

**Request For Proposal
Picton-Hallowell Secondary Plan & Wellington Secondary Plan**



RFP 2009-PD-060
November 2009



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November 9, 2009

Ms. Jo-Anne Egan
Manager of Planning
Corporation of the County of Prince Edward
280 Main Street, 2nd Floor
Picton, ON K0K 2T0

Dear Ms. Egan:

***Proposal for Consulting Services
Update of Picton-Hallowell and Wellington Secondary Plans
(2009-PD-060)***

We respectfully submit three hardcopies and one digital copy of our proposal for consulting services in response to your request to update the secondary plans for the Picton-Hallowell and Wellington urban areas. Updating these plans will ensure that the community vision for the areas is confirmed and implemented, that the latest land use and planning trends are reflected, and that Provincial planning policies and guidelines are incorporated.

IBI Group is a perfect fit for this complex and multi-disciplinary assignment. Our professionally-designated planners, engineers, designers, and economists have more municipal project experience in Eastern Ontario and abroad than any other company. The project leaders on this assignment have a combined 50 years of related experience in Canada and the U.S. Finally, we understand that the goals and objectives of this project will not be met without a collaborative approach; without a focus on fostering vital, livable, and sustainable places; and without recognition that this project will contribute to a Countywide context.

The proposed scope of work is intended to be flexible. The proposed fee represents our estimate of the effort necessary to complete the project as defined by the County. As with the scope, this fee is flexible.

This is an important project for the County. We are fully committed to offering you the professional resources that are absolutely necessary to create innovative, sustainable, realistic, and community-supported secondary plans. We look forward to establishing a successful working relationship with the County on its planning for the future. Thank you.

Yours sincerely,
IBI GROUP

Scott Stewart
Managing Director
IBI GROUP

Ernie Patton
Director
IBI GROUP (Ottawa)

Kevin A. Harper
Senior Planner
IBI GROUP (Ottawa)

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This proposal is organized to reflect Prince Edward County's criteria in its Revised Request for Proposal for Consulting Services to update the secondary plans for the Picton-Hallowell Urban Area and the Wellington Urban Area.

1. EXPERIENCE OF FIRM & ORGANIZATION

A highly experienced and multi-disciplinary team of professionals has been assembled to undertake this project for the County. IBI Group will serve as the Prime Consultant responsible for coordinating the overall work effort and for the day-to-day contact with the County. IBI Group will address the following elements of the work plan:

- Public consultation;
- Land use planning;
- Servicing and infrastructure;
- Stormwater management;
- Traffic and parking;
- Urban design;
- Cultural heritage;
- Sustainability;
- Wellington Harbour;
- Picton Harbour;
- Community improvement and employment analysis;
- Financial impact analysis;
- Population and demographic review; and
- Mapping.

The natural heritage and hazards element of the work plan will be addressed by Ecological Services. The corporate experience of both firms is summarized here with more detail provided in Appendix 3.

IBI GROUP

IBI Group is a Canadian owned multi-disciplinary consulting organization offering services in four areas of practice: Urban Land, Facilities, Transportation, and Systems. IBI Group was founded in 1974 and is a leading international, multi-disciplinary provider of a broad range of professional services. The firm has long recognized the value of integrated knowledge between its four core areas of practice in creating a seamless process and responsive solutions for clients in both the public and private sectors. This integration represents a shared vision to create sustainable environments and promote smart solutions – it is about acting today in order to positively influence tomorrow. With offices across North America, Europe, and Asia, IBI Group can provide clients with international experience from a local perspective.

IBI Group is a nationally recognized leader in urban and regional planning. We believe that plan making is a collaborative effort that involves a diversity of stakeholders. Our work gives form to community aspirations and fosters places that are vital, livable, and reflect environmental stewardship. Our work is place-based – responsive to physical and natural context, grounded in economic realities, and respective of community needs.

Our work also varies in scale. From the design of new communities and related transportation networks, to the creation of sustainable environments in the redevelopment of our cities, the understanding of our contribution to the wider context is always at the forefront of our work.

IBI Group has long recognized the value of integrated knowledge between our planning practice and our other disciplines. Our in-house civil engineering, transportation, water resource, urban and landscape design, and architecture professionals provide IBI Group with the ability to take a truly collaborative approach to our work, an approach that engages our clients and provides the benefit of multiple points of view.

As indicated in the organization chart in Appendix 1, the IBI Group team includes a comprehensive group of professionally designated planners, engineers, architects, and economists from across the firm's Eastern Ontario offices. This project will be directed from the Kingston office of IBI Group and managed from the Ottawa office of IBI Group. Should additional information related to this submission be required by the County, please feel free to contact:

John Uliana, MCIP, RPP
Associate and Managing Director (Kingston)
650 Dalton Avenue
Kingston, ON K7M 8N7
T: 613.531.4440 E: Juliana@ibigroup.com

ECOLOGICAL SERVICES

Ecological Services is a Kingston-based firm specializing in ecological management and research services. Ecological Services has been in operation in eastern Ontario since 1985. The combined education and experience of the firm's core personnel is strongly geared to land use planning and management as it relates to natural resources. Services include environmental impact assessments, management plans, wetland evaluations, and municipal land use planning with research experience in aquatic ecology and chemistry, forest fragmentation, avian ecology, and fisheries ecology.

Public sector clients include municipal, provincial, and federal levels of governments and crown corporations. Private sector clients include planning and engineering firms, developers, local groups, and individuals. The firm's association with Queen's University provides immediate access to current and broad-based research as well as a pool of expert associates.

The firm's broad range of services includes:

- Management Plans, including natural areas management plans and evaluation of sites with regard to planning issues;
- Environmental Analysis, including environmental impact assessments, fish habitat assessments, wetland evaluations using the provincial evaluation format, studies of significant environmental areas, and landscape analysis using GIS;
- Restoration, including rehabilitation of damaged habitats and developing habitats for treatment of contaminated water;
- Hydrogeology, including the analysis of water and soil chemistry; and
- Research, including literature review and analysis, and site monitoring.

Should additional information related to this submission be required by the County, please feel free to contact:

Mary Alice Snetsinger, B.Sc., M.Sc.
Ecological Services
3803 Sydenham Road
Elginburg, ON K0H 1M0
T: 613.376.6916 E: ecoserv@kos.net

2. PROJECT EXPERIENCE

The Eastern Ontario offices of IBI Group have lead the completion of several comprehensive land use planning projects in recent years that reflect the multi-disciplinary approach and complexity needed to properly address the Picton-Hallowell and Wellington Urban Area Secondary Plan update project. These project include: Town of Greater Napanee Official Plan Update and Sustainability Element, Town of Prescott Official Plan and Downtown Urban Design; Cataraqui West Secondary Plan; and City of Belleville Brownfields Program and Community Improvement Plan.

Town of Greater Napanee Official Plan Update and Sustainability Element, Town of Greater Napanee, ON

IBI Group has been responsible for the preparation of the Official Plan five-year update for the Town of Greater Napanee. Since adoption of the current Plan in 2001, the Town has witnessed significant residential,

industrial, and commercial growth. In addition, recent changes to the Planning Act now require official plan updates every five years, conformity to provincial plans, and consistency with the 2005 Provincial Policy Statement. In addition to addressing Provincial requirements, the update project will revisit the goals and objectives of the Plan to ensure that it continues to reflect the desires of the community and recent land use trends. As part of the update project, IBI Group is preparing a sustainability element (vision and set of sustainability objectives) to add to the Official Plan as a means of meeting community goals and accessing Federal Gas Tax funding.

The project was lead by **Kevin A. Harper, MCIP, RPP, LEED® AP** with planning support by **John Uliana, MCIP, RPP, Holly Foxcroft, MA (Planning), LEED® AP**, and **Phil Castro, B.U.R.PI**, of IBI Group. The project timing was September 2008 through October 2006, including Provincial adoption. The value of the project was \$45,000. The client reference for this is Mr. Chares McDonald, Director of Development Services, Town of Greater Napanee, 613.354.3351 x2010, cmcdonald@greaternapanee.com.

Town of Prescott Official Plan and Downtown Urban Design, Prescott, ON

As the Prime Consultant, IBI Group completed a new 20-year official plan for the Town of Prescott. As part of this project, IBI Group worked with the community to develop a comprehensive vision and design for its historic downtown. The strategy for the downtown represents an achievable design that reflects the vision while remaining flexible enough to accommodate new development opportunities. IBI Group took a collaborative and multi-disciplinary approach to the project using planners, engineers, urban designers, architects, and landscape architects and involved extensive community participation. The official plan was approved by the Province with only two minor changes and support for the downtown design has resulted in several new development projects.

The project was lead by **Kevin A. Harper, MCIP, RPP, LEED® AP**, with planning support by **John Uliana, MCIP, RPP**, of IBI Group. The downtown design component of the project was lead by **Don Loucks, OAA, MRAIC**, of IBI Group. Transportation advice was provided by **David Hatton, P.Eng.**, of IBI Group. The project timing was January 2005 through October 2006, including Provincial adoption. The value of the project was \$85,000. The client reference for this is Mr. Robert Haller, Chief Administrative Officer/Clerk, Town of Prescott, 613.925.2812, rhaller@prescott.ca.

Catarqui West Secondary Plan, Kingston, ON

As the Prime Consultant, IBI Group prepared a secondary plan for the new Catarqui West neighbourhood in the City of Kingston on behalf of the Catarqui West Owners Group. The plan for the 252 ha (620 ac) area provides for expansion of the urban fabric and the creation of a new neighborhood based on the principals of sustainability and new urbanism. The plan represents a walkable, bicycle-friendly, and transit-supportive neighborhood with a core based on public uses, including two schools and associated parks and open space. The plan increases the minimum required density of the single family areas and clusters medium density residential within walking distance of both the core area and commercial uses along Princess Street. Finally the plan establishes a significant buffer between the development area and the nearby Collins Creek Provincially Significant Wetland. Overall, the plan meets the goals and objectives of the City of Kingston Official Plan, the City's Strategic Plan, and the city's Urban Growth Strategy. In addition to the land use component, IBI Group was responsible for the stormwater management, transportation, servicing, and approvals elements of the project.

The project was lead by **John Uliana, MCIP, RPP**. Transportation advice was provided by **David Hatton, P.Eng.**, of IBI Group. Servicing advice was provided by Demetrius Yannouloupoulos, P.Eng., and Harold Belore, P.Eng., both of IBI Group. The project timing was December 2002 through February 2008, inclusive of OMB approval. The value of the project was \$250,000. The client references for this are Jay Abramsky, Keystone Property Management, 613.546.5555 Ext. 104; Barry Smith, Taggart Investments, 613.389.7550 Ext. 1.

City of Belleville Brownfields Strategy and Community Improvement Plan

As the Prime Consultant, IBI Group developed a brownfields program strategy for the City of Belleville to assist in the redevelopment and re-use of brownfield sites. The strategy included the preparation of a Community Improvement Plan (CIP) providing the land use policy and program framework for the strategy itself. The strategy identifies a number of vacant or underutilized former industrial and commercial sites across the city and establishes a project area boundary. It also identifies a range of programs developed by IBI Group in accordance with Section 28 of the Planning Act, that include grants, rebates, tax reductions, and other incentives. The strategy and plan are important for Belleville considering its role

as a regional centre, its locational advantage, range of community and tourist amenities, and other recent planning initiatives.

Similar projects completed recently by IBI Group include: Heart of the City Community Improvement Plan in Cornwall; City of Cornwall Brownfields Strategy and Community Improvement Plan; and City of Brockville Brownfields Community Improvement Plan and Revised Downtown CIP.

The project was lead by **Jonathan Hack, MCIP, RPP**, with planning support by **Kevin A. Harper, MCIP, RPP, LEED® AP**, of IBI Group. The project timing was July 2006 through July 2007. The value of the project was \$70,000. The client reference for this is Mr. Art MacKay, Manager of Policy Planning, City of Belleville, 613.967.3320, amackay@citybelleville.com.

3.PROJECT MANAGER

The corporate responsibility and leadership for this project within IBI Group would be shared between John Uliana, MCIP, RPP and Kevin A. Harper, MCIP, RPP, LEED® AP. With a combined 50 years of directly related project experience in Canada and the U.S., Mr. Uliana and Mr. Harper have the ability to lead large-scale multi-disciplinary projects such as the County's new Secondary Plans for Picton-Hallowell and Wellington. Appendix 4 to this submission includes detailed resumes for Mr. Uliana and Mr. Harper.

John Uliana, MCIP, RPP, would serve as Co-Project Director for this project. In this capacity, Mr. Uliana would assume responsibility for the contract and ensure that the appropriate professional resources are made available to complete the work. In addition to his expected role in the identification of policy issues, public consultation, and implementation, Mr. Uliana would provide peer review for all aspects of the work, as needed.

Mr. Uliana is an Associate of IBI Group and manages the firm's Kingston office. Mr. Uliana received his Bachelor of Arts (Honours Geography) from Lakehead University in 1971, his Master of Arts (Geography) from the University of Waterloo in 1975, and his Master of Public Administration from Queen's University in 1987. Mr. Uliana has 35 years of professional planning experience in Eastern Ontario with a specialty in urban and rural planning.

Kevin A. Harper, MCIP, RPP, LEED® AP, would serve as Co-Project Manager for this project. In this capacity, Mr. Harper would be responsible for coordinating the consultant team work effort and the day-to-day

communication with the County. Mr. Harper would lead the identification of policy issues, public consultation, and preparation of the Secondary Plans.

Mr. Harper is a Senior Planner with IBI Group and leads the firm's Ottawa planning practice. Mr. Harper received his Bachelor of Environmental Studies (Honours Geography) from the University of Waterloo in 1991 and his Master of Urban and Regional Planning from Queen's University in 1994. Mr. Harper has 17 years of planning experience in both the public and private sectors and has worked on several high profile, award-winning projects ranging from regional to neighbourhood scale in both Canada and the U.S.

4. PROJECT TEAM AND KEY PERSONNEL

IBI GROUP

IBI Group has assembled a highly experienced and multi-disciplinary team of professionals to undertake this project for the County. IBI Group would serve as the Prime Consultant responsible for coordinating the overall work effort and for the day-to-day contact with the County.

Key IBI Group professionals on this assignment would include David Hatton, P.Eng., James Moffatt, P.Eng., Don Loucks, OAA, MRAIC, and Jonathan Hack, MCIP, RPP. These key members of the consultant team will be assisted by a range of supporting professionals, including Justin Date, P.Eng., Ryan Kennedy, EIT, Jay Cheon, MLA, Holly Foxcroft MA (Planning), and Phil Castro, B.U.R.PI. Appendix 4 to this submission includes detailed resumes for these consultant team members.

David Hatton, P.Eng., Mr. Hatton would serve as the project manager responsible for the transportation component of this project and would oversee the review of existing transportation plans and the preparation of new traffic and public parking plans. Mr. Hatton would be assisted in this role by Mr. Justin Date, P.Eng.

Mr. Hatton is an Associate Director of IBI Group and is responsible for all transportation projects carried out by the firm's Ottawa office. Mr. Hatton received his Bachelor of Science (B.Sc.) in Civil Engineering in 1969 and his Master of Science (M.Sc.) in Transportation and Environmental Planning in 1975, both from the University of Birmingham, England. Mr. Hatton has 40 years of broad-based transportation engineering experience with specific emphasis on multidisciplinary transportation projects.

James Moffatt, P.Eng., would serve as the project manager responsible for the municipal servicing component of this project and would oversee the review of existing master servicing plans to identify any additional municipal infrastructure needs, including for water, wastewater, and stormwater. Mr. Moffatt would be assisted in this role by Mr. Ryan Kennedy, EIT.

Mr. Moffatt is an Associate of IBI Group and is responsible for all municipal projects carried out by the firm's Ottawa office. Mr. Moffatt received his Diploma of Engineering from Memorial University in 1971 and his Bachelor of Engineering from Nova Scotia Technical College in 1973. Mr. Moffatt has more than 30 years of broad based urban land and municipal engineering experience with specific emphasis on urban rehabilitation and renewal as well as greenfield development.

Don Loucks, OAA, MRAIC, Mr. Loucks would serve as the project manager responsible for the urban design standards and cultural heritage strategies. Additionally, Mr. Loucks will assist in the review of Picton and Wellington harbours. Mr. Loucks would be assisted in this role by Mr. Jay Cheon, MLA.

Mr. Loucks received his Bachelor of Arts in Politics and History from the University of Toronto in 1969 and his Bachelor of Architecture from University British Columbia in 1973. Mr. Loucks is a Senior Associate of IBI Group, registered architect, heritage planner, and urban designer with more than 25 years of experience working with urban centres of all sizes across Canada to create healthy, exciting, culturally- and physically-sustainable places to live.

Jonathan Hack, MCIP, RPP, would serve as the project manager responsible for the review of the economic development strategy, population/demographic projection analysis, the assessment of future land needs, and integration of the County's community improvement policies.

Mr. Hack received his Bachelor of Arts in Urban and Regional Planning from the Victoria University of Manchester in 1988 and his Master of Arts in Economic Geography from the University of Toronto in 1992. Mr. Hack is a Senior Associate of IBI Group with 17 years experience in land planning and economics, including market and demographic research, financial and business case analysis, and public and private sector real estate portfolio strategy.

ECOLOGICAL SERVICES

Key Ecological Services professionals on this assignment would include Mary Alice Snetsinger, B.Sc., M.Sc., and Rob Snetsinger, B.Sc., M.Sc.

Mary Alice Snetsinger, B.Sc., M.Sc., is an environmental scientist and partner of the environmental consulting firm Ecological Services in the Kingston area. Mary Alice earned both her Bachelor of Science and Master of Science degrees from Queen's University in Kingston. Mary Alice specializes in the preparation of strategic planning documents for various levels of government and in the preparation of environmental impact assessments for both public and private sector clients. Her public sector background with the Cataraqui Region Conservation Authority, Parks Canada at the St. Lawrence Islands National Park, and Department of Fisheries and Oceans, provides Mary Alice with an invaluable understanding of public process and requirements relating to environmental protection and management.

Ms. Snetsinger will serve as the project manager responsible for all aspects of the natural heritage and hazards components of this project, including the review and identification of key features and hazards and the preparation of the mapping, policies, and regulations required to ensure their conservation and management.

Rob Snetsinger, B.Sc., M.Sc., is an environmental scientist and partner of the environmental consulting firm Ecological Services in the Kingston area and is an Adjunct Academic in the Department of Biology at Queen's University. Rob earned both his Bachelor of Science and Master of Science degrees from Queen's University in Kingston. Rob also holds a Forestry Diploma from Lakehead University in Thunder Bay. Rob specializes in biological assessments, analyses, and restoration projects for both public and private sector clients.

Mr. Snetsinger will assist Mary Alice in the review and identification of key features and hazards and the preparation of the mapping, policies, and regulations required to ensure their conservation and management.

5. APPROACH

Our approach to this project would be based on assisting the community in answering three key questions:

- **“Where are we now?”** focuses on developing a thorough understanding of existing land use

conditions, identifying key policy and regulatory issues that need addressing, and identifying key opportunities for new land use policies and regulations that meet recent changes in Provincial policies, guidelines, and requirements;

- **“Where do we want to go?”** focuses on revisiting the goals, objectives, and policies of the current Secondary Plan, determining what aspects of the Plan can be carried forward, what is now deemed unnecessary, what new goals and objectives should be reflected in the Plan, and how these goals and objectives can be successfully implemented; and
- **“How do we get there?”** focuses on identifying the vision and specific policy actions for the renewed Secondary Plan, and the implementation of the vision through zoning, including land use regulations, development standards, and administrative provisions.

This approach must be collaborative, transparent, and publicly accessible. A collaborative process ensures that issues are properly understood and solutions are jointly created which helps generate buy-in among community stakeholders. A transparent process is easily understood by community stakeholders and provides them with some comfort that what they've contributed to will be implemented as intended. An accessible process provides any member of a community of interest the opportunity to participate and to contribute to the project. At IBI Group, public participation is an important part of almost all of our planning and design work, from start to finish.

This approach must be sustainable. By working with the physical and cultural patterns and natural processes of a place, sustainable planning strengthens, rebuilds, or enhances the landscape, integrating the natural structure of an area with the built environment. At IBI Group, sustainability is a consideration in all of our planning work. Sustainable planning presents many different opportunities from conserving energy, reducing vehicle trips, protecting significant natural habitats, restoring fragmented natural systems, etc. Going beyond the simple minimization of environmental impacts is an important part of recognizing how an area fits within the “big picture.”

Finally, this approach must consider the financial realities of today's economy by identifying cost effective solutions and acknowledging financial, social, and ecological considerations of land use policies and regulations. Working for public sector and private sector clients has enabled us to develop an inherent

understanding of financial, social, and environmental implications and how to create projects that “work”.

6. PROJECT UNDERSTANDING/ SCOPE OF WORK

The proposed scope of work is comprised of four key phases, including:

- Project Start-up;
- Existing Conditions Analyses;
- Community Vision and Development Strategies; and
- Secondary Plans Preparation and Adoption.

PHASE I – PROJECT START-UP

In this first phase of the project, the consultant team will work with the Steering Committee to finalize the work plan, the operating procedures under which the project will be completed, and the roles and responsibilities of all involved. It is assumed that to maximize efficiencies, the Steering Committee will oversee both the Picton-Hallowell and Wellington Secondary Plan processes. This phase will also introduce the project to the County Council and community.

Task 1.1 Project Initiation

The consultant team will work with the Steering Committee to confirm the project parameters of both Secondary Plans, including: clarifying approaches and project responsibilities; finalizing the project schedule; identifying critical players; collecting existing materials; familiarizing the team with the planning areas and its central issues; and understanding the key concerns of the community. This task will assist the consultant team further tailoring the subsequent planning process and community dialogue.

The County will determine the composition of the single Steering Committee for both Secondary Plans such as whether key stakeholders in the community participate in addition to County and agency representatives.

Task 1.1.1 Kick-off Meeting with Steering Committee

Members of the consultant team will meet with the Steering Committee to discuss operating procedures, schedules, work scope assumptions, and other administrative matters. Critical dates for completion of the various milestones for the Secondary Plans and a schedule of regular meetings will be established. Key contacts and lines of communication will be identified, including the County, Provincial ministries, affected public agencies, community, and other

interested parties. Ideas for the public participation and communication plan will be discussed. The meeting will also provide the first opportunity to exchange perceptions of the key issues involved in the projects, and to receive the County and partner agency input regarding the community’s priorities and expectations. County staff will work closely with the consultant team throughout the projects to provide technical information, preview the agendas and techniques proposed for upcoming community meetings, and general guidance and direction on the process.

Prior to the meeting, the consultant team’s Project Managers will work with the County’s Manager of Planning to finalize the list of pertinent background materials for the Picton-Hallowell Secondary Plan and the Wellington Secondary Plan, including: planning reports and studies; engineering reports; environmental reports; economic reports and data; local by-laws and development standards; existing aerial photography; property maps; and other base data. In order to minimize the time spent by the consultant team on identifying and locating relevant reports, data, and mapping, this proposal is premised on County staff taking the lead in assembling the necessary information for both projects.

Product: Summary of comments and input heard at kick-off meeting.

Task 1.1.2 Reconnaissance

As part of the kick-off meeting with the Steering Committee, the consultant team will tour the Picton-Hallowell Secondary Plan and the Wellington Secondary Plan areas with the Committee members. While the consultant team is already well acquainted with the planning areas, the initial tour will help to develop a common understanding of the area’s physical characteristics and provide the team with first-hand understanding of its character through insights provided along the way. The tour also provides an opportunity to discuss various issues and options collectively in the field.

Product: Summary of the comments and input heard during the tour of the planning areas.

Task 1.1.3 Public Participation and Communication Plan

The consultant team will prepare a single public participation and communication plan for Picton-Hallowell Secondary Plan and the Wellington Secondary Plan public consultation processes. The plan will propose the most appropriate techniques for effectively engaging the community and stakeholders

in the planning process. The plan will integrate the significant opportunities of community involvement as well as other elements such as project mailings, web updates, online survey, media releases/relations, etc. The final public participation and communication plan will be approved by the Steering Committee.

Product: Draft public participation and communication plan for Steering Committee Approval.

Task 1.2 County Council Meeting #1

The consultant team will prepare a brief presentation to County Council to introduce the team, summarize the scope of work and project timeline for both projects, and gather any additional insights from elected officials on issues to be addressed or goals and objectives to be considered by the new Plans. The consultant team can also discuss the role of the Picton-Hallowell Secondary Plan and the Wellington Secondary Plan vis a vis the Planning Act and how it relates to other planning documents, such as the Official Plan, Zoning By-law, Community Improvement Plans, etc. This meeting would be held on the same day as the kick-off meeting with the Steering Committee in Task 1.1.1 and the Reconnaissance in Task 1.1.2.

Product: Presentation materials in electronic format.

PHASE II – EXISTING CONDITIONS ANALYSES

In this second phase of the project, the consultant team will develop a “snapshot” analysis of existing conditions in the Picton-Hallowell and Wellington Urban Areas that will provide the basis for the new Secondary Plans. This “snapshot” will result from the review of relevant background information provided by the County in Phase 1, reconnaissance of the planning area, and input from Steering Committee and key stakeholders. The key products of this phase are the Existing Conditions Technical Memoranda which will provide the context for the updated Secondary Plans. The Memoranda will summarize relevant background studies and plans, provide updates and analysis as needed, and recommend key options for subsequent Picton-Hollowell and Wellington Secondary Plan policy development.

Task 2.1 Steering Committee Meeting #2

The consultant team will meet with the Steering Committee to confirm the contents of the Existing Conditions Technical Memoranda and any adjustments to the scope of work as it relates to the documents. This discussion will be based on the needs of the County and on a review by the consultant team of the relevant background studies and plans provided by the

County in Phase 1. It is recognized that Task 2.3 scope of work proposed below may change.

Product: Refined scope of work for Task 2.3, Existing Conditions Technical Memoranda.

Task 2.2 Stakeholder Meetings and Interviews

The consultant team will hold informal interviews with two groups key stakeholders who have a specific interest in the Picton-Hallowell and Wellington urban area with the intent of obtaining more in-depth input regarding their specific concerns and issues, operational requirements, long-term growth and development plans, etc. The County will be responsible for identifying these stakeholders and for making any arrangements for facilities necessary to complete this task. The County should be a participant in any meetings and interviews held by the consultant team. These meetings and interviews would be held on the same day as Steering Committee Meeting #2 in Task 2.1.

Product: Summary of the comments and input heard during the stakeholder interviews.

Task 2.3 Existing Conditions Technical Memoranda

In this task, the consultant team will identify, determine the status of, and analyze the relevant factors influencing the planning areas. The starting point for this analysis will be a comprehensive review of pertinent planning, economic development, market, servicing, traffic, design, environmental, and strategic plans and studies. The emphasis of this task will be to evaluate the continued relevance/effectiveness of these plans and studies, to recommend additional study needed to update these documents, to complete the additional study as required, and to clearly establish the context for the new Secondary Plans. It will be important to consider the range of current and past planning efforts in the County and to use these efforts as a starting point instead of creating unnecessary duplications of work.

Task 2.3.1 Land Use and Settlement

This component of the technical memoranda will study the land use and settlement context in Picton-Hallowell and Wellington. With information provided by County staff, the following land use and settlement issues will be reviewed, summarized, and where applicable recommendations made for the purpose of updating the Picton-Hallowell Secondary Plan and Wellington Secondary Plan policies:

- Development activity (recent, current, and proposed);

- Land analysis (use, vacancy, ownership, contamination/abandoned, environmentally significant, culturally significant, conflict/enforcement, policy/regulatory objectives, Picton and Wellington Harbours);
- Preliminary identification of “change areas” and “maintain areas”;
- Street and lot patterns;
- Built form, character, and landmarks;
- Parks and open space;
- Current Official Plan and Secondary Plans review (designations, key policy direction/relevance, consistency with existing conditions);
- Consistency with new provincial requirements and guidelines under Bill 51 (conformity/consistency with provincial plans and policies; secondary units; complete applications; local appeal body on consents/minor variances; zoning with conditions; exterior building details/design under site plan control; expanded opportunities for community improvement planning; sustainability design criteria; etc.);
- Settlement/boundary issues (land needs, servicing, etc.), based on the findings of Tasks 2.3.3 and 2.3.4.

Task 2.3.2 Economic Development

This component of the technical memoranda will include a review of the County’s economy, including a SWOT analysis, demand drivers analysis, assessment of investment readiness, and a comparative analysis of the Picton-Hallowell and Wellington urban area economies as follows:

- A SWOT analysis will consider local labour force, place of work, occupational classifications, unemployment rate, participation rate, activity rate, and other measures of economic performance. This will include an assessment of key attributes for local future economic growth in the community.
- Economic activity demand drivers will be established and compared to the Picton-Hallowell and Wellington existing capacity and the ability of surrounding communities to capture this demand. Key drivers include tourism and lifestyle residential development in proximity to Picton Harbour and Wellington Harbour.
- A high level assessment of investment readiness in the urban areas will be completed based on a number of variables, including: available land supply; locational attributes; skilled labour force and recruitment; local tax, levies, and fee environment;

quality of life amenities; industrial and service linkages; and county policy and business support.

- A high level analysis will be completed to determine the comparative advantage of Picton-Hallowell and Wellington’s current economy. The 2006 Census place of work data can be used to determine an appropriate labour shed for the County and the need for skills development and investment in regional economic development.
- A GAP analysis based on the qualitative SWOT analysis and the quantitative primary analysis will provide opinion on the current attributes of the economy and inform the goals, objectives, and policies of the new Secondary Plans. Such policies may relate to employment lands (location, additional designation, redesignation, servicing, enhancement, etc.).

Task 2.3.3 Population and Residential Land Needs

This component of the technical memoranda will include a 20-year population projection for Picton-Hallowell and Wellington, socio-economic profile and demographic pattern, and analysis of future housing and land requirements. Specifically, this component will include:

- Twenty-year population projection for Picton-Hallowell and Wellington based on published projections at the County level by the Ontario Ministry of Finance and supplemented by any other relevant projections. Based on an analysis County growth patterns and development trends, a proportion of this growth will be allocated to Picton-Hallowell and Wellington. The County’s Growth and Settlement Study will inform this analysis;
- Review of 2006 Census information and the previous two Census periods (to 1996) to establish a socio-economic and demographic profile of Picton-Hallowell and Wellington, including aging, household characteristics, migration, and any other statistics relevant to growth management and planning;
- Analysis of future housing and land requirements using projections based on both the household formation and residential absorption methods. The household formation method uses recent historical and projected future development trends to allocate population growth to Picton-Hallowell and Wellington and to project additional households based on average household size. The residential absorption method uses a review of housing starts to project future housing development based on absorption rate. It also uses a review of past residential densities to project future residential

densities and hence future residential land requirements; and

- Reconciliation of projected residential land needs with existing residential land supply.

It is worth noting that this component of the technical memoranda should consider the potential for and acceptance of additional infill development within the existing urban areas as a means of balancing any future consideration of a potential urban boundary expansion. It is expected that this information will come from the County.

Task 2.3.4 Infrastructure

This component of the technical memoranda will review and report on the status of existing major municipal infrastructure systems, including water supply, wastewater collection and disposal, and stormwater sewers and treatment facilities. It will also identify the preliminary impacts on the capability of these systems resulting from potential development and redevelopment associated with future population growth and land needs identified in Task 2.3.3. System limitations will be identified and appropriate system upgrades recommended as required. This preliminary work will be based on a desktop review of relevant servicing reports and studies made available to the consultant team and supplemented by interviews with pertinent County staff who manage and operate the infrastructure systems.

Task 2.3.5 Transportation and Circulation

This component of the technical memoranda would review and update any of the County's current traffic and public parking studies and/or plans. This work would include new traffic and public parking plans based on the population and employment projections identified in Task 2.3.3. These projections would recognize current land use trends and encourage pedestrian activity. Specifically, the review and update would include:

- Comparison of any previous traffic projections to current traffic volumes provided by the County. IBI Group can undertake key intersection counts as a separate task should this information be unavailable;
- Update projected traffic volumes for the Picton-Hallowell and Wellington Urban Area road network to a 20-year planning horizon based on a comparison of previous projections and current traffic volumes (if available).

- Identify future roadway improvements and appropriate right-of-way protection required to accommodate the 20-year traffic projections; and
- Review and make recommendations for the possible implementation of an on-street bicycle lane system for the Picton-Hallowell and Wellington Urban Area road networks.

Task 2.3.6 Urban Design

Picton-Hallowell's central commercial area is largely intact and continues to reflect the confidence and pride its builders felt for the community and region. While much smaller and less intense, the Wellington central commercial area is no less significant. As the economic base of these communities continues to shift toward tourism and other new economies, it is important to support this confidence while providing opportunities for change. This component of the technical memoranda would review and summarize the Design Guidelines for the Central Commercial Portion of Main Street in Picton (November 2007) and recommend specific policy and regulatory strategies for implementing these guidelines. For Wellington, this work would consider the potential need for urban design guidelines for the mainstreet area.

Task 2.3.7 Cultural Heritage and Archaeological Strategy

It is important know where the cultural heritage value of a historic place lies, how it fits physically and functionally into its surroundings, and how it was and is important to its larger community, past present and future (Standards and Guidelines for the Conservation of Historic Places in Canada). This component of the technical memoranda would review the location and significance of identified resources within Picton-Hallowell and Wellington for the purposes of determining specific policy and regulatory strategies for protection. Any policy and regulatory strategies recommended should reflect all factors affecting the future of the resource, owner needs, resource protection, and external constraints.

Task 2.4.8 Natural Heritage and Natural Hazards

The Natural Heritage and Natural Hazards component of the Secondary Plans will be conducted by Ecological Services as part of the IBI Group team. Their focus will be on the comprehensive natural heritage assessment and mapping tasks. They will approach this task by acquiring the best aerial or satellite imagery available to target areas within the study areas for ground-truthing. Ground-truthing will be undertaken during the spring of 2010. Their personnel will walk the individual

areas selected, to confirm the appropriate ecological land classification. They will then prepare ELC mapping to the 'ELC Community Series' as described in the Ecological Land Classification for Southern Ontario (Lee et al. 1998). Mapping will be provided either on an aerial/satellite image base, or on other imagery supplied to us for this purpose if so directed. In submission of the mapping, they will provide two written reports for Picton-Hallowell and Wellington with description of each of the ELC classes observed, and recommendations for policies and land use designations to ensure the protection of the ecological functions of the identified natural areas.

Task 2.3.9 Healthy and Green Community

This component of the technical memoranda will study the green infrastructure context in the Urban Areas, including parks, open space, natural areas, and the urban landscape. With information provided by County staff, and input from the natural heritage and hazards analysis in Task 2.3.8, the following green infrastructure issues will be reviewed, summarized, and where applicable recommendations made for the purpose of informing the Secondary Plan policies:

- Existing and proposed municipal park and recreation facilities and programs;
- Designated/undesignated natural resource areas (woodlots, wetlands, grasslands, watercourses);
- Parkland contribution/cash-in-lieu for new development;
- Parkland standards review (acres/1,000 residents, facilities/1,000 residents, service radii)
- Potential additional land areas for acquisition/protection to green infrastructure;
- Internal/external open space linkages and connections;
- Urban forestry and landscaping;
- Opportunities to support sustainable development; and
- Sustainable site development guidelines.

Task 2.4 Draft Existing Conditions Technical Memoranda

In this task, the consultant team will prepare a summary of the review, additional study, and guiding principles/policies completed in Task 2.3. This summary will also include the findings of the consultant team reconnaissance and the stakeholder meetings and interviews. The purpose of the draft documents is to provide the context for the community vision

and development strategy to be determined in Phase III of the work plan and the preparation of the new Secondary Plans for Picton-Hallowell and Wellington in Phase IV. The context represents the issues, opportunities, and constraints to be reflected in the drafting of the updated Secondary Plans.

Product: Draft Existing Conditions Technical Memoranda for Steering Committee review.

Task 2.5 Steering Committee Meeting #3

The consultant team will meet with the Steering Committee to review the Draft Existing Conditions Technical Memoranda and discuss any adjustments necessary prior to finalizing the reports and moving forward with establishing a community vision and development strategy for the Secondary Plans in Phase III.

Product: 20 bound copies of final technical memoranda and 1 electronic copy suitable for Web posting for Picton-Hallowell and Wellington.

PHASE III – COMMUNITY VISIONS AND DEVELOPMENT STRATEGIES

In this third phase of the project, the consultant team will present to the communities the context for the new Secondary Plans, including the opportunities and constraints this context imposes. As part of this phase, a vision will be established for Picton-Hallowell and Wellington based on the expectations and aspirations of the communities, and a development strategy will be identified that meets these expectations and aspirations and the goals and objectives of the projects. The consultant team will work closely with the Steering Committee to generate and evaluate alternative strategies as part of an interactive and iterative process. With the visions established and the development strategies identified, the new Secondary Plans may be prepared.

Task 3.1 Community Visions

In this task, the consultant team will work with the communities to identify a vision to be expressed in the updated Secondary Plans for Picton-Hallowell and Wellington. Over the course of this task, the community will be informed of the purpose of the Secondary Plan projects, the work completed to date, and opportunities for future involvement. In the end, the goal of this task is to engage and inform the community as a means of achieving consensus and buy-in moving forward.

Task 3.1.1 Community Workshop #1

Having developed a solid understanding of the planning areas and the issues affecting them through

the completion of the Existing Conditions Technical Memoranda, the consultant team will hold the first community workshop. Separate workshops for Picton-Hallowell and Wellington will be conducted in the evening to maximize community participation. The workshop represents the community's introduction to the project and is meant to inform participants of the overall project purpose and process, the work completed to date and relevant findings, next steps, and future opportunities for additional involvement. The primary objective will be to establish dialogue with the community on the future of the planning areas. The format of these meetings will be both informational and interactive as a means of gathering new and legitimate input from the communities. The final format of this workshop will be based on the discussions with the Steering Committee and the adopted Public Participation and Communication Plan.

Product: Presentation materials and summary of the comments and input heard during the workshops.

Task 3.2 Development Strategies

This task will explore the implications of various land use, economic, servicing, transportation, environmental, design, and regulatory alternatives by comparing their relative merits and implementation challenges in achieving the project goals and objectives. This analysis will move from preliminary conceptual ideas through cycles of refinement and adjustment to an optimal scenario that best expresses the community vision. Based on this analysis, community input, and working closely with the Steering Committee, the consultant team will assist in identifying a preferred development strategy for the updated Secondary Plans.

Task 3.2.1 Strategies Alternatives and Evaluation

In this task, the consultant team will prepare up to three alternative development strategies for the planning areas based on the physical and economic findings of the Existing Conditions Technical Memoranda. These strategies are intended to illustrate for the County and the community the range of possibilities for implementing the vision and the implications of choosing one concept—or an element of it—over another. Evaluation of concepts could consider for Picton-Hallowell and Wellington:

- The type, density, and distribution of land uses in the planning areas, including uses to protect, attract, relocate, and/or discourage;
- Distribution of employment and residents in the planning area and targets for jobs/housing balance;

- Areas appropriate for introducing new commercial, residential, and/or mixed-use development;
- Landmark sites, catalyst sites, buildings, gateways, and important connections and corridors;
- Conceptual circulation alternatives that focus on developing a circulation system conducive to alternative modes while accommodating existing auto and heavy vehicle circulation within the planning area;
- Modifications to the vehicular circulation system for roadways, including roadway alignments; capacity enhancements; lane configuration and width; parking lane and bike lane width; minimum sidewalk width; and provision of transit stops to maintain access while calming traffic and enhancing pedestrian environment;
- The amount and type of parking required, strategies for accommodating parking with increased development intensities, and the location of parking access points (structured and/or surface lots);
- Enhancements to bicycle/pedestrian systems that improve safety and convenience, and make non-auto modes more attractive; and
- Open space opportunities for new parks, waterfront features, resource areas, pathways, improved connections, and plazas.
- Each alternative strategy will include an illustrative land use plan, summary statistics, and an evaluation of the potential land use, infrastructure, and transportation impacts of each alternative as well as its consistency with the community vision. This evaluation is not intended to provide a comprehensive description of the impacts of each alternative, but to provide the information necessary for the County and the community to make reasoned choices between available options.

Product: Draft alternative development strategies and evaluation for Steering Committee review.

Task 3.2.2 Steering Committee Meeting #4

The consultant team will meet with the Steering Committee to review the Picton-Hallowell and Wellington draft alternative development strategies, review the findings of their evaluation, and discuss their presentation to County Council and the communities. The Committee will be asked to identify any issues and/concerns raised by the alternatives and identify any modifications or refinements to be incorporated prior to the second community workshop.

Product: Alternative development strategies and evaluation for County Council and community review.

Task 3.2.3 County Council Meeting #2

The consultant team will prepare a presentation to County Council on the alternative development strategies and the findings of their evaluation for Picton-Hallowell and Wellington. Council will be asked to identify any issues and concerns raised by the alternatives and identify any modifications or refinements to be incorporated prior to the second community workshop. This meeting will be held on the same day as Steering Committee Meeting #4 in Task 3.2.2.

Product: Alternative development strategies and evaluation for community review.

Task 3.3 Community Workshop #2

Having finalized the alternative development strategies based on Steering Committee and County Council input, the consultant team will hold the second community workshop. Separate workshops for Picton-Hallowell and Wellington will be conducted in the evening to maximize community participation. This workshop will be used to present and discuss the alternatives and to identify a preferred direction for each planning area. The findings of the alternatives evaluation will be used as the basis for discussing the advantages and disadvantages of each alternative as it relates to the community visions and the goals and objectives of the projects. The communities will be asked to identify issues and concerns raised by the alternatives, identify modifications or refinements that might be explored, and identify preferences that begin to focus the direction and provide the basis for a preferred development strategy.

Product: Presentation materials and summary of the comments and input heard during the workshops.

Task 3.4 Preferred Development Strategies

This task will result in the preparation of preferred development strategies for Picton-Hallowell and Wellington that will provide the basis for development of the policies, guidelines, and implementation measures that will comprise the new Secondary Plans.

Task 3.4.1 Preliminary Draft Preferred Development Strategies

Based on the input heard and conclusions reached in the preceding tasks, the consultant team will prepare a preliminary draft preferred development strategies for Picton-Hallowell and Wellington that reflects the input from the Steering Committee and County Council. The preferred strategy will include an illustrative land use plan, summary statistics, an evaluation of the

potential land use, infrastructure, and transportation impacts, and an evaluation of its consistency with the community vision for both Urban Areas.

Product: Preliminary draft preferred development strategies summary for Steering Committee review.

Task 3.4.2 Steering Committee Meeting #5

The consultant team will meet with the Steering Committee to review the Picton-Hallowell and Wellington draft preferred development strategies, review the findings of their evaluation, and discuss its presentation to County Council. The Committee will be asked to identify any issues and concerns raised by the preferred strategies and identify any modifications or refinements to be incorporated prior to County Council review. The consultant team will finalize the Picton-Hallowell and Wellington draft preferred development strategies for County Council review.

Product: Picton-Hallowell and Wellington draft preferred development strategies and evaluation for County Council review.

Task 3.4.3 County Council Meeting #3

The consultant team will prepare a presentation to County Council on the Picton-Hallowell and Wellington draft preferred development strategies and the findings of its evaluation. Council will be asked to identify any issues and concerns raised by the preferred strategy and identify any modifications or refinements to be incorporated prior to the preparation of the new Secondary Plans. This meeting will be held on the same day as Steering Committee Meeting #5 in Task 3.4.2.

Product: 20 bound copies of final preferred development strategies for basis of the updated Secondary Plans and 1 electronic copy suitable for Web posting (for Picton-Hallowell and Wellington).

PHASE IV– SECONDARY PLANS PREPARATION AND ADOPTION

In this fourth and final phase of the project, the consultant team will prepare the updated Secondary Plans for the County. The new plans will be based on the vision for Picton-Hallowell and Wellington as expressed by their communities and on the development strategies devised to meet the goals and objectives of the projects. The consultant team will continue to work closely with the Steering Committee to prepare two sustainable and achievable Secondary Plans for the future of Picton-Hallowell and Wellington.

Task 4.1 Administrative Draft Secondary Plans

In this task, the consultant team will prepare administrative drafts of the Picton-Hallowell and Wellington Secondary Plan documents and mapping for review by the Steering Committee.

Task 4.1.1 Community Vision Statements

The Secondary Plans will open with a statement of the community's vision for the Picton-Hallowell and Wellington Urban Areas. The process used to define this vision, and the role of the Secondary Plans in ensuring its implementation, will be summarized.

Task 4.1.2 Land Use Elements

This element will incorporate the land use-related findings of the existing conditions technical memoranda and preferred development strategies. This element will outline the goals, objectives, and policies for each land use designation (residential, commercial, downtown/mixed use, institutional, parks and open space, etc.) and associated policy matters (environmental management, housing, heritage conservation, community improvement, jurisdictional coordination, and Picton/Wellington Harbour). It is imperative that the updated Secondary Plans be internally consistent to ensure that no goal, objective, and policy in any one element is not inline with those of any other. This will ensure the creation of two fully integrated policy documents that provide clear direction no matter the perspective, i.e. land use, urban design, economic development, etc.

It is intended that the element policies be clear, concise, and accessible for ease of use, understanding, and implementation. This element will reflect new policy and regulatory opportunities available to the County under changes to the Planning Act under Bill 51.

Task 4.1.3 Urban Design Elements

This element will incorporate the design-related findings of the technical memoranda and define, as appropriate, the overall design intent at both the area-wide and site-specific levels. This design intent will relate to both the private and public realms. The goals, objectives, and policies of this element will address the built form (height, bulk, orientation, setbacks), visual and functional relationships, and streetscape concepts (planting, pedestrian amenities, gateways) as needed to achieve the design intent. This will include integration with the related land use, transportation and circulation, and healthy community policies of the Secondary Plans. This element may include recommendations for further study as a means

of implementation, such as the preparation of urban design guidelines for area-wide land use designations (commercial, industrial, mixed use, etc.).

Task 4.1.4 Transportation and Circulation Elements

This element will outline the goals, objectives, and policies necessary to incorporate the transportation and circulation related findings of the existing conditions technical memoranda and preferred development strategies. The focus will be on providing policy guidance to address transportation and circulation issues in the Urban Areas. The element will identify and delineate the preferred transportation, circulation and parking concepts required to implement the Secondary Plans, including for vehicle, bicycle, and pedestrian traffic. The element will identify the functional classification system for roads and include policies related to system planning, alternative street standards, parking and standards, and truck traffic.

Task 4.1.5 Infrastructure and Utilities Elements

This element will describe the infrastructure and service improvements needed, if any, to implement the Secondary Plans as informed by the existing conditions technical memoranda and the preferred development strategy for Picton-Hallowell and Wellington. In addition to identifying necessary improvements, this element will provide goals, objectives, and policies relating to the design, implementation, and phasing of the proposed infrastructure and services as necessary.

Task 4.1.6 Economic Development Elements

This element will outline the goals, objectives, and policies related to the Picton-Hallowell and Wellington Urban Areas new economic development strategy and its implementation by means of land use measures. Such measures will serve to protect and enhance the key attributes of future growth, exploit the area's comparative advantage, encourage investment, and accommodate development/redevelopment of the appropriate types, scales, and locations in the Urban Areas.

Task 4.1.7 Cultural Heritage and Archaeological Strategies

This element will outline the goals, objectives, and policies for Picton-Hallowell and Wellington's built cultural heritage features and the linkage between them. Depending upon the findings of the technical memoranda and the direction provided by the preferred development strategies, this element could establish standards for preservation.

Task 4.1.8 Healthy and Green Community Elements

This element will outline the goals, objectives, and policies for the green infrastructure of the Picton-Hallowell and Wellington Urban Areas, including parks, open space system, and natural areas. Depending upon the findings of the technical memoranda and the direction provided by the preferred development strategies, this element could establish standards for parkland, recreation facilities, and open space, and identify required parkland contributions for new development. This element will also include policies relating to green development and opportunities for enhanced sustainability. This will include integration with the related land use, urban design, and transportation and circulation policies of the Secondary Plans.

Task 4.1.9 Administration, Application, and Implementation Elements

This element will identify recommended actions and priorities that will guide efforts to implement the Secondary Plans once they are finalized and adopted. The primary focus of the element will be on identifying realistic strategies for implementation in the near-, mid-, and long-term. This element will reflect the full range of policies, guidelines, and measures available to the County under both the Planning Act and Municipal Act. This will include integration with the related land use, economic development, infrastructure and utilities, transportation and circulation policies of the Secondary Plans with particular emphasis on future expansion, phasing, and financing. The implementation element will address the various land use controls (zoning, holding, interim, site plan, land division, etc.), legal non-conforming uses, plan amendments, interpretation and monitoring, complete applications, zoning with conditions, development permit system, and public works finance.

Product: Administrative draft Secondary Plans for Steering Committee review.

Task 4.2 Draft Secondary Plans

The consultant team will coordinate the finalization of draft Secondary Plans based upon the review and input received from the Steering Committee. The draft Secondary Plans will also be reviewed by County Council, by the community by way of a workshop, and by the Province as part of the One Window circulation.

Task 4.2.1 Steering Committee Review

The administrative draft Secondary Plans will be reviewed by the Steering Committee to gather comments and direction on the plan before it is

finalized for community and County Council review. Consolidated comments will be provided to the consultant team in advance of the Steering Committee meeting in Task 4.2.2.

Task 4.2.2 Steering Committee Meeting #6

The consultant team will meet with the Steering Committee to receive comments on the administrative draft Secondary Plans and discuss the County Council presentation. The Committee will be asked to identify any issues and/or concerns raised by the administrative draft plans and identify any modifications or refinements to be incorporated prior to community and County Council review.

Task 4.2.3 Community Workshop #3

Based on Steering Committee input, the consultant team will hold the third community workshop. Separate workshops for Picton-Hallowell and Wellington will be conducted in the evening to maximize community participation. This workshop will be used to present the administrative draft plans, respond to any additional issues and concerns, and identify any modifications or refinements to be incorporated prior to presentation to County Council and circulation to the Province. This workshop will be held on the same day as Steering Committee Meeting #6 in Task 4.2.2.

Product: Presentation materials, summary of the comments and input heard during the workshop.

Task 4.2.4 County Council Meeting #4

The consultant team will prepare a presentation to County Council on the circulation draft Secondary Plans which includes changes approved by the Steering Committee following the community input. Council will be asked to identify any issues and/or concerns raised by the circulation draft plans and identify any modifications or refinements to be incorporated prior to circulation to the Province.

Product: Presentation materials, summary of the comments and input heard during the meeting, and revised circulation draft Secondary Plans for community review.

Task 4.2.5 Circulation Draft Secondary Plans

Following the review of the administrative draft Secondary Plans by the Steering Committee, community, and County Council, the consultant team will incorporate the comments received, as required, into circulation draft Secondary Plans for the Province.

Task 4.2.6 Provincial Circulation and Review

Although there will have been ongoing communication with the Province through and with the Ministry of Municipal Affairs and Housing, at this stage there will be the provincial agency coordination through the “One Window” review. A 60-day circulation and review period will commence upon the release of the revised draft Secondary Plans to the Ministry of Municipal Affairs and Housing. “One Window” review by the Province could take 90 days or longer.

Product: 10 bound copies of Picton-Hallowell and Wellington circulation draft Secondary Plans to Province, 20 bound copies of circulation draft Secondary Plans to County, and 1 electronic copy suitable for Web posting.

Task 4.2.7 Steering Committee Meeting #7

The project team will meet with the Steering Committee to review the proposed revisions to the draft Secondary Plans resulting from the provincial circulation and review. This meeting will provide the Committee with the opportunity to review the proposed revisions, consider the significance and implications of them, and prepare an overall policy response prior to presenting the proposed changes to Council.

Product: Summary of comments and input heard at the Steering Committee.

Task 4.2.8 Recommendation Draft Secondary Plans

Following the review by Steering Committee of the administrative draft Secondary Plans, the consultant team will incorporate the comments received, as required, into a recommendation draft Secondary Plans.

Product: 20 bound copies of Picton-Hallowell and Wellington recommendation draft Secondary Plan for County Council review, and 1 electronic copy suitable for Web posting.

Task 4.2.9 County Council Meeting #5

The consultant team will prepare a presentation to County Council on the recommendation draft Secondary Plans. Council will be asked to identify any final issues and/concerns raised by the recommendation draft plans and identify any modifications or refinements to be incorporated prior to adoption. (NOTE: This task may be identified by the Steering Committee as unnecessary should other forms of discussion and input serve a similar purpose.)

Product: Presentation materials, summary of the

comments and input heard during the meeting, and revised recommendation draft Secondary Plans for County Council adoption.

Task 4.3 Secondary Plans Adoption

In this task, County Council will hold a statutory public meeting to adopt the new Secondary Plans. Upon adoption, the project team will assist the County in preparing the necessary public notice. Should appeals arise, the project team would assist the County in resolving the matter and in preparation for a hearing before the Ontario Municipal Board. Such assistance would require an amendment to the consultant agreement between the County and IBI Group.

w40 bound copies of Picton-Hallowell and Wellington adopted Secondary Plan and 1 electronic copy suitable for Web posting.

Task 4.4 Zoning By-law Amendments

In this final task, the consultant team will prepare the amending text to the Zoning By-law in order to implement the adopted Picton-Hallowell Secondary Plan and Wellington Secondary Plan. Adoption of the necessary amendments could be addressed concurrently with adoption of the Secondary Plans. It is assumed that a separate process, including any community meetings and a statutory public meeting under the Planning Act, would be addressed by County staff.

7. PROPOSED DELIVERABLES

The proposed project deliverables include the following:

- Summary of comments and input heard at kick-off meeting;
- Summary of comments and input heard at Steering Committee meetings (7);
- Public Participation and Communication Plan;
- County Council presentation materials and summary of comments and input heard (5 for both Secondary Plans) (1 hardcopy and electronic files for both Urban Areas);
- Community workshop presentation materials and summary of comments and input heard (3 for both Secondary Plans) (1 hardcopy and electronic files for both Urban Areas);
- Summary of comments and input heard at stakeholder meetings and interviews;
- Existing Conditions Technical Memoranda (20 hardcopies, 1 unbound original, electronic files for both Secondary Plans);

- Development strategy alternatives and evaluation (20 hardcopies, 1 unbound original, electronic files for both Secondary Plans);
- Preferred development strategy (20 hardcopies, 1 unbound original, electronic files);
- Administrative, circulation, and recommendation draft Secondary Plans (20 hardcopies, 1 unbound original, electronic files for both Secondary Plans);
- Adopted Secondary Plans (40 hardcopies, 1 unbound original, electronic files for both Secondary Plans); and
- Amending Zoning By-law text and schedules to implement the Adopted Secondary Plan (electronic files for both Secondary Plans).

8.QUALITY ASSURANCE

IBI Group is a registered ISO 9001:2000 firm and has adopted this standard for quality management systems. This standard is designed to ensure quality assurance and client satisfaction with all IBI Group projects, big and small, public and private. This standard requires regular progress reviews between the Project Manager and client at specified intervals. It also requires the Project Manager to advise the responsible Director of IBI Group of project progress and any project concerns.

It is standard IBI Group practice that the Project Manager review and approve all subconsultant work that is to be received by the client. The Project Manager must also review and approve all internal work contributing to any product to be received by the client. All work products specified in any IBI Group scope of work are reviewed and draft approved by the Project Manager then reviewed and granted final approval by the responsible Director of IBI Group prior to release to the client. No IBI Group project is closed until the identified needs of the client under the scope of work have been fully addressed.

9.CONFLICT OF INTEREST

At this time, IBI Group is not working with any public or private sector clients in Prince Edward County. As such, IBI Group has no potential for conflict of interest in undertaking this project on behalf of the County.

10.SCHEDULE

The proposed project schedule indicates a 22-month timeframe for completion. The complexity of the projects and the need for Provincial One Window review may require minor schedule adjustments as the project proceeds.

11. COUNTY STAFF REQUIREMENTS

These Secondary Plan projects represent a major undertaking for the County. It is expected, therefore, that County staff involvement will be significant. However, as this will be a consultant-led project, it is expected that staff involvement will be limited to key points in the project and not at the expense of the everyday-operations of the Planning Services Department.

County staff involvement is likely to include the following:

- Identification and collection of background/ supporting information, including plans, studies, reports, and mapping (County, Provincial [LIO], etc.);
- Coordination/arrangements for Steering Committee meetings, reconnaissance, stakeholder interviews, community workshops, and County Council meetings;
- Review of draft project products, including the existing conditions technical memoranda, alternative development strategies, and Secondary Plan;
- Preparation of County Council staff reports; and
- Consultant team interface.

12.COSTS

The proposed project fee represents our estimate of professional effort and fees by phase. Proposed fees will be adjusted as necessary to reflect any change in the scope of work resulting from negotiations with the Steering Committee. The proposed project fee includes professional fees and disbursements but excludes GST.