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Ms. Nicole Trudeau  
Director of Recreation and Tourism  
Corporation of the Town of Hawkesbury  
600 Higginson Street  
Hawkesbury, ON K6A 1H1

*Sent via email*

***RE: Confederation Park, Town of Hawkesbury  
Proposal for Public Consultation Services***

Dear Ms. Trudeau:

Further to our conversation of March 20, 2019 we are pleased to submit our proposal for Public Consultation Services for Confederation Park, (Ile du Chenail), located on the waterfront of the Town of Hawkesbury. Our previous exposure to the Town of Hawkesbury was in 2008 as an advisor to a prospective development team interested in remediating and developing the Provincially-owned lands also located on the waterfront to the north-east (Wet Lagoon). These contaminated wood-industry lands and ponds demonstrated to us the considerable value of the waterfront for development but also the challenges involved in making this happen. We were also fortunate to be involved in the development of a cultural sector plan for the United Counties of Prescott and Russell in 2012, undertaking consultation and reporting in both French and English.

Since then, we have also been involved in planning for the Ottawa River corridor further north-west through our parks, trails and recreation facilities planning for the City of Clarence-Rockland. We are experienced in Eastern Ontario, familiar with the community, and above all, we enjoy the culture and natural heritage of this part of the world. We have for many years worked in the broader region – in Cornwall, Brockville, the United Counties of Stormont, Dundas and Glengarry and elsewhere – with planning for communities along the shore of the St. Lawrence taking us from east to west – Leeds and the Thousand Islands, Gananoque, City of Kingston, City of Belleville, and others.

The following outlines our understanding of the services required, introduces our project team, our approach and the deliverables, as well as the budget requirements and timing to complete the assignment.

**REQUIRED SERVICES**

Our understanding is that this assignment is a public consultation exercise aimed at drawing out common themes and principles for investing in the future of Confederation Park – both as a resident amenity and tourist attraction. More specifically, we are seeking the community's voice to set the direction for a more in-depth concept development and implementation plan. This is undertaken in view of two earlier plans identified for the Park: a UCPR-sponsored 2014 plan as part of a County-wide park improvement feasibility exercise, and; an

earlier (2012) citizen-sponsored plan. All such considerations, plans and debates that have occurred over the last few years are relevant and need to be captured in the work that we do.

Sierra Planning and Management will undertake the following services per the work plan below:

- Public Consultation;
- Stakeholder consultation – including but not limited to, Tourism Prescott-Russell;
- Internal staff and councillor/Mayor interviews;
- We will provide a summary report outlining the findings of the various consultation sessions; and
- Final report will be presented outlining our recommendations based on the consultation summary for Confederation Park, Hawkesbury.

Our team is presented below followed by our work plan and timeline.

## PROJECT TEAM

### **Jonathan Hack, BA, BPI, MA, MCIP, RPP, PLE – Director, Sierra Planning and Management**

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**Jonathan Hack, Director of Sierra Planning & Management**, is a development feasibility and business planner with over 20 years of experience in professional consulting. Jonathan has managed a wide range of parks, planning and design projects as well as consultation exercises for the public, private and institutional sectors both nationally and internationally.

Some examples of waterfront and parks master plan and studies led by Jonathan over the last 5 years include:

- Confederation Park, Hamilton (Hamilton Region Conservation Authority), Operational Review
- Chaplles Park Master Plan, Thunder Bay
- Memorial Park Plan, Town of Whitchurch-Stouffville
- Township of South Stormont, Ingleside Community Park Concept
- Town of Penetanguishene, Town Wharf Design Concept
- Township of Russell, Richelieu Park Concepts
- Township of Russell, Notre Dame Recreation Site Planning
- Town of Bancroft Riverfront Design Concepts Plan
- Honey Harbour Waterfront Design Plan

Jonathan has undertaken and led complex multi-disciplinary projects for a range of development projects in Canada, the US and overseas, and has appeared as an expert witness on land use planning and economic matters. Jonathan has managed a wide range of recreation, market research, development feasibility, real estate, urban regeneration and consultation exercises for the public, private and institutional sectors. He is able to utilize his expert communication, project management and team leadership skills to complete each project successfully.

**Lindsay Cudmore, B.URPI., MCIP, RPP, Consultant – Sierra Planning and Management**

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Lindsay is a planning consultant with a background in parks and recreation and land use planning who joined Sierra in 2015. She holds a Bachelor of Urban and Regional Planning from Ryerson University with a specialization in transportation planning and has experience in a wide variety of projects at both the local and national level, including streetscape design, master planning, waterfront and open space planning, community planning and development, and culture and tourism projects. Lindsay's education and previous professional experience at EDA Collaborative Inc. have refined her skills and knowledge in urban design and community development, parks and recreation development, tourism, cultural facilities development, and public and stakeholder consultation. Lindsay's relevant experience includes:

- Town of Uxbridge Recreation Master Plan (2017)
- Honey Harbour Waterfront Development Plan (2015)
- Town of Callander Waterfront Development Plan (2012)
- Town of Bancroft Riverfront Design Concepts Plan (2014)
- Town of Whitchurch-Stouffville Recreation Master Plan (2017)
- Township of Alnwick/Haldimand Recreation Master Plan (2017)
- Township of Russell Parks Planning Policy (2017-18)
- Town of Bracebridge Recreation, Parks, and Trails Master Plan (2016-2017)
- Township of Espanola Recreation Strategic Master Plan (2016-17)
- South Stormont Ingleside Community Park Concept Plan (2016)
- Township of Russell Richelieu Park Concept Design (2016)
- City of Thunder Bay Recreation and Facilities Master Plan (2015-16)
- Russell Sports Complex Conceptual Design, Township of Russell, Ontario (2015)
- City of Cornwall Arts and Culture Centre Feasibility Study (2015-16)
- City of Cornwall Centretown Streetscape Master Plan (2013-14)
- Quinte West Amphitheatre Facility Assessment (2013)
- Smiths Falls Downtown Waterfront Integration Plan (2012-13)

**Tina Noble, Sierra Planning and Management**

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Tina Noble brings an extensive research and consultation background to the team and is actively involved in assisting in all firm projects. Tina has worked closely with Jonathan on many Parks, Recreation and Culture Master Plans over the past 14 years with some of the most recent including:

- Regional Municipality of Wood Buffalo, Recreation Planning and Consultation (2015)
- Town of Bracebridge Parks and Recreation Master Plan (2017)
- Town of Uxbridge Parks and Recreation Master Plan (2017)
- Chaleur Regional Service Commission Recreation and Parks planning (2016)
- 2017 Town of Scugog Recreation and Trails Master Plan

Tina is experienced in community engagement and consultation, having co-hosted public and stakeholder consultation sessions on several community-based projects.

## PROPOSED WORK PLAN

For your consideration and approval/adjustment at the time of initial project start-up:

- ✓ **Project Start-Up:** 1 day (2 staff) attending with the client, receipt of background material, field review (Confederation Park but also other parks via drive-by for town context); Confirmation of scope, consultation plan and logistics (who does what, when and how) – Schedule for early-Mid April (latest);
- ✓ **Public Consultation Preparation and Execution**
  - Establish timing for main public meeting (Mid-May) and consider number – single evening, single weekend meeting, or sessions on multiple evenings and weekends (option for discussion with fee impact). Fees quoted are for a single trip with potential for one or more same day sessions plus next day breakfast session.
  - Advertising and social-media responsibilities: Content from Sierra, execution by Town; Webpage (recommended): content and imagery from Sierra, execution by Town IT); Key will be the strategy to advertise to achieve representation from households across the age spectrum. We have experience in doing so and can work with the Town to advertise effectively to younger households including those with young families.
  - Preparation of materials for interactive public session involving:
    - Information panels
    - Question panels
    - Facilitated meeting with presentation
    - Live audience polling using our Interactive Response technology (enabling us to ask questions and obtain real time audience participation and response in an anonymous manner). This can be scaled to any level of public meeting as the technology can also be accessed through smart phones in addition to our proprietary equipment. See more details below.
  - Online Exit Survey: we find that a great way to maintain interest and achieve even better input is to offer an exit survey for those who attend the session: the ability to consider what they've heard at the meeting - at home, in conversation with friends that cannot attend and through further reflection.

- ✓ Our team maintains a pulse on new technologies that serve to enhance the public engagement process. As such, our engagement efforts have evolved to include the use of **audience response-ware and live polling** in mid-sized group settings (up to 30 participants). This can be expanded using smart phone technology linked to wifi where meetings are of a substantial scale. Using clicker technology, our team is able to engage user groups, staff teams and other key stakeholders in collaborative visioning and issues identification exercises with immediate and visual results which stimulate discussion.
- ✓ In keeping with **principles of accessibility**, our clickers may be used by the visually-impaired and are equipped with Braille on each button and vibrations for notifications.
- ✓ **Council and Staff Interviews**
  - 1.5 days (2 staff) to establish important perspectives on operation and governance of the parks, operational practices, preferences, and councillor/Mayor input to the process. Timing: post public meeting (late May/Early June);
- ✓ **Youth Meeting (Optional)**
  - At the City's option, meet with and facilitate a youth discussion either at the high school or another youth forum. This is not costed as part of this proposal and can be discussed if desirable by the Town.
- ✓ **Stakeholder Engagement/Intelligence Gathering**
  - Recognizing the potential of the location for a range of activities in a regional setting, we will engage with tourism professionals locally (Hawkesbury Visitor Information Centre, Tourism Prescott-Russell) and existing regional operators to establish the range of potential for tourism operations landside and water-based. This information, largely through interviews, will be provided as part of the reporting as a base for consideration during any park concept planning in due course.
  - We can extend these discussions to identified groups such as "friends of..." societies, local historical and environmental advocates, as time allows and based on telephone conversations. We do not propose any formal communication with regulatory bodies as this is appropriately done as part of a park development design planning exercise. Of course, any regulatory or environmental constraints which are land-use or riparian based will become apparent as part of our fact finding and reported.
- ✓ **Reporting**
  - We attach a couple of examples of other work to demonstrate what is possible. These other reports involve actual design work which is not part of the scope of services based on your terms. However, we do see a similar style of reporting: annotated schedules of the Island, its uses and the potential associated with future development, and of course summary reporting of the public and stakeholder consultation into themes, issues, challenges and opportunities, as well as recommended next steps.



- The detailed outcome of the meetings and the exit survey results in Excel form will of course be provided to the Town for its future use.

Our proposed budget is based on the above, with the exclusions/options which are not part of this budget noted in red for ease.

## FRENCH LANGUAGE CAPACITY

**Sierra Planning and Management** has conducted a number of projects in both official languages, and provides both consultation and reporting in French and English. We utilize trusted personnel and affiliates for translation services.

We have conducted surveys in both French and English, supported by public meetings in both languages – with visual presentations (PowerPoint) also written and presented in both languages. Our proposal includes the cost of a French language service (a trusted colleague) for the public meeting, as well as translation of the public meeting panels and the exit survey.

## TIMELINE

In order to consult with the public in May we would need to mobilize as soon as possible in April. We can meet your deadlines as laid out in the terms of reference.

## BUDGET

Our budget is comprised as follows:

Fixed Professional Fees			
Staff Member	Rate	Hours	Fee
Jon Hack	\$250	30	\$7,500
Lindsay Cudmore	\$160	60	\$9,600
Tina Noble	\$100	7.5	\$750.00
<b>Total Professional Fees</b>		<b>97.5</b>	<b>\$17,850</b>
Disbursements			
Travel (3 trips) and printing (billed as incurred to limit/no mark-up)			\$1,700
French language professional at Public Meeting and translation of Panels, exit survey			\$2,750
<b>Total Fees and Disbursements excl. HST</b>			<b>\$22,300</b>

Professional fees are fixed. Any increase in fees would arise only by approval of the Town in response to an agreed change of scope. Disbursements are charged as incurred up to but not exceeding the amounts shown above. Fees and disbursements exclude HST which is chargeable in addition.

Billing is on a monthly basis for work completed in the month prior. Should the Town require an alternative arrangement we can accommodate this.

## PROJECT EXPERIENCE

### North Bay Community Waterfront Park Strategic Plan

*North Bay, Ontario, 2013*

Downtown North Bay was historically cut off from its waterfront along Lake Nipissing by CP rail lines. The City purchased the former CP rail lands in 1999 with the intention to develop the land and provide a link between the downtown and the waterfront. To date, the City has developed a walkway underneath the rail tracks that provides a pedestrian connection between the downtown and waterfront.

Sierra Planning and Management was retained by the Community Waterfront Friends to create a strategic plan for the remainder of the rail lands. Specifically, the Community Waterfront Friends was looking to develop the North Bay Community Park on the site – a municipally owned park that would include a variety of passive and active attractions.



The strategic plan identified potential businesses and activities that will generate positive economic return for the park, while adhering to the social and environmental mandate of the Community Waterfront Friends as an organization. The plan identifies order of magnitude costs and revenue streams associated with proposed development and the financial impact on the Community Waterfront Friends.

### Chapples Park Master Plan

*City of Thunder Bay, 2016-2017*

Sierra Planning and Management as lead, in association with EDA Collaborative Inc. and True Grit Engineering, developed a master plan for Chapples Park, a large city-wide park in Thunder Bay. Identified in the City's Recreation and Facilities Master Plan (2017) to be a premier sports hub, Chapples Park Master Plan includes the development of eight multi-purpose sports fields (artificial and natural turf), an indoor soccer and tennis centre, twinning of the existing arena, track and field hub, junior golf facility, and general site improvements, among other amenities. The Master Plan was developed through an extensive consultation process to ensure that the final concept plan reflects the community's needs.



**Richelieu Park Concept Plan**  
*Russell Township, 2015-2016*

Sierra Planning and Management provided consulting services to Russell Township to advance recreation and leisure concept development for Richelieu Park in Embrun. The site, which was expanded through a land exchange with the adjacent developer, formerly only accommodated a baseball diamond. For this newly expanded site, a range of site plan concept options were developed through discussion with the Township to enable more extensive use of the lands for a variety of recreation uses, catering to local residents. The preferred concept includes amenities such as junior and senior playgrounds, washroom and storage building, tennis courts, full-sized soccer field, trail connections, parking, and site landscaping.



**Ingleside Community Park Concept Plan**  
*Township of South Stormont, 2015-2016*

Concept Plan - Phase 2

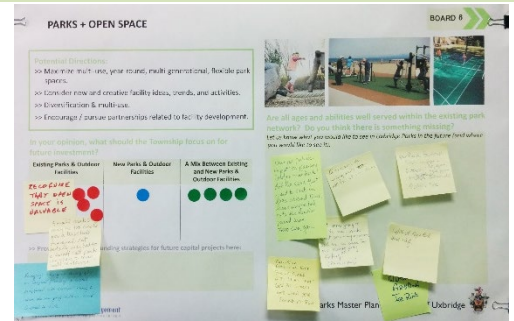


INGLESIDE COMMUNITY PARK PROJECT  
 CONCEPT PLAN | MARCH 2016

Sierra Planning and Management provided consulting services to the Township of South Stormont to advance the development of the Farren Drive Park – Ingleside Ball Diamond site, which is envisioned to become the main community park within the Township incorporating a number of facilities and attractions. Site plan concept options were developed through discussion with the Township to better utilize the available land. The park is envisioned to be developed in two (2) phases. Phase one includes a new washroom building, multi-use courts, junior / senior play structure, swings, beach volleyball courts, and parking area, while phase two includes a splash pad, picnic pavilion, site landscaping, skateboard / BMX park, and outdoor skating rink.

**Township of Uxbridge Parks Master Plan**  
*Township of Uxbridge, ON, 2017*

Sierra Planning and Management developed a Parks Master Plan for the Township of Uxbridge. This project was initiated to understand the ways in which the Township can fund the future development of the Fields of Uxbridge, a large property purchased by the municipality with the intention to develop it as a recreation destination within the Township. The property includes 17 soccer fields, and is the preferred location to develop a new aquatics facility, among other outdoor amenities. The Plan will guide





municipal investment in outdoor recreation facilities over the next 15 years and was rooted in an extensive consultation process. Online surveys, stakeholder interviews, and community workshops are among the methods utilized to gather inputs and feedback throughout the process.

### **Township of Russell Parks and Recreation Master Plan**

*Township of Russell, Ontario (2014-15)*

The Township of Russell is a lower-tier municipality that comprises the villages of Russell, Embrun, and the rural communities of Marionville and Limoges. The 2011 census listed the combined municipal population as 15,247. Given its strategic location nestled in the centre of Ottawa’s eastern commuter belt, and its proximity to a major highway, the Township is well placed to position itself for smaller communities in the surrounding area.



The focus of the Parks and Recreation Master Plan was three-fold:

- Identifying opportunities for improving community use of existing recreation facilities;
- Identifying opportunities to enhance programming options; and
- Identifying opportunities for a new multi-purpose community recreation facility to:
  - Reduce the ongoing maintenance and capital costs associated with the upkeep of aging infrastructure; and
  - Improve the level of service for residents.

### **Honey Harbour Waterfront Development Plan**

*Township of Georgian Bay, 2014-2015*



Sierra Planning and Management assisted EDA Collaborative Inc. in the creation of a Waterfront Development Plan for the Township of Georgian Bay. The project offered a Conceptual Development Plan for prime waterfront lands in Honey Harbour in the municipality (including cost estimates for capital works and a phased implementation strategy). The Plan further reviewed the potential commercial opportunity that was presented by nearby Parks Canada lands to mobilize visitors to the Georgian Bay Islands National Park via the Honey Harbour waterfront; and provided an economic analysis of the benefits of waterfront development.

**Township of South Stormont Waterfront Park Concepts**  
*South Stormont, Ontario, 2010*

Jonathan Hack provided consulting services to the Township of South Stormont to advance recreation and leisure concepts for two of its waterfront parks area (both owned by the St. Lawrence Parks Commission): Long Sault Waterfront and Hoople Creek (lands further west). For each site, a range of site plan options were developed for the Township to enable more extensive use of the lands for a variety of uses – both catering to the resident base as well as tourists. This includes a range of assets including parking, trails, visitor amenities and access to the water to maximize the potential associated with ice fishing in this area as well as summer recreation and public gathering. These design idea plans were developed as discussion options should the future development of the lands be entertained by the Commission.



**Callander Downtown Waterfront CIP and Revitalization Strategy**  
*Municipality of Callander, 2011 – 2012*

Sierra was part of a team that completed a Downtown CIP for the Municipality of Callander as part of a Downtown Waterfront Revitalization Strategy. Due to its close proximity to North Bay, Callander experienced substantial growth pressures yet its Downtown was characterized by a lack of investment. We developed a suite of incentive programs with detailed program protocols to help facilitate revitalization efforts in the Downtown.

5.3 Master Plan

- LEGEND**
- DOWNTOWN AREA
  - COMMERCIAL CORE AREA
  - DEVELOPMENT ZONE
  - INSTITUTIONAL
  - RESIDENTIAL
  - PARK/OPEN SPACE
  - WETLAND/FISH HABITAT
1. Streetscape Improvements
  2. Main Intersection Enhancements
  3. Waterfront 'Place'
  4. Devalopment Site
  5. Pier and Marha Improvements
  6. Beach Enhancements: cleanup
  7. Boat Launch Improvements
  8. Event Parking/ice Hut Staging Area
  9. Park Improvements
  10. Pedestrian Links
  11. Protected Fish Habitat
  12. Town Hall and Relocated Library
  13. Veteran's Ridge Park
- P Proposed Parking
  - - - Local Residential Roads
  - - - - - Enhanced Pedestrian Route
  - - - - - On-road Bike Route
  - Defined Downtown Signage
  - Street Tree/Streetcape Enhancement

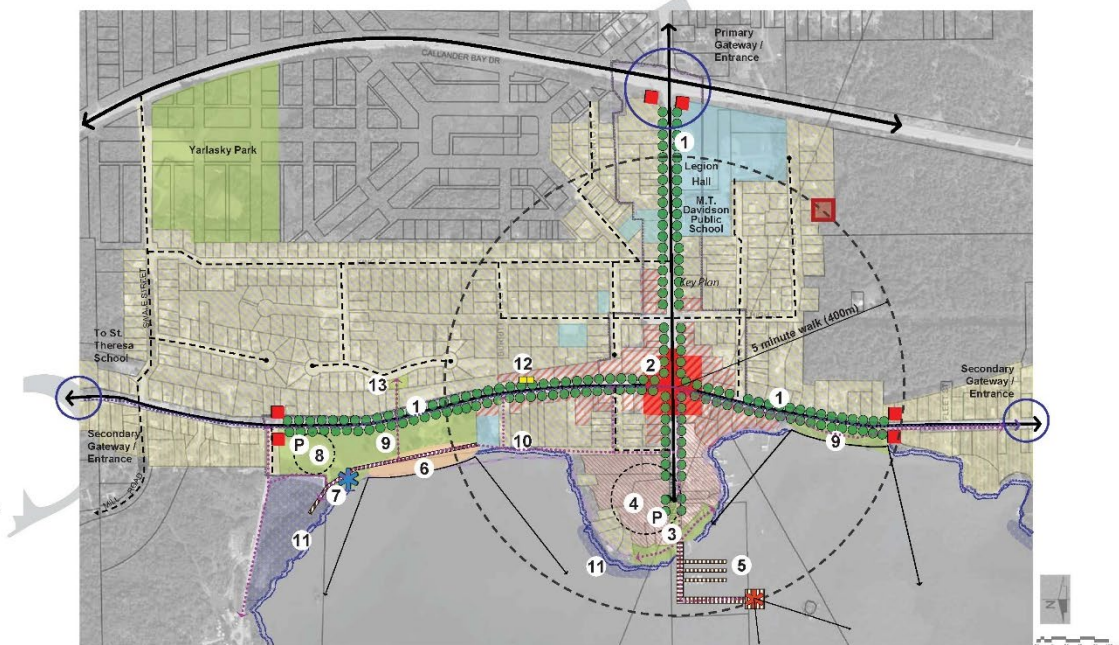


Figure 9: Master Plan Diagram

**Yellowhead County Parks and Outdoor Spaces Plan**

*Yellowhead County, Alberta, 2015*



Sierra was retained as part of consulting team to develop a Parks and Outdoor Spaces Plan for Yellowhead County in Alberta. The project involved the development of conceptual plans for parklands within each of the County’s hamlets and included a review of existing conditions, anticipated demand and community specific standards. Sierra Planning and Management led the County-wide survey process to understand demand for spaces, amenities, park services and programs.

The Plan provided a comprehensive and responsible framework for co-ordinating the various parks and outdoor space needs of the various communities across the County. Parks and outdoor spaces in the County perform a series of functions related to recreation / tourism, preservation / conservation, protection, beautification and structuring of urban form.

**Kingston Recreation Master Plan**

*City of Kingston, ON, 2018*

The City of Kingston retained Sierra Planning and Management to undertake an update to the previous Parks and Recreation Master Plan for the City, which was developed in 2010. Since the previous plan was approved, a number of the recommendations have been achieved, and a number of new initiatives have been initiated. The Plan will assist the City in guiding and managing the direction of parks, open spaces, recreation and leisure services, program, events, facilities, marinas and other recreation amenities over the next 15 years.



**City of Belleville Waterfront Development (2013)**

*Belleville, Ontario*



Sierra Planning and Management helped the City of Belleville in its dealings with a controversial site on the City’s eastern waterfront – following an environmental order against a former owner of the derelict industrial waterfront site due to contamination of provincially significant wetlands. We worked with a development group and the City to further mixed use development and trail development for the gradual remediation and re-creation of a public waterfront using an emerging fund in the form of the FCM Green Municipal Fund.

**Master Plan for the Binbrook Conservation Area**

*Hamilton, ON, 2013-14*

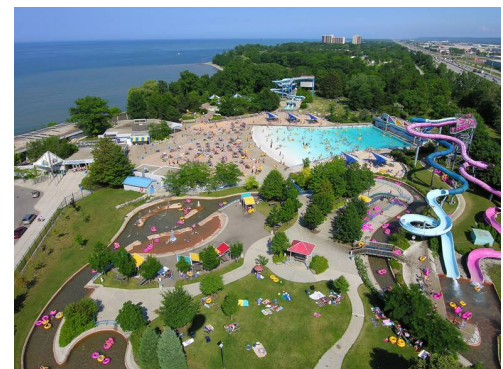
Sierra worked with EDA Collaborative, a landscape architectural firm, to develop a master plan for the Binbrook Conservation Area. The Conservation Area (CA) is a popular destination for local residents, housing a beach, pavilion, BBQ facilities, play area, and naturalized areas. The CA is managed by the Niagara Peninsula Conservation Authority (NPCA), which commissioned the consulting team to develop the Master Plan to identify opportunities to expand organized public use of the conservation area. Options identified included the addition of a board walk, a limited-site camping/glamping operation, and naturalized trails with pavilions. Sierra’s role in the project was to work with EDA on the public consultation element of this project to identify appropriate potential uses, conduct a market assessment of the viability of the identified options, and to develop financial projections to indicate the potential financial performance of the CA with the proposed redevelopment.



**Confederation Park: Operational Review**

*Hamilton, Ontario, 2014*

Confederation Park straddles Lake Ontario across Hamilton’s waterfront. The park is a part of the Trans-Canada Trail Network, providing cyclists and pedestrians with 4km of paved trails along the shore of Lake Ontario that pass by the park’s outdoor pool (Lakeland Centre), several restaurants, picnic pavilions, and Wild Waterworks – an outdoor waterpark featuring slides, a wave pool, and lazy river. The City of Hamilton retained Sierra Planning and Management to conduct an operational review of the park inclusive of:



- Assessment of the existing organizational structure, governance model, and strategic direction of Confederation Park and Wild Waterworks;

Town of Hawkesbury

March 27, 2019

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- Review of the operational capacity, management model, and suitability of the current operator as manager of the park;
- Assessment of the current marketing practices and recommendations for improvement;
- Assessment of administrative and other efficiencies to maximize revenues and minimize costs of the park; and
- Provide recommendations to improve the operating performance of the park.

The operational review developed by Sierra provided the City of Hamilton with a broad range of recommendations to improve visitation to the park, grow average spend per visitor, and identify efficiencies to cut costs and improve the operating performance of Confederation Park.

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We trust this letter and attachments are satisfactory for your purposes. Should you have any questions or require any clarification, please do not hesitate to contact me by telephone at 416-363-4443 or by email at [jonhack@sierraplan.com](mailto:jonhack@sierraplan.com).

Yours sincerely,

**SIERRA PLANNING AND MANAGEMENT**



Jonathan Hack, MA, MCIP, RPP, PLE  
Director



## **Appendix B: Firm Experience**







ADVICE | STRATEGY | IMPLEMENTATION

# SIERRA PLANNING & MANAGEMENT





WE BALANCE TOURISM AND ECONOMIC DEVELOPMENT GOALS WITH RESOURCE CONSERVATION AND SUSTAINABLE PLANNING FOR NATIONAL PARKS, OTHER PUBLIC LANDS, HISTORIC AND CULTURAL ASSETS

## FIRM PROFILE

Sierra Planning and Management is a broad-based management consulting firm located in Toronto. Incorporated in 2008, Sierra offers a full range of services in land use planning, market economics and management consulting. We are a boutique, high value-added firm, comprising senior practitioners in a range of related fields, supported by talented intermediate and junior professionals.

Sierra provides advisory services to a range of public, private and institutional clients – from Federal, Provincial and Municipal government and agencies, to private developers and business owners, to the institutional and not-for-profit sectors. Our services and mandate are broad – involving all aspects of economic development, strategic planning and management consulting; our focus is the client and our canvas is local, national and international. The services of the firm are tailored to the needs of the client.

### Sustainability and Tourism Planning

Sierra Planning and Management is at the forefront of tourism planning. We assist the Canadian public sector at the national level (Parks Canada), First Nations, Provincial and Territorial governments and agencies, and municipal governments. In addition, the principals of Sierra have been involved in tourism planning and sustainable resource planning in the US, Europe and the Middle East.

Our services include national and large-region, multi-sector tourism strategies, as well as local, community based strategies

and sector-specific assignments. We engage in studies which balance tourism and economic development goals with resource conservation and sustainable planning for national parks, other public lands, historic and cultural assets.

We also assist individual tourism operators and developers seeking to develop tourism assets: this involves tourism opportunities and gap analysis, financial viability assessment for existing operations, the metrics of resort development and financial proformas.

### Planning and Implementation

Strategic planning and project management are core services of Sierra Planning and Management, and encompass a range of policy, program, master planning, and RFP management services. This includes recreation and other municipal capital facilities, downtown and waterfront regeneration, contaminated land redevelopment, housing, commercial and institutional development.

Our experience in the development of public-private partnerships underlies work in the fields of recreation as well as institutional development.

### Risk and Impact

Sierra Planning and Management undertakes risk assessment as both a discrete exercise in response to client requests for critiques of planned projects, investments, or restructuring, and as an integrated element of our detailed business planning and implementation services.

Risk and impact lies at the heart of effective resource planning and project implementation. Our strategic planning, urban regeneration and business plan work all benefit from our focus on the risks to successful long-term implementation of visions and plans - risks arising from variable access to resources and financing, changing market, social, policy, legal and regulatory environments, timing of public investment and critical path for long-term private investment, as well as competing priorities at different levels of government.

As a result, our plans, strategies and advice are both more flexible and more durable, proven by their successful implementation long after we've completed our work.

## Economic and Financial Strategic Advisory

Our economic and financial advisory services assist municipalities and others in creating capital and operating plans to effect change; we provide the necessary rationale and priority setting principles in a resource-constrained environment, followed by detailed implementation business planning. Much of our work relates to planning for growth in public services, facilities and infrastructure.

Our experience of financial modelling and knowledge of the capital funding environment in Canada, including Government funding mechanisms, can help provide the necessary focus on actionable plans for small and large-scale capital projects alike.

## Recreation, Community and Entertainment

The principals of Sierra have over 20 years of experience in recreation and entertainment planning. We have undertaken numerous feasibility assessments for community ice arenas, community centres, libraries and sports fields, and conducted master plans to guide forward planning for both facilities and services.

The principals of Sierra are experts in the economics and planning of new state-of-the-art multi-use sports and entertainment centres in Canada. We have been involved in a number

of signature projects and provide a range of integrated services to help municipalities determine the relative costs and benefits of such significant investment: this includes planning for appropriate scale, securing the location which will yield maximum economic gain to the surrounding business community, rigorous analysis of operating cash flow based on a detailed assessment of the markets for sports and non-sports events, the advantages of co-location with other facilities, including hotel and convention functions, and the assessment of capital costs.

## Development Feasibility

As economists and planners, Sierra provides a range of services related to sector development, broader community economic development, land use planning and development feasibility. We provide not only strategic research and planning, but hands-on project feasibility assessment and implementation as well.

The principals of Sierra have undertaken projects across Canada, in the US and internationally. We create both vision and implementation, and our services bring together the various disciplines that are required to create and execute large-scale plans and strategies. We marry strategic planning and implementation, vision with technical precision, market-based development solutions and planning that offers the potential for new markets to emerge.

## Consultation

Much of the work of Sierra involves stakeholder consultation or broader public dialogue. We have considerable expertise and experience in engaging stakeholders for a variety of project-related purposes, using a range of methods of engagement and follow-up. Our experience includes both formal and informal consultation techniques, information exchange and opinion survey, as well as consultation mandated by legislation, regulation and government policy. Our choice of consultation method is tailored to the requirements of the project. Our approach represents a flexible tool to maximize the effectiveness of any given consultation process and takes advantage of the growing range of internet-based media to enable community input.

## Economic Development, Regeneration and New Economy


Sierra offers a full economic development consulting service including economic development plans, their review and update, sector strategies and site selection research and investigation for businesses and government.

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Further details regarding the full range of client services and our experience can be found at [www.sierraplan.com](http://www.sierraplan.com).



WE MARRY STRATEGIC PLANNING AND IMPLEMENTATION, VISION WITH TECHNICAL PRECISION, MARKET-BASED DEVELOPMENT SOLUTIONS AND PLANNING



OUR FOCUS IS THE  
CLIENT AND OUR CANVAS  
IS LOCAL, NATIONAL AND  
INTERNATIONAL

## PROJECT PORTFOLIO

- TOURISM DEVELOPMENT AND STRATEGIC PLANNING



## RTO#3 Tourism Development Strategy Hamilton, Ontario, Canada, 2011

Sierra was retained by Regional Tourism Organization (RTO) #3 to develop a tourism strategy for the region. The strategy provided direction and priorities for future product development, marketing and investment attraction as well as organization of the tourism sector. The project focused on developing a detailed Action Plan, clearly outlining the implementation steps to achieve the overriding goal of increasing tourism receipts within the region. Specific objectives include: assess tourism product and experiences; define future product and experience development opportunities; and identify investment attraction needs and opportunities.

## City of Timmins Culture, Tourism and Recreation (CTR) Master Plan

### City of Timmins, 2013-2014

Sierra Planning and Management in association with PKF Consulting recently completed an integrated Culture, Recreation, and Tourism Master Plan for the City of Timmins. This Master Plan supports the objectives of the Timmins 2020 Strategic Plan and identifies long-term strategic options for the enhancement of community well-being. The Master Plan will help to position the City of Timmins as a key place to live, work, play and invest.

This Culture, Recreation and Tourism Master Plan involved undertaking three components of analysis and combining all community resources into one Master Plan:

- The Cultural component to the plan focused on the gaps and opportunities to enhance arts, culture and heritage programs, facilities and services in the City for residents (as well as for visitors through the identification of cultural tourism experiences). The project also involved the mapping of cultural assets in the City of Timmins.
- The Tourism component addressed tourism projects and how they may impact the economic development of the City.
- The Recreation component to this CTRMP outlined recommendations to guide future decisions in support of health and wellness as well as address infrastructure and programming needs across the community.

## Caledon Tourism Strategy, Town of Caledon, Ontario, 2014

Sierra Planning and Management recently completed a Tourism Strategy for the Town of Caledon. The Town is set to host the roster of equestrian events for the TORONTO 2015 Pan/Parapan American Games, potentially providing Caledon with significant international attention, and an opportunity to amplify its tourism profile as a competitive tourist destination. As part of this strategy, our team identified the potential legacy opportunities with the /Toronto 2015 Pan/Parapan American Games and Caledon Equine Park.





## Destination Bancroft!

Town of Bancroft, Ontario, Canada, 2014

The Destination Bancroft! Project was funded by the Tourism Development Fund. Sierra Planning and Management and EDA Collaborative were retained to provide a plan for the development of a comprehensive destination strategy to transform Bancroft's downtown waterfront area into a distinctive tourist destination by building on Town's core attractors, including outdoor experiences, rocks and minerals, picturesque villages, arts, culture and heritage. The goal of the project was to develop (1) a Conceptual Design for comprehensive shoreline development, and (2) an Overall Product Development Strategy for the year-round destination, in order to better utilize and connect existing assets with the underdeveloped waterfront.

## Huronia Tourism Strategy

Huronia Region, Ontario, Canada, 2013

Sierra Planning and Management was retained as sub-consultant to The Tourism Company to develop a tourism strategy for the region of Huronia in Ontario. Huronia is a region of natural beauty straddling Georgian Bay, including the Townships of Tay and Tiny, and the Towns of Midland and Penetanguishene. The tourism strategy assisted with tourism destination planning and management in the region, and identified opportunities for better coordination between local and regional partners. Sierra's role in this project was to conduct a review of tourism development proposals and the investment environment for tourism operators in the region. We also analyzed trends within the region's cottage country industry as it pertains to potential impacts to tourism, and made recommendations as to strategic directions to be included in the final tourism strategy.

## Haldimand County Lakescape Action Plan

Haldimand County, Ontario, Canada 2011

Sierra Planning and Management, in association with EDA Collaborative, completed a Lakescape Action Plan to build upon a vision that was established in the Haldimand County Official Plan of 2006. The purpose of this strategy was to provide a 10-year integrated strategy which outlined a range of public realm and associated tourism market opportunities. This Plan identified key issues, development opportunities and constraints along Haldimand County's Lake Erie Shoreline, capital costs and implementation options.

## Great Lakes Heritage Coast

Ontario, Canada, 2002-2003

On behalf of the Ontario Ministry of Natural Resources, Jon Hack managed the Ontario Ministry of Natural Resources Ontario Great Lakes Heritage Coast Strategy: a strategy intended to draw together the diverse requirements for protection of the coastal environment as an important natural and cultural resource while capturing opportunities for tourism and recreation that will provide future economic opportunities for communities along the coast.

Our team developed the strategic plan, detailed

# TOURISM DEVELOPMENT AND STRATEGIC PLANNING

conservation measures, and business plans for economic development, incorporating input from extensive stakeholder consultations. The strategy balanced coastal and environmental protection, aboriginal tourism, tourist infrastructure development, resource based/eco-tourism, and policy requirements of relevant Provincial and Federal Ministries.

The Strategy included individual consultations with each of the First Nations communities represented along the coast from the Pigeon River west of Thunder Bay to the Severn River at the southern end of Georgian Bay.

## Assessment of Ecotourism Opportunities in the Province of Alberta Alberta, Canada, 2010

Sierra Planning and Management, as sub-consultants to The Tourism Company, were involved in the Assessment of Opportunities for Ecotourism in Alberta, on behalf of Alberta Tourism Parks and Recreation. The study, designed to outline at a strategic level the potential opportunities for ecotourism in the Province, addressed ecotourism as a defined element of nature based tourism.

Sierra Planning and Management analyzed the range of policies, legislation and non-statutory designations, classifications and other zones within the Parks and Protected Areas management system, as well as the public lands system as a whole. We honed in on the multiple management layers for the parks and protected areas portfolio, and

made recommendations to integrate policies in support of ecotourism. The existing commercial leasing policy and process for the parks and protected areas was also reviewed from the perspective of stimulating the opportunities for ecotourism.

## Dinosaur Provincial Park Tourism Development Opportunities Alberta, Canada, 2010

Jon Hack led the development of the Dinosaur Provincial Park (DPP) Tourism Development Opportunities Strategy in 2010 while working with IBI Group. The project centred on product development in the Canadian Badlands surrounding the DPP to showcase the Park as well as a range of other assets: ranch stays, B&B, and other fixed roof accommodations opportunities, local historical and cultural and cultural development, water-based recreation development, and potential for linked tourism experiences (cross marketing and route development).

The work included the development of both a vision for the area as well as detailed tactical plans for the fruition of development. The tactical plans involve actions for stakeholder partners to process (tourism industry, municipalities, the Parks Division of ATPR, and land owners/managers).

## Wat'chee Lodge Market Opportunities and 5 Year Business Plan Churchill, Manitoba, 2010

Wat'chee Lodge ([www.watchee.com](http://www.watchee.com)) is a refurbished navy communications base which stands 300 feet on top of an



# TOURISM DEVELOPMENT AND STRATEGIC PLANNING

old beach ridge located about 40 miles south of Churchill, Manitoba. It provides a dramatically different polar bear viewing experience than exists in Churchill in the Fall – the lodge is the base for viewing mothers and cubs in February and March.

Sierra Planning and Management was retained by the Lodge to develop the business plan for the expansion of seasonal opportunities for the Lodge, including opportunities for developing fixed roof accommodation in Wapusk National Park. The business plan addresses:

- The depth of market and how to capture new tourists in different seasons;
- Required capital investment and phasing, and operational costs/revenue ranges;
- Specific timelines and process required to obtain approval and commence operations in the National Park;
- Financing and perceived risks to financing arising from the development and operating model within the Park and for the existing Lodge operations outside the Park; and
- Implementation plans and forecasts subject to a risk-analysis for the next 5 years.

## Confederation Park Master Plan & Economic Feasibility Study

Hamilton, Ontario, 2013

Sierra Planning and Management was retained to conduct an economic feasibility study of the Confederation Park Master Plan.

The purpose of the Master Plan was to consider new development and activities for sites within the park to increase visitation. The feasibility study reviewed the Master Plan, assessed the existing functioning program and design work for the park, and provided recommended changes to the Plan. Our proposed recommendations better positioned the park with respect to revenue generating potential and private enterprise which meet the goals and objectives of the City of Hamilton and the Conservation Authority as the operator of the park.

The feasibility study reviewed and assessed the existing operations model and revenue, as well as the ranges of capital investment necessary to maximize potential commercial opportunities. Drawing on the Master Plan, Sierra determined the economic feasibility and financial sustainability of certain commercial opportunities as anchors for waterfront development. The study assessed an appropriate governance model and risk allocation between the City of Hamilton and private sector proponents for each stage of the redevelopment process. Based on this work, Sierra undertook the financial analysis of the overall build-out possibilities with recommendations for phasing future construction.

## North Bay Community Waterfront Park City of North Bay, Ontario, Canada, 2013

Sierra Planning and Management was retained by the Community Waterfront Friends to create a business plan for the North Bay Community Waterfront Park - a central civic feature

in the Downtown area of North Bay. The site of the proposed North Bay Community Waterfront Park was a brownfield site that formerly housed CP rail lines. Appropriate development of the site is integral to ongoing revitalization and regeneration efforts in North Bay's downtown core, through creating a viable link between the city's waterfront and downtown commercial district.

Within the business plan we identify potential businesses and activities that will generate positive economic return for the park, while adhering to the social and environmental mandate of the Community Waterfront Friends as an organization. The plan identifies order of magnitude costs and revenue streams associated with proposed development and identifies the financial impact on the Community Waterfront Friends.

## Downtown Moncton Multi Use Sports and Entertainment Facility -Market Analysis and Feasibility Study

Moncton, New Brunswick, 2009

Principals of Sierra Planning worked with the City of Moncton to complete a market analysis and feasibility study for a Multi-Purpose Sports & Entertainment Facility to be located in Downtown Moncton.

The study involves a detailed locational analysis as well as an analysis of the potential capital costs and funding opportunities available for such a facility. The analysis also includes an assessment of possible tenants, product offer and additional ancillary uses that could be paired with the facility in order to enhance its operational performance and contribution as a hub for economic activity in Downtown Moncton. Six alternative sites were analyzed on a range of locational criteria related to economic impact, access, functionality, urban design and civic presence, capacity for expansion in situ, and achievement of urban development policy.

## Wasaga Tourism Strategy

Wasaga Beach, Ontario, Canada, 2007

Working with <sup>The</sup>Tourism Company, Jonathan Hack conducted a tourism opportunities and marketing assessment for the Town of Wasaga Beach involving a quality review and benchmarking assessment of the Town vis-à-vis other Blue Ribbon beach communities. The analysis assessed the supply of key infrastructure (accommodations, restaurants, beach and non-beach amenities) and an extensive analysis of potential demand by activity and tourism market segment, matched against the tourism asset base of the Town. This was complemented by a detailed survey of tourists via three methods (1) Intercept survey; (2) License plate survey; and (3) Online opinion survey.


The study recommended a number of changes to improve the physical setting of the main tourism areas in the community in order to generate greater investment. The study resulted in a Strategic Tourism Plan that articulates a vision, values, and actions for long-term growth of tourism in the Town while balancing quality of life for its local residents.



# TOURISM DEVELOPMENT AND STRATEGIC PLANNING

## OTHER PROJECTS:

- Pelee Island Resort Strategic Development Plan, Ontario, Canada, 2007
- Prince Edward Island Tourism Market Assessment, Prince Edward Island, Canada, 2005
- Kingston Hotel Development Opportunities Assessment, Kingston, Ontario, Canada, 2005
- Haldimand Rural & Tourism Business CIP, Haldimand County, Ontario, Canada, 2012-2013
- Marina Waterfront Lands – Development and Business Plan, Thunder Bay, Ontario, Canada, 2005
- Asset Identification & Concept Development Township of South Stormont Waterfront Park Concepts, South Stormont, Ontario, Canada, 2010
- Review of Golf Operations, Niagara Parks Commission (2014)
- City of Hamilton Municipal Golf Course Performance Analysis, City of Hamilton, Ontario (2014)
- Cultural Planning and Rural Economic Development, United Counties of Prescott Russell, Eastern Ontario, Canada, 2011
- Tourism Investment Opportunity Assessment for the Regional Economic Development Initiative Association for Northwest Alberta (REDI), Alberta, Canada, 2012
- Mighty Peace Region Tourist Investment Opportunity Assessment, Alberta, Canada, 2012
- Frontier Fishing Lodge: Tourism Asset Development Strategy, North West Territories, Canada, 2013
- Canadian Badlands: Tourism Investment Opportunities Assessment and Investment Development Strategy, Alberta, Canada, 2011
- Calling Lake Provincial Park Tourism Development Strategy, Alberta, Canada, 2010
- Lake McGregor Provincial Recreation Area Tourism Development Opportunities, Alberta, Canada, 2011
- Three Year Strategic Plan for the Canadian Badlands Tourism Investment Foundation, Alberta, Canada, 2012-2013
- Middle East Tourism and New Community Development, Abu Dhabi, Dubai and the Emirate of Fujairah, 2008
- Mount Durmitor National Park Spatial Plan, Montenegro, 2009-2010



OUR FOCUS IS THE  
CLIENT AND OUR CANVAS  
IS LOCAL, NATIONAL AND  
INTERNATIONAL

## PROJECT PORTFOLIO

- CULTURE, RECREATION AND COMMUNITY
- CONSULTATION





## Culture Plan for the City of Cornwall and the United Counties of Stormont, Dundas and Glengarry Cornwall, 2010-2011

Sierra Planning and Management was contracted by the Eastern Ontario Training Board to develop a culture plan for seven municipalities in Eastern Ontario. This required the development of a plan to meet the objectives of endorsing, promoting and nurturing cultural expression as a means to economic growth but also communities and developing a comprehensive vision for cultural planning in the Region. The project required extensive mapping of cultural assets across the Region.

## Cultural Planning and Rural Economic Development United Counties of Prescott Russell, Eastern Ontario, 2011

Sierra Planning and Management with Novita Interpares worked in Prescott Russell (southeast of the City of Ottawa) to complete a cultural planning and rural economic development study. The project comprised of:

- Cultural asset mapping and identification;
- A culture and tourism economic development plan based on identifying the range of existing cultural, creative and tourism assets as well as gaps in municipal and economic policy supports;
- Engaging a wide range of community and business

stakeholders in understanding tourism infrastructure, municipal land use, economic development and cultural planning, current funding and other constraints to developing culture and cultural tourism opportunities; and

- Developing a capital and human resource investment strategy to maximize the economic and social impact associated with the rural cultural and creative industries in each area.

The development of cultural planning goals also required ongoing engagement with First Nations represented in the areas.

## Weaveshed Arts and Cultural Centre and Quilt of Belonging Business Plan Cornwall, Ontario, 2007-2009

This project involved working with the Heart of the City to undertake a feasibility assessment of the potential for housing a new Arts and Cultural Centre in the historic Canada Cotton Mills District on Cornwall's waterfront. The central element of the new Arts and Cultural Centre is the Quilt of Belonging - a 270 piece tapestry made up of components describing the Native, European and other cultures of Canada.

The project involved an assessment of the market opportunities related to tourism development on Cornwall's waterfront as well as detailed due diligence with respect to the conversion of the building for public assembly. Principals

# CULTURE, RECREATION AND COMMUNITY

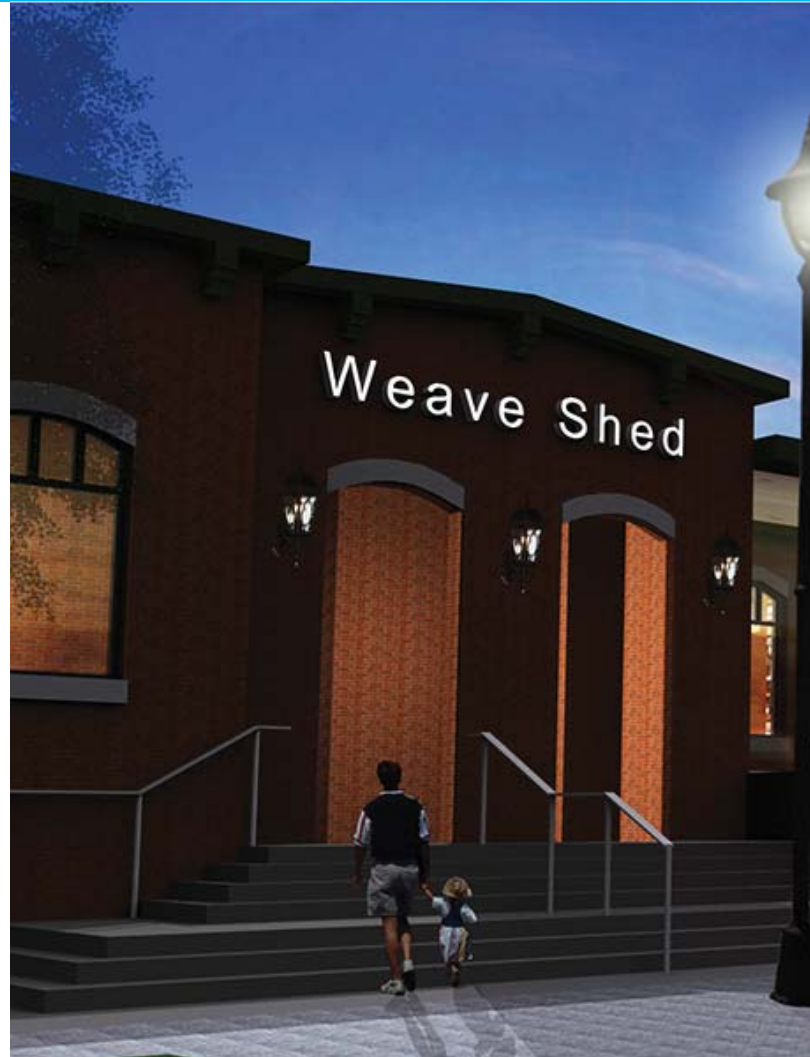
of Sierra worked with the Board, local MP, and community groups to map out a business plan template and establish key decisions and resolutions which will enable the Quilt to become both a permanent exhibit in the City, as well as a travelling product.

The business plan established the market for the exhibit, the public benefits, capital revenue sources, the operational funding proposition, overall cash flow performance expected and resulting public subsidy required to maintain operations. The plan included additional exhibiting space, curatorial offices and studio facilities for exhibit preparation and teaching.

## Cornwall Arts and Culture Centre Feasibility Study City of Cornwall, 2015-2016

Sierra Planning and Management, with +VG Architects, was retained by the City of Cornwall to develop an Arts and Culture Centre Feasibility Study. This study builds on the recommendations of the 2011 report Building the Culturescape in Cornwall and the United Counties of Stormont, Dundas and Glengarry. The final plan recommended the creation of a regional Arts Council and development of a multi-function Arts and Culture Centre.

The feasibility study focuses on determining the facility needs, the affordability, the physical components (design, spaces and sizes), specific location, and associated costs for a Community Arts and Culture Centre. Recommend operating models, funding opportunities, and identifies economic impact and benefit for the City as a whole and the Arts and Culture Community in particular, are also central to the final report.



ECONOMIC CONTRIBUTION OF CULTURAL SECTOR,  
CITY OF LONDON



# CULTURE, RECREATION AND COMMUNITY

WEAVESHED ARTS AND CULTURAL CENTRE AND QUILT OF BELONGING BUSINESS PLAN,  
CITY OF CORNWALL



## Indoor Recreation and Community Facility Master Plan Regional Municipality of Wood Buffalo, Alberta, 2014

Sierra Planning and Management was retained by the Regional Municipality of Wood Buffalo to develop a Master Plan for the region's indoor recreation and community facilities. The project undertook a comprehensive analysis of community needs and priorities in regards to indoor recreational facilities and programming, in addition to an analysis of the existing recreation facilities and services available to the community. This project required extensive community engagement in a fairly well-spread geographic area which encompasses Fort McMurray (as the central recreation service hub), surrounding rural areas and First Nations communities within the region.

The employment mobile-friendly survey tools, numerous community information sessions, one-on-one meetings and extensive interviews with stakeholders was critical in overcoming issues related to geographic dispersal and in developing a holistic vision for recreation in the community. In collaboration with a demographic review which will assess projected community growth, the project will determine the required indoor recreation facilities to meet community need over the next two decades.

The project identified options through which these needs will be met. The Master Plan outlined a range of options, and assessment of the options. Proposed facilities and solutions represented a wise and realistic investment for the Regional Municipality.

## City of Timmins Culture, Tourism and Recreation (CTR) Master Plan

### City of Timmins, 2013-2014

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## Hillary-McIntyre Park Cost-Benefit Study Town of Aurora, 2013

Sierra Planning and Management along with Carl Bray & Associates Limited were retained to complete a feasibility study on the merit of municipal participation in the development of the 4.2 acre Heritage Park in the Town of Aurora. The proposed park development surrounded the amalgamated use of three of the Town's heritage properties – Hillary House (1862), Horton Place (1875) and Readman House (1910).

As part of this analysis our team assessed the fiscal, operational and development risks, benefits and opportunities related to municipal acquisition of the Readman House and Horton Place properties (privately owned) as well as the range of potential development and governance options that exist to sustain the site/park as a long-term civic asset for the community.

## Regional Strategic Plan for Festivals and Events Bruce-Grey-Simcoe Region (RTO 7), 2013-14

Sierra Planning and Management was retained by RTO 7 to develop a Strategic Plan for growing and supporting the festivals and events industry in communities across Bruce, Grey and Simcoe Counties. The project involved significant one-on-

# CULTURE, RECREATION AND COMMUNITY

one consultation with organizers of festivals and events and other industry stakeholders to update RTO7's existing inventory of festivals and events in the region, identify regional strengths and weaknesses within the industry, required supports to grow capacity, and appropriate roles for RTO7 to play in building this capacity. The resulting plan provided prioritized actions and identified resources for RTO7 and other industry stakeholders to grow capacity for the sector to attract high-yield, overnight visitation to the region.

## Municipal Cultural Plan & Cultural Mapping Town of Pelham, 2012-2013

Sierra developed a comprehensive Municipal Cultural Master Plan (10-year) and Cultural Assets Map for the Town of Pelham. This Cultural Plan is a strategic municipal planning document outlining short to long-term priorities for the development of the cultural sector in Pelham and will be used as framework for creating cultural investment in Pelham. The Plan also identified partnership opportunities (local and regional) to facilitate the development of the sector in Pelham and was developed in close collaboration with Town staff, the Mayor, Council members, cultural leaders, business community and other community and regional stakeholders.

Cultural Plan and Cultural Assets Map will assist the Town of Pelham in its planning for cultural facilities, downtown and neighbourhood revitalization, business retention and attraction, increased tourism activity, festival and event planning, and the long term preservation of cultural and natural heritage.

## Economic Contribution of Cultural Sector City of London, 2012 - 2013

Sierra Planning and Management advised the City of London Investment and Economic Prosperity Standing Committee of Council, on a quantifiable estimation of the economic contribution of the arts, culture and creative sector in the City. This work formed part of the City's Cultural Prosperity Planning exercise. The methodology to investigate and quantify as well as qualify the scale of the arts and culture sector involved us undertaking the following:

- Working with the London Arts Council and London Heritage Council, reviewing annual operating financial statements to determine revenue and expense flows for

all organizations funded through the CHIP (Community Heritage Investment Program) and CAIP (Community Arts Investment Program);

- Assessment of CADAC (Canadian Arts Data) database to assess financials for all arts and culture organization in London listed on the database;
- Compilation and review of financial performance (confidential) of major City-owned and private cultural facilities including Orchestra London, John Labatt Centre, the Grand Theatre, Museum London, and heritage buildings;
- Modeling cultural workforce based on Statistics Canada data (Canadian Business Patterns 2011, Historic Labour Force Survey (annual) and other);
- Economic impact analysis based on financial performance of key organizations, origin of visitors to cultural events and venues, employment and scale of municipal investment in arts and culture.

## Cultural Planning and Rural Economic Development Georgina Township, York Region, 2012

Sierra Planning and Management with Novita Interpares worked in Georgina Township in York Region on the development of a Municipal Cultural Plan. This strategic exercise comprised:

- A review of existing cultural and growth management policies as well as infrastructure analysis;
- A culture and tourism economic development plan based on the identification of the range of existing cultural, creative and tourism assets; and
- Engaging a wide range of community and business stakeholders in understanding tourism infrastructure, municipal land use, economic development and cultural planning, current funding and other constraints to developing culture and cultural tourism opportunities.

@DISCOVERY NORTH BAY MUSEUM AND CP RAIL LANDS FEASIBILITY  
NORTH BAY, 2002 AND 2007





## Rideau Regional Centre for the Developmentally Disabled Alternative Re-use Study

Smith Falls, Ontario, 2008

Principals of Sierra assisted in the asset rationalization strategy for the redevelopment of a 354 acre Provincial institutional campus south-west of Ottawa, Ontario. The study achieved the following:

- Examined the feasibility for alternative uses for the site and its 50 buildings;
- Identified the most likely redevelopment opportunities; and
- Provided a risk-minimizing strategy to achieve reuse/redevelopment of the campus.

The Alternative Options Assessment forms the first stage in establishing the feasibility for new uses on the RRC site, creating new employment and/or local spending. The study team recommended a number of future steps including further evaluation of the potential scale of capital works, costs for retrofitting the premises and the development of business cases for specific uses. The property has recently sold to a development company and plans include the development of residential on the site.

## @Discovery North Bay Museum and CP Rail Lands Feasibility

North Bay, 2002 and 2007

In 2002 and 2007 Jon Hack directed (while at IBI Group) the comprehensive feasibility assessment and business plan for the development of the recently City-acquired CP Rail lands located between the Lake Nipissing Waterfront and the City's Downtown. At its focus was the renovation and retrofitting of

the CP Rail Station as the home of @Discovery North Bay. The business plan addressed the operational costs of the museum as well as the capital and ongoing operational costs of a suite of additional community focused facilities proposed for the rail lands and waterfront including community botanical gardens, concessions, a community learning centre, a heritage railways and carousels.

The business plan assessed the market potential, revenue potential, operating cost and shared operating liability between the City of North Bay and the project advocate: Community Waterfront Friends. A governance entity – Heritage North Bay – emerged out of the planning and investment that followed the feasibility assessment.

In 2007, Jon Hack conducted a successful capital funding application exercise to secure the assistance of the Northern Ontario Heritage Fund Corporation (NOHFC) for the development of an underpass to directly connect the museum, the waterfront and the downtown. The new civic square will be officially unveiled in June 2012 and is hoped to generate enhanced trade and tourism for downtown, the museum and seasonal activities on the waterfront.

## Performing Arts Centre and Arts District Plan - Feasibility Assessment

Sudbury, Ontario, 2008

Principals of Sierra were involved in preparing a stakeholderbased vision for the creation of an Arts District in Downtown Sudbury as well as a feasibility assessment for a 1,100 to 1,800 seat performing arts centre (PAC). The project involved market research of existing districts elsewhere in North America which have distinct or emerging arts districts, programs of support (financial and events marketing) and links between major educational institutions and these districts. The resulting plan included the potential for

commercial, residential, civic (performing arts centre) and institutional development (e.g. Laurentian University School of Architecture).

The feasibility of the PAC comprised a market (trade area) assessment of spending on entertainment, resulting in estimates of revenue, operating costs and risk to achieving target Net Operating Income (deficit).

### Meaford Town Hall and Opera House Meaford, Ontario, 2001

Principals of Sierra Planning assisted the Town of Meaford with a visioning study, a financial feasibility assessment and review of design alternatives for the renovations and retrofit of the existing Town Hall and Opera House. The project consisted of:

- A building condition review;
- An assessment of functional space opportunities;
- Production of schematic floor plans for three alternative designs;
- A stakeholder consultation process to determine user needs; and
- A financial feasibility analysis considering capital costs of renovation, timing, and potential operating costs and revenues.

Jon Hack advised on the application submission to the Ontario SuperBuild Corporation on behalf of the Town which included a detailed business plan review and funding assessment.

### Township of Russell – Recreation Master Plan Russell, Ontario, 2014

Sierra Planning and Management was retained by the Township of Russell to update the recreation component of its 2005 Master Plan with the primary purpose of providing a long range strategy for future recreation infrastructure based on community demand/need, facility utilization, building conditions, population growth and other dynamics of recreation service delivery. Despite the range of recreational facilities in the Township, deficiencies and challenges exist such as an aging arena infrastructure and an undersupply of neighbourhood parks in parts the Township. As part of this project, our team will be considering options to repair and replace existing facilities. The Master Plan will provide in-depth recommendations with identified roles for the Municipality and other local stakeholders, and a detailed implementation plan.

### Town of Penetanguishene – Recreation and Community Services Master Plan Penetanguishene, Ontario 2014

Sierra Planning and Management was retained by the Town of Penetanguishene to develop a Recreation and Community Services Master Plan. The Master Plan assessed community needs in the realm of recreation facilities and programming, and community services with an emphasis on identifying opportunities to improve community access to, and use of, the Town Wharf. The Master Plan identified a series of recommendations prioritized over the short-, medium- and longer-term. Our developed implementation strategy further outlined appropriate roles for the Municipality to play in recreation service and facility provision.

### Operational, Events and Governance Business Plan & P3 Legacy Funding – Velodrome Facility for Toronto 2015 Pan/Parapan American Games Town of Milton, 2012-2013

Sierra Planning and Management was contracted to conduct a business planning exercise for this facility for the Town of Milton. We served as advisors to the Town and its funding partners, Toronto 2015 and Infrastructure Ontario, regarding the operational business planning requisites for design, functional space programming, program delivery and tenant revenue generation potential. The plan provided an assessment of the market opportunity and community need, as well as financial feasibility of a permanent, indoor velodrome with 3,500 seats capable of hosting major international cycling events.

We are part of the Infrastructure Ontario RFP process to secure a Design-Build-Finance (DBF) partner to deliver the facility. The business planning process involved a thorough market and financial analysis to determine the legacy potential of the facility. A key component of the plan was a proforma exercise to demonstrate the potential annual net operating income and risks associated with a spectrum of development and operational scenarios, including variation in the event schedule, seating capacity and range of non-cycling uses of the facility. Sierra has also completed an exercise in estimating the economic impacts of the facility through an extensive modeling exercise.

In 2013, Sierra assisted the Municipality in successfully requesting additional funding support from Toronto 2015, Sport Canada and the Government of Ontario, resulting in a 50% increase in the amount of Legacy Funding which was secured by the Town of Milton as owner of the facility on an annual basis to 2018 and beyond.





## Consultation

	Consultation Experience	Key Informant Interviews	Focus Groups	Public Open Houses/ Design Charrettes	Youth Engagement & Community Event Surveys	Stakeholder Workshops/Turbo Sessions	Qualitative & Quantitative Survey	On-line Opinion (incl. Social Media)
City of Kingston Recreation Master Plan	✓	✓	✓		✓		✓	
Leeds & Gananoque Recreation Master Plan	✓	✓	✓		✓	✓	✓	
City of Peterborough MUSEC Feasibility Study	✓	✓	✓		✓	✓	✓	
Town of Whitchurch Recreation Master Plan	✓	✓	✓		✓	✓	✓	
Town of Bracebridge Recreation Master Plan	✓	✓	✓	✓	✓	✓	✓	
City of Guelph Recreation Facility Needs Assessment, Feasibility Study, and Implementation Strategy	✓		✓		✓	✓	✓	
Regional Municipality of Wood Buffalo Indoor Recreation and Community Facility Master Plan	✓		✓	✓		✓	✓	
Town of Penetanguishene – Recreation and Community Services Master Plan	✓		✓	✓	✓	✓	✓	
City of Timmins: Culture, Recreation and Tourism Master Plan	✓	✓	✓	✓	✓	✓	✓	
Milton 2015 Pan Am Velodrome Business Plan & Economic Impact	✓	✓	✓			✓		
Hamilton Velodrome Business Plan		✓	✓		✓		✓	
City of Vaughan User Fee Strategy	✓	✓	✓		✓	✓	✓	

## Additional Experience

- Chapples Park Master Plan, City of Thunder Bay
- Ingleside Community Park Concept Plan, Township of South Stormont
- Richelieu Park Concept Plan, Russell Township
- Yellowhead County Parks and Outdoor Spaces Plan, Yellowhead County, Alberta
- Master Plan for the Binbrook Conservation Area, Hamilton, ON
- Honey Harbour Waterfront Development Plan, Township of Georgian Bay
- Ontario's Lake Country Tourism Asset Mapping (TAM) Project, Ontario
- Highest & Best Use Study for Marina Waterfront Lands, Thunder Bay, Ontario
- Regional Economic Impact of Waterfront Infrastructure Development. North Bay, Ontario
- Marina Waterfront Lands – Development and Business Plan, Thunder Bay, Ontario
- Waterfront Real Estate Strategy, North Bay, Ontario
- North Bay Community Waterfront Park Strategic Plan, North Bay, Ontario
- Confederation Park: Operational Review, Hamilton, Ontario
- Downtown Waterfront Revitalization Master Design Strategy and CIP, Municipality of Callander
- Township of South Stormont Waterfront Park Concepts, South Stormont, Ontario
- Haldimand County Lakescape Action Plan, Haldimand County

ADVICE | STRATEGY | IMPLEMENTATION