

**URBAN STRUCTURE REVIEW
WORK PROGRAM
May 20, 2016**

Table of Contents

1. INTRODUCTION 1
2. APPROACH 4
3. WORK PROGRAM..... 6
4. CONSULTANT TEAM..... 14
5. STUDY SCHEDULE AND BUDGET 19
FIGURE 1. STUDY ORGANIZATION 20
FIGURE 2. WORK PROGRAM 21

1. INTRODUCTION

1.1 Context

The Town of Oakville is at a crossroads – development is no longer outward but internal. While North Oakville is far from built out, the North Oakville East and West Secondary Plans provide a complete picture of the future of this area, including the establishment of an urban structure, and development is underway. Thus, the Town essentially has no more unplanned “greenfield” left. The community must consider the implications of a future where the only new development will occur in existing built up areas. What form should such development take and where should it be directed to ensure that Oakville continues to work towards its vision “To be the most livable town in Canada.”

Oakville originally developed east/west along the Lake Ontario shoreline before moving northward leaping the barrier of the QEW, and then Dundas Street. As that process has evolved, there has been consideration of the overall urban structure through various planning exercises, in particular very broadly through the Halton Urban Structure Plan in the 1990’s, which proposed the development of the North Oakville lands.

The Livable Oakville process, building on the Interim Growth Management Policies in Official Plan Amendment 275, further addressed the urban structure south of Dundas to the year 2031. In particular, Livable Oakville identified a variety of different types of growth areas including Midtown Oakville, Uptown Core and Palermo Village, and the main street growth areas of Downtown Oakville, Kerr Village and Bronte Village. As noted, the North Oakville Secondary Plans developed an urban structure for the lands north of Dundas including the Trafalgar Urban Core, Dundas Urban Core, Neyagawa Urban Core and Palermo Village North Urban Core.

On a town-wide basis, none of these past reviews examined the urban structure of the whole community in the context of a “built out” community. These reviews also did not consider town-wide what directions with respect to urban structure would mean for the identity of the Town and how you blend the old and the new. In addition, these past reviews did not consider town-wide what urban structure could best support the projected growth financially and from an infrastructure perspective.

A review is required by Council as part of the five-year Official Plan Review as adopted in the Planning Services Department Report PD-16-527, Town Wide Planning Studies and an Interim Control By-law for the Glen Abbey Golf Course. The Urban Structure Review would consider, among other matters, the following:

- Population projections;
- Locational assessment of existing and potential growth areas;
- Criteria for evaluation of new growth areas;
- Relationship between growth areas and the delivery of municipal infrastructure;
- Urban structure for the town to accommodate growth until 2041;
- Desired land use pattern;
- Conformity with Provincial/Regional plans and PPS 2014; and,
- Preservation of stable residential areas.

The Review will need to look at and clearly articulate an urban structure that includes natural heritage and open space systems as well as residential, commercial employment and mixed use areas. Most importantly, it will need to consider whether changes to the urban structure are needed to ensure the required infrastructure and public service facilities can be provided in a manner which maintains overall environmental and fiscal sustainability for the Town.

These questions have to be considered in the context of a range of factors which have the potential to significantly impact on the urban structure, these include:

- Potential policy changes arising from the Provincial Coordinated Plan Review;
- Providing for a complete community;
- Changes in the way retail and commercial is delivered with a shift away from “bricks and mortar” stores;
- Slower than anticipated employment development in North Oakville;
- Density and mix of residential development in North Oakville;
- The potential for development of the area surrounding the Bronte GO Station;
- The potential to accommodate development of existing and emerging corridors such as along Trafalgar Road
- Potential for enhanced transit including electrification of GO and Bus Rapid Transit on Dundas Street, but slow delivery of same;
- The Midtown Strategy; and,
- Large-scale development proposals outside the Town’s established urban structure.

1.2 Consultant Team

Macaulay Shiomi Howson Ltd. (MSH) would work with Watson & Associates Economists Ltd. (Watson & Associates) and Tate Economic Research Inc. (TER) who are retained by the Town as part of the team which carried out the Employment and Commercial Review, to address this project’s unique requirements. In addition, MSH would be assisted with

respect to community engagement and urban design by Brook McIlroy (BMI). It is anticipated that any input with respect to servicing, transportation, parks and open space or other infrastructure requirements will be provided by Provincial, Town and Regional staff as applicable. Our approach is designed to provide the Town with:

- access to a multi-disciplinary team of professionals with the broad range of expertise required in the consideration of urban structure issues;
- a facilitation approach to the resolution of issues which is required to achieve a meaningful public consultation process and the solution of issues, rather than confrontation and conflict; and,
- experience working in the Town and elsewhere, to resolve planning issues in a manner which reflects the community's vision, while still being practical and implementable.

Elizabeth Howson of Macaulay Shiomi Howson Ltd. will act as project manager and planning lead for the study. Working with Town staff, her role is to ensure:

- a thorough understanding of the issues involved;
- good communication between all participants in the process; and,
- a high quality product which meets the Town's needs and is technically sound and defensible.

1.3 Proposal Outline

This proposal establishes the work program and related budget and schedule for the Urban Structure Review. It is organized as follows:

- Section 1: Introduction
- Section 2: Approach;
- Section 3: Work Program;
- Section 4 Consultant Team; and,
- Section 5 Study Schedule and Budget.

2. APPROACH

2.1 Study Goal

Develop an urban structure for Oakville which accommodates transition and change, reflects the identity of the Town and is environmentally sustainable while allowing for environmental protection, the provision of a full range of infrastructure and community service facilities and is fiscally sustainable.

2.2 Approach

The achievement of the Study Goal requires a collaborative process that is based on a strong understanding of the current urban structure of the town today and how a range of factors may have the potential to significantly impact the structure in the future.

The key is finding the right balance between protecting the environment, enhancing the economy and fostering a healthy, sustainable, equitable and complete community in the context of Provincial, Regional and Town policy. The MSH Team's approach to this project reflects the importance of finding this balance, and will be guided by the following principles:

- **Vision Grounded in Reality**

The focus of the MSH Team will be on the development of an urban structure for the Town which reflects a vision for the future of the community based on a review which looks at and clearly articulates the current structure. The review will also be designed to consider the implications of existing plans and commitments by the public and private sectors, as well as anticipated changes in factors which have the potential to significantly impact on the urban structure.

- **Partnership**

The MSH Team will work in partnership with Town staff to ensure a seamless process including resolving issues expeditiously and managing changes to optimize project quality and performance. A key to this is regular and on-going communication between the MSH Team Project Manager, and the Town's Project Coordinator and Staff Steering Committee through a variety of mechanisms including meetings and status reports. Responsible and effective Project management will be a focus of the MSH Project Manager. A range of technical input will also be required.

The point of first contact for the study will be Kirk Biggar, Senior Planner, Policy Planning. The Staff Steering Committee (SC) will include:

- Jane Clohecy, Commissioner, Community Development
- Mark Simeoni, Director, Planning Services
- Diane Childs, Manager, Policy Planning

Technical input will be provided through a Technical Advisory Committee (TAC). The TAC will have representation from Town departments, and agencies including the Region of Halton, Conservation Halton and Metrolinx (See Figure 1 at the end of this document for Study Organization).

- **Proactive Consultation**

Properly executed, proactive consultation can help put the Town in a strong position to make sound decisions. In particular, for consultation to succeed there must be outreach. This means that the study process must do more than simply promote opportunities for formal input. There must also be communication that helps inform public debate and fosters a minimum knowledge base, allowing for reasonable exploration of the issues. To foster the necessary dialogue, communication and engagement with all relevant stakeholders will be accomplished through a range of different techniques, recognizing that the results must also be defensible and represent good, long term planning.

2.3 Study Process

The Urban Structure Review will build on the work currently being carried out by the Town with respect to the five-year Official Plan Review. The focus of the project will concurrently consider the urban structure and its implementation; the basis for this approach will be twofold:

- **Research and Technical Analyses** – the background analyses, including input provided through TAC, will be critical to understanding the current urban structure and the factors which have the potential to impact on that structure in the future.
- **Community Engagement and Communication Feedback Loops** - a study process which involves continuous feedback to the MSH Team from the key parties who will be implementing the Plan – the Town, landowners and agencies – as well as the community as a whole - will ensure that potential concepts and implementation directions are thoroughly explored and reviewed and tested. To ensure the success of this project a comprehensive communication plan will be developed.
- **Analyzing and Reporting** – The results of the background review and option development and review will be analyzed and the results of the analysis will be report to the Town, stakeholders and the community.
- **Recommending** – In the final phase of the study, recommendations will be made with respect to an appropriate urban structure on which to build the future of the Town, together with relevant policy directions.

3. WORK PROGRAM

3.1 Organization

The Work Program is outlined below and summarized in Figure 2 at the end of this document. The Work Program will be comprised of the following phases:

- Phase 1 Study Initiation;
- Phase 2 Background Review;
- Phase 3 Option Development & Review; and,
- Phase 4 Urban Structure Framework & Directions.

For the Tasks within each Phase, the following is identified:

- Purpose;
- Approach;
- Town staff involvement;
- Deliverables; and,
- Schedule.

3.2 Phase 1 Study Initiation

Task 1.1 Work Program Review

Purpose:

To finalize a detailed work program and schedule.

Approach:

- To develop an initial work program;
- To develop a detailed draft work program, schedule and budget including addressing integration with the five-year Official Plan Review, other studies and the precise schedule and team;
- Meet with Staff Steering Committee (SC) to review;
- Revise and finalize work program, schedule and budget; and,
- Public Release:
 - BMI and MSH will prepare an information package for incorporation onto the dedicated project website, as a component of the Official Plan Review website. The package will provide an overview of the study process including the study purpose and process, opportunities for public engagement and,
 - BMI and MSH will prepare a draft information package for circulation to Technical Advisory Committee (TAC).

Town Staff:

- Review initial work program and present to Livable Oakville (Official Plan Review) Council Sub-Committee (LOCSC);
- Review draft work program, schedule and budget and provide comments;
- Review final work program;
- Develop and execute the Consultant's Agreement;
- Update Official Plan Review website
- Develop initial TAC list; and,
- Review, refine and circulate information on study to TAC list at appropriate time.

Deliverables:

- Draft and Final Work Program, Schedule and Budget;
- Input to Website;
- Input to draft TAC list; and,
- Draft Information Package for TAC.

Schedule:

February - May 2016

Meeting Dates:

LOCSC May 16, 2016

3.2 Phase 2 Background Review

Task 2.1 Background Analysis

Purpose:

To clearly define the challenge and opportunity it is important to summarize/crystallize in a clear and succinct manner the current urban structure of the Town, and the structural changes which are anticipated and which will form the basis for the development of an urban structure which will accommodate the Town's transition to "build out".

As a basis for this a comprehensive analysis will be required of general societal trends which are affecting development in Oakville (e.g. evolving retail and commercial, slower employment development, increased focus on high-density residential development forms) and specific Town/Regional trends including large scale development proposals and the evolving Provincial and Regional policy framework. This work will require input from key professionals who form part of the Consultant Team and Town Staff (e.g. transportation/transit, servicing) and review of the literature.

Approach:

- A review of recent studies being carried out by the Town, the Region or the Province including the most current population and employment projections and other studies underway as part of the five-year Official Plan Review, including the commercial demand component of the Town of Oakville's Employment and Commercial Review conducted by Tate Economic Research (TER);
- A review of the literature with respect to relevant societal trends related to factors which may impact on the Town's urban structure including shifting macro-economic trends and impacts on employment, commercial and retail development, demographic, socio-economic, housing, transportation and intensification trends;
- A review of current large scale development applications/proposals; and,
- Discussions with key Town and agency staff as required including one meeting with Staff Steering Committee (SC) and one meeting with TAC to discuss background and issues.

Town Staff:

- Provision of background information including reports, information on development applications and other relevant information.

Deliverables:

- Summaries of discussions with Town and agencies
- Minutes of Meeting with SC and TAC

Schedule:

March – June 2016

Meeting Dates:

SC Week of May 23, 2016

Task 2.2 Discussion Paper**Purpose:**

Preparation of a Discussion Paper which clearly sets out the background facts and defines the challenge and opportunities that will form the basis for the development of the urban structure directions and options.

Approach:

- Preparation of a draft of a succinct, highly graphic discussion paper;
- Review with SC; and,
- Revision and finalization of paper.

Town Staff:

- Logistics for and attendance at SC meeting;
- Provision of comments on draft paper; and,
- Review of final paper.

Deliverables:

- Draft and Final Discussion Paper.

Schedule:

July - August 2016

Meeting Dates:

SC: Week of August 8, 2016

Task 2.3 Discussion Paper Review**Purpose:**

To utilize the Discussion Paper as a basis for engagement with the Oakville community with respect to the future urban structure of the Town.

Approach:

- Present the paper to LOCSC for information;
- Meet with TAC to review Discussion Paper;
- Public Release:
 - Add information on Discussion Paper to Official Plan Review website;
- BMI and MSH in conjunction with the SC will develop and refine a public engagement plan and stakeholder's list to seek input to the study on the Discussion Paper. The level of interest and the type of stakeholders will determine the engagement tools to be used as appropriate. Engagement may take the form of public sessions such as workshops or open houses and include techniques such as on-line surveys.
- Review input and prepare public engagement report on results; and
- Meet with SC to consider their comments on input.

Town Staff:

- Logistics for/coordination of, and attendance at, LOCSC SC and TAC meetings, and public sessions (e.g. notices, update of website);
- Public release of Discussion Paper;
- Provision of comments on draft public engagement report; and,
- Review of final public engagement report.

Deliverables:

- Materials for meetings and public sessions (e.g. presentations, workbooks/sheets, website input) and other public engagement techniques;
- Draft and Final Public Engagement Report.

Schedule:

September 2016

Meeting Dates:

Release of Report: September 6, 2016

LOCSC: September 6,, 2016

Workshops: Week of September 19, 2016

SC: Week of September 28, 2016

3.3 Phase 3: Option Development & Review**Task 3.1 Background and Option Development****Purpose:**

To develop and review urban structure options.

Approach:

- Additional analysis will be carried out on specific issues arising from review in Phase 2 such as transportation, servicing, public service facilities based on available information and any new or updated studies such as Main Street Growth Area Reviews and the redevelopment viability proforma analysis, Employment and Commercial Review, Cultural Heritage Landscape Strategy and Glen Abbey Land Use Economic and Impact Analysis Study;
- BMI and MSH will facilitate a combined SC/TAC workshop (full day) to develop initial options and evaluation criteria;
- The options (maximum of three) will then be fully developed and mapped;
- An initial evaluation of the options will be carried out using evaluation criteria based on the topics below.
 - Transportation;
 - Water/wastewater servicing;
 - Residential, commercial and employment development trends/market demand;
 - Ability to accommodate population and employment;
 - Other factors such as affordable housing, community facilities, existing high-level financial impacts; and
 - Additional topics may be considered in the analysis where appropriate and as the study advances.

- Building on the results of the Phase 2 analysis, Watson & Associates of the Consultant Team will provide a population and housing forecast to 2041 for the Town of Oakville by Growth Area for each urban structure option based on forecast demand and identified housing supply. This growth allocation exercise will be consistent with any previous growth forecasting work undertaken for the town. An assessment of retail/office commercial employment growth potential within each of the Growth Areas as well as within other key intensification areas would also be addressed.
- For North Oakville, population, housing and employment forecasts would be prepared to the year 2041 in five-year increments for the Dundas Urban Core Area, Trafalgar Urban Core Area and Neyagawa Urban Core Area for each of the three urban structure options.
- The options and evaluation will be presented to the SC as part of a draft report;
- The options and report will then be revised and refined.

Town Staff:

- Logistics/Coordination for SC/TAC workshop and SC meeting;
- Provision of comments on draft Option Report; and,
- Review of final Option Report.

Deliverables:

- Materials for meeting and workshop (e.g. presentations, workshop workbooks/sheets);
- Draft and Final Option Report including three urban structure options with the forecasts described above.

Schedule:

October –Mid November, 2016

Meeting Dates:

Workshop: Week of October 2, 2016

SC: Week of November 1, 2016

Task 3.2 Option Review

Purpose:

To review the urban structure options.

Approach:

- The Option Report will be presented to LOCSC for information;
- Meet with TAC to review report;
- Public Release:
 - Add information on Option Report to Official Plan Review website;

- Circulate information to stakeholders list; and,
- Advertise public engagement opportunities to provide input;
- BMI and MSH will continue the implementation of the public engagement plan in conjunction with the SC to seek input on the Options Report.
- Review input, taking into account public input and establish preferred option which may require additional technical input to address issues; and,
- Prepare report on results, including report on results of public engagement.

Town Staff:

- Logistics for/coordination of and attendance at LOCSC, and TAC meetings and public sessions;
- Public release of Option Report;
- Provision of comments on final report; and,
- Review of final report.

Deliverables:

- Materials for meeting and public sessions (e.g. presentations, workbooks/sheets); and,
- Draft and Final Report.

Schedule:

October 14, 2016 – December 2016

Meeting Dates:

LOCSC: Week of November 14, 2016

TAC: Week of November 14, 2016

Workshops: Week of December 5, 2016

3.4 Phase 4: Urban Structure Framework & Directions

Purpose:

To develop a preferred urban structure and related policy directions for consideration as part of the Official Plan Review.

Approach:

Based on the results of the work in Phase 3, a final preferred urban structure will be developed together with related policy directions for consideration as part of the Official Plan Review. These will be incorporated into a draft Framework & Directions Report. It will be reviewed with SC and TAC and refined before being presented to the LOCSC.

Town Staff:

- Logistics for/coordination of SC meeting;
- Provision of comments on draft report; and,
- Review of final report.

Deliverables:

Draft and Final Framework & Directions Report

Schedule:

December 2016-February 2017

Meeting Dates: SC: Week of January 16, 2017

4. CONSULTANT TEAM

As noted previously, MSH would work Watson & Associates and TER to address this project's unique requirements. In addition, MSH would be assisted with respect to community engagement and design by BMI. It is anticipated that any input with respect to servicing, transportation, parks and open space or other infrastructure requirements will be provided by Town and Regional staff.

The qualifications of the key Team members are summarized below.

MSH: project management, land use planning, public consultation

Elizabeth Howson, B.E.S., MCIP, RPP will be the **project manager/planning lead** for this study. She has over 40 years' experience with a focus on the development of official plans, secondary plans, intensification studies and other policy documents for municipalities throughout Southern Ontario. In addition, Ms. Howson has extensive experience working with multi-disciplinary teams on a wide range of studies, including over 13 official plans and over 30 secondary plans where she has acted as project manager/planning lead. Many of the plans she has been involved with, focus on intensification including in greenfield areas and her work goes beyond vision to implementation (e.g. zoning by-laws, sustainability guidelines). In particular, Ms. Howson was the project manager/lead planner for the award-winning Cornell Secondary Plan in Markham and the North Oakville Secondary Plans/Implementation Strategy, as well as Secondary Plans for the Barrie Annexation Lands, the Milton Expansion Area, City of Toronto Yonge Street North Planning Study, the Vaughan Highway 400 North Employment Lands Secondary Plan, Vaughan Block 27 Secondary Plan and the Halton Hills Phase 1B Employment Area Secondary Plan. She has experience appearing as a witness before the Ontario Municipal Board, and in negotiations related to the settlement of matters before the Board.

Lorelei Jones B.E.S., MCIP, RPP would provide input to the planning and consultation components of the Study. She has over 34 years planning experience and has worked on a variety of policy documents. She led the Taunton North Secondary Plan in Whitby and the Green Lane West Secondary Plan in East Gwillimbury, and is currently leading the Thundering Waters Secondary Plan in Niagara Falls all of which are greenfield areas. Mrs. Jones jointly led the Georgina Official Plan Review and Norval Secondary Plan Update, and was involved in the Pickering Natural Environment and Countryside Official Plan Review and the Yonge Street North Planning Study in Toronto. She is currently leading the policy planning components of the Grey County Natural Heritage System Study and the Brampton Retail Policy Review and is involved in the Halton Hills Premier Gateway Phase 1B Secondary Plan. Mrs. Jones completed the Halton Hills Green Building Standard Study and is currently leading the Clarington Green Development Standards Study both of which have identified sustainable community design and building criteria that are appropriate for new residential development. She has also acted on behalf of private developers in the development of Secondary Plan areas in communities such as Kingston, Ajax and Whitby.

BMI: community and urban design, sustainable development, public consultation

Anne McIlroy, B.F.A. (Hons), B.Arch., MCIP, RPP, MRAIC, is a Principal of BMI with over 25 years of experience. She has particular expertise with the development of plans and design standards for communities across Canada, the United States, and the United Kingdom. She is a recognized and awarded expert in the facilitation of public open houses and workshops, as well as public and stakeholder design charrettes, which are generally consistent with National Charrette Institute standards. Anne is a member of the National Capital Commission Advisory committee on Planning Design and Realty (2014 to present) and the Toronto Community and Housing Design Review panel (2012 to present).

She has acted as the Principal-in-Charge for numerous studies including the City of Guelph Downtown Built Form Standards and Streetscape Manual, University of Toronto Huron-Sussex Neighbourhood Planning Study, and the City of Kingston Residential Intensification and New Community Design Guidelines. In addition, Anne has led components of the Ottawa Rockcliffe Community Master Plan, the Barrie Hewitt and Salem Secondary Plans, the Milton Boyne and Education Village Secondary Plans, the North Oakville Secondary Plan, and the City of Toronto Yonge Street North Planning Study. Anne will provide Community and Urban Design input throughout the study process, and will assist in the preparation and facilitation of Public and Stakeholder Consultation sessions.

Blair Scorgie, B.U.R.Pl., M.Arch., MCIP, RPP, is a Project Manager, Planner and Urban Designer with BMI, and has over 8 years of professional experience on projects within the Greater Toronto Area, throughout Ontario, and across Canada. He has particular expertise with the preparation urban design guidelines; revitalization and intensification strategies; waterfront, campus and district master plans; Official Plan and Zoning by-Law Amendments; Secondary Plan studies; development approvals and appeals; and peer reviews. Recent and relevant projects include the Regina Laneway Housing Pilot Project and Infill Housing Design Guidelines, the Guelph Built Form Standards and Streetscape Manual, the Niagara Region Municipal Comprehensive Review, the Vaughan Block 27 Secondary Plan, the Barrie Hewitt and Salem Secondary Plans, the North Oakville Secondary Plan, and the Milton Education Village Secondary Plan. Blair will provide Urban and Community Design input throughout the study process, and will assist in the preparation and facilitation of Public and Stakeholder Consultation sessions.

Emily Wall, B.A., M.A., M.Sc.Pl., is a Planner and Urban Designer with BMI, and has experience on projects within the Greater Toronto Area, throughout Ontario, and across Canada. She has particular experience with the preparation of urban design guidelines; revitalization and intensification strategies; waterfront, campus and district master plans; Official Plan and Zoning By-Law Amendments; Secondary Plan studies; and development approvals. Recent and relevant projects include the Barrie Hewitt and Salem Secondary Plans, the University of Toronto Huron-Sussex Neighbourhood Planning Study, the Toronto Eglinton Crosstown Planning Study, the Regina Laneway Housing Pilot Project and Infill Housing Design Guidelines, the University of Saskatchewan College Quarter

Recreation Plan, the Hamilton James Street North Mobility Hub Study, and the Thunder Bay Waterfront Master Plan Update. Emily will provide Urban and Community Design input throughout the study process, and will assist in the preparation of surveys, questionnaires, and project website materials.

Watson & Associates Economists Ltd.: fiscal impact assessment, land economics

Jamie Cook, RPP, PLE: Mr. Cook is a director with Watson. He has over 18 years' experience in municipal finance, demographics and urban planning. This background allows him to assist clients with projects related to municipal fiscal/economic impact analysis, long-term land needs forecasting and growth management. Jamie also has a comprehensive background in the policy and legislative framework surrounding municipal finance and planning matters. Mr. Cook has defended his work at the Ontario Municipal Board (OMB) on several occasions. Mr. Cook will work closely with Ms. Howson throughout each phase of the study. Mr. Cook will represent the Consultant Team's real estate market, economic and demographic specialist. Mr. Cook will be assisted by Erik Karvinen, Senior Project Coordinator with Watson & Associates

Tate Economic Research

James P. Tate, MBA, PLE: Jamie will carry out the analysis of commercial development structure for this study. Jamie is the President of TER founding the firm in 2003. He has over 25 years of experience in the planning, real estate and development industry.

Jamie's career path has included positions of increasing responsibility in the market analysis and real estate development industry. He has advised private sector developers, municipalities and tenants concerning their retail and market analysis needs. TER's clients include the largest retail developers in the country and major Canadian and international retailers. TER also represents a wide range of municipalities providing commercial development advice. Consulting assignments have taken Jamie and TER throughout Canada and the United States.

4.2 Project Team Experience

Some relevant project experience, including references, is listed below. All projects referenced:

- were managed by Ms. Howson working with BMI;
- included extensive public consultation and liaison with a variety of stakeholder groups including community advisory groups and technical advisory committees; and,
- involved consideration and development of community structure frameworks.

Barrie Annexed Lands Secondary Plan, Background Studies & City Infrastructure Master Plans

Client/Location: City of Barrie

Project: MSH was the lead for the Consultant Team responsible for the implementation of the City's Growth Management Strategy through the preparation of Secondary Plans

for the recently annexed lands and Infrastructure Master Plans (water, wastewater, stormwater) for the City, including the annexed lands. As part of this process, the Consultant Team also coordinated its work with other Master Plans being prepared by the City for parks and open space, fire, and waste management. The scope of work included detailed background analyses and a comprehensive option evaluation process. The study process provided for a comprehensive public consultation program with workshops and public open houses and discussions with individual stakeholders including landowners and agencies. Secondary plans were adopted in June 2014. Master Plans were completed in January 2014.

Reference: Eric Hodgins, MCIP, RPP, Growth Management Coordinator, City of Barrie, Tel: 705-4220 ext. 4403

Milton Expansion Area Secondary Plans and Related Subwatershed Plans

Client/Location: Town of Milton

Project: The Milton urban expansion area established through the Halton Urban Structure Plan includes three residential/mixed use phases and two employment phases. MSH and its Team were selected to prepare all five (5) secondary plans through separate competitions. Each plan involved detailed technical analyses, including completion or updating of the relevant subwatershed studies (all carried out by the AFW Team) and transportation plans and parks and recreation plans. The Town of Milton and Region of Halton place a high priority on transit and other active transportation modes, as well as the protection of the natural environment. Public engagement included open houses, public workshops and regular liaison with the related technical advisory committee. In addition, urban design guidelines and zoning regulations have been prepared for each area. The Team is also working on the Secondary Plan for the Milton Education Village, which is on-going.

As an example of one of several subwatershed studies, AFW's work included a comprehensive Subwatershed Management Strategy for the second phase of Milton's development (Sherwood Survey) which covers a 550 ha drainage area within the headwaters of the Indian Creek Subwatershed. This project included streamflow and rainfall monitoring, calibration of a complex multi-year and full seasonal hydrologic model for the entire Indian Creek Subwatershed (with a total drainage area of 3743 ha), continuous simulation to determine runoff to establish the basis for the development of stormwater management strategies for the whole of the development area, including erosion assessments and water quality analyses.

Reference: Bill Mann, CAO, Town of Milton Tel: 905-878-7252

Ninth Line Lands

Project/Location: City of Mississauga and Region of Peel

Project: This project which is on going involves the establishment of a regional and municipal planning framework to guide future growth in a corridor bounded by Highway 401, Ninth Line, the Highway 407/Ninth Line crossover and Highway 407. A key component of the study is the definition of the natural heritage system and the extent of hazard land areas, along with the area's role in the inter-regional transportation network. The study includes a transportation study, municipal comprehensive review including a

fiscal analysis, scoped subwatershed study, and natural and cultural heritage review, as well as an extensive consultation program. The study has developed a vision for the area and guiding principles. An emerging land use concept will form the basis for the development of a corridor plan. Among the influences on the area is the proposed Highway 407 Transitway. To address issues related to the Transitway AFW has carried out a hydraulic and stormwater management assessment of the proposed facility to provide greater certainty with respect to the amount of developable land as input to the finalization of the emerging land use concept and the Transitway EA.

Reference: Frank Marzo, Senior Policy Planner Tel: 905-615-3200 ext.5609

North Oakville Secondary Plan and Implementation Strategy

Client/Location: Town of Oakville

Project: MSH led a multi-disciplinary team in the development of the North Oakville Secondary Plans. Consisting of approximately 3,100 hectares north of Dundas Street and south of Highway 407, the Plan was developed based on the New Urbanist model, using best planning practices to promote efficient land use through a mix of uses at a variety of densities, while maintaining a vital and healthy natural heritage system. The plan was based on a detailed subwatershed analysis and natural heritage systems evaluation. The Implementation Strategy was the recipient of an award from the Ontario Professional Planners Institute.

Team: MSH, BMI

Reference: Robert Thun, Senior Planner, Town of Oakville Tel: 905-845-6601

5. STUDY SCHEDULE AND BUDGET

The study will commence as soon as possible after approval by the Town of Oakville with the objective of completing the project by February 2017. Precise dates for meetings, public sessions and submission of reports will be determined in discussions with the Staff Steering Committee.

Oakville Council established the overall study budget at \$150,000.00 exclusive of HST.

FIGURE 1. STUDY ORGANIZATION

SC - Staff Steering Committee
 LOCSC - Livable Oakville Council Sub-Committee

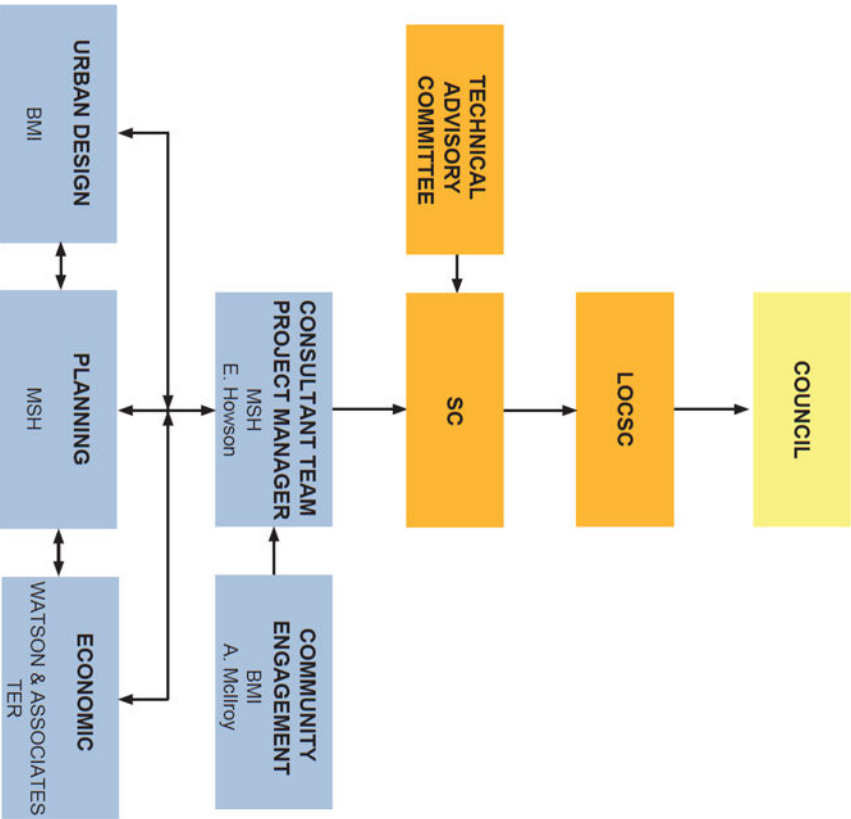


FIGURE 2. WORK PROGRAM

