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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
Revised Proposal for Public Consultation Services***

Dear Ms. Trudeau:

Further to our receipt of your revised scope of work and request for proposals, this letter contains the original offer of services subject to enhancements to reflect the changed scope of services. The original letter of March 27, 2019 identified a scoped exercise to focus largely on community consultation and the presentation of ideas arising from that process for consideration by Council.

The revised terms of reference indicate a desire for a well-structured consultation process that is comprehensive in scope. This includes not only more in-depth discussion with staff and Council but also a full public consultation process that involves a range of techniques: focus groups (small group meetings), stakeholder interviews and surveys.

Accordingly, we have amended our work plan and budget to accommodate these requirements. As you know, our company undertakes detailed consultation of the sort requested for many of the recreation and parks master plans that we produce. The original terms did not frame this exercise in terms of the comprehensiveness of communication that is now required and accordingly the scope of work is more in line with a typical master planning process. This can include both initial consultation with the public, council and other stakeholders as well as presentation of resulting ideas to the public at large and detailed reporting for staff and council. While not part of the terms, it is incumbent upon us to deliver a process and a series of recommendations that are evidentiary in nature creative in substance and which provide a basis for the implementation of next steps.

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 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.

We are currently retained by the Township of Alfred and Plantagenet for the development of a recreation and culture master plan.

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:

- Enhanced Public Consultation;
- Enhanced Stakeholder consultation – including but not limited to, Tourism Prescott-Russell;
- Internal staff and councillor/Mayor interviews and subsequent workshop;
- 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

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
- Chapples 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

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

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);
- ✓ **Communications**
 - Establish communications content for the webpage
 - Development of a draft newsletter at the completion of the project – outlining the process and the results of that process in summary form. Note that the duration of the project is not anticipated to require multiple monthly newsletters. We will develop a template that the municipality can continue to use to update the community post-study. We will produce the document in both English and French.
- ✓ **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 or Full Community 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. The other option is to develop the survey to be advertised across the community and open to any resident, business owner or other interested party to complete.
- ✓ 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 and Workshop**
- At commencement of the project, we will host a morning and afternoon session for combined council land staff to fully scope the issues and possibilities associated with the park, the challenges of investment relative to other priorities and the scope for all subsequent public and stakeholder engagement.



- We will host a second half day meeting of staff and council to review the outcomes of public and stakeholder engagement.
- We will host a third brainstorming sessions with council land staff over a half day period once our range of directions (from the consultant) are in place and written into a draft PowerPoint deck / reporting schedules. We will facilitate the discussion with Council and staff to finalize the reporting;

✓ **Youth Meeting**

- 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.
- We will organize a total of two focus group (small group, invited stakeholder) meetings with key interests in the community: 1) local merchants such as via the local business improvement association (BIA) or chamber of commerce and 2) other community service providers drawn from a wider spectrum of community, volunteer, service club, recreation and other users.

✓ **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 survey results in Excel form will of course be provided to the Town for its future use.
- All consultation materials and results will be made available for the Township’s use and collated into a separate document/archive of electronic files.

- English and French language requirement for final documents – this cost necessarily has to be estimated based on a reasonable level of written product. Should the level of translation exceed reasonable expectations based on hours worked the Township will be liable for additional costs. The costs of professional translation are an important consideration for effective service and we assume these include bilingual capability at public meetings but not at every stakeholder meeting.

✓ **Presentation to Council**

- **Presentation in English and capacity to provide also in French (October 28, 2019).**

Our proposed budget is based on the above.

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 for the public meetings, as well as translation of the public meeting panels and the exit survey.

TIMELINE

In order to consult with the public in September after Labour Day we would need to mobilize as soon as possible to engage with staff and council.

BUDGET

Our budget is comprised as follows:

Fixed Professional Fees			
Staff Member	Rate	Hours	Fee
Jon Hack	\$250	60	\$15,000
Lindsay Cudmore	\$160	60	\$9,600
Tina Noble	\$100	7.5	\$1,000
Total Professional Fees		157.5	\$25,600
Disbursements			
Travel (5 trips) and printing (billed as incurred to limit/no mark-up)			\$3,000
French language professional at Public Meeting and translation of Panels, exit survey			\$6,000
Total Fees and Disbursements excl. HST			\$34,600

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

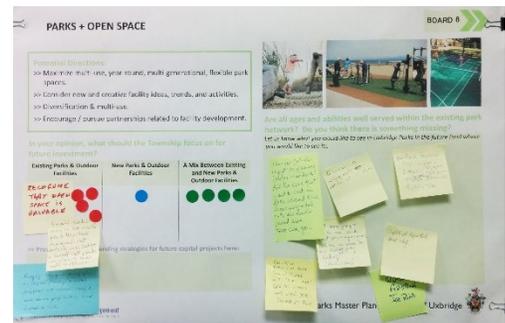
Concept Plan – Phase 2



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.

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;

- 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.

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.

Yours sincerely,

SIERRA PLANNING AND MANAGEMENT



Jonathan Hack, MA, MCIP, RPP, PLE
Director