>		<b>City of Ottawa<sup>1</sup></b>	
	No.	%	No.	%
English	20,025	52.1	544,045	64.3
French	11,745	30.5	123,925	14.6
All Others	6,685	17.4	178,120	21.1
<b>Total</b>	<b>38,455</b>	<b>100.0</b>	<b>846,090</b>	<b>100.0</b>
<b>Top Three Others</b>				
1. Arabic	715	1.86	28,190	3.33
2. Spanish	705	1.83	10,850	1.28
3. Chinese	590	1.53	19,140	2.26

<sup>1</sup> Includes data for the entire City of Ottawa (same is true for Tables 3.3-3.9).

Source: Shore-Tanner & Associates based on the census data for 2011.

Age Groups	Rideau-Vanier		City of Ottawa	
	No.	%	No.	%
Under 19	5,670	13.8	206,875	23.4
20-29	10,190	24.8	127,190	14.4
30-39	6,075	14.8	118,100	13.4
40-54	8,175	19.9	206,495	23.4
55-64	4,975	12.1	108,145	12.2
65-74	3,075	7.5	62,675	7.1
75 & older	2,945	7.2	53,910	6.1
<b>Total</b>	<b>41,105</b>	<b>100.0</b>	<b>883,390</b>	<b>100.0</b>
Median Age (years)	39.2	–	37.2	–

Note: The 2016 census data are not yet available.

Source: Shore-Tanner & Associates based on the census data for 2011.

<b>Table 3.4 Households by Size: 2011</b>				
<b>Household Size</b>	<b>Rideau-Vanier</b>		<b>City of Ottawa</b>	
	No.	%	No.	%
One Person	11,420	51.6	99,900	28.3
Two Persons	7,110	32.1	116,390	32.9
Three Persons	2,070	9.3	55,635	15.7
Four & More Persons	1,545	7.0	81,315	23.0
<b>Total</b>	<b>22,145</b>	<b>100.0</b>	<b>353,240</b>	<b>100.0</b>
Average Size	1.86	–	2.50	–
<b>One &amp; Two Persons Combined</b>	<b>18,530</b>	<b>83.7</b>	<b>216,290</b>	<b>61.2</b>

*Note: As a result of the gentrification trends in Rideau-Vanier in the last 5-10 years, we expect the overall average household size in this ward is now slightly larger than 1.86, and the proportion of single-person households lower than 51.6%.*

Source: Shore-Tanner & Associates based on the census data for 2006 and 2011, and the City of Ottawa for 2016.

Occupational Categories	Rideau-Vanier		City of Ottawa	
	No.	%	No.	%
Primary <sup>1</sup>	55	0.2	2,705	0.5
Utilities	15	Negligible	1,560	0.3
Construction	915	4.0	21,165	4.3
Manufacturing	500	2.2	17,320	3.5
Retail Trade	2,515	11.0	61,830	12.7
Transportation & Warehousing	625	2.7	14,375	2.9
Information & Culture	685	3.0	13,775	2.8
FIRE <sup>2</sup>	1,100	4.8	25,395	5.2
Professional, Scientific	1,575	6.9	48,470	10.0
Administrative & Support	1,190	5.2	18,975	3.9
Education Services	1,955	8.5	36,865	7.5
Health Care & Social Services	2,075	9.1	49,860	10.2
Arts & Entertainment	475	2.1	8,710	1.8
Accommodation & Food	1,925	8.4	30,375	6.2
Governments (all levels)	6,015	26.2	113,970	23.3
Other	1,275	5.6	22,770	4.7
<b>Total<sup>3</sup></b>	<b>22,895</b>	<b>100.0</b>	<b>488,120</b>	<b>100.0</b>

<sup>1</sup> Agriculture, Forestry, Fishing & Mining

<sup>2</sup> Finance, Insurance and Real Estate

<sup>3</sup> Some of these residents work at jobs within, and the rest, at jobs outside Rideau-Vanier

Source: Shore-Tanner & Associates based on the census data for 2011.

<b>Table 3.6 Working Residents' Occupations in Economic Engine Industries: 2011</b>				
<b>Occupational Categories</b>	<b>Rideau-Vanier</b>		<b>City of Ottawa</b>	
	No.	%	No.	%
<b>A. Economic Engine Industries</b>				
Governments (all levels)	6,105	26.2	113,970	23.3
Health & Education	4,030	17.6	86,725	17.8
Hospitality	3,085	13.5	52,860	10.8
High Technology	1,349	5.9	42,763	8.8
<b>Subtotal A</b>	<b>14,479</b>	<b>63.2</b>	<b>296,318</b>	<b>60.7</b>
B. All Others	8,416	36.8	191,802	39.3
<b>Grand Total</b>	<b>22,895</b>	<b>100.0</b>	<b>488,120</b>	<b>100.0</b>

Source: Shore-Tanner & Associates based on the census data for 2011.

<b>Table 3.7 Employment: 2012</b>				
<b>Type of Jobs</b>	<b>Rideau-Vanier</b>		<b>City of Ottawa</b>	
	No.	%	No.	%
Primary	3	Neg.	1,617	0.3
Utilities	3	Neg.	1,817	0.3
Construction	388	0.8	24,429	4.3
Manufacturing	654	1.3	25,270	4.5
Retail Trade	4,678	9.4	66,915	11.8
Transportation & Warehousing	262	0.5	20,735	3.6
Information & Culture	783	1.6	15,226	2.7
FIRE	1,040	2.1	24,626	4.3
Professional, Scientific	1,772	3.6	55,745	9.8
Administrative & Support	864	1.7	23,092	4.1
Education	7,032	14.2	35,308	6.2
Health Care & Social Services	3,595	7.2	55,865	9.8
Arts & Entertainment	1,336	2.7	11,127	2.0
Accommodation & Food	5,921	11.9	36,019	6.4
Governments (all levels)	18,186	36.6	138,334	24.4
Other	3,152	6.3	29,871	5.3
<b>Total</b>	<b>49,669</b>	<b>100.0</b>	<b>565,997</b>	<b>100.0</b>

Note: Some of these jobs are taken by the residents of Rideau-Vanier, and the rest by residents from elsewhere within the National Capital Region, who commute to Rideau-Vanier.

Source: Shore-Tanner & Associates based on City of Ottawa's 2012 Employment Survey.



Type of Jobs	Rideau-Vanier		City of Ottawa	
	No.	%	No.	%
<b>A. Economic Engine Industries</b>				
Governments (all levels)	18,186	36.6	138,334	24.4
Health & Education	10,627	21.4	91,173	16.1
Hospitality	8,040	16.2	62,372	11.0
High Technology	1,577	3.2	52,660	9.3
<b>Subtotal A</b>	<b>38,430</b>	<b>77.4</b>	<b>344,539</b>	<b>60.9</b>
B. All Others	11,239	22.6	221,458	39.1
<b>Grand Total</b>	<b>49,669</b>	<b>100.0</b>	<b>565,997</b>	<b>100.0</b>

*Notes:*

- 1. In 2011-2012, there were 22,895 residents in Rideau-Vanier who were employed. Some worked within, and others outside this ward.*
- 2. The number of persons who were working within the Rideau-Vanier ward, however, was 49,669. In other words, a minimum of (49,669 - 22,895 =) 26,774 of those who worked in this ward were living elsewhere.*

Source: Shore-Tanner & Associates based on City of Ottawa's 2012 Employment Survey.

<b>Table 3.9</b>				
<b>Household Income Distribution: 2010</b>				
<b>Selected Income Class (\$)</b>	<b>Rideau-Vanier</b>		<b>City of Ottawa</b>	
	No.	%	No.	%
Under 30,000	7,130	32.2	55,636	15.7
30,000-49,999	4,395	19.8	48,025	13.6
50,000-79,999	4,755	21.5	73,790	20.9
80,000-99,999	2,015	9.1	41,660	11.8
100,000 & over	3,850	17.4	134,135	40.0
<b>Total</b>	<b>22,145</b>	<b>100.0</b>	<b>353,240</b>	<b>100.0</b>
Average (\$)	62,930	–	96,815	–
Median (\$)	48,293	–	79,634	–

Source: Shore-Tanner & Associates based on the census data for 2011.

#### **IV. PROPOSED DEVELOPMENTS**

The Rideau-Vanier Ward has been in the process of gentrification in the last 5+ years. A large number of office, retail, residential and infrastructures have been developed there, and more are expected.

In Table 4.1 we have identified the major residential developments under construction, planned and proposed in and near this Ward. As demonstrated:

- 1. There are 409 rental and condominium units under construction there at present. Both the condominium and the rental apartment units are luxury.**
2. There are 1,015 residential units in the various planning and proposal stages.

In addition to the above, there have been dozens of renovations involving existing housing, as well as commercial developments, and hundreds more can be expected in the coming years.

**Based on an analysis of the socio-demographic characteristic of the Rideau-Vanier area and the recent and expected new developments, we have provided conservative estimates of the area's population in Table 4.2. As noted, we estimate an average annual population increase of 800 or 1.6%, from 49,000 in 2016 to 57,000 in 2026.**

<b>Table 4.1</b>				
<b>Under Construction and Proposed Residential Development: Rideau Vanier</b>				
<b>Developer</b>	<b>Project Name</b>	<b>Address</b>	<b>No. of Units</b>	<b>Tenure</b>
<b>A. Under Construction</b>				
Minto	Beechwood	19 Beechwood	134	Condominiums
Lépine	Francesca	Presland & Vanier Parkway	275	Rentals
<b>Subtotal A</b>			<b>409</b>	
<b>B. Planned and Proposed</b>				
Longwood	Sonia	350 Montgomery	70	Condominiums
Aquido	None	45 McArthur	40	Condominiums
Claridge	None	89 Beechwood	67	Condominiums
Linebox	St. Charles Market	135 Barrette	38	Condominiums
Osgoode	None	27 Selkirk	600	Condominiums & Rentals
Numbered Company	None	112 Montreal	200	Condominiums & Rentals
<b>Subtotal B</b>			<b>1,015</b>	
<b>Grand Total</b>			<b>1,424</b>	

<b>Table 4.2 Rideau-Vanier Population Forecasts</b>			
<b>Year</b>	<b>Population</b>	<b>Average Annual Change</b>	
		<b>Numeric</b>	<b>%</b>
2016	49,000	–	–
2019	51,000	667	1.4
2021	52,600	800	1.6
2026	57,000	880	1.7
<b>Average Annual Change: 2016-2026:</b>			
Numeric	800	–	–
%	1.6	–	–

Source: Shore-Tanner & Associates based on known major proposed, and under construction residential developments, and continuing gentrification trends.

## **V. ONE-TIME ECONOMIC BENEFITS AND SPIN-OFFS**

### **A. Project's Total Cost**

**The proposed budget for the entire development has been set at \$53 million, and the expectation is that this figure could vary by up to 10% either way.**

The budget of \$53 million is intended to be all-inclusive (i.e., taxes, furniture, consultant fees, construction, and all related expenses are included).

Based on our experience, proposed budgets for large projects of this magnitude often turn out to be inadequate due to increasing and/or unexpected costs. Soil conditions, increasing standards for safety, security or health, and ever-changing building codes are major causes of cost increases, including delays. For the purposes of this study, and based on the available information from The Salvation Army, we have assumed that the proposed development's total cost will be the reported \$53 million.

### **B. Construction Costs**

The proposed development is planned to be 103,000 sq. ft. in size (rounded). Based on industry standards, cost estimates for a mixed-use building of this size can vary significantly, depending on overall quality, materials, features, and building code requirements. The estimate provided to us from the building's architect (Hobin Architecture) is \$260 per sq. ft. **At this rate, the total construction part of the entire project cost of \$53 million would be \$27 million.**

### **C. Construction Generated Direct Benefits**

The labour portion of construction costs is approximately 50% to 60% of the total cost. We have used this range in many studies in the past 10 years. For this study, we contacted three different development and construction companies in the National Capital Region, and all three confirmed that the range of 50% to 60% is still valid. Based on 55%, the labour portion of the construction costs for the proposed development is

estimated at \$15 million, and the balance of \$12 million would be for supplies, materials, permits and other related items.

There is a wide range of wages and salaries in the construction industry, depending on skills and experiences. Hourly wages are mostly in the range of \$15 to \$30. On an overall average annual basis, \$40,000 represents a reasonable compensation in the construction industry for one full-time employee. At an average total annual wages and salary of \$40,000, the above \$15 million would **generate 375 full-time jobs at the Subject Site**. Assuming that the construction would take two years to be completed, the number of jobs created would be 187 for two years (i.e., 375 would be hired for one, or 187 for two years, or 125 for three years, etc.).

#### **D. Construction Generated Induced Benefits**

The majority of the remaining construction cost of \$12 million would be for supplies, materials and products (lumber, concrete, plumbing, kitchen equipment, electrical supplies, heating and cooling systems, etc.). Some of these are available at businesses in eastern Ottawa, others within the rest of the NCR, and the rest from elsewhere. The manufacturing processes, transportation, sales and delivery of these products to the Subject Site will generate (i.e., induce) numerous jobs, incomes, taxes and other economic benefits. Some of these supplies have low product and high labour costs (e.g., paints), and others the reverse (e.g., heating-cooling systems<sup>6</sup>). Assuming the labour cost of supplies, materials and products at 40% and the rest at 60% would result in \$5 million of the \$12 million for labour, and \$7 million for products. At an average annual wages and salaries of \$50,000, the number of jobs created by the \$5 million labour cost is 100. Vanier, other parts of eastern Ottawa and the NCR would be the recipients of some of these 100 jobs, as well as part of the product/manufacturing cost of \$7 million.

#### **E. Construction Generated Indirect Benefits**

The 375 construction employees at the Subject Site will spend some of their wages and salaries at cafés, restaurants, gasoline stations, retail stores (e.g., shoes), and service

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<sup>6</sup> The costs of delivery and installation of a central heating and air-conditioning system, for example, are a fraction of the purchase costs of the system.

businesses (e.g., banks). According to research by the Urban Land Institute, the spending of each employee at and near place of work supports up to 10 sq. ft. of retail and service business floor space. This would indicate that the 375 construction workers would support up to 3,750 sq. ft. of retail and service floor space for one year. At a conservative sales per sq. ft. of \$300 annually, this space would generate a total sales of \$1.1 million. Building inspectors, hydro employees, and those who deliver the various supplies and products (e.g., bricks, lumber) are also likely to spend some money at businesses near the Subject Site, especially at cafés, bars and restaurants. The indirect benefits of the construction of the proposed development would thus be a minimum of \$1.0 million spending at businesses near the Subject Site.

**In summary, therefore, the construction cost portion of the entire \$53 million proposed development is estimated at \$27 million, and expected to generate the following economic benefits and spin-offs:**

- 1. DIRECT: A total of 375 full-time jobs for one year (or 187 for two years) at the Subject Site, with a total payroll of \$15 million.**
- 2. INDUCED: A total of 100 full-time jobs for one year (or 50 for two years) in manufacturing, transportation and sale, with a payroll of \$5 million. Some of the spending of these employees could be in Vanier and elsewhere in eastern Ottawa.**
- 3. INDUCED: Expenditure of \$7 million on various supplies, materials and products, some of which could be spent (purchased) at businesses in Vanier, and elsewhere in eastern Ottawa.**
- 4. INDIRECT: A minimum expenditure of \$1.1 million at businesses near the Subject Site, by construction employees.**
- 5. INDIRECT: Creation of demand for up to 3,300 sq. ft. of retail and/or service floor space, up to 10 full-time jobs, and payroll of approximately \$200,000.**



## **VI. ONGOING/PERMANENT ECONOMIC BENEFITS AND SPIN-OFFS**

**The operation and maintenance of the proposed development will generate \$15.048 million in direct spending annually, and will thus create numerous and far-reaching economic benefits and spin-offs, the vast majority of which would be at the Subject Site.** These benefits are summarized in Table 6.1 and addressed below.

### **A. Direct Benefits**

#### **1. Accommodation**

The proposed Community Hub is planned to provide 350 beds which are expected to be fully occupied on a year-round basis. This would result in a total of 127,750 bed-nights per year at the Campus. The total cost of the beds and linens is included in the initial one-time cost of \$53 million. Cleaning and replacement of linens (sheets, pillows and towels) and other related expenses would be part of the ongoing operational cost of the Campus. These ongoing costs are estimated at \$130,000 annually.

Another major cost associated with accommodation relates to meals. The proposed Community Hub plans on providing 383,000 meals annually, at a total expenditure of \$1.4 million (there will be several non-profit organizations involved in providing the food supplies). **The total cost of the accommodation component of the proposed Community Hub is thus estimated at \$1.53 million annually.**

#### **2. Community & Family Services**

The Salvation Army, together with the City of Ottawa and Bell Media, provide various services to the community and families. The major services provided include the donation of food and clothing, medical and other supplies, assistance for the payment of utilities, Christmas gifts and summer camps. **The total spending on Community and Family Services is thus estimated at \$1.18 million annually for families within and near the Rideau-Vanier Ward.**

### 3. Correctional & Justice Services

Together with the Ontario Ministry of Correctional & Justice Services, The Salvation Army spends \$0.425 million annually for these services, for an estimated 7,000 clients.

### 4. Emergency & Disaster Services

Expenditures on these services total an estimated \$0.100 million annually, based on response to 100 calls, and services for 550 clients.

### 5. Outreach Services

The estimated cost for these services is a minimum of \$0.075 million annually. Approximately 2,200 clients are served by these services, and at least 61% of them are housed by The Salvation Army.

### 6. Arts, Education & Other Programs

The Salvation Army provides a large number of programs, some of which are provided together with the John Howard Society, in the fields of arts, education, spirituality and housing. **The estimated total expenditures for these services is a minimum of \$0.785 million annually, including expenditures by 300 volunteers.**

### 7. Clients' Income

The number of clients at the proposed Community Hub would be 240 on an ongoing basis. From various levels of government, they each receive an annual income of \$10,800 per year, for a total of \$2.592 million.

From family members, friends, and/or work, some of these clients receive additional incomes. Some parents or other family members of the clients give them daily, weekly or monthly allowances. Some of the clients work part-time on a seasonal basis at wages of up to \$30 per hour. After discussions with The Salvation Army officials, we estimate the average annual income of the clients from non-governmental sources to be at least \$3,000 each. **The total available income of The Salvation Army's clients, all of which can potentially be spent in Vanier, is estimated at \$3.312 million annually.**

## 8. Community Hub's Own Expenses

The operation and maintenance cost of the proposed Community Hub is estimated to be a minimum of \$7.641 million annually, of which \$6.3 million would be the wages and salaries of its estimated 150 employees (at an overall average of \$42,000 annually).

There are many other costs associated with the operation of the proposed Campus, most of which are listed in Table 6.1. Office, maintenance, repairs, utilities, and property-related expenses are the other major required expenditures for this Campus. **The total ongoing expenses associated with the operation of the proposed Multi-Use Community Hub is thus estimated to be \$7.641 million annually.**

## 9. Total Direct Benefits Generated

Most of the total cost of \$7.641 million (number 8 above) is for the operation/administration of the proposed facility, and can be considered to be internal to The Salvation Army. The other expenditures are basically the benefits/help which The Salvation Army provides to its clients and recipients. **The total direct spending generated by, and from The Salvation Army (i.e., its generated direct benefit) is estimated at \$15.048 million annually, and the total number of direct jobs created at 333 Montreal Road is 150.<sup>7</sup>**

Based on past experience, The Salvation Army's total annual spending increases significantly, depending on the demands placed upon its services. We understand that the minimum annual increase in the direct expenditures is 1.5%. **The estimated future spending/budget/directly generated benefits by The Salvation Army is thus:**

2021 <sup>8</sup>	\$16.0 million
2022	\$16.2 million

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<sup>7</sup> Some of these jobs will be transferred from other existing operations of The Salvation Army, and a number of them will be new jobs since the proposed Community Hub is large and plans to provide more and better services. For 333 Montreal Road, in any case, all 150 jobs will be new/additional.

<sup>8</sup> Assumed to be the first full year of operation of the proposed Community Hub, and increased by 1.5% annually from \$15.048 million in 2017.

2023	\$16.4 million
2024	\$16.7 million
2025	\$17.0 million

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**Average Annual Increase: \$0.25 million or 1.6%**

The additional expenditure of \$0.25 million annually may well require additional employees at The Salvation Army every 3-5 years.

## **B. Induced Benefits**

Of the total expenditure of \$15.048 million, \$6.3 million (41.6%) would be wages and salaries of The Salvation Army's 150 employees. **The remaining \$8.748 million (58.4%) would go into various sectors of local, city-wide, provincial and national economies on an annual basis:**

1. The food expenditure of \$1.4 million supports jobs in the agricultural, fertilizer, transportation and retail (food store) sectors. At an overall average total wage and salary of \$35,000, the total spending of \$1.4 million would create/support 40 full-time equivalent jobs.
2. The operation and maintenance of the proposed Community Hub requires an estimated total expenditure of \$7.641 million, of which \$6.300 million would be the wages and salaries of The Salvation Army's 150 employees. The remaining \$1.341 million would be injected into the Professional, Trades, Utility, and Property Maintenance sectors. At an overall average annual total wage and salary of \$45,000, this spending would create/support 30 full-time jobs.
3. After deducting from the grand total spending of \$15.048 million the expenses of \$7.641 million (item 8 in Table 6.1), \$1.4 million for food (item 1), and \$3.312 million for clients' income (item 7), the remaining balance would be \$2.695 million. This spending would create/support a total of 67 full-time jobs at an overall average total annual wage and salary of \$40,000 in a wide variety of local economic sectors.

**The annual total expenditures of \$15.048 million by/due to the proposed Community Hub would thus induce (i.e., create/support) a total of at least 137 full-time jobs and a payroll of \$5.537 million annually. Together with The Salvation**

**Army's own employment of 150, the grand total number of new jobs, the vast majority of which would be in Vanier, is 275, and expected to increase every 3-5 years.**

### **C. Indirect Benefits**

There are numerous indirect economic benefits associated with the proposed Campus, the most significant of these would be:

1. The clients of The Salvation Army will have an estimated total income of \$3.312 million to spend (item no. 7 in Table 6.1). Since they live there on a continuous basis (various short, medium and long-term stay), they can be expected to spend most, if not all<sup>9</sup> of their income at local businesses (coffee shops, fashion stores, convenience stores, restaurants, barber shops, etc.).

At an overall average sales per sq. ft. of \$300, the total income/spending of \$3.312 million would support over 11,000 sq. ft. of retail and service floor space. However, the clients have other expenses, and therefore we assume that only about half of their income would be spent at retail and service businesses. At this level, the clients' spending would generate demand for 5,500 sq. ft. of retail and service floor space, up to 16 full-time employees, and payroll of \$320,000 annually.

2. The 150 employees of The Salvation Army can potentially support up to 1,500 sq. ft. of retail and service floor space near 333 Montreal Road (e.g., expenses at restaurants, beauty salons, pharmacies). This space would need 3 to 6 employees, and generate sales of up to \$450,000 at \$300 per sq. ft. annually.
3. The largest employer in the City of Ottawa is the Federal Government. In numerous economic reports and presentations, it is generally believed that every Federal job creates one more job in other economic sectors.

**All of The Salvation Army's own employees, and the majority of the other employees generated by the proposed Community Hub would be in service industries.** The total employment of 275 (B – Induced Benefits above) can thus be

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<sup>9</sup> Due to lack of vehicles, most clients are likely to shop at stores within Vanier.

expected to generate another 275 jobs in other sectors of Ottawa's economy, again mostly in Vanier (i.e., total of 550).

4. Many of these 550 employees have families or dependents. As part of their normal lifestyle, they spend money in the retail, housing, transportation, recreation, education, leisure, and other standard sectors of Ottawa's economy, including the payment of numerous consumption, payroll and income taxes.

**Therefore, the annual indirect benefits of the proposed Community Hub would be:**

- a) **Generation of demand for 7,000 sq. ft. of retail and service floor space in Vanier, with 20 employees, payroll of \$0.4 million, and total sales of \$2.1 million.**
- b) **Creation of 275 new jobs in Vanier and elsewhere.**
- c) **Contribution (spending) of 275 households to the housing, retail, transportation, recreation, education and leisure sectors of Ottawa's economy, including Vanier's.**

Furthermore, as the spending by and for The Salvation Army increases in the coming years, the magnitude of these induced benefits would also increase.

<b>Table 6.1 Programs Offered and Costs By the New Community Hub</b>		
<b>Recipients or Types</b>	<b>Brief Description</b>	<b>Annual Spending (\$M)</b>
<b>1. Accommodation</b>		<b>1.530</b>
• No. of Beds	350	–
• Occupancy (350 x 365)	127,750 nights per year	–
• Meals	383,000 per year	–
• Total Food Cost	From various sources	1.4
• Linen, Laundry & Household Supplies	–	0.104
• Waste Disposal	–	0.026
<b>2. Community &amp; Family Services</b>		<b>1.180</b>
• No. of Families Served	10,000 per year	–
• Food & Clothing for the above	From two sources:	
	• The Salvation Army	0.320
	• City of Ottawa	0.370
• Medical & Other Supplies & Bus Tickets	• The Salvation Army	0.057
• Utility Assistance for 600 Families	From two sources:	0.276
	• Ottawa Hydro	–
	• The Salvation Army	–
• Christmas Toy Bags for 20,000 Children, Kettle Expenses, Christmas Assistance & Special Events	From two sources:	0.137
	• Bell Media	–
	• The Salvation Army	–
• Summer Camp for 40 Children	• The Salvation Army	0.020
<b>3. Correctional &amp; Justice Services</b>		<b>0.425</b>
• No. of Clients Served	7,000 per year	–
• Costs for the Above	• Ontario Ministry of Correctional & Justice Services	0.250
	• The Salvation Army	0.175

<b>Table 6.1, continued</b>		
<b>Offered Programs and Costs By the New Community Hub</b>		
<b>Recipients or Types</b>	<b>Brief Description</b>	<b>Annual Spending (\$M)</b>
<b>4. Emergency &amp; Disaster Services</b>		<b>0.100</b>
• Calls for Assistance	100 per year	–
• No. of Clients Served	550 per year	–
<b>5. Outreach Services</b>		<b>0.075</b>
• No. of Clients Served	2,200 per year	–
• No. of Clients Housed	61 per year	–
• Pastoral Care & Client Assistance	• As needed	–
<b>6. Arts, Education, and Other Programs</b>		<b>0.785</b>
• Art Therapy	Some are offered	0.049
• Spiritual Care	in conjunction with	0.050
• Anchorage & Stabilization	The John Howard Society	0.340
• Housing Response Team	–	0.130
• Housing Allowance (rents)	–	0.070
• Housing Locators (finding)	–	0.056
• No. of Volunteers	300	0.090 <sup>1</sup>
<b>7. Clients' Income/Expenditures</b>		<b>3.312</b>
• No. of Clients	240 on a continuous basis	–
• Clients' Per Capita Income	\$10,800 per year (from various government)	2.592
• Clients' Per Capita Other Income	\$3,000+ per year	–
• Clients' total spending per year	–	0.720



<b>Table 6.1, continued</b>		
<b>Offered Programs and Costs By the New Community Hub</b>		
<b>Recipients or Types</b>	<b>Brief Description</b>	<b>Annual Spending (\$M)</b>
<b>8. Community Hub 's Expenses</b>		<b>7.641</b>
• Hydro & Water	—	0.258
• Office Supplies, Fax Phone, Courier, Publications, Audit, Legal & IT	—	0.094
• Accounting	—	0.158
• Snow Removal, Phone, Water, etc.	—	0.040
• No. of Employees	150 Full-Time Equivalent	—
• Total Wages & Salaries	Average of \$42,000 per employee	6.300
• Conventions, Conferences, Travel, Training & Memberships	—	0.098
• Equipment & Furniture Rentals, Maintenance & Repairs	—	0.295
• Property Maintenance, Repair, Insurance & Taxes	—	0.177
• All Other Property Expenses	—	0.165
• Rental Charges, Storage, Vehicle Expenses & Security	—	0.056
<b>Grand Total</b>	—	<b>15.048</b>

<sup>1</sup> Based on the assumption that each volunteer would go to the Community Hub or do other errands three times per month for 10 months, and spend \$10 each time on gasoline, coffee, meals, etc.

Source: Shore-Tanner & Associates based on data provided by The Salvation Army, and our own estimates.

## APPENDIX A

### Definitions of Economic Benefits and Spin-Offs

These benefits are generated in an area when a new company or organization is created there, or an existing company or organization relocates to the area under consideration from elsewhere (e.g., from part of the same city or region, for from anywhere else outside). The benefits for the site/area due to this company/organization are:

- **Direct Benefits:** Employees of the organization (i.e., job opportunities), and monies spent by the organization (e.g., for cleaning, maintenance).
- **Indirect Benefits:** Employment, payroll and other economic benefits generated from the spending of the organization and its employees (e.g., restaurant expenditures by employees, purchase of office supplies by the organization).
- **Induced Benefits:** Employment, payroll and other economic benefits generated in manufacturing industries which provide products and/or services for use by the organization (e.g., furniture, telephone and internet services, paper, other supplies).

**The Direct, most of the Indirect, and some of the Induced benefits are created at the site under study (333 Montreal Road, for this study), and nearby areas (e.g., Montreal Road, the rest of Vanier).** The beneficiaries of the rest of the Indirect and Induced benefits are the larger surrounding areas, the entire city, region, province, country and even international areas (e.g., heating-cooling systems, trucks, specialized/custom-made software for the new or relocated organization).

# SHORE·TANNER & ASSOCIATES

## REAL ESTATE APPRAISERS AND CONSULTANTS

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### COMPANY PROFILE: MARKET RESEARCH DIVISION

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Our principals and most of staff have each been working in the National Capital Region for over 30 years. We have provided consulting services to the municipalities in the capital area, most local developers, many independent businesses, developers in other Ontario and Quebec municipalities, the Federal Government, as well as interprovincial and national organizations, such as **Metro Richelieu, Canadian Wood Council, Canada Lands Company, and Canada Border Services Agency.**

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### *SAMPLE OF PRIVATE SECTOR CLIENTS*

#### *Business Community*

Ottawa Congress Centre (now Shaw)  
Metro Richelieu (Montreal)  
The Ottawa Citizen

#### *High Technology Companies*

Corel Corporation  
JDS Uniphase  
Cognos (now IBM)

#### *Developers*

GreatWise (Toronto)  
DCR Phoenix Homes  
Urbandale Corporation

#### *Retail Sector*

Rideau Centre  
Glebe BIA  
Sparks Street BIA

#### *Legal Firms*

Gowlings  
Soloway-Wright  
GIBSONS LLP

#### *Professional Groups*

FoTenn Planning  
SamCon Inc. (Montreal)  
Padolsky Architects

### *SAMPLE OF PUBLIC SECTOR CLIENTS*

Municipalities of Ottawa, Clarence-Rockland, Carleton Place, and Brockville;  
PWGSC, Infrastructure ON, Canadian Palliative Assoc.; University of Ottawa;  
Algonquin College; Royal Ottawa Hospital; and National Capital Commission.

# SHORE·TANNER & ASSOCIATES

REAL ESTATE APPRAISERS AND CONSULTANTS

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## **BARRY NABATIAN, A.A.S., B.Sc., M.Sc.**

**Director: Market Research Division**

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**MEMBER : OTTAWA CHAMBER OF COMMERCE.**

**CHAMBER'S ECONOMIC DEVELOPMENT COMMITTEE.**

**SECURITY CLEARANCE AUTHORIZATION: RELIABILITY STATUS**

## **SPECIALTY OVERVIEW**

**Barry Nabatian specializes in real estate market consulting regarding demand, feasibility, impact, and financial viability studies; retail market, economic, tourism, and business plan developments; consumer research, lifestyle trends and impact of social change on residential, commercial and industrial markets. He is an urban economist and a financial advisor with over 40 years of experience serving a wide variety of private, public and non-profit organizations in Ontario, Quebec, and elsewhere in Canada. He has appeared before the Ontario Municipal Board (OMB), and Assessment Review Board as an expert witness dozens of times regarding various real estate, Official Plans, property taxes and assessment matters. He is frequently interviewed by various media on real estate developments, economics and social trends.**

## CAREER SUMMARY

July 2010 - present    **Director**, Shore-Tanner & Associates  
1997 - June 2010    **General Manager**, Market Research Corporation  
1985-1997            **Vice-President**, Corporate Research Group Limited  
1974-1985            **Senior Market Analyst**, Planning Branch, City of Ottawa  
1973-1974            **Market Analyst**, Decision Sciences Corporation, Philadelphia,  
U.S.A

## CAREER PROFILE

### **July 2010 – Present: Director, Market Research Division**

Under Barry's direction and full participation, major studies have been completed regarding the impacts of the City of Ottawa's planned Light Rail Transit (LRT) system on real estate developments; market demand and feasibility of various types of residential, retail, office and industrial development proposals, adaptive re-uses of very large government-owned former health care and industrial properties; business improvement areas, the University of Ottawa's future space needs; and OMB testimony. These studies have involved sites in the Cities of Ottawa, Brockville, Thunder Bay, and Kingston; Towns of Perth, Kemptville, Pembroke, Petawawa and Casselman (Ontario); Gatineau, Lacolle, St. Bernad (Quebec), Aldergrove, and Osoyoos (B.C.). A wide variety of quantitative forecasting as well as qualitative research techniques form the basis of these studies which have dealt with vacant land, as well as brown field developments, demand for built space by type, value, and return-on-investment.

### **SEPTEMBER 1997 – JUNE 2010: GENERAL MANAGER, MARKET RESEARCH CORPORATION**

Barry Nabatian directed and participated in the completion of numerous studies involving market analysis, surveys, economic research, sales forecasting, public consultation, preparation of strategic plans, and policy documentation. These services were provided for a wide variety of private sector, municipal, provincial, federal and crown corporation clients, as well as for educational and health care institutions. As an experienced witness at different court levels, he appeared dozens of times at Ontario Municipal Board hearings, municipal councils, Assessment Review Board, and other public bodies. His approach to problem solving has been based on consensus building, strategic thinking and innovative solutions.

### **September 1985 – April 1997: Vice-President, Corporate Research Group Limited**

Barry directed and contributed to the completion of hundreds of marketing, feasibility, financial and official plan studies related to the office, retail, industrial, and residential markets in Canada and Northeastern USA. Estimation of demand by market segments and time frame, absorption, rental rates, tenant inducements, and pricing strategies were one group of major studies. Another one was

site analysis, evaluation and selection, review and/or critique of planning, strategy, and policy documents on behalf of both public and private sector clients. He also developed a number of econometric, simulation, and sales forecasting models for the commercial sector. As well, he appeared as an expert witness before numerous courts, panels of the OMB, the Québec Régie, municipal councils, and other governmental boards and commissions.

**Nov. 1974 – Sept. 1985: Senior Market Analyst, Planning Branch, City of Ottawa**

Barry was responsible for the design and implementation of a wide variety of commercial studies (e.g., Rideau Centre), research programs, development of property information systems, policy analysis, and positions for Ottawa City Council. He carried out numerous major office, shopping centre, housing studies and development strategies, with emphasis on the downtown core, including the development of a major database for the Ottawa Greater Central Area. Economic analysis and forecasting for the City were also his responsibilities, and he assisted in the creation of the City's Economic Development Department.

**April 1973 – November 1974: Market Analyst, Decision Sciences Corp., Philadelphia, USA**

Barry carried out market feasibility analyses for proposed new satellite communities for the US Department of Housing and Urban Development (HUD). Another major project was the determination of impacts of specific departmental renovations and expansions on total sales of a major supermarket chain with operations in several Northeastern States.

### PERSONAL INFORMATION

Citizenship: Canadian since 1976  
 Languages: Fluent in English, Persian, plus some French and Russian

**Education:**

May 1973 **Masters of Science**, Urban Economics and Policy Planning  
 State University of New York at Stony Brook, U.S.A.  
 Master's thesis: Truck Routing

May 1971 **Bachelor of Science**, Physics  
 State University of New York at Stony Brook, U.S.A.

May 1969 **Associate of Applied Sciences**  
 New York City Community College  
 Brooklyn, NY, U.S.A.

As well, Barry has completed numerous courses, special training, and attended seminars in the fields of economics and statistics related to real estate markets, lifestyle trends, various consumer products and services, financial and wealth management. He has made numerous presentations and given lectures on these topics to various groups, including at the Real Estate Forum of 2011 in Ottawa with well over 500 attendees.

**Interests**

**Cooking, swimming, hiking, yoga, dancing, and philosophy.**

