



**City of Kingston  
Report to Council  
Report Number 16-117**

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**To:** Mayor and Members of Council  
**From:** Lanie Hurdle, Commissioner, Community Services  
**Resource Staff:** Paige Agnew, Director, Planning, Building & Licensing Services  
**Date of Meeting:** April 5, 2016  
**Subject:** Community Visioning Exercise and Preliminary Market Analysis  
for the North King's Town Secondary Plan – Award of Contract

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**Executive Summary:**

The purpose of this report is to advise Council on the outcome of the evaluation of proposals received in response to the Request for Proposals (RFP) for the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan and to seek approval of the recommendation of staff.

The RFP was issued on January 13, 2016 seeking the provision of professional services from qualified consulting firms to complete the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan. The RFP closed on February 10, 2016 with a total of 12 proposals received. A City review team evaluated each of the proposals based upon criteria established and specifically documented within the RFP. The City review team concluded that the proposal provided by DIALOG, which was not the lowest bidder for the work, ranked first in scoring, and offered the most comprehensive submission in response to the RFP, and the best value for the City of Kingston to complete the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan.

Staff is not recommending the lowest bid for this project; therefore, Council approval is required to proceed with the recommended proposal as per the City's Purchasing By-Law.

**Recommendation:**

**That** Council authorize the Mayor and Clerk to enter into a contract in a form satisfactory to the Director of Legal Services with DIALOG for the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan.

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**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

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**Options/Discussion:****Background**

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.”

Following this direction from Council, staff proposed the creation of a new secondary plan area that combined the existing Old Industrial Area and Inner Harbour Area and included the neighbourhoods that link the two areas, as well as the existing road network. The “North King’s Town Secondary Plan” name was chosen as an initial project title to provide an identity to the project and new secondary planning area.

On December 1, 2015, staff presented the terms of reference for the first phase of the North King’s Town Secondary Plan (Report Number 16-007), which involves a Community Visioning Exercise and Preliminary Market Analysis (Exhibit A). At the meeting, Council passed the following motion concerning the RFP for this first phase of the secondary planning exercise:

**“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; and

**That** an additional public meeting be held to confirm the draft report’s compilation of the community visioning exercise after the draft is prepared but before it is officially received and such that the draft could be improved to best reflect the visioning exercise of the community; and

**That** #2 of the evaluation proposals “Experience and qualification of the project team” include language indicating preference for a, expertise in community engagement, b, experience revitalizing old industrial zones, c, experience with integrated active transportation, d, expertise

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with great public spaces, e, expertise in environmental sustainability and f, experience with international city visions.”

The RFP was issued on January 13, 2016 seeking the provision of professional services from qualified consulting firms with expertise in land use planning, urban design, real estate and market analysis, public consultation and community engagement to complete the Community Visioning Exercise and Preliminary Market Analysis for the North King’s Town Secondary Plan. The RFP closed on February 10, 2016 with a total of 12 proposals received from the following consulting teams (alphabetical order by lead consultant):

1. CIMA, Altus Group and MHV Plan
2. DIALOG, Hemson Consulting, Soskolne Associates and Steer Davies Gleave
3. Dillon Consulting, Brook McIlroy, and Watson and Associates Economists Limited
4. Gladki Planning Associates, DTAH, Colliers International and Geographic Design
5. Live Work Learn Play
6. MDB Insight Inc. and RFA Planning Consultant Inc.
7. MMM Group
8. peter j. smith and company inc.
9. The Planning Partnership, Cushman and Wakefield, and Bray Heritage
10. Three Sixty Collective, Judy C. Morgan Consulting and Shakatani
11. urbanMetrics Inc. and SGL Planning and Urban Design
12. Urban Strategies, N. Barry Lyon Consultants Limited and BA Group

**Evaluation of Proposals**

The City review team consisted of staff members from Planning, Building & Licensing Services who were involved in the review and evaluation of the proposals. As the main component of this phase of the secondary planning process involves community engagement, a staff member from Strategic Communications was also involved in the interview process for the short-listed consultant teams. The evaluation process, which was outlined in detail in the RFP document, included the following evaluation criteria and points:

- |  |           |
|--|-----------|
| 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 |

As per the details in the RFP, evaluation points for the purchase price were awarded using a pro-rated methodology whereby the lowest price submission received the maximum available points (30).

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After a preliminary review and ranking of the 12 proposals, staff developed a short-list of the top two proposals based on an interim scoring, which included:

1. DIALOG, Hemson Consulting, Soskolne Associates and Steer Davies Gleave
2. Dillon Consulting, Brook McIlroy, and Watson and Associates Economists Limited

Representatives from each of the consulting teams were invited to meet individually with the City review team to provide a presentation that highlighted elements of their proposals. The presentations were followed by a question period conducted by the City review team that provided an opportunity to confirm, clarify and further explore elements of the proposals submitted by the two consulting teams. Information provided as part of these consultant interviews was then used as an additional means to finalize the proposal scores of these two consulting teams.

### Consultant Selection

The evaluation of all of the proposals by the City review team has concluded that the proposal by DIALOG provides the most thorough submission in response to the RFP, and also represents the best value for undertaking the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan. With the 12 proposals that were submitted, the average price was \$110,005.00, while the average number of total project hours was 691. The table below summarizes the evaluation information related to rank, price and number of project hours for each of the 12 proposals.

Rank	Consultant (Lead)	Price (excludes HST)	Total Hours
1	DIALOG	\$112,786.00	620
2	Dillon	\$147,965.00	836
3	MMM Group	\$66,410.00	462
4	Urban Strategies Inc.	\$112,273.00	713
5	Gladki Planning	\$102,175.00	777
6	urbanMetrics	\$69,770.00	523
7	The Planning Partnership	\$59,250.00	351
8	CIMA	\$109,815.00	717
9	peter j. smith	\$57,690.00	513
10	MDB Insight Inc.	\$124,925.00	826
11	Live Work Learn Play	\$225,000.00	1,010
12	Three Sixty Collective	\$124,300.00	940

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DIALOG is a planning, urban design, architecture and landscape architecture firm with offices in Toronto, Edmonton, Calgary and Vancouver. The consultant team will be led by Mr. Antonio Gomez-Palacio from DIALOG and will include additional expertise from the following firms:

- Hemson Consulting Limited – a market feasibility and analysis firm that will be conducting the preliminary market analysis;
- Soskolne Associates – a real estate development firm with expertise in brownfield redevelopment; and
- Steer Davies Gleave – a transportation planning and advisory firm.

Additional information regarding the consultant team, and the curriculum vitae of the project lead, has been included in Exhibits B and C.

The work plan proposed by DIALOG includes the following three phases:

1. Reconnaissance and public launch: This will include the project start-up process and finalization of the communications plan, initial meetings with City staff and interested stakeholders, and a formal public launch event.
2. Analysis and opportunities: This second stage will include preparing the preliminary market analysis, preparing materials for the community visioning exercise (including on-line engagement), installing neighbourhood displays, holding a youth engagement workshop, and conducting a second public event to help shape the vision for the secondary plan and review the preliminary market analysis.
3. Finalizing the vision and directions for the secondary plan: This final stage will refine the preliminary market analysis, hold a third public event to finalize the vision and guiding principles and the secondary plan area boundary, and then present the final report to Planning Committee.

Staff and the consulting team are proposing the creation of a community working group as an important component of the project. It will provide an opportunity for a variety of stakeholders to share perspectives, be inspired by new ideas, and provide input and advice to the project. Details and terms of reference for the working group, which will include a nominations process for members from the public, will be submitted to Council in late spring.

In the motion passed by Council on December 1, 2015, there were six additional elements added to the RFP to consider when evaluating the proposals and consulting teams:

1. Expertise in community engagement:

All of the proposals the City received included professional firms with experience in community engagement. DIALOG's team has extensive experience in public consultation and stakeholder engagement, with team members that specialize in facilitation. A recent project completed by DIALOG that incorporated multiple stakeholders is the creation of the Vaughan Mills Secondary Plan. This plan will guide the development of the Vaughan

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Mills Centre to the 2031 planning horizon and will be used by the municipal and regional governments and other public agencies for planning and designing infrastructure, community facilities and services, and other public projects.

2. Experience revitalizing old industrial zones:

Some of the proposals included experience with the revitalization and redevelopment of older industrial zones, many of which focused on a transition of industrial areas to other uses. DIALOG undertook a land use study in Regina, Saskatchewan, for the potential redevelopment of the Canadian Pacific Railway lands in the inner City, Mosaic Stadium, and the Dewdney Avenue Corridor, conceptualizing design initiatives to connect the two areas. They worked with the City to develop a vision, examining precedents for developing on industrial and rail lands, engaging stakeholders in the planning process, and developing by-laws to guide land development. The approach to this project reportedly benefited from the visualization of design options produced by DIALOG, which enabled stakeholders to better understand the look and feel of the proposed elements of design. For the first phase of the North King's Town project the DIALOG team also includes a member from Soskolne Associates with expertise in brownfield redevelopment.

3. Experience with integrated active transportation:

Some of the proposals included experience with transportation planning; most with experience in public transportation, and only a few with experience in active transportation. The DIALOG team has experience in multiple aspects of public transportation and Transit-Oriented Development, including: integrating higher-order transit systems with a diversity of urban contexts; identifying economic opportunities and development potential unlocked by new transit investments; and designing secondary plans that capitalize on enhanced transit infrastructure. The DIALOG team includes a member from Steer Davies Gleave that is a multi-modal transportation design specialist.

4. Expertise with great public spaces:

Most of the proposals the City received demonstrated experience with the development of public spaces. DIALOG has extensive experience in "place-making" and a recent example includes the University District Master Plan in Calgary, Alberta. This project created a vision for creating a mixed-use, walkable community that is vibrant, green and urban in character, with a diversity of opportunities for housing and employment, and a unique sense of place.

5. Expertise in environmental sustainability:

Many of the proposals received for the North King's Town project included commitments to sustainability and sustainable practices, and some consulting teams had direct experience with sustainable projects. An example from DIALOG is the design and construction of the Bill Fisch Forest Stewardship and Education Centre in Stouffville,

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Ontario (York Region). The building was inspired by the surrounding forest and seamlessly integrated with the natural landscape. The DIALOG team implemented sustainable design practices that resulted in the Forest Stewardship Centre being the first building in Canada to achieve the Living Building Challenge as a net-positive energy building.

6. Experience with international City visions:

Some of the firms that submitted proposals for the RFP demonstrated international project experience. A few of these included project experience for the firm, while many of the proposals included individual team members with international experience. DIALOG has experience with public space design that contributes to an innovative approach to City-building. Their experience spans across Canada, the United States and overseas. One recent international project is Sears Crosstown in the centre of Memphis, Tennessee, which is an adaptive reuse project aimed at regenerating an entire community. The project encompasses over 1.5 million square feet of buildings and more than 16 acres of land.

Based on the formal evaluation process, and the information presented above, staff recommends the award of the contract for the Community Visioning Exercise (CVE) and Preliminary Market Analysis (PMA) for the North King's Town Secondary Plan to the consulting team from DIALOG. They demonstrated the highest degree of capacity to deliver the criteria of the RFP and the expertise sought by Council (refer to Exhibits B and C). The work plan from DIALOG was well-defined, with the initial work for the PMA being done up-front, engaging the public through the CVE including an opportunity for youth engagement, and an opportunity to refine both the PMA and results of the CVE through consultation with the public before finalizing the report and presenting it to Planning Committee. The team from DIALOG has also expressed a willingness to assist with building internal capacity with staff by offering some training regarding facilitation prior to one of the major consultation events.

### **Next Steps**

The Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan will be approximately six months in duration, and will begin once the consultant selection has been finalized and the contract executed. The majority of community engagement activities will take place during the Spring, Fall and Winter.

During the RFP process, staff in the Planning Division have been undertaking background research and preparing a series of "summary reports" that 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. These summary reports will be compiled into a Community Inventory and Background Report that will be provided to the successful consultant team and will also be made available to the public on the City's webpage for the North King's Town project.

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**Existing Policy/By-Law:**

By-Law Number 2000-134 A By-Law to Establish Purchasing Policies and Procedures

**Notice Provisions:**

An e-mail notification of this Council report was sent to all individuals who have expressed an interest in the North King's Town project and have provided their contact information.

**Accessibility Considerations:**

Not applicable

**Financial Considerations:**

There are sufficient funds in the approved budget to undertake the Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan.

**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 Report Number 16-007 "Community Visioning Exercise and Preliminary Market Analysis for the North King's Town Secondary Plan – Terms of Reference"

Exhibit B DIALOG Consultant Team Summary

Exhibit C Curriculum vitae for Antonio Gomez-Palacio



**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

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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

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**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

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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,

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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

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**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:**

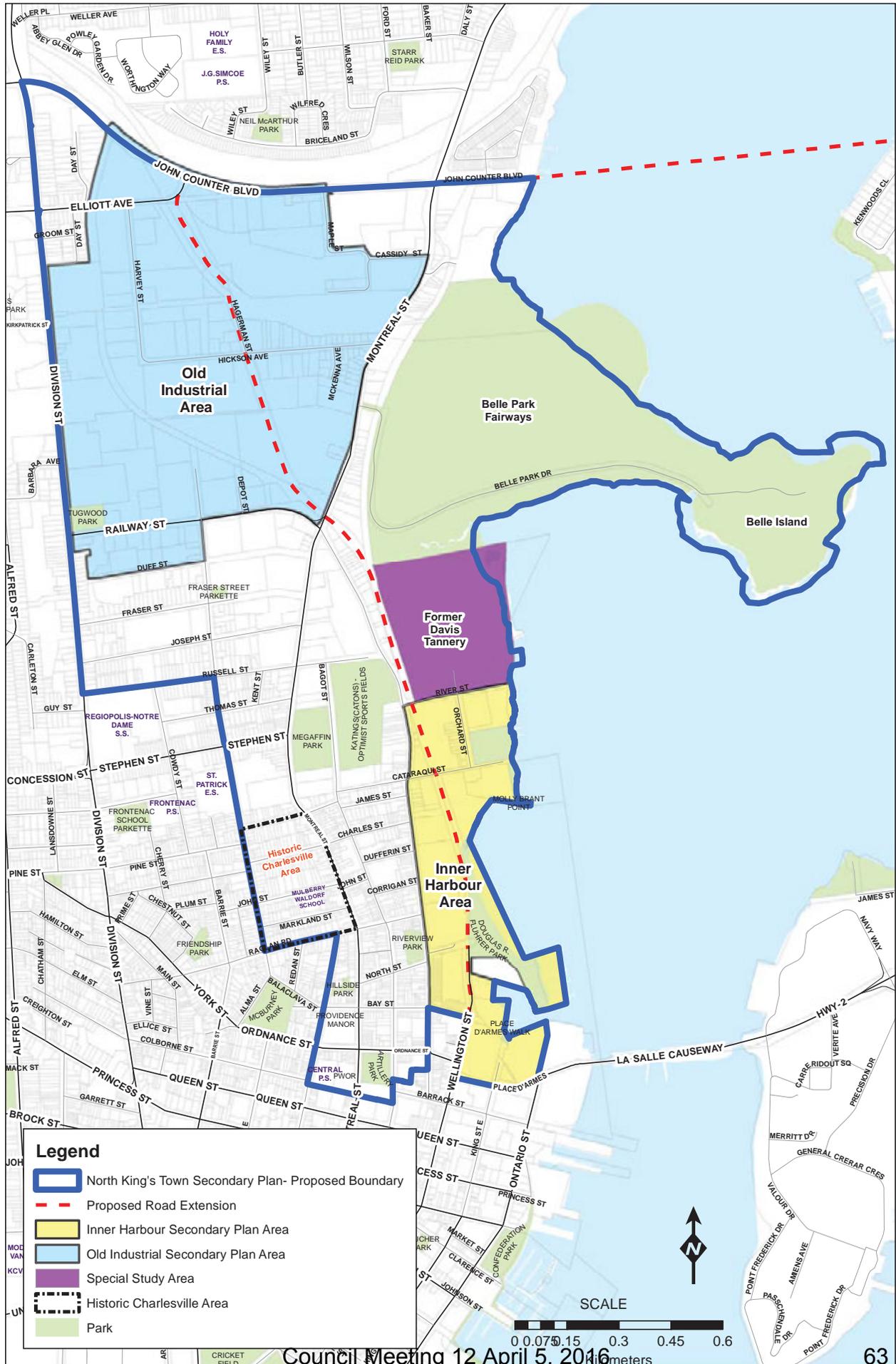
Exhibit A Study Area – North King’s Town Secondary Plan

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.

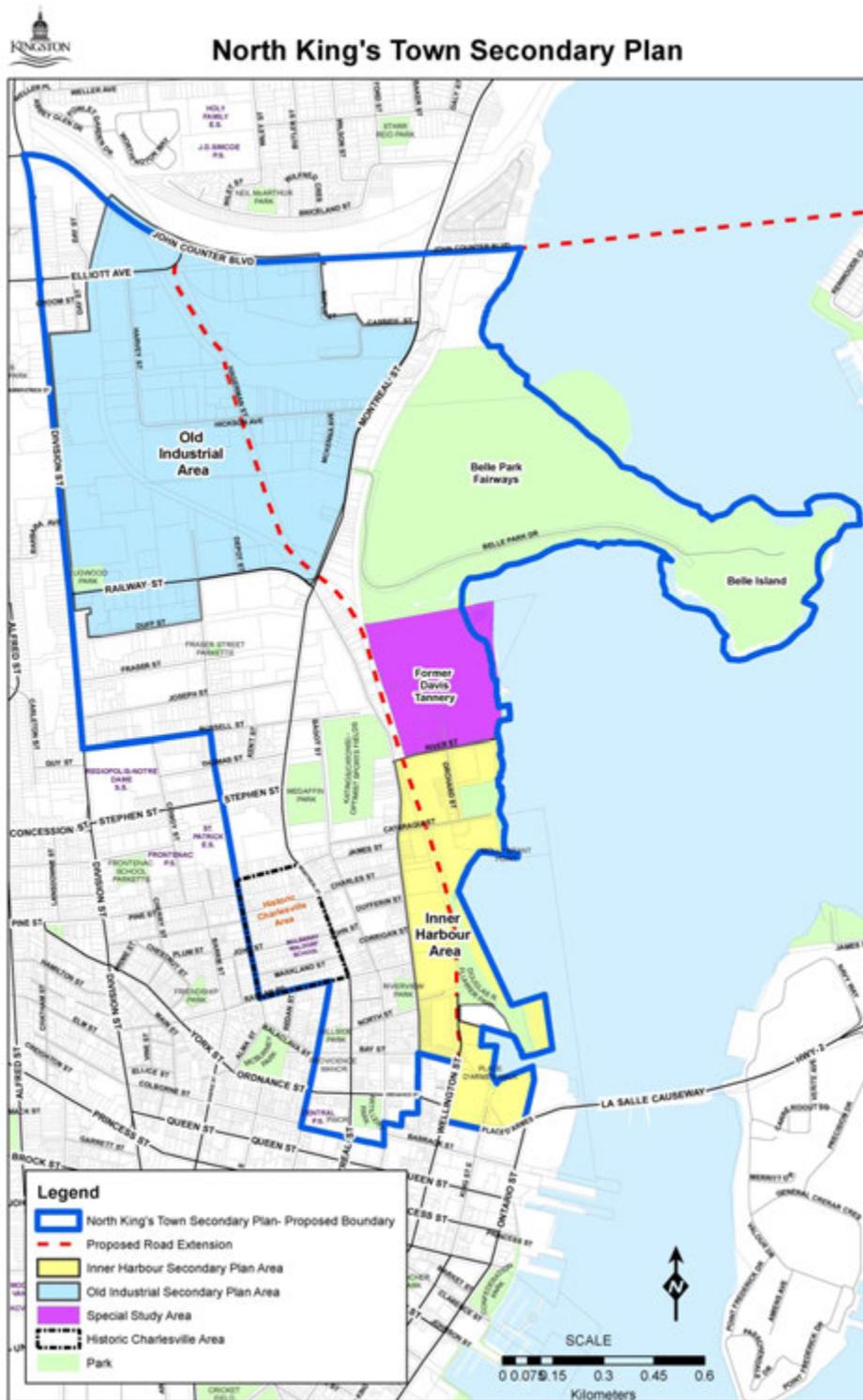
Further in this regard, please note the following:

- 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

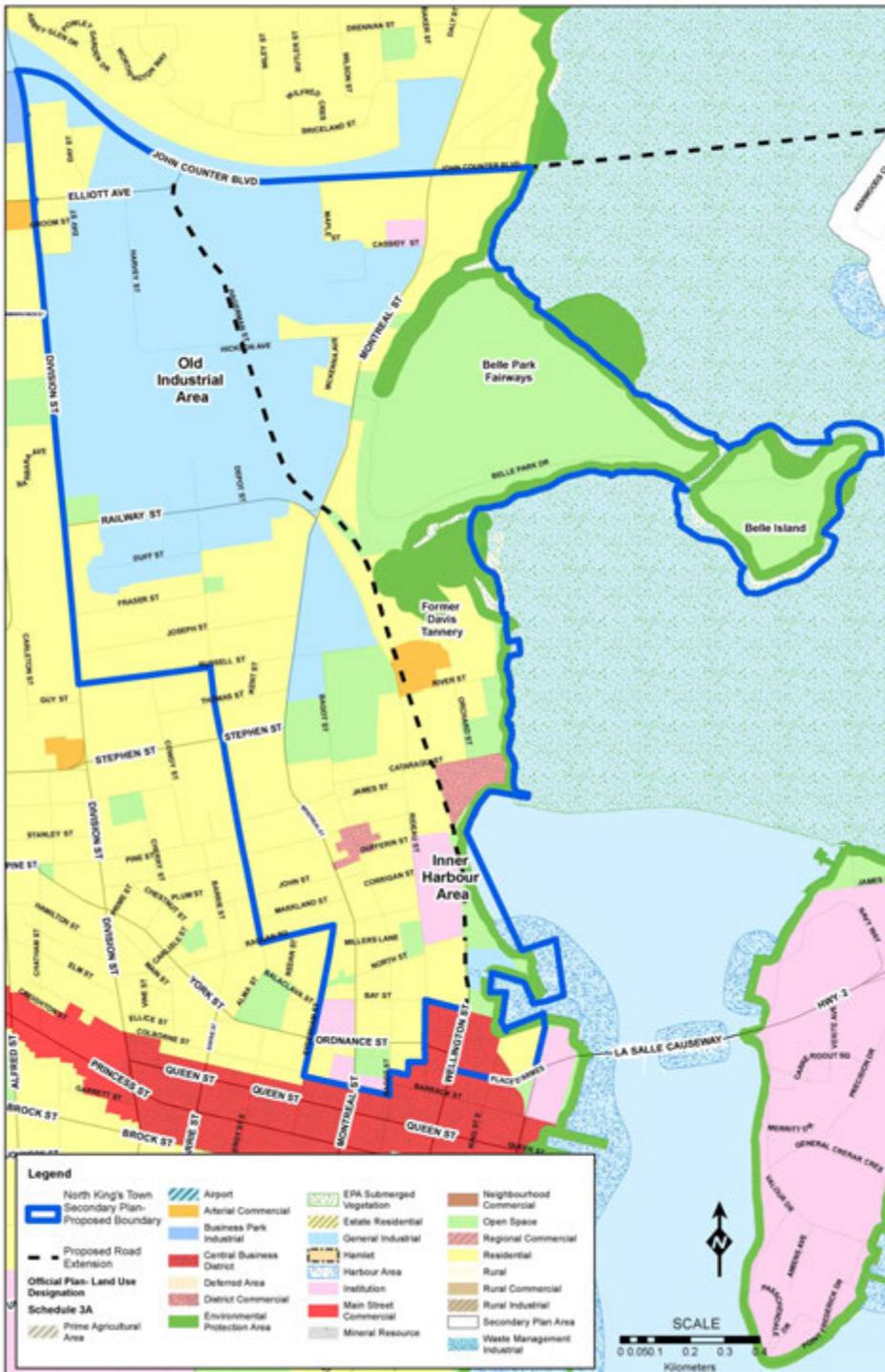
## Appendix A: Proposed Study Area Boundary



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

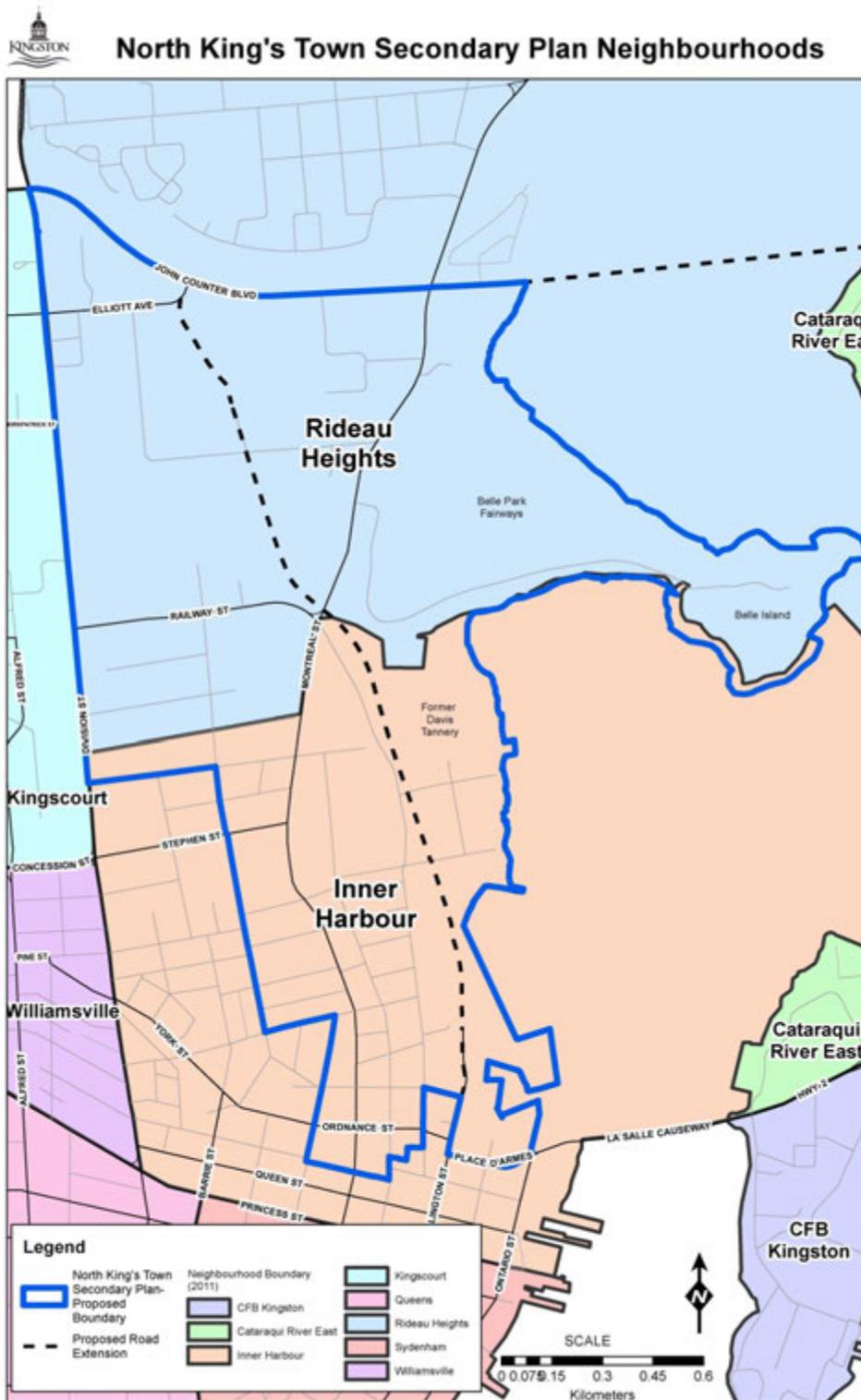
Appendix B: Excerpt from Official Plan

 Existing Land Use Designation- North King's Town Secondary 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)

# Company Information

## DIALOG

**LEGAL NAME:** DIALOG ONTARIO INC.

**FORM OF FIRM:** Corporation

### HISTORY

**DIALOG** stands on the shoulders of great firms that were brought together in 2010 by a shared vision.

**Cohos Evamy** began as Cohos Delesalle Architects in Calgary in 1960 under the leadership of Martin Cohos and Phillipe Delesalle. Michael Evamy and Paul Poffenroth soon joined and became early principals in the firm. Martin, Philipe and Michael were architects. Paul was an engineer. This was the genesis of the multidisciplinary approach so central to DIALOG today.

**Office for Urbanism (OU)** is one of Canada's foremost professional urban planning and urban design leaders, with a profound focus on the complex process of city building. Led by principals Jennifer Keesmaat and Antonio Gómez-Palacio, OU's work is characterized by thorough project management, comprehensive planning analysis, a strong and clear commitment to beauty through design, and a drive to understand and reflect the uniqueness of each place. OU's collaborative spirit is representative of the essence of DIALOG.

**Hotson Bakker Boniface Haden Architects + Urbanistes** was founded by Norm Hotson in 1973, and joined soon after by Joost Bakker. Alan Boniface and Bruce Haden joined as partners in 2001. Their national reputation for integrated urban place-making has become an integral element of DIALOG.

**Mole White Associates** was founded in Toronto in 1976 by Susan Mole, Rodger Mole, and Marilyn White. MWA is recognized for intelligent design, effective project management, and for zealous client collaboration. These key characteristics are important to the strength of DIALOG.

**Carlyle + Associates Landscape Architecture and Urban Design** joined DIALOG in October 2012. They bring with them nearly 30 years of award-winning expertise and a reputation for creativity and meticulous planning. Carlyle + Associates are adept at translating client goals into tangible forms and the firm is known for its consistent commitment to design excellence. This discipline will enable DIALOG to provide award-winning landscape architecture services to clients and enhance the value we can deliver through a single integrated design team.

**Jones Kwong Kishi Consulting Engineers** joined DIALOG in November of 2013 after three decades of collaboration with our firm. They bring intensive and extensive structural engineering experience both locally and internationally. For 35 years, they have sustained a prominent reputation of providing innovative and cost effective structural solutions.

### EXPERIENCE OF THE FIRM

DIALOG is an internationally award-winning consultancy which has led over fifty master and district planning, visioning and urban design projects for public, private, and institutional clients across Canada and internationally. We have extensive public sector experience in the following:

- Public process consultation
- Neighbourhood plans and strategies
- Transit Oriented Development Planning
- Heritage Conservation District Planning
- Master Planning
- Urban Planning and Urban Design
- 3D rendering and animation
- Site Analysis
- Feasibility Studies
- Functional Programming
- Phasing Studies
- Corridor Studies

DIALOG has a multi-disciplinary team of over 550 people who collaborate between studios in Toronto, Vancouver, Calgary, and Edmonton. With a history spanning over 50 years, DIALOG is the language of collaboration, founded upon engagement of clients and communities by multidisciplinary teams in an interactive planning and design process that encompasses architecture, engineering, interior design, planning, and urban design services. In a world of increasing challenges in the way Canadians live, move and work, DIALOG is a strong voice for innovative thinking and sustainable leadership.

### SUSTAINABILITY AT DIALOG

DIALOG believes in a holistic approach to sustainable design that creates places that have a long-lasting and positive impact on their environments. As a firm, we share a deep concern for the health of our planet and the impact of our designs on future generations. Sustainability and community wellbeing are a fundamental core values of our design team on all projects. Our approach to planning, urban design, and architecture strives to create environments that support sustainable lifestyle choices, enhance water and air quality, reduce car dependency and energy consumption, optimize infrastructure investments, and improves health and wellness of its occupants.

## HEMSON CONSULTING LTD.

**LEGAL NAME:** Hemson Consulting Ltd.

**FORM OF FIRM:** Market Feasibility and Analysis

### PROFILE

**Hemson Consulting Ltd.** was established in 1983 and provides expert advice in the areas of planning policy, economic development, finance, demographic and economic forecasting and real estate advisory. The firm consists of 16 professionals with diverse backgrounds in urban and regional planning, management consulting, real estate development, and public policy. Working primarily for the public sector, some of Hemson's major clients include the Province of Ontario, the Regions of Durham, Halton, Peel and York and the Cities of Toronto, Brampton and Mississauga in the Greater Toronto Area and Hamilton (GTAH), as well as many other Ontario municipalities including the City of Kingston.

### EXPERIENCE OF THE FIRM

In recent years, Hemson's planning work has focused on the preparation of growth forecasts, including those in the Growth Plan for the Greater Golden Horseshoe, municipal conformity work to implement Growth Plan policy, municipal comprehensive reviews, growth management strategy and planning for employment lands. In finance, Hemson's work has included long-term financial and infrastructure financing plans and development charges background studies. Relevant recent assignments include an economic analysis of employment lands as part of the Strategic Direction for the South of Eastern Area for the City of Toronto, an economic trends and opportunities study for the Mimico-Judson Regeneration Areas also in Toronto, a study on recent and upcoming trends in commercial office and retail development in the Greater Golden Horseshoe for the Ontario Ministry of Infrastructure and forecasts of commercial floor space for every municipality in Ontario for the Ontario Power Authority.

## SOSKOLNE ASSOCIATES

**LEGAL NAME:** Ronald L. Soskolne Associates Inc.

**FORM OF FIRM:** Real Estate Development Consultancy

### PROFILE

**Ronald L. Soskolne Associates Inc.** is a real-estate development consultancy that specializes in large-scale mixed-use developments and public/private projects, often incorporating the creation and animation of major public spaces. It conducts business under the abbreviated name "Soskolne Associates". Its usual practice is to associate for a limited period of time with clients who require, on a short-medium term basis, a high level of development expertise for the execution of specific projects. Such clients are usually municipalities, developers, private corporations, institutions, or not-for-profit corporations. They have included entities such as The Walt Disney Company, the City of Toronto in collaboration with the Yonge Street Business and Residents Association, Ryerson University, Shell International, Canary Wharf Limited, and the City of Detroit.

### EXPERIENCE OF THE FIRM

Working as a leader of development teams, the demonstrated strengths of the service provided by the firm in the public sector include:

- Strategic analysis of options for optimizing the use of potential development-sites in relation to the client's functional and financial objectives;
- Project conceptualization to maximize market impact, value creation, and architectural quality;
- Co-ordination of urban planning and architectural design aspects of large-scale projects, and integration with construction, marketing, and financial feasibility considerations;
- Negotiation with government officials regarding land acquisition, land-use entitlement, and co-ordination of public and private interests.
- Creation of major urban civic places and spaces, including animation of regeneration areas, development of arts and events programming, and management of public spaces.

## STEER DAVIES GLEAVE

**LEGAL NAME:** Steer Davies Gleave North America Ltd.

**FORM OF FIRM:** Employee Owned, Privately Held.

### PROFILE

Steer Davies Gleave is an independent employee-owned transportation planning and advisory firm. With no external shareholders or engineering or construction business to support, Steer Davies Gleave is proud of its unparalleled record in providing objective and value-added advice to clients through understanding and meeting their needs. This philosophy is central to the way in which we undertake our work.

We have over 300 specialists worldwide, with North American offices located in Toronto, Vancouver, Boston, New York, Los Angeles, Puerto Rico and Mexico City, as well as international offices in South America and Europe.

Since our formation in 1978, Steer Davies Gleave has always offered strategic advice underpinned by technical excellence and expert opinion across all modes of transportation. Across the company's 37 years of operations, Steer Davies Gleave has developed a wide client market, advising governments, operators, financiers, regulators, developers, international agencies, and other interest and community groups.

Steer Davies Gleave has been operating in Canada for over twenty years, and has had permanent offices in Canada for nearly ten years. During this time we have built a comprehensive portfolio working in the Greater Toronto and Hamilton Area (GTHA), as well as other metropolitan areas in Canada including Ottawa, Montréal, Winnipeg, Regina, Edmonton, Calgary, and Vancouver.

### EXPERIENCE OF THE FIRM

Steer Davies Gleave has an unparalleled breadth of specialist expertise available employing consulting staff who are able to make highly informed contributions and innovative insights right across the transport sector. Within Steer Davies Gleave, there are qualified transportation planners and modellers; economists and econometricians; engineers and operations experts; business strategy and financial analysts; researchers; specialists in marketing, communications and public relations; software developers; social and environmental scientists; along with a corporate team of experienced and skilled support staff. The company's aim is to provide clients with the insight needed to make good decisions and progress in what is often a complex planning, funding and operating environment.



## ANTONIO GÓMEZ-PALACIO

Arq. MES, RPP, MCIP, MRAIC  
Principal

**PRINCIPAL IN CHARGE, URBAN  
DESIGN & PLANNING EXPERT**

### EDUCATION

Master in Environmental Studies, Urban  
Planning York University, Toronto, 1999

Architecture, Top Honours Universidad  
Iberoamericana, Mexico City, 1995

### PROFESSIONAL INVOLVEMENT

Member, Royal Architectural Institute of  
Canada

Member & Past Chair, Toronto Society of  
Architects, 2000-2013

Member, Canadian Institute of Planners  
Member, Ontario Professional Planning  
Institute

Member of Canadian Urban Transit  
Association

Member, Urban Land Institute  
Institute Member, Royal Architectural  
Institute of Canada

Licensed Architect in Mexico  
Chair, City of Vaughan Design Review  
Panel, 2011–2014

Founding member, The Global  
Suburbanisms: Governance, Land and  
Infrastructure Working Group, 2009 –  
present

“Our goal is to create places  
where people want to be, to  
linger, to enjoy.”

A founding partner of DIALOG and formerly of Office for Urbanism, Antonio is committed to creating healthy places where people thrive – through dialogue. His work with cities, communities, and campuses has been recognized with awards for planning and design excellence by the Canadian, the Ontario and the Alberta Institutes of Planners, as well as by the Environmental Design Research Association, the Design Exchange, and others.

Acting at the intersection of urban design, planning, and architecture, Antonio's work is characterized by an engaging and collaborative process, which delivers healthier, flourishing, complete communities. He has led a wide range of award-winning projects for campus and master plans, HCDs, urban designs, policies and guidelines, and transportation planning projects; focused on urban intensification, mixed-use, multi-modal integration, and community and economic development as facilitated through participatory processes. By collaborating across sectors and through the broad engagement of developers, residents, community and political leaders, and other stakeholders, Antonio's plans, designs, and policies have a unique track record of generating buy-in and being successfully implemented.

Antonio is regularly called upon by municipalities, developers, and professional associations to front a strategic conversation on how to deliver city-building objectives through public and private initiatives. In the last few years alone, Antonio has led the planning frameworks for LRT projects in Mississauga, Brampton, Edmonton, and Hamilton, the creation of neighbourhood plans in Toronto, Vaughan, and Calgary, and campus master plans for post-secondary institutions in Toronto, Markham, King, and Sudbury. His recent speaking engagement topics include: Transit Urbanism; Urban Vibrancy; Contemporary Approaches to Heritage; Community Resilience; and Urban Wellness.

He has acted as the Chair of the Toronto Society of Architects, and is the inaugural Chair of the City of Vaughan's Design Review Panel.

### SELECTED PROJECT EXPERIENCE

Vaughan Mills Centre Secondary Plan, Vaughan, ON

Woodbridge Core Secondary Plan, Vaughan, ON

University of Calgary West Campus Master Planning & Land Use Approvals, Calgary, AB

21<sup>st</sup> Century Conversation Community Engagement Strategy, Mississauga, ON

Halifax Regional Municipality Urban Design Study, Halifax, NS

Halifax Downtown Urban Design Study, Halifax, NS

Moncton Downtown Development Vision, Moncton, NB

Regina Downtown Master Plan, Regina, SK

University of Regina, Master Plan, Regina, SK

Downtown Belleville Master Plan, Belleville, ON

Downtown Lethbridge Master Plan, Lethbridge, AB

Queen St West Heritage Conservation District Study, Toronto, ON

**AWARDS**

OPPI Excellence in Planning Award, Seneca College Campus Master Plan, 2012

Canadian Institute of Planners Award of Excellence in the category of Transportation and Infrastructure, for Hurontario/Main Street Corridor Master Plan, 2011

Canadian Institute of Planners Award for City Planning for HRM by Design: The Downtown Halifax Plan, 2010

Canadian Institute of Planners Award for Planning Excellence in Planning for and Development of Aboriginal Communities for the North Central Legacy Study, 2009

OPPI Excellence in Planning Award for The Our Future Mississauga Community Engagement, 2009

Design Exchange - Award of Excellence in Urban Design for the City of Lethbridge, AB, 2008

Alberta Association/Canadian Institute of Planners, 2008

Excellence in Planning for the City of Lethbridge, AB, 2007

Canadian Institute of Planners Award for Downtown Planning, for the Belleville Downtown Master Plan, 2007

edra/Places – Environmental Design Research Association Award for the Iqaluit Core Area and Capital District Plan, 2004

Woodbridge Heritage Conservation District Plan, Vaughan, ON  
 City of Edmonton - Valley Line LRT Project, Edmonton, AB  
 Edmonton Light Rail Transit (LRT) - Sustainable Urban Integration (SUI) Guidelines, Edmonton, AB  
 GO Transits Urban, Architectural 7 Landscape Design Excellence Guidelines, ON  
 Hamilton Light Rail Corridor Study (A + B lines), ON  
 Hurontario Main Street Corridor Master Plan, Mississauga and Brampton, ON  
 Iqaluit, Core Area and Capital District Redevelopment Strategy, Iqaluit, Nunavut  
 Laurentian University Campus Master Plan, Sudbury, ON  
 Seneca College Campus Plans for Markham, Newnham, and King Campuses, ON  
 Trent University Endowment Lands Master Plan, Peterborough, ON  
 Union Station Master Plan, Toronto, ON  
 University of New Brunswick, Saint John, Development Concept, Saint John, NB

**PRESENTATION SKILLS & PANELS**

In addition to his full time Urban Design Practice as a Principal in DIALOG’s Toronto studio, Antonio is regular a speaker and facilitator at global planning conferences, seminars, and workshops. Over the last two years alone, Antonio has presented at more than 20 conferences and professional events. A diverse range of presentation topics cover several facets of building cities, campuses, and urban environments; addressing ways to enhance the social-economic vitality by leveraging design, transportation, within natural and cultural contexts. A selection of notable events and summits include:

**2015**

- RAIC Festival of Architecture *“West Campus: Lessons in Transformative City-Building”*
- THRIVE CIP/SPPI Annual Conference *“Urban Vibrancy: Delivering On An Elusive Goal”*
- GTSWG, Switching Tracks: *Towards transit equity in the Greater Toronto and Hamilton Area, Moderator*
- TSA *Healthy Cities Forum, Moderator*

**2014**

- Ontario Heritage Planners Network Meeting *“Contemporary Design in Heritage Conservation Districts’ Presentation (VIDEO)*
- ULI 2014 Conference *‘A Model for Building Healthy Places’ Panel Member + ‘Urban Wellness’ Presentation*
- 6th Annual Transforming + Revitalizing Downtowns Summit 2014 *Conference Chair*
- Downtown Winnipeg Public Forum – *Transit Oriented Development*
- 10th World Congress on Design + Health, Healthy Cities 2030 *Pre-Congress Symposium Panel Member*
- 51st International Making Cities Livable *‘Urban Vibrancy’ Presentation + Submission of paper for publication*
- Canadian Urban Institute *‘Global Suburbanism’ Panel Member*
- CAPS Conference *‘Regional Planning’ Panel Member + ‘Transit Urbanism’ Presenter*

**2013**

- CityAge *The Innovation City, Presenter*
- Complete Streets Forum, *Moderator*
- CUTA Annual Conference, *Keynote Speaker*



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