City of Kingston

URBAN GROWTH STRATEGY
TERMS OF REFERENCE

To be used in conjunction with the Background Document for the City of Kingston, Urban Growth Strategy, Terms of Reference

Prepared by Planning and Development Services
Planning Division

January 15, 2002
Revised as per Committee of the Whole Meeting Held January 29, 2002
Adopted by Council February 5, 2002
### PART I: STUDY FRAMEWORK

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Purpose of the Terms of Reference</td>
<td>1</td>
</tr>
<tr>
<td>B.</td>
<td>Urban Growth Strategy Study Area</td>
<td>1</td>
</tr>
<tr>
<td>C.</td>
<td>Background and Context</td>
<td>1</td>
</tr>
<tr>
<td>D.</td>
<td>Study Integration</td>
<td>2</td>
</tr>
</tbody>
</table>

### PART II: THE STUDY

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Purpose of the Study and General Study Outline</td>
<td>3</td>
</tr>
<tr>
<td>B.</td>
<td>Study Process</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>1. Establishing the Current Framework</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>2. Scenario Development</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>(a) Planning Considerations</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>(b) Soft Service Infrastructure Considerations</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>(c) Hard Service Infrastructure Considerations</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>(d) Sewer &amp; Water Service Infrastructure Review</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>(e) Financial Considerations</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>3. Scenario Comparison</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>(a) Infrastructure Cost Comparison</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>(b) Planning Rationale</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>(c) Regulatory Criteria</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>4. Recommendation of Preferred Development Concept</td>
<td>7</td>
</tr>
<tr>
<td>C.</td>
<td>The Study Products</td>
<td>7</td>
</tr>
</tbody>
</table>
PART III: STUDY ORGANIZATION

A. Clients ................................................................................................................. 9
B. Senior Management Team, Technical Resource Group and Technical Advisory Group
   (a) Senior Management Team ................................................................. 9
   (b) Technical Resource Group ............................................................ 9
   (c) Technical Advisory Group ............................................................. 9
C. Technical Meetings ............................................................................................ 10
D. Public Consultation ............................................................................................ 10
E. Presentation Meetings ......................................................................................... 10
F. Study Update ........................................................................................................ 10
G. Product Delivery ................................................................................................ 11
H. Available Information .......................................................................................... 11
I. Timing .................................................................................................................... 12
J. Cost ........................................................................................................................ 12
K. Selection Process ................................................................................................ 12

PART IV: THE PROPOSAL

A. The Proposal ...................................................................................................... 14

PART V: APPENDICES

Appendix “A”  Map 1 - Urban Growth Strategy, Urban and Rural Split as per Official Plans
Appendix “B”  Proposed Comprehensive Approach to Managing Growth
Appendix “C”  Urban Growth Strategy - Proposed Schematic Approach
Appendix “D”  Urban Growth Strategy – Proposed Study Group Organization
City of Kingston
Urban Growth Strategy

Terms of Reference

ADDENDUM

Council & Public Visioning

City Council considers this to be an important element to the project.
PART I: STUDY FRAMEWORK

A. Purpose of the Terms of Reference

The purpose of the Terms of Reference is to establish a set of guideline concepts that will lead to the preparation of an Urban Growth Strategy for the new City of Kingston. The Terms of Reference are also intended to assist in the preparation of appropriate study proposals by a number of consulting firms. The Terms of Reference have been prepared by the City of Kingston, under the direction of the Commissioner of Planning and Development Services in consultation with the President, CEO of Utilities Kingston. The Urban Growth Strategy is being prepared for, and under the direction of, the City of Kingston.

B. Urban Growth Strategy Study Area

The former City of Kingston and the former Townships of Pittsburgh and Kingston amalgamated on January 1, 1998 to form the new City of Kingston.

The study area includes all of the current urban area of the City, as defined by the three Official Plans (see Appendix “A”) as well as those adjacent lands located in the current rural area of the City where the land use intensity and density may be increased to an urban standard by extending the existing municipal sanitary sewer and water system infrastructure.

C. Background and Context

The need for a Growth Management Study (Urban Growth Strategy) began to emerge as part of the preparation of the City Facts document and the Capital Budget exercise. The Growth Management Study was specifically identified in the Kingston Community Strategic Plan, adopted by Council on October 24, 2000, as one of the most needed City initiatives as was the need for a Long-Range Infrastructure Plan.

The three former municipalities previously approached issues from a jurisdictional perspective. The Urban Growth Strategy is particularly important as it will provide a comprehensive approach to development/infrastructure considerations as well as hard and soft services within the new City of Kingston. Appendix “B” details the comprehensive approach to managing future growth.

With respect to the planning documents, to date there has not been a comprehensive approach taken that would examine linkages, develop overall standards and pull together the land use systems. Some work has been done on an area-wide basis with the undertaking of the Growth Trends Study and the Regional Commercial Study. The individual planning documents, prepared from individual jurisdictional perspectives, have recently been through the Official Plan Review processes. However, in the new City, much needs to be investigated and examined through a series of plans, which will develop comprehensive approaches to community development, problem solving and capital works programming.
C. **Background and Context (Cont’d)**

Thus the Urban Growth Strategy will be prepared as part of a series of Master Plans and/or Strategic Plans. The Urban Growth Strategy will implement the Community Strategic Plan and link with the Transportation Master Plan and the Storm Water Management Master Plan. These Master Plans provide policy direction which will be integrated into a new Official Plan for the new City.

D. **Study Integration**

A separate document entitled the *Background Document for the City of Kingston Urban Growth Strategy Terms of Reference* has been prepared to provide critical supporting information for the Terms of Reference. Therefore the Urban Growth Strategy project shall be developed, considered, and undertaken with due consideration of both the Background Study and the Terms of Reference.

Approximately seventy studies, reports and/or files, of the City of Kingston and its former municipalities, have been identified as being important considerations for the Urban Growth Strategy. These are identified in the *Background Document for the City of Kingston Urban Growth Strategy Terms of Reference*. The Urban Growth Strategy project shall be developed, considered, and undertaken with specific consideration of the previous studies as identified in the Background Document. Ongoing studies also have been identified in the Background Document. It is critical that the Urban Growth Strategy be integrated with these ongoing studies and the models that are being developed through these studies.
A. Purpose of the Study and General Study Outline

The Urban Growth Strategy will be a broad, overall strategy for land use development formulated by the linkage of good planning principles, with water and sewer infrastructure, transportation, hard and soft service considerations and analysis. The Urban Growth Strategy will be developed using a multidisciplinary approach through a process of research, analysis, comparisons and recommendation with a full public consultation and participation program.

The purpose of the Urban Growth Strategy will be to provide direction for future growth and infrastructure upgrading or extensions and the City’s capital budget within a framework of providing services that the municipality can afford. The Urban Growth Strategy will identify growth areas, establish future development phasing, develop growth related planning policies which are co-ordinated on a City-wide basis and provide direction for infrastructure improvements or the establishment of new infrastructure or the upgrading of existing infrastructure to serve the growth areas. The Urban Growth Strategy will direct long-term growth and Capital investment. It will result in the formulation of:

- an Urban Growth Strategy Report;
- Official Plan Amendments;
- a Water Servicing Concept Plan;
- a Sanitary Servicing Concept Plan; and
- a Financial Plan.

The Urban Growth Strategy is to be a comprehensive approach to planning for the urban structure of the City of Kingston. As such, the analysis of land use, environmental, engineering, transportation and financial issues shall be combined into a single process to permit the public and decision-makers to have a more complete understanding of the implications of growth and to determine the most appropriate location for growth and the conditions under which that growth can occur. This comprehensive approach will consider all of the various issues and trade-off’s involved in planning and environmental assessment considerations. This comprehensive approach is depicted on Appendix “B”. Specific approvals (in forms such as Secondary Plans and environmental study reports) are outside the Terms of Reference for this study.

The Urban Growth Strategy will anticipate future population growth and the services/systems needed to serve the related development. It will identify growth areas, assess the impact of development choices and promote development that effectively uses land resources to ensure the efficient use of land and infrastructure and to minimize the negative impacts of growth.

The Urban Growth Strategy will seek planning and environmental approval for an overall plan for the long-term urban development of Kingston and for the necessary infrastructure to serve that development. The Urban Growth Strategy shall follow the processes required under the Planning Act and the Environmental Assessment Act, (Ontario and Canada). Since the EA process is the most rigorous, the entire comprehensive planning process will be undertaken within the spirit of the Environmental Assessment Act and consistent with the requirements of a Consolidated Hearing of the Ontario Municipal Board and the Environmental Assessment Board. Also, all activities should be designed to comply to the requirements of The Development Charges Act.
A. Purpose of the Study and General Study Outline (Cont’d)

Municipal financial constraints and strategies are important factors to be considered in the development of the recommended policies. Recommendations should maximize the current investment in the municipal infrastructure.

The City of Kingston is committed to public participation, consultation, openness and accountability in conducting studies and in the development of policy. The Urban Growth Strategy process is to be conducted within the framework of an extensive program of public information and consultation.

In summary the Goals of the Urban Growth Strategy project are to:

- implement the Kingston Community Strategic Plan;
- ensure that the public has ample opportunity to participate and be involved in this study;
- examine, evaluate and formulate policy for the new City considering it as one entity vs. three entities;
- ensure that the negative impacts of growth are minimized;
- create communities that are environmentally responsible and financially efficient;
- ensure that the existing infrastructure is optimally used;
- to ensure the efficient and cost effective use of infrastructure;
- identify how the land resources can be effectively used;
- protect rural and agricultural lands and the City’s natural resources;
- link decisions on planning, infrastructure, transportation, hard and soft services and public investment;
- use a multidisciplinary approach to ensure that the study and its recommendations are comprehensive;
- provide a framework for growth based on the assumption that such growth will be on full municipal services;
- designate adequate land to accommodate residential and economic growth for a 25 year period;
- link this study with the ongoing studies including the Transportation Master Plan;
- evaluate the land use, infrastructure and hard and soft services systems of the three former jurisdictions within the context of one municipal jurisdiction;
- develop comprehensive policies that will result in a single integrated co-ordinated approach to policies to the three Official Plans;
- provide long-range policy direction for growth and infrastructure;
- provide direction on the effective use of municipal tax dollars in providing municipal infrastructure;
- provide direction for the City’s capital budgeting program.
B. Study Process

The Study is anticipated to progress through the following major stages and involve such components as further detailed in Appendix “C”.

1. Establishing the Current Framework

This initial stage will involve research, data collection, document and study review, identification of systems or issues, system analysis, constraints, opportunities and costs for systems expansions.

2. Scenario Development

(a) Planning Considerations such as:
   - Urban concept;
   - Population – historical, existing and forecast;
   - Population and economic growth impact;
   - Utilization of GKA 2041 Model; (requiring demographic, employment input to produce projections for housing and commercial space requirements for employment growth)
   - Land use pattern – existing and including recent approvals;
   - Land use mix – potential range of uses (residential, employment lands, etc.);
   - Infilling, intensification and redevelopment;
   - Natural systems and resources;
     - Existing features including topographical contours, natural constraints, wetlands, agricultural lands, aggregate resources, groundwater recharge areas, floodplains, fisheries, wildlife, etc.;
   - Agricultural impact;
   - Review of existing Official plans, studies, reports, and planning files (see Appendix “A”, Catalogue of Information, in the Background Document for the City of Kingston Urban Growth Strategy Terms of Reference). Determine the supply of land and lots within the current land use designations;
   - Absorption rates of land and lots to accommodate growth;
   - Adequate land inventory to accommodate future growth (residential, economic and commercial, etc.) to the horizon of 25 years;
   - Current economic development trends in the Greater Kingston Area and potential future economic strategies.

(b) Soft Service Infrastructure Considerations such as:
   - Police services;
   - Ambulance;
   - Fire protection and rescue services;
   - Recreational facilities, community facilities, and parklands;
   - Schools;
   - Transit.
2. Scenario Development (Cont’d)

(c) **Hard Service Infrastructure Considerations** such as:
- Storm Water Management;
- Transportation system;
- Linking Urban Growth Strategy with the Transportation Master Plan study which commenced in 2001;
- Hydroelectricity distribution system;
- Natural Gas distribution system;
- Service provider and area identification.

(d) **Sewer & Water Service Infrastructure Review** such as:
- Determining theoretical status of existing sewer and water systems;
- Determining the actual status of existing sewer and water systems and future requirements by utilizing the following four products from the *Utilities Kingston, Water and Sanitary Sewer Model Development and Kingston West Treated Water Storage Study* which presently is underway:
  1. Calibrated Water Distribution Model.
  2. Requirements for interconnection of the two water distribution systems.
  3. Calibrated Sanitary Sewer System Model.
  4. Comparison of alternatives for Improvements for the Kingston West Boosted Zone (part of Zone 2).
- Identifying present water and sanitary sewer flows and future requirements;
- Running Water Distribution Model for future growth scenarios;
- Water treatment plants capacities considerations;
- Running Sanitary Sewer Model for future growth scenarios;
- Sanitary sewer requirements;
- Sewage treatment plant improvements and expansions;
- Storm water impact on combined sewer system;
- Consideration of sewer and water infrastructure, in some instances, may be necessary beyond a 25 year time horizon;
- For a guide to further detail refer to **Appendix “B”**, Sewer and Water Infrastructure Considerations in the *Background Document for the City of Kingston Urban Growth Strategy Terms of Reference*. **Appendix “B”** is not intended to be an exhaustive outline.

(e) **Financial Considerations**
Costs associated with:
- The upgrade and/or the extension of the sewer and water
- The upgrade and/or the extension of hard and soft service infrastructure
B. Study Process (Cont’d)

3. Scenario Comparison shall identify and evaluate:
   (a) Infrastructure cost comparison including:
       • Constraints on systems;
       • Analysis of costs to serve new growth.
   (b) Planning rationale such as:
       • Urban concept;
       • Natural systems (environmental protection);
       • Land use compatibility and minimization of adverse impact;
       • Potential and/or constraints to long term development;
       • Link land use and transportation;
       • Agricultural considerations.
   (c) Regulatory criteria such as:
       • Planning Act;
       • Provincial Policy Statements;
       • Development Charges Act;
       • Municipal Act;
       • Environmental Assessment Act;
       • Any other relevant government initiatives including those that are announced throughout the course of the study.

4. Recommendation of Preferred Development Concept in terms of:
   • Geographic direction;
   • Land use alternatives, densities including infill and patterns;
   • Soft service infrastructure support requirements;
   • Hard service infrastructure support requirements;
   • Costs and cost recovery;
   • Timing and phasing;
   • Sanitary sewer and water distribution systems concept plans.

Consultants may modify, add or delete from the criteria cited above in No. 1 to No. 4 above, provided an appropriate explanation is given.

C. The Study Products

The study products will be written documents containing the study findings with supporting maps and analytical summaries and recommendations with respect to policy direction. Data collection materials and supporting text may be presented in appended documents.
C. The Study Products (Cont’d)

There will be five study products namely the:

i. Urban Growth Strategy report
ii. Official Plan Amendments (text and maps)
iii. Water Servicing Concept Plan
iv. Sanitary Servicing Concept Plan
v. Financial Plan

Detail on the considerations to be addressed in each of the above studies is found in the Background Document for the City of Kingston Urban Growth Strategy Terms of Reference. This detail is not intended to be an exhaustive list and it is not intended to limit the approach that may be taken. It has been provided as a guide to the issues that the City feels need to be addressed. It is anticipated that the invited consultants’ submissions will further address the contents of the study products. Modifications, additions and/or deletions may be made provided an appropriate explanation is provided.
PART III: STUDY ORGANIZATION

A. Clients

The Urban Growth Strategy is being prepared for the City of Kingston and does not involve any other levels of government, agencies or municipalities either by way of funding programs or by way of shared costs. The Council of the Corporation of the City of Kingston is the principal client and is responsible for all matters related to the study including all contract terms, the study design, the conduct and timing of the study, the cost and its adoption and/or approval.

City Council will be represented by its Planning Committee who will be responsible for overseeing the conduct of the study from its inception to its completion and for preparing recommendations to be forwarded to City Council regarding any matters requiring a decision. The Planning Committee will be responsible for hosting on behalf of City Council the public participation program.

The staff of the Planning and Development Services, Planning Division, shall act in the contract administration function.

B. Senior Management Team, Technical Resource Group, and Technical Advisory Group

The proposed Study Group organization is depicted in Appendix “D”.

(a) Senior Management Team
The administrative direction for the preparation and completion of the study shall be the responsibility of a Senior Management Team (SMT) that reports directly to the Planning Committee. The Senior Management Team is chaired by the Chief Administrative Officer. Members of the Senior Management Team will guide and provide direction on the study.

The Senior Management Team shall monitor the progress of the study, assist with the direction of the study, and provide a liaison between the consultant, Council, the Planning Committee, other levels of government and the public.

The principal contact with the municipality shall be through the Commissioner of Planning and Development Services.

(b) Technical Resource Group
The Technical Resource Group (TRG) will provide the consulting firm with technical assistance and technical access to City information and resources required over the course of the study. The Technical Resource Group will also provide assistance to the Senior Management Team and the Technical Advisory Group.

(c) Technical Advisory Group
Additional technical support and assistance shall be provided by representatives of other City groups on an as-required basis. This group shall be referred to as the Technical Advisory Group (TAG).
C. Technical Meetings

The Consulting Team shall meet with the Senior Management Team and the Technical Resource Group at least six (6) times over the course of the study (at the beginning of the study, during the research phase, during the analysis phase, prior to the start up of the public participation process, during the recommendation formulation stage and during the draft reports review). Some of these meetings may involve joint meetings of the Senior Management Team, the Technical Resource Group with the Consulting Team while others may be meetings of the Technical Resource Group and the Consulting Team.

It is anticipated that the proposal submission will address the technical meetings in more detail.

D. Public Consultation

As indicated in the section entitled “Purpose of the Study and General Study Outline” public participation and public consultation are considered to be a very important component. Public consultation is viewed by the City as an ongoing process of information gathering, public education, and information availability. As well, the public participation program is required to meet the intent of the Federal Environmental Assessment Act, the terms of the Provincial Environmental Assessment Act and the requirements of the Planning Act regarding official plan amendments.

As part of the proposal submission, the Consultant shall provide a detailed public consultation program that may include a variety of elements and a variety of approaches that recognize the different components of the study and the anticipated length of the study process (in the order of 12 months).

There are a number well defined landowner groups and special interest groups who are interested in this project.

E. Presentation Meetings

Presentations to the public, Council Committees and to City Council throughout the course of the study 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.

The public consultation and participation program including any meeting presentations for the Urban Growth Strategy will be the responsibility of the successful consulting group. Also, the successful consulting group shall be responsible for the presentation of the five study products to the appointed Council Committee and Council for their consideration. Council directed modifications shall also be the responsibility of the consulting firm. It is anticipated that these elements of the program will be specifically addressed in the proposal submission.

F. Study Update

The successful consulting group shall provide on a monthly basis a written status report, in a form suitable for consideration by Council, outlining work completed and an estimate of financial commitments.
G. **Product Delivery**

The Urban Growth Strategy document, the Official Plan Amendment documents, the Water Servicing Concept Plan document, the Sanitary Servicing Concept Plan document and the Financial Plan document and any appended supporting documents shall be prepared using Microsoft Office software.

The proposal cost shall include the printing of **thirty-five (35)** copies of each of the draft documents inclusive of any maps and attachments. **Thirty-five (35)** copies of each of the five completed, cerlox bound documents which include the letter of transmittal and any appended documents will be provided by the consulting team along with:

- Two (2) master copies of each of the five documents (and any maps or appended documents), unbound and suitable for reproduction purposes;
- Two (2) copies of each of the five documents in digital form on a compact disc (CD);
- Two (2) copies of digitized maps in AutoCAD 2002 format (or updates as appropriate) and two (2) full size hard copies of all maps contained in the each of the five documents;
- Two (2) copies of each of any appended documents in digital form on a compact disc (CD);
- Two (2) copies of the supporting analytical or tabulated data in digital form on a compact disc (CD).

The delivered products resulting from the study are to be owned by the City of Kingston as public documents and are, therefore, subject to the provisions of *The Municipal Freedom of Information & Protection of Privacy Act*.

H. **Available Information**

A variety of studies and reports have been undertaken by the City of Kingston and its former municipalities which will impact on the Urban Growth Strategy. Therefore a **Catalogue of Information** has been compiled as Appendix “A” to the *Background Document for the City of Kingston Urban Growth Strategy Terms of Reference*. Appendix “A” identifies ongoing studies and models. More detailed sources may be identified once the study program, methodology and data needs have been established.

Mapping is recognized as an important and key element of the study given its very geographic and spatial character. The City of Kingston is in the process of developing a fully functional Geographic Information System (GIS) using AutoDesk products. Existing City mapping consists of a complete 1:10,000 single line street network. Full 1:2,000 mapping and orthophotography is now available.

Appropriate digitized base mapping in AutoCAD format will be provided to the consultant. The map information and its use will be subject to the terms of a ‘user agreement’ that indicates the ownership of the map data, City acknowledgements, and the terms of any third party usage of the information. The terms of the agreement will be included in and form part of the project contract.
I. Timing

It is intended that the study commence in early 2002 and shall be completed before May of 2003. Recognizing this time frame it is anticipated that as part of the proposal submission that the consultant will provide a detailed timetable showing the various study components, and a timetable for completion of study products which are integrated with consideration by the Council appointed Committee and Council.

J. Cost

The total cost of the Urban Growth Strategy Study including disbursements and GST is still under consideration, but would appear to be in the order of Three Hundred Thousand Dollars ($300,000.00). The total cost of the project shall be considered as an important element in the consultant selection process. Proposals with fees in excess of the anticipated cost require a clear explanation outlining the rationale for increasing the cost.

The cost of any advertising, room rentals and refreshments required for meetings open to the public in the context of the public consultation program will be paid by the City. The City will be responsible for the preparation and placing of all advertising and notices and renting appropriate facilities.

The cost of any presentation support materials, exhibits and study products will be the responsibility of the Consultant.

Based on past experience and/or preferred approach, the consulting team may feel that it is advisable to do additional work beyond what is specified in these Terms of Reference, or to delete some work that is specified. If this is the case, the additional cost for, or savings resulting from these additions or deletions should be specified, in any proposal, together with the necessary explanation.

Once the cost has been agreed to by both parties, it will be specified in the contract and will become an upset limit not to be exceeded.

K. Selection Process

The City advertised Requests for Expressions of Interest closed on September 11, 2001. Ten (10) submissions were received. These will be evaluated and the Terms of Reference for the project and a Request for Proposal will be provided to selected firms. Each of the firms who submit a proposal will be interviewed by a City staff group.
K. Selection Process (Cont’d)

Consultants and proposals shall be evaluated in accordance with the City’s accepted criteria:

1. Project Management
   a) Internal management;
   b) Management of externalities.

2. Proposal submission

3. Interview impression

4. Cost estimates

5. Experience

6. Interdisciplinary capability
   a) In-house expertise
   b) Interdisciplinary firm associates

7. Study completion deadlines

8. Familiarity with the City of Kingston.

A staff recommendation on the preferred consultant/consulting team will be made to City Council for their consideration.
A. The Proposal

Proposals submitted for consideration to the City shall include, at least, the following components:

(a) A proposed study outline and program indicating in detail an understanding of and consistency with these Terms of Reference.
(b) The intended data sources and data-gathering methodology.
(c) A description of the proposed public participation and consultation program.
(d) An identification of the phasing of the study program with timing.
(e) A proposed timetable for completion of the Study including general target dates for meetings and presentations.
(f) A description of the proposed Study Team indicating personnel and relevant experience and including proposed personnel allocation by task and estimated hours to complete the tasks.
(g) The project costs, including GST, PST and disbursements.
(h) An estimate of per diem rates for preparation for or attendance at Ontario Municipal Board hearing(s) to assist the City in defending subsequent amendments before the Ontario Municipal Board, if appealed.
(i) Discussion of how any ongoing or completed projects undertaken on behalf of private property owners, will not influence or will not appear to influence the preparation of an unbiased and objective study for the City of Kingston.
(j) Discussion of how the outcome of the study will not provide special advantage to private clients of the study team or members of the study team.
(k) Identification of outstanding projects with the City of Kingston or Utilities Kingston and estimated completion dates.

All proposals shall be submitted to Bianca M.V. Bielski, RPP, MCIP, Manager, Planning Division, Planning & Development Services of the City of Kingston, no later than 3:00 p.m. on Thursday, March 28, 2002.

Bianca M.V. Bielski, RPP, MCIP  
Manager, Planning Division  
Planning & Development Services  
City of Kingston  

Courier Address: 1425 Midland Ave., Kingston, Ontario K7P 2Y2  
Mailing Address: 216 Ontario St., Kingston, Ontario K7L 2Z3

Questions may be directed to Wendy Carman, Senior Policy Planner at 613-384-1770, ext. 186, Joe Gallivan, Acting Supervisor, Land Use Policy, Planning Division, 384-1770, ext. 184 or to Allen Lucas, Utilities Engineer, Utilities Kingston, 613-546-1181, ext. 2250.
PART V

APPENDICES
PROPOSED COMPREHENSIVE APPROACH TO MANAGING GROWTH

Combined Planning / Engineering Study and Public Consultation Program

Further Analysis, Evaluation and Data Collection (if necessary)

Scenario Development and Select Location(s) for Growth

- Scenario A
- Scenario B
- Scenario C
- Scenario D, etc.

GKA 2041 Demographic/Economic Model

Planning Analysis & Evaluation, Data Collection, Hard/Soft Infrastructure Analysis

SCENARIO COMPARISON
Combined Planning, Environmental, Engineering & Financial Analysis

Preferred Development Concept

Urban Growth Strategy Report

Products

- Official Plan Amendments
- Sanitary Servicing Concept Plan
- Water Servicing Concept Plan
- Financial Plan

Transportation Master Plan
Appendix “C”

Urban Growth Strategy Proposed Schematic Approach

- Preferred Development Concept
- Urban Growth Strategy Report
- Official Plan Amendments
- Sewer/Water Servicing Concept Plans
- Financial Plan
- Transportation Master Plan

Scenario Comparison
- Combined Planning/Engineering/Financial Analysis

Scenario Development & Locations for Growth

Scenario A
- Scenario B
- Scenario C
- Scenario D & E, etc.

GKA 2041 Demographic/Economic Model

Planning Consideration
- Land Use Analysis
- Horizon Year & Projections
- Data Collection
- Review of Current Documents
- Identify Planning Considerations

Hard & Soft Service Infrastructure Review
- Identify Constraints, Opportunities & Costs for Systems Extensions
- Identify Service Areas
- Map Systems
- Review Current Documents
- Identify Systems: Electricity, Roads, Transit, Storm Water, Gas, Community Facilities, Parks, Schools, Fire, Police & Ambulance

SCENARIO DEVELOPMENT & LOCATIONS FOR GROWTH

Combining Engineering/Planning Analysis of Growth Potential

Sanitary & Storm Sewer & Water Service Infrastructure Review
- Calibrated Water Model
- Calibrated Sewer Model
- Data Compilation
- Flow Monitoring Program
- Ongoing Study
- Flow Monitoring Equipment Installation
- Select Flow Monitor Needs & Locations for Sewer & Water Services
Urban Growth Strategy

Proposed Study Group Organization

Revised as Per January 29, 2002 Council Meeting
(Council discussion)