



**City of Kingston  
Report to Council  
Report Number 16-007**

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<b>To:</b>	<b>Mayor and Members of Council</b>
<b>From:</b>	<b>Lanie Hurdle, Commissioner, Community Services</b>
<b>Resource Staff:</b>	<b>Paige Agnew, Director, Planning, Building &amp; Licensing Services</b>
<b>Date of Meeting:</b>	<b>December 1, 2015</b>
<b>Subject:</b>	<b>Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference</b>

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**Executive Summary:**

The purpose of this report is to present the terms of reference for the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan to Council, being the first phase of the secondary planning process for the area.

The proposed study area boundary for the North King's Town Secondary Plan will include the Inner Harbour and Old Industrial Areas, as well as the land between them, in proximity to the Montreal Street corridor. It will also include the former Davis Tannery, Belle Park and Belle Island, the historic Charlesville neighbourhood and the proposed Wellington Street Extension right-of-way. The proposed study area boundary will be reviewed as part of the Community Visioning Exercise.

The first phase of the secondary planning process will consist of a Community Visioning Exercise and Preliminary Market Analysis for the North King's Town area. The Preliminary Market Analysis will include strategies to maximize key investment considerations for the development of the area (i.e. infrastructure improvements) and will provide guidance for a more detailed market assessment which will be completed as part of a subsequent secondary planning process. The Community Visioning Exercise component of this first phase will involve the creation of a vision statement, key goals and guiding principles for the Secondary Plan, relying heavily on the input of interested stakeholders. The results from the Community Visioning Exercise and Preliminary Market Analysis will be used to inform the terms of reference for the remainder of the secondary planning process.

Staff anticipate issuing and conducting the RFP process for this project in January and February 2016, with consultant selection to take place in early spring 2016. It is expected that the

December 1, 2015

Page 2 of 6

Community Visioning Exercise and Preliminary Market Analysis for the North King’s Town Secondary Plan will be approximately six months in duration, once the consultant has been selected and the contract executed.

**Recommendation:**

**That** the terms of reference for the Community Visioning Exercise and Preliminary Market Analysis for the North King’s Town Secondary Plan, attached as Exhibit B to Report Number 16-007, be approved; and

**That** staff be directed to issue the Request for Proposals for the Community Visioning Exercise and Preliminary Market Analysis for the North King’s Town Secondary Plan.

**Authorizing Signatures:**

ORIGINAL SIGNED BY COMMISSIONER  
**Lanie Hurdle, Commissioner, Community Services**

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER  
**Gerard Hunt, Chief Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

Cynthia Beach, Corporate & Strategic Initiatives	Not required
Denis Leger, Transportation, Facilities & Emergency Services	Not required
Jim Keech, President and CEO, Utilities Kingston	Not required
Desiree Kennedy, Chief Financial Officer & City Treasurer	Not required

December 1, 2015

Page 3 of 6

**Options/Discussion:**

On May 5, 2015, Council passed the following motion concerning a Secondary Plan for the Old Industrial Area and Inner Harbour Area:

**“That** Council direct staff to prepare a Request for Proposals to undertake an exceptional, forward-thinking, livable, green and innovative Secondary Plan for the Inner Harbour and Old Industrial Area; and

**That** Council approve an upper budget of \$600,000 to complete an exceptional, forward-thinking, livable, green and innovative Secondary Plan for the Inner Harbour and Old Industrial Area with funding in the amount of \$150,000 from the Municipal Capital Reserve Fund, and \$450,000 reallocated from the approved capital budget within the Planning, Building and Licensing Services Department; and

**That** Council direct staff to report back to Council on the terms and criteria of any RFP prior to the issuance of that RFP.”

The City of Kingston Official Plan identifies both future and completed detailed planning areas, including the Inner Harbour Area and the Old Industrial Area. In the 1980’s both of these areas had secondary plans completed which were never fully implemented. Given the Council motion resulting from recent public input related to the proposed Wellington Street Extension (WSE), the expressed desire to create a long-term vision for this area of the City, and the age of the past planning studies undertaken for both the Inner Harbour and Old Industrial Areas, the City has decided to advance the secondary planning effort for this combined area.

The proposed WSE has generated considerable public discussion in recent months. Most of the public comments received by City staff to-date have expressed doubt with the needs justification for the WSE, and a deep level of concern with the impacts of the planned roadway on the surrounding natural, social, cultural and economic environment. Beyond the specific concerns related to the WSE, there is also an expressed desire to create a long-term vision and options that will support redevelopment in both the Inner Harbour and Old Industrial Areas in a manner that promotes a sustainable, healthy, vibrant and livable community.

The creation of a new secondary plan area that combines the existing Old Industrial Area and Inner Harbour Area involves the inclusion of the neighbourhoods that link the two areas, as well as the existing road network. The “North King’s Town Secondary Plan” name has been chosen as an initial project title to provide an identity to the project and new secondary planning area.

The North King’s Town Secondary Plan area is located in Central Kingston, within the urban area of the City of Kingston. It comprises approximately the northern two-thirds of the King’s Town electoral district, as well as a small portion of the Kingscourt-Rideau electoral district. The Plan area is strategically located between Highway 401 and historic Downtown Kingston. The area is bounded by John Counter Boulevard and the CN rail line to the north, the Great Cataraqui River to the east (which is part of the Rideau Canal system and part of a UNESCO

December 1, 2015

Page 4 of 6

World Heritage designation), the Central Business District designation in the Official Plan for the downtown to the south, and Division, Patrick and Sydenham Streets to the east.

The proposed study area boundary for the North King's Town Secondary Plan will include the Inner Harbour and Old Industrial Areas, as well as the land between them, in proximity to the Montreal Street corridor. It will also include the former Davis Tannery, Belle Park and Belle Island, the historic Charlesville neighbourhood, and the proposed Wellington Street Extension right-of-way. A map of the proposed study area for the Phase 1 review is attached as Exhibit A to this report. The proposed study area boundary will be reviewed as part of the Community Visioning Exercise.

The North King's Town Secondary Plan involves a large geographic area and will involve a review of all land use planning issues, including transportation, cultural heritage features, natural heritage features, open space, urban design and economic development. The City intends to work with property owners and the community at-large through this project to allow the opportunity to provide input early in the process.

The Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan are being conducted as the first phase of the overall secondary planning process. It is the City's intention to retain a consulting team with expertise in land use planning, urban design, real estate and market analysis, public consultation and community engagement to conduct this first phase of the project.

The Preliminary Market Analysis will include strategies to maximize key investment considerations for the development of the area, such as infrastructure improvements, incentive program opportunities, facility construction, and strategic land acquisition. It is anticipated that this preliminary analysis will provide guidance for a more detailed market assessment which will be completed as part of the subsequent secondary planning process.

The Community Visioning Exercise component of this first phase will involve the creation of a vision statement, key goals and guiding principles for the Secondary Plan. It will also offer the opportunity to gather public input on the initial study area boundary. Staff are recommending that the visioning exercise be used as an opportunity to develop a new name for the Old Industrial Area; something that had been recommended in the previous Old Industrial Area Study. The results from the Community Visioning Exercise and Preliminary Market Analysis will be used to inform the terms of reference for the remainder of the secondary planning process.

Staff anticipate issuing and conducting the RFP process for this project in January and February 2016, with consultant selection to take place in early spring 2016. It is expected that the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan will be approximately six months in duration, once the consultant has been selected and the contract executed. During the RFP process, staff in the Planning Division will be undertaking background research and preparing a series of "Summary Reports" that will focus on land use considerations such as: property ownership, parks and open space, natural and cultural heritage resources, the existing transportation system, development constraints,

December 1, 2015

Page 5 of 6

land use planning policy and regulatory controls. These reports will be provided to the successful consultant team and will also be made available to the public.

In selecting a consultant, the City will review all proposals received and score them in relation to the evaluation criteria and points identified below:

- |  |           |
|--|-----------|
| 1. Understanding of Objectives   | 5 points  |
| 2. Experience and Qualifications of the Project Team                                   | 30 points |
| 3. Proposed Work Plan and Quality of Approach and Submission                           | 30 points |
| 4. Compliance with the <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> | 5 points  |
| 5. Cost  | 30 points |

A copy of the terms of reference for the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan is attached as Exhibit B to this report.

#### **Existing Policy/By-Law:**

The Official Plan includes requirements for the preparation of a secondary plan (Sections 2.1.6, 2.4.11, and 9.7.2) which are to include a full technical analysis of land use and compatibility, transportation (including transit and transportation corridors and facilities), infrastructure (water, waste water, storm water, natural gas, electric power generation and transmission, and telecommunications), natural and cultural heritage features and areas, public service facilities, phasing and financial implementation.

Secondary plans are to be prepared, presented for public consultation, adopted in the same manner as the Official Plan and are to be read in conjunction with other Official Plan policy. Section 2.4.11.b of the Official Plan notes that all secondary plans are to be prepared by the City of Kingston in accordance with the applicable policies of the Official Plan and in partnership with affected land owners.

The Community Visioning Exercise and Preliminary Market Analysis are being conducted as the first phase of the North King's Town Secondary Plan.

#### **Notice Provisions:**

An e-mail notification of this Council report was sent to all individuals who have expressed an interest in the Secondary Plan and have provided their contact information.

#### **Accessibility Considerations:**

Not applicable

December 1, 2015

Page 6 of 6

**Financial Considerations:**

Not applicable

**Contacts:**

Paige Agnew, Director, Planning, Building & Licensing Services 613-546-4291 extension 3252

Greg Newman, Manager, Policy Planning 613-546-4291 extension 3289

Sonya Bolton, Senior Planner, Policy Planning 613-546-4291 extension 3237

**Other City of Kingston Staff Consulted:**

Not applicable

**Exhibits Attached:**

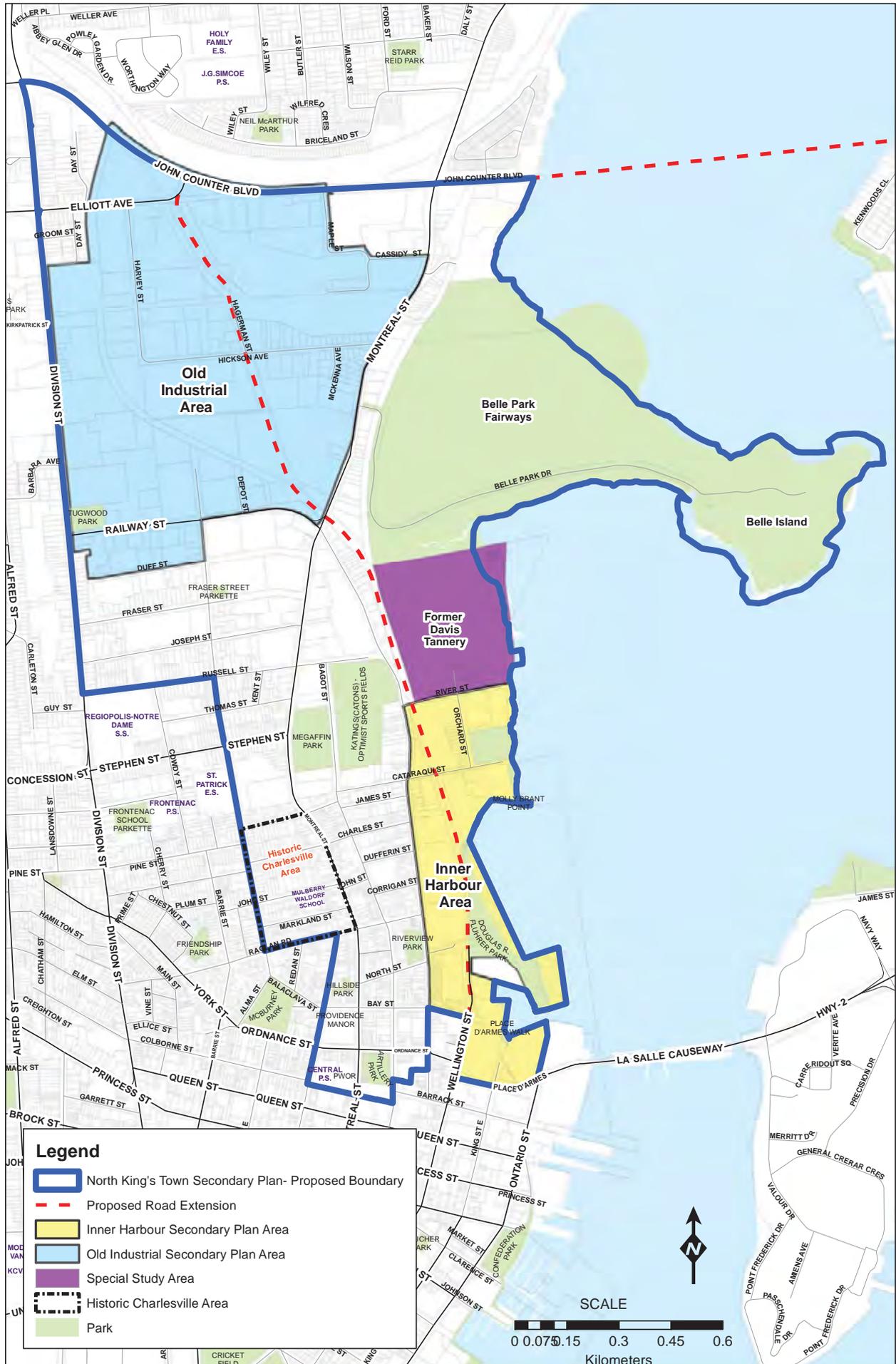
Exhibit A Study Area – North King’s Town Secondary Plan

Exhibit B Community Visioning Exercise and Preliminary Market Analysis for the North King’s Town Secondary Plan – Terms of Reference



# North King's Town Secondary Plan

Exhibit A



# Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan

## Terms of Reference

### 1. Introduction

The City of Kingston is requesting proposals from qualified consultants to undertake a Community Visioning Exercise and Preliminary Market Analysis as Phase 1 for the North King's Town Secondary Plan. The results of this project will provide direction to subsequent phases of the secondary planning process. This Secondary Plan will be focused on supporting the revitalization and redevelopment of a significant portion of the City's urban core (Appendix A). Council has directed that the future plan for North King's Town should be exceptional, forward-thinking, livable, green and innovative. Consultant teams should include expertise in land use planning, urban design, real estate and market analysis, public consultation, and community engagement.

The following sections are intended to guide the preparation of proposals for the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan for the City of Kingston. This document has been prepared by the City of Kingston under the guidance of the Director of Planning, Building and Licensing Services.

### 2. Background of the Project

#### 2.1 Study Area

The North King's Town Secondary Plan area is located in Central Kingston, within the urban area of the City of Kingston. It comprises approximately the northern two-thirds of the King's Town electoral district, as well as a small portion of the Kingscourt-Rideau electoral district. The Plan area is strategically located between Highway 401 and historic Downtown Kingston. The area is bounded by John Counter Boulevard and the CN rail line to the north, the Great Cataraqui River to the east (which is part of the Rideau Canal system and part of a UNESCO World Heritage designation), the Central Business District designation in the Official Plan for the downtown to the south, and Division, Patrick and Sydenham Streets to the east.

A map showing the proposed study area boundary for the North King's Town Secondary Plan is included in Appendix A. It is expected that as part of the Community Visioning Exercise and Preliminary Market Analysis, refinements to the study area boundary may occur.

## **Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference**

### **2.2 Project Rationale and Context**

The City of Kingston Official Plan identifies both future and completed detailed planning areas. Two of these identified areas are the Inner Harbour Area and the Old Industrial Area. In the 1980's both of these areas had secondary plans completed which were never fully implemented. Given the Council motion resulting from recent public input related to the proposed Wellington Street Extension (WSE), the expressed desire to create a long-term vision for this area of the City, and the age of the past planning studies undertaken for both the Inner Harbour and the Old Industrial Areas, the City has decided to advance the secondary planning effort for this combined area.

The proposed WSE has generated considerable public discussion in recent months. Most of the public comments received by City staff to-date have expressed doubt with the needs justification for the WSE, and a deep level of concern with the impacts of the planned roadway on the surrounding natural, social, cultural and economic environment. Beyond the specific concerns related to the WSE, there is also an expressed desire to create a long-term vision and options that will support redevelopment in both the Inner Harbour and Old Industrial Areas in a manner that promotes a sustainable, healthy, vibrant, and livable community.

The proposed study area boundary for the North King's Town Secondary Plan described above in Section 2.1 includes both the Inner Harbour and Old Industrial Areas, as well as the area between them, focused around the Montreal Street corridor, and including the former Davis Tannery, Belle Park and Belle Island, and the historic Charlesville neighbourhood (Appendix A).

The Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan are being conducted as the first phase of the secondary plan. The results from this project will be used to inform the terms of reference for the next phase of the secondary planning process.

### **2.3 Land Use and Built Form**

Given the size of the proposed study area boundary, land use within the North King's Town Secondary Plan area is quite varied and diverse. The northern portion that includes the Old Industrial Area is mostly designated as General Industrial in the Official Plan, with some policy direction to consider Business Park type uses for the Division Street and Montreal Street corridors. South of the Old Industrial Area, properties are primarily designated Residential in the Official Plan, with some Open Space, Institutional and District Commercial designations and uses. The Inner Harbour Area is designated a mix of Residential, Open Space, District Commercial and Institutional, while the shoreline of the Great Cataraqui River is designated Environmental Protection Area, with some Harbour Area designation in the south-eastern portion. Appendix B shows an excerpt from the Land Use Schedule 3-A from the Official Plan for the North King's Town Secondary Plan area.

The Plan area also includes a number of vacant and underutilized properties, particularly in and around the Old Industrial Area. Part of this relates to the historic uses

## Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

in the area (Section 2.4) and is the reason that this area is included within one of the project areas for the City of Kingston's Brownfields Community Improvement Plan (Section 2.7.c).

### 2.4 History of the Area

The Kingston area was originally occupied by First Nations groups, and then European settlement began in the 1600s, when the area (known at the time as Cataraqui) was chosen for a French fort and trading post. In 1758, the fort was taken by the British and destroyed, but the area remained a British trading post until the end of the American Revolution, when United Empire Loyalists settled in the area, re-naming it "King's Town", after King George III. At the time, development took place primarily along the western shore of the Great Cataraqui River and became centred around what is now known as Princess Street, which developed as a major commercial road.

The downtown and the area north of it, known today as the King's Town District, have been the location of almost all of the City's major historic industrial activity. From its early days as a trading post at the mouth of the Great Cataraqui River to heavy industrial uses and shipment of goods by both rail and water until the 1960s, the area has undergone a number of land use transitions.

Originally, Kingston's main transportation link with the rest of the country was through its waterfront. In 1856, the Grand Trunk Railway was constructed, and later in 1859 the Hanley spur was constructed and extended down to the Canadian Locomotive Works on what was known for many years as Block D in the downtown. Industries and businesses started locating along the rail lines and included: the rail yards of both the Canadian National and Canadian Pacific Railways (now occupied by the Ministry of Health building at Wellington Street and Place D'Armes); the Anglin lumber yard and sash and door factory; the CPR four stall roundhouse at the foot of North Street; the Woolen Mill; and the former Davis Tannery site. Since the 1960s, many of the properties have been redeveloped and the rail lines have been removed.

Residential development in the area also followed the rail lines and the industrial businesses, with small suburbs locating on the outskirts of the early Town of Kingston. This included the development of Charlesville, which was named for Charles Stuart, an early landowner in the area and Sheriff of the Midland District in the early 1880s. Stuart was also the son of United Empire Loyalist Dr. John Stuart, the first Rector of Kingston, and brother of George O'Kill Stuart, the first Dean of the Diocese of Ontario. Today the historic Charlesville area is bounded by James Street to the north, Montreal Street to the east, Raglan Road to the south and Patrick Street to the west.

The southern portion of the historic Charlesville area intersects with the northern boundary of the St. Lawrence Ward, which is identified on Schedule 9 of the Official Plan as a Heritage Character Area. Located just north of the downtown, the St. Lawrence Ward is one of the oldest areas of the City with an urban style that has survived since the 1800s.

## Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

Many of the properties within the North King's Town Secondary Plan area are included on the City of Kingston Heritage Properties Register as properties of cultural heritage value and interest. Many of the properties are also considered to have high archaeological potential due to their proximity to former railways, historic roadways and the Great Cataraqui River, which is part of the Rideau Canal and is designated as a UNESCO World Heritage Site, a National Historic Site of Canada and a Canadian Heritage River.

### 2.5 Demographics

According to Statistics Canada's 2011 Census, the City had a population of 123,363. Population, housing and employment projections completed for the City in 2013 indicate that the City is expected to grow by almost 19,500 people by 2041 and the total number of jobs is expected to grow by 12,360. The population and employment forecasts predict that growth will peak between 2031 and 2033, followed by a gradual decline due to lower rates of in-migration and an adequate supply of working-age people.

To help improve community planning and service delivery, the City has defined 43 distinct "neighbourhoods". Most of these neighbourhoods include five to seven blocks with 400 to 700 residents per block, and mirror the census dissemination areas used by Statistics Canada. These blocks are grouped together as a neighbourhood based on criteria including shared social, physical and political attributes, as well as location.

The North King's Town Secondary Plan area covers portions of two of these neighbourhoods – Rideau Heights (area number 24) and Inner Harbour (area number 25). Appendix C shows the proposed study area boundary in relation to these two neighbourhoods, and profiles on each of the neighbourhoods are available on the City's website (online link: [Neighbourhood Profiles](#)). While the information available for the Inner Harbour neighbourhood is from the 2011 Census and 2011 National Household Survey (NHS), the information for the Rideau Heights neighbourhood is from the 2011 Census only, as NHS data for this neighbourhood is not available as the information was not of sufficient quality for planning purposes.

There are a number of similarities between the neighbourhood profiles, but while the Rideau Heights neighbourhood contains a relatively even distribution of population by age and gender, the Inner Harbour neighbourhood contains a larger portion of persons aged 20-34. Also, while both neighbourhoods have a large portion of apartment dwellings versus single-detached dwellings, the majority of such apartments in the Inner Harbour neighbourhood are fewer than five storeys in height.

### 2.6 Previous Studies

#### a. Old Industrial Area Land Use and Strategic Plan Study (1990)

The Land Use and Strategic Plan Study for the City of Kingston Old Industrial Area (OIA) was based on a multi-disciplinary assessment of land use planning, engineering, and economic influences. A Background Report was prepared in November 1990 that described the existing land use characteristics and infrastructure, current market trends,

## Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

and land owner responses to a survey questionnaire. The Land Use and Strategic Plan Study was completed in April 1991, and reflected the opportunities and constraints in the OIA, as well as the input of the participants at the time, including the area landowners.

The study noted that the OIA merits renewed commitment and investment by the City, as there is potential to significantly upgrade and enhance the area as a business location. The existing businesses at the time of the study favoured the retention and upgrading of the OIA, particularly because of its valuable inner-city location, proximity to affordable housing and labour pool, and large blocks of undeveloped land. It is an excellent location, offering proximity to the high volume of traffic along Division Street and Montreal Street, and to the potential third bridge crossing at John Counter Boulevard to Gore Road. There is also a great deal of underutilized land, due mainly to rail line rights-of-way and former rail yards. It was the intent of the OIA Plan to renew the area by upgrading existing services and properties, promoting expansion onto underutilized properties, and increasing the presence and awareness of the area as an important inner-city business and employment area.

The Old Industrial Area of the City continues to undergo a period of transition. Upgrades have been made to some streets in the study area, and land use changes have been occurring, but only on a site-by-site basis. The overall road network that was recommended has not been implemented, and therefore, significant properties (e.g., the rail yards) have not been developed as anticipated.

### b. Inner Harbour Land Use Study (1984)

The Inner Harbour Study was presented in October 1984 with the goal of examining the land use transition that the area was undergoing, and produced a concept plan for the future development of the area. The study area was represented by the area bounded by River Street to the north, the Great Cataraqui River to the east, Place D'Armes to the south, and Rideau Street to the west.

Following the establishment of goals and objectives, development criteria, and an analysis of the Study Area, a Concept Plan was developed for the Inner Harbour Area. The Concept Plan anticipated that over time, the majority of the study area would be redeveloped to residential uses, with the possibility of a few exceptions. These exceptions included: a hotel in the Anglin Bay area; commercial and/or light industrial uses; a sewage pumping station at the foot of River Street; park and open space along the waterfront; and/or existing marine industrial uses (e.g., the dry dock operation). The Concept Plan also recommended either the widening of Rideau Street or the extension of Wellington Street, to increase the street traffic capacities associated with future development. These recommendations recognized that the existing Rideau Street would be near capacity based on the traffic generated by the Concept Plan. Comments were also provided on municipal infrastructure systems.

With the exception of a few properties in the area of Cataraqui Street, much of the land area of the Inner Harbour Study Area has been redeveloped.

## Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

### 2.7 Municipal Documents

#### a. Official Plan

The Official Plan for the City of Kingston was adopted on July 15, 2009 and obtained ministerial approval and came into force on January 27, 2010.

The Official Plan includes study requirements for the preparation of a secondary plan (Sections 2.1.6, 2.4.11, and 9.7.2), which are to include a full technical analysis of land use and compatibility, transportation (including transit and transportation corridors and facilities), infrastructure (water, waste water, storm water, natural gas, electric power generation and transmission, and telecommunications), natural and cultural heritage features and areas, public service facilities, phasing, and financial implementation.

Secondary plans are to be prepared, presented for public consultation, and adopted in the same manner as the Official Plan, and are to be read in conjunction with other Official Plan policy. Section 2.4.11.b of the Official Plan notes that all secondary plans are to be prepared by the City of Kingston in accordance with the applicable policies of the Official Plan and in partnership with affected land owners.

Information regarding the Official Plan designations within the North King's Town Secondary Plan area has been included in Section 2.3 of this document, and Appendix B shows an excerpt from the Land Use Schedule 3-A from the Official Plan for the Plan area.

The City of Kingston is currently undertaking a five-year review of its Official Plan. The Official Plan, and information on the five-year review, is available on the City's website at the following link: [City of Kingston Official Plan](#).

#### b. Zoning By-Law Number 8499

The City of Kingston has five principal zoning by-laws and a further five site-specific older remnant zoning by-laws in effect. The zoning by-laws do not conform to the existing Official Plan and are a continuing legacy from pre-amalgamation. The zoning by-law in effect for the majority of the North King's Town Secondary Planning area is Zoning By-Law Number 8499 of the former City of Kingston, adopted in 1975. A very small portion of the Plan area adjacent to the downtown along Wellington Street and Place D'Armes is covered by By-Law Number 96-259, City of Kingston Downtown and Harbour Zoning By-Law, adopted in 1996.

The zoning by-laws are available on the City's website at the following link: [City of Kingston Zoning By-Laws](#).

It must be noted that documents on the City's website are the most recent consolidated versions but are not certified true copies. For accurate reference, copies of the official by-laws should be consulted in the Office of the City Clerk, Council Support Division.

## Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

In accordance with Section 26(9) of the *Planning Act*, the City has initiated the updating of its current zoning by-laws in order to bring them into conformity with the City of Kingston Official Plan (2010). The Comprehensive Zoning By-Law Review Project is being undertaken in a two phase approach. The first phase has been completed with the preparation of a Zoning Issues and Strategy Study. The Zoning Issues and Strategy Study identified the City's zoning issues and opportunities and provided the framework for developing a new comprehensive zoning by-law. The second phase of the Comprehensive Zoning By-Law Review Project is the actual drafting of the new zoning by-law and advancing the document to Council adoption. The City of Kingston hired Dillon Consulting to undertake both the five-year review of the Official Plan and the second phase of the Comprehensive Zoning By-Law Review project, both of which are currently underway.

### c. Other Available Information

In addition to the Official Plan and the zoning by-laws, there are several studies and reports that may be relevant to the North King's Town Secondary Plan. Some of the more pertinent studies and reports include:

- Kingston's Council Strategic Priorities (2015-2018), prepared by the City of Kingston, which is available online at the following link: [Strategic Priorities](#).
- City of Kingston and Kingston CMA Population, Housing and Employment Projections, prepared by Meridian Planning and C4SE, October 17, 2013 (online link: [Population Study](#)).
- City of Kingston Employment Lands Strategy Review, prepared by Watson and Associated Economists Limited, in association with Dillon Consulting Limited, March 2015 (online link: [Employment Lands Strategy](#)).
- City of Kingston Commercial Land Review, prepared by Sorensen Gravely Lowes Planning Associates Inc. in association with urbanMetrics Inc., currently underway (online link: [Commercial Land Review](#)).
- Kingston Transportation Master Plan, prepared by AECOM, October 2015 (online link: [KTMP Report](#)).
- City of Kingston Brownfields Community Improvement Plan, as amended, March 2013 (online link: [Brownfields CIP](#)).
- Development Charges Background Study and By-Law, prepared by Watson and Economists Ltd., 2014 (online link: [DC Study](#)).
- Parks and Recreation Master Plan, prepared by Monteith Brown Planning Consultants, May 2010 (online link: [Park and Recreation Master Plan](#)).

## Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

- Wellington Street Extension Environmental Study Report, prepared by Morrison Hershfield, May 2006 (online link: [Wellington Street EA](#)).
- Waterfront Master Plan, currently underway (link to project webpage: [Waterfront Master Plan](#)).

### 3. Objectives and Study Approach

#### 3.1 Objectives

The following are the main objectives of the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan:

- To undertake an assessment of existing conditions to identify challenges and opportunities that may affect the future development of the area.
- To complete a **preliminary** market analysis which identifies Kingston's key features, differentiators and competitive advantages, and includes macro strategies to maximize the financial viability of key investment considerations for the development of the study area (e.g., infrastructure improvements, node and district enhancements, incentive program opportunities, facility construction, strategic land acquisition, etc.). It is anticipated that this preliminary analysis will provide guidance for a more detailed market assessment which will be completed as part of a subsequent secondary planning exercise. The more detailed assessment will be used to substantiate the demand for specific land uses within the study area.
- To develop a vision statement, key goals, and guiding principles for the North King's Town Secondary Plan which acknowledge the unique history of the area.
- To engage a wide selection of the community in developing the vision and guiding (development) principles for the North King's Town Secondary Plan, and to ensure that area residents and business owners, as well as the wider community, have the opportunity to provide meaningful input.
- To finalize the study area boundary for the North King's Town Secondary Plan.
- To develop a new name and identity for the Old Industrial Area.

#### 3.2 Study Approach

The Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan are anticipated to include the following major components:

- Communications Plan

As part of the proposals, the City is expecting the consulting teams to provide details for a Communications Plan that will include innovative ways to engage a wide cross-

## Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

section of the public during the course of the exercise. It is expected that the consulting team will present this as part of their proposal, and the successful consulting team will be required to finalize the details of the Communications Plan at the beginning of the project, in consultation with the City's Planning Division and Communications Department.

The City anticipates that a dedicated web page will be provided for this project on the City's website. It is expected that the consultant will provide content for this page. It is also anticipated that the project will make use of the City's Facebook and Twitter accounts, and there is the possibility of postings on the blog maintained by the Director of Planning, Building and Licensing Services.

### b. Project Start-up & Background Investigations

A project start-up meeting will be held at the outset of the assignment to identify data needs and information that may assist the consultant in advancing background investigations. The meeting will also be used to finalize the work program, project schedule, and the Communications Plan. In advance of the award of contract, planning staff will prepare a series of "Summary Reports" that will focus on land use considerations such as: property ownership, parks and open space, natural and cultural heritage resources, the existing transportation system, development constraints, and land use planning policy and regulatory controls. All relevant municipal documents and information will be provided to the consultant during the project start-up meeting. In addition to providing electronic copies of the plans, studies and other reports noted in this Terms of Reference, the City will provide the consultant access to digital data that can be used in a Geographic Information System (GIS) (refer to Section 4).

### c. Community Visioning Exercise

It is expected that information gathered through background investigations and a preliminary market analysis will be used to better-understand existing conditions and tangible opportunities for the redevelopment of the study area. The success of this visioning relies on the consultant's ability to effectively engage members of the public in meaningful dialogue to prepare a vision and guiding principles for the subsequent advancement of the North King's Town Secondary Plan. It is expected that the proposals will address in detail the components to be included for the overall exercise.

### d. Final Report and Presentation

A final report outlining the results and recommendations of the Community Visioning Exercise and Preliminary Market Analysis, as well as the vision statement, key goals, and guiding principles for the North King's Town Secondary Plan, will be prepared and presented to the Planning Committee.

## Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

### 4. Available City Resources

#### 4.1 City Services

The City agrees to provide available information and supply the following services:

- Within a reasonable timeframe and with reasonable notice, staff required for interviews to collect information.
- For viewing and possible copying, all appropriate information, mapping, and documentation relevant to the project, including all Summary Reports prepared by staff. The City will have the sole discretion in determining what information is appropriate to be copied and given to the consultant. The consultant is responsible for verifying the accuracy of all information provided by the City.
- The cost of any advertising, room rental and refreshments required for meetings open to the public. The City will be responsible for preparing and placing all advertising and notices and renting appropriate facilities.

There are some pertinent documents, including reports, legislation, and other resource materials that may be relevant to the study (Sections 2.6 and 2.7).

#### 4.2 Digital Sources of Information

Mapping is recognized as an important key element in the project. The current GIS (Geographic Information Systems) environment at the City of Kingston is an enterprise GIS based on an ESRI / ArcGIS software platform. Various other programs are used depending on the department. The Planning Division's zoning by-law mapping is currently maintained using AutoCAD (Computer Aided Design).

The City Base Mapping (CBM) conforms to specifications from the Ministry of Natural Resources 1:2000 Ontario Base Mapping. The CBM contains numerous layers representing various themes of information. The CBM is geo-referenced to Universal Transverse Mercator Projection using coordinate values in metres, based on NAD 1983.

Appropriate base mapping in ArcGIS geodatabase format will be provided to the consultant, subject to the terms of a City of Kingston Data License Agreement, which indicates the municipal ownership of the map data, requirement for City acknowledgements, and terms of any third party usage of the information. The terms of the agreement will be included in a form as part of the project contract.

#### 4.3 Aerial Photography and Ortho Imagery

The City's imagery data consists of both contact prints and digital ortho-rectified data. Ortho-rectified digital data is geo-referenced to the City Base Mapping and parcel fabric at 1:2000 scale. Ortho-rectified data is based on air photo collection dates in April 1998, 2004, 2008, 2011, 2013 and 2015. Image files are in a TIF format.

## Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

### 5. Resource Requirements

The consultant is required to provide details on the resources they will provide and require as part of their proposal. This includes their firm's resources, third party consultants or subcontractors, and City resource requirements outside of those defined in Section 4 above.

### 6. Milestones and Results

The City will identify the key milestone dates and any related deliverables as part of the proposal submission, and it is expected that the consultant will incorporate these into their work plan. These milestones and deliverables are in part dependent on the proposed program designed by the consultant for the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan. The following are some of the main milestones and deliverables, not necessarily in order, that will be integral to the project:

- Enter into a contract with the City;
- The project commencement meeting(s) with the City;
- Finalization of the Communications Plan;
- Review and analysis of the background research;
- Undertake the Preliminary Market Analysis for the study area;
- Conduct the components of the Community Visioning Exercise;
- Prepare a Draft Report for review and revision;
- Prepare a Final Report as outlined in Section 3.2.d; and
- Present the Final Report to the Planning Committee.

#### 6.1 Client Meetings

It is expected that the consultant team will meet on a regular basis, either in person or via teleconference, with representatives of the Policy Planning Group of the Planning Division and the designated Project Manager.

It is anticipated that the proposal submission (work plan) will address the actual number and timing of meetings.

#### 6.2 Presentations

Presentations to the public are critical to the project and its implementation. All of the presentations are to be made by the consulting team within the context of an open and publicly accessible meeting.

## **Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference**

Also, the consulting group will be responsible for presenting the final report to the Planning Committee for their consideration. Committee directed modifications shall also be the responsibility of the consulting group. It is anticipated that these elements of the program will be specifically addressed in the proposal submission.

### **6.3 Timing**

It is the intention of the City to issue and conduct the Request for Proposals (RFP) process in January and February 2016, with consultant selection to take place in early Spring 2016. It is expected that the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan will be approximately six months in duration. Any anticipated deviations from this timing should be noted in the work plan submission with the proposal.

### **6.4 Study Products**

The final report for the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan will be a written document supported by illustrations, photographs, and mapping. At a minimum, it shall include:

- A detailed record of the public consultation and community engagement process;
- The Preliminary Market Analysis for study area;
- Vision statement, key goals, and guiding principles for the North King's Town Secondary Plan; and
- Recommendations on a new name and identity for the Old Industrial Area.

## **7. Interim and Final Reporting**

### **7.1 Study Updates**

The successful consultant team shall provide, on a monthly basis, a written status report to the Planning Division. The updates must outline the work completed and provide an estimate of financial commitments.

### **7.2 Product Delivery**

All documentation for the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan shall be prepared using Microsoft Office and/or Adobe InDesign software. All mapping will be compatible with municipal software, as outlined in Section 4.2. Illustrations, images and photos shall be provided in TIF or JPEG format, and shall be readable by the City's software programs. All inventories, databases and mapping shall be ArcGIS compatible.

In order to ensure that the final document will be suitable for publication on the City's website, specific requirements are listed in the document entitled "City of Kingston

## Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

Requirements for Web Site Publication of Consultant Reports and Associated Items”, which is attached as Appendix D. All materials must be suitable for web publication in accessible formats under the *Accessibility for Ontarians with Disabilities Act*.

All draft reports are to be submitted in electronic format.

All final reports and products are to be produced in accordance with the requirements of the RFP. For the final version of all documents, **five (5) copies**, including a letter of transmittal and any maps and attachments, shall be provided along with the following:

- one (1) copy of the final document, including maps, illustrations, photographs and any appendices in a digital form on compact disk (CD);
- one (1) digital copy of the final document in its original software format;
- one (1) digital copy of any maps in ESRI shapefile (or updates as appropriate) and one full size copy of all maps;
- one (1) digital copy of ArcGIS-compatible data of any inventories or databases; and
- one (1) digital copy of photographs and photo re-imaging in TIF or JPEG format.

The delivered products resulting from the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan are to be owned by the City of Kingston and are subject to the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*.

### 8. Evaluation of Proposals

An evaluation team comprised of cross-departmental staff members will review all Proposals received and score them in relation to the evaluation criteria and points identified below:

- |  |           |
|--|-----------|
| 1. Understanding of Objectives   | 5 points  |
| 2. Experience and Qualifications of the Project Team                                   | 30 points |
| 3. Proposed Work Plan and Quality of Approach and Submission                           | 30 points |
| 4. Compliance with the <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> | 5 points  |
| 5. Cost  | 30 points |

## Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

### 9. Project Costs

The contract between the City of Kingston and the consultant team shall specify the project cost for the project. The cost shall be considered an upset figure, which should not be exceeded. It should be noted that the City of Kingston does not normally release budgets as part of Requests for Proposals (RFP). It is noted that project cost is one of the proposal evaluation criteria.

Further in this regard, please note the following:

- a. The cost of advertising, room rentals and refreshments required for meetings open to the public in the context of the public consultation process will be paid by the City of Kingston. The City of Kingston will be responsible for the preparation and placing of all advertising and notices and renting appropriate facilities.
- b. The cost of any presentation support materials, exhibits and project products will be the responsibility of the consultant team.
- c. The proposal must outline all costs associated with supplying the identified services, including printing. The total price must be stated clearly at the outset, and the work plan shall clearly identify the person-hours and fees associated with each task. Final selection will be subject to successful contract negotiations with the preferred consultant team.
- d. The City shall pay the consultant for providing the services in accordance with the payment terms set out in the contract, provided that the cost to complete the services as set out in the proposal shall be the maximum amount that the City shall be obliged to pay the consultant, unless otherwise agreed to in writing between the parties in advance of the consultant executing any work that may be considered beyond the scope of the contract.

The consultant should consider the tax regime prevailing at the time of the contract submission closing date when determining pricing. All prices should be quoted net of applicable taxes.

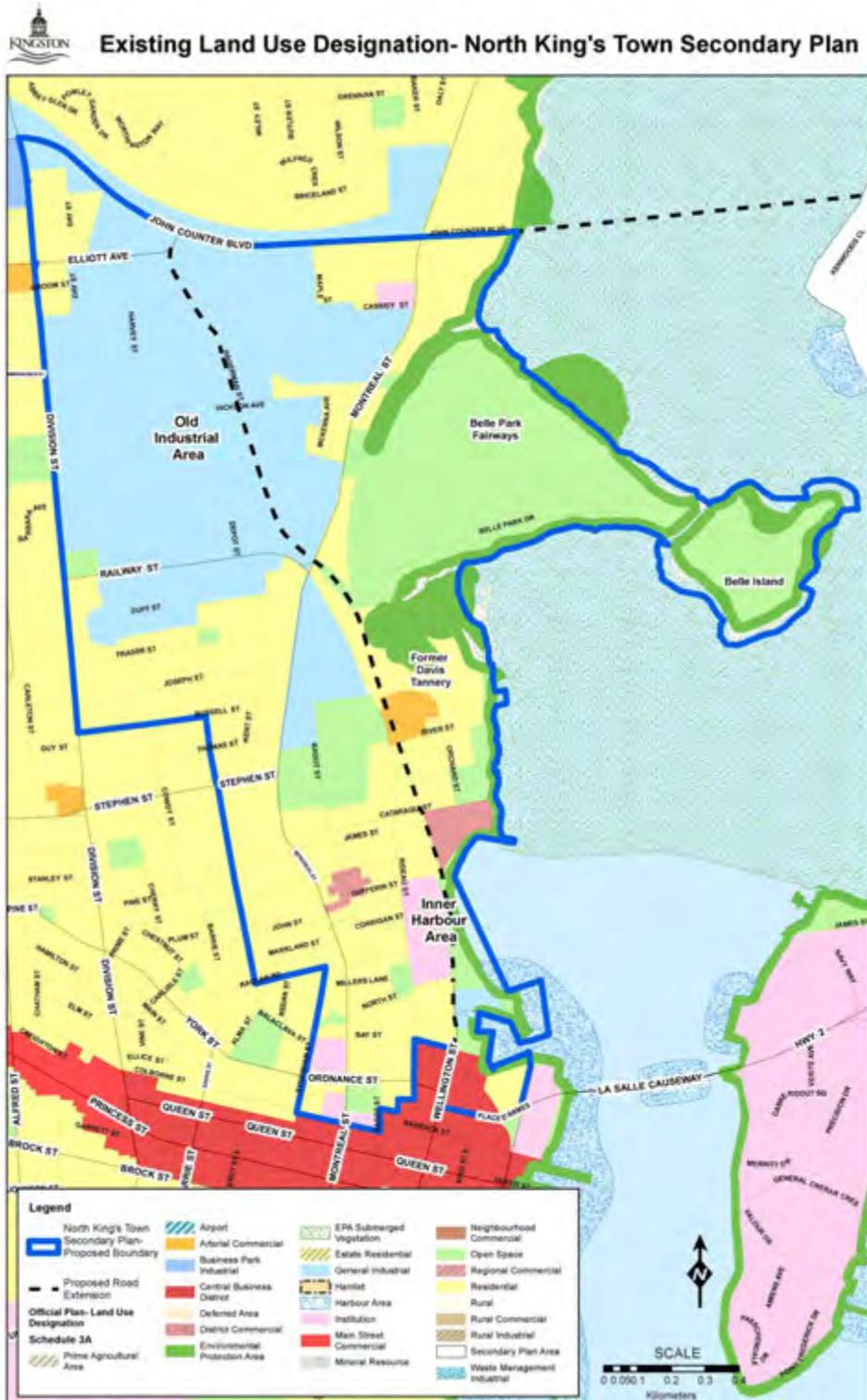
# Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

## Appendix A: Proposed Study Area Boundary



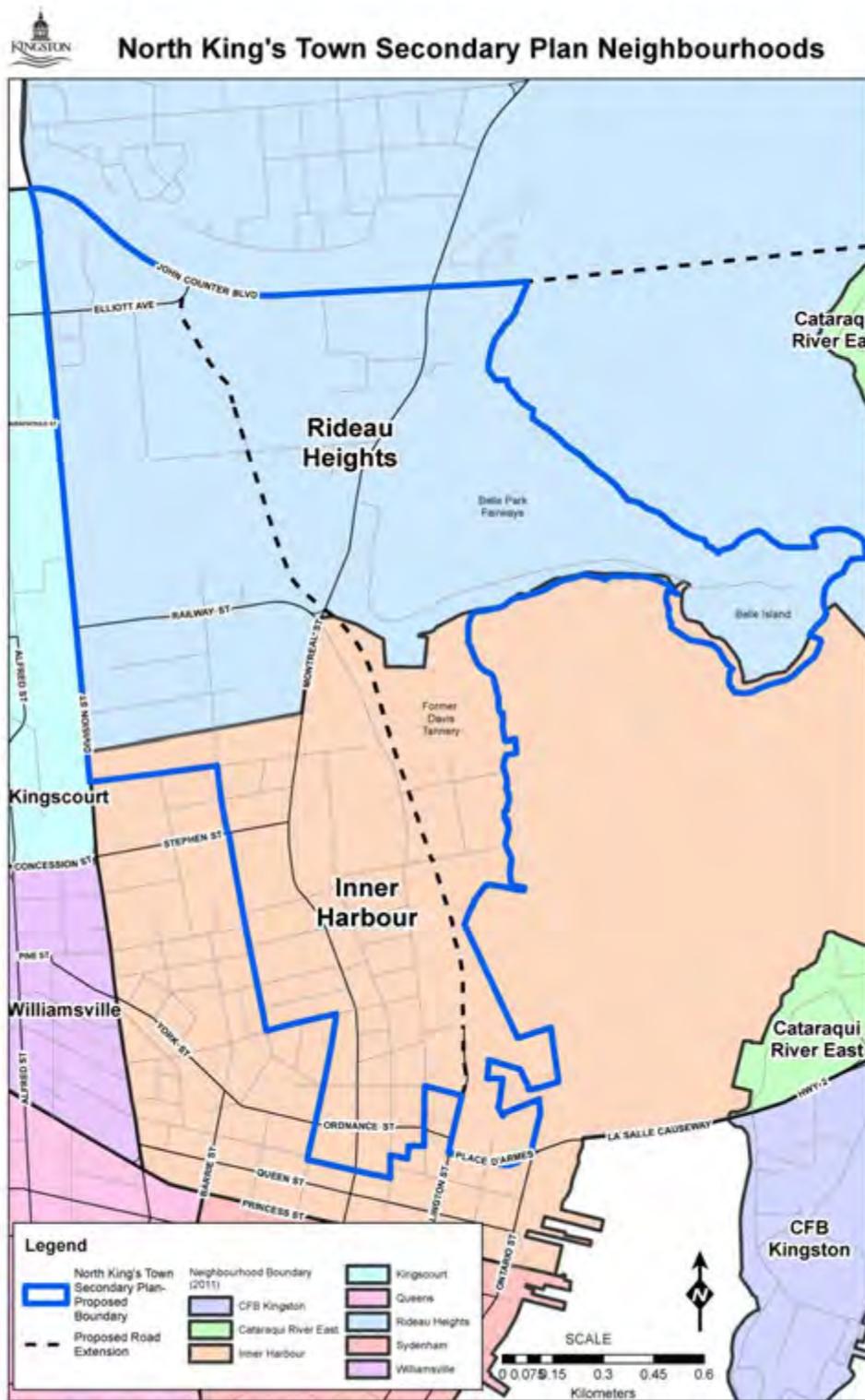
Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

Appendix B: Excerpt from Official Plan



Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

Appendix C: Neighbourhood Profiles Map



## Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference

### Appendix D: City of Kingston Requirements for Web Site Publication of Consultant Reports and Associated Items

The City of Kingston engages consultants to prepare reports and materials, many of which appear on the City's web site. Information on the web site must comply with the terms of the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) and the *Canadian Copyright Act*, and be suitable for web publication in accessible formats under the *Ontarians with Disabilities Act, 2001* (ODA).

#### Legislative requirements:

- **MFIPPA:** Any piece of information that could be used to identify an individual is considered personal information. The City of Kingston notifies members of the public if the collection of personal information is necessary and may form part of a public agenda. If personal information is **not** needed to make a decision, personal information collected by a consultant should **not** be included in their report.
- **ODA:** As some people use assistive technology to help them use the Internet, it is important that the information provided on the City's web site be compatible with that technology. The City of Kingston requires that report writers/consultants, whose work will be published on the City's web site, provide the source materials of their finished work; for example, Word/DTP files and any images, art and maps used in the report submitted in their original format.
- **Canadian Copyright Act:** The law of copyright also applies to the Internet, and so most individual works found there are protected: using Internet text or graphics without the permission of the copyright holder, for instance, is an infringement of copyright law. Images, art and maps contained in consultant reports submitted for publication on the City of Kingston web site must have been pre-approved by the copyright holder.

#### Format requirements:

- **Document size and orientation:** 8.5 x 11 (letter-sized) and portrait orientation are preferred.
- **Standard fonts:** The Canadian National Institute for the Blind (CNIB) clear print guideline recommends a minimum 12 point font size using standard fonts such as Arial or Verdana.
- **Maps/drawings:** The City of Kingston asks consultants to submit scalable maps/drawings in industry-standard graphics formats such as EPS or a vector-based PDF. **Note:** EPS or PDF files that simply encapsulate raster images do not meet this requirement. Specialty mapping/drawing formats, such as DXF/DWG, should be transformed to scalable EPS or PDF, unless documents in the specialty format were specifically requested for the project. If the

**Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference**

maps/drawings are embedded in another document, such as file created by word-processing or desktop-publishing software, the City of Kingston asks consultants to provide the original, scalable map/drawing documents as separate files.

- **Web ready document:** provide digitized copy of source documents, images and maps.

**Source:** City of Kingston – Strategy, Environment & Communications Department (March 2009)