

## **City of Saint John Central Peninsula Neighbourhood Action Team**

### **Agenda**

**Thursday, April 6, 2017**

**6:00 PM – Uptown Saint John Storefront**

- 1. Welcome & Introductions**
- 2. Review of Committee Terms of Reference**
- 3. Election of Officers**
- 4. Approval of the Agenda**
- 5. Round Table – Hopes for the Neighbourhood Plan**
- 6. Consultant Overview**
- 7. Round Table - Generating Ideas for Walking Tour & Stakeholder Meetings**
- 8. Round Table – Engagement Opportunities**
- 9. Next Meeting, April 20<sup>th</sup>, 4:30PM: Consultant Introduction and Walking Tour**

#### **Attachments:**

- 1. Neighbourhood Action Team Terms of Reference**
- 2. Consultant Proposal Excerpts**
- 3. Consultant Trip #1 Itinerary**
- 4. Draft Central Peninsula Walking Tour Map**
- 5. Engagement Tools Background Document**

# **Attachment #1**

## **Neighbourhood Action Team Terms of Reference**

City staff will provide a brief overview of the attached terms of reference for the Neighbourhood Action Team and facilitate a discussion on the format of meetings.

**City of Saint John  
Central Peninsula Neighbourhood Plan**

**Neighbourhood Action Team  
Terms of Reference**

**1. Background**

The City of Saint John is in the process of developing a Neighbourhood Plan for the Central Peninsula (includes the Uptown, South End and Waterloo Village) to provide a policy framework and action plan to catalyze long term growth and guide reinvestment in the neighbourhood. The Plan will be based on the collective aspirations of citizens and key stakeholders on how best to preserve and enhance the neighbourhood's quality of life. To this end, the Plan will take into consideration important social, economic, environmental and cultural objectives. It will focus on transportation needs, land use planning, environmental protection, open space and recreation, arts and culture, housing, urban design, heritage protection, development and future economic growth.

**2. Purpose of the Neighbourhood Action Team**

The Neighbourhood Action Team is a 10 person committee established to advise the Growth Committee and Common Council on the development of the Central Peninsula Neighbourhood Plan. The Committee will act as a community sounding board, advising the project team (municipal staff & consultants) and Common Council on community-based issues during the Plan's development. The Neighbourhood Action Team will also serve as ambassadors within the community to actively promote public involvement in the planning process and to help establish long-term, sustainable community ownership over the implementation of the plan.

**3. Role of the Neighbourhood Action Team**

The Neighbourhood Action Team's primary role is to formulate recommendations to Council during each phase of the development of the Central Peninsula Neighbourhood Plan. More specifically, the Committee will:

- Advise the project team on the delivery of the public engagement program;
- Ensure transparency to the public throughout the development of the Plan;
- Actively engage in the Plan development process by attending public engagement events;
- Discuss the variety of themes to be addressed in the Plan;
- Advise on the need for and priorities to be addressed in background research and technical studies;
- Help define the principles that will guide the development of the Plan;

- Explore the issues and opportunities identified by the public during engagement sessions and through background research;
- Assist in establishing and evaluating strategies, actions and policies to support neighbourhood reinvestment;
- Function as Ambassadors for the Neighbourhood Plan and actively promote public involvement in the planning process throughout all sectors of the community;
- Advise and provide recommendations to Common Council on the Neighbourhood Plan; and
- Help to establish long-term, sustainable community ownership over the implementation of the plan.

#### **4. Committee Composition**

The Neighbourhood Action Team will consist of 10 persons including two (2) members of Common Council, one (1) representative of Uptown Saint John Inc, and seven (7) Saint John residents representing the neighbourhoods and a wide cross-section of the community. To ensure that the Neighbourhood Action Team is truly representative of the population of the neighbourhood, representatives with varied perspectives and from different sectors of the community will be targeted from a variety of social, cultural and economic backgrounds.

The Neighbourhood Action Team will be appointed by Common Council on recommendation from Council's Nominating Committee. A membership recruitment process encouraging people from diverse backgrounds and areas within the Central Peninsula will be used. When appointing members to the Committee, the following selection criteria will be considered:

- Individuals who can represent the Central Peninsula and its various communities of interest;
- Individuals with experience working or volunteering for an agency or organization formed to represent economic, social, cultural, environmental interests;
- Willingness and ability to commit to the necessary one (1) year time period, including some evening meetings;
- Commitment and interest in the future of the Central Peninsula and demonstrated involvement in the community through a variety of organizations and activities;
- Knowledge of economic, social, cultural, economic and environmental issues related to neighbourhood planning and the future of the Central Peninsula;
- Effective communication skills and ability to work effectively as a member of a team including respecting positions taken by the Neighbourhood Action Team;
- Ability to bring innovative and informed perspectives to the deliberation and work of the Neighbourhood Action Team;
- Leadership skills and the ability to serve as an ambassador of the Central Peninsula Neighbourhood Plan and commitment to actively promote public engagement in the development of the Plan in the community.

## **5. Terms of Office**

Committee members shall serve for the duration of the neighbourhood plan process (approximately eighteen months). A person will cease to be a member of the Committee if that individual fails to attend three (3) consecutive meetings of the Committee without proper notice being given and without having been excused by resolution of the Committee. Should a person cease to be a member of the Committee during the Plan development process, their position shall be filled by the Nominating Committee according to the same selection criteria as original members.

The Committee may form sub-committees to address specific topics and issues.

Should a member of the Committee be in a situation that constitutes a personal or professional conflict of interest, he or she should declare this to the Committee and step down for any discussion and abstain from participating in any recommendations related to this issue.

## **6. Committee Chair and Vice Chair**

The Central Peninsula Neighbourhood Action Team shall elect from its members a chair and vice chair position. The role of the Chairperson shall be to guide the process and facilitate meetings. The Chairperson will keep the group focused on the agreed-upon tasks, suggest alternative methods and procedures and encourage the participation of all Neighbourhood Action Team members. The Chair shall work with the project team in preparing meeting agendas and supporting materials. When required, the Chairperson will also act as a spokesperson on behalf of the Neighbourhood Action Team.

## **7. Meetings**

The Committee will meet regularly throughout the development of the Neighbourhood Plan, with meetings scheduled monthly, or a frequency necessary to support the Neighbourhood Plan development process. The frequency of meetings may be increased as required to support the work program for the development of the Plan.

The City's Growth and Community Development Service will provide resources and support to the Neighbourhood Action Team throughout the course of its work as follows: coordination of meeting schedules and venues, circulation of meeting agendas and minutes for meeting requirements such as the taking of minutes, and etc.

## **8. Decision-Making**

Decisions on recommendations to the project team and Common Council will be made by consensus and if necessary, decisions will be determined by a majority vote. The quorum for meetings shall be six (6).

## **Attachment #2**

### **Consultant Proposal Excerpts**

City staff will provide a brief overview of the project consultants for the Neighbourhood Plan, *Urban Strategies Inc*

CITY OF SAINT JOHN

# Consulting Services - Central Peninsula Neighbourhood Plan

Envelope 1 - Technical Proposal  
RFP: 2017-091003P | March 23, 2017

**BAFO**



**URBAN  
STRATEGIES  
INC .**

**TAYLOR HAZELL  
ARCHITECTS**



# PROPOSAL CONTENT

## Appendix B - Submission Form

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## Appendix

A. Reference Form and Signed Addendum

**SECTION 1**

**Introduction, Project  
Appreciation and Quality  
of Submitted Proposal**

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## Project Understanding

The City of Saint John is about to embark on a truly exciting and transformative initiative, the creation of the Central Peninsula Neighbourhood plan. This is an important initiative which had its roots in the formulation of PlanSJ, which Urban Strategies had the privilege to create with the City of Saint John. We are truly excited about the possibility of reengaging your community to undertake this exciting work and community engagement needed to successfully create a proactive and innovative plan for the Central Peninsula. One that can drive neighborhood reinvestment and bolster community pride while reinvigorating the heart of Canada's oldest municipality.

Over the past several years, the City of Saint John has undertaken a number of initiatives aimed at catalyzing reinvestment back into its urban core neighbourhoods. The new façade grant program as part of the Urban Development Incentives Program will support neighborhood reinvestment and beautification outside of existing Heritage Conservation Areas, and Common Council has identified neighborhood Planning as a Priority of Council.

The Central Peninsula Neighbourhood Plan is an exciting opportunity to build on recent initiatives and council direction to create a defined vision and action strategy that can better coordinate urban revitalization. The goal is to

create a linked set of redevelopment opportunities that can build momentum and fuel public and private sector reinvestment. To be successful, the plan must illustrate realistic place making opportunities through the creation of achievable urban design concepts that can be delivered by the development industry, catalyzed by the public sector and championed by the local constituency and broader community. This requires a team that understands the value and importance of place making tools as well as the challenges that come with urban redevelopment.

Our team, brings this knowledge and experience, both through our previous work with the City of Saint John, as well as through our work with other mid-sized cities that have needed to reposition themselves due to economic shifts, while still focusing on capturing new opportunities for future growth and revitalization, such as the City of Troy, N.Y. Our team brings has a proven ability to work with Saint John's many different stakeholders and audiences to align goals toward a broadly supported direction for the future. This is exactly what we want to do with you through the process of creating the Central Peninsula Plan; develop a clear vision for neighborhood revitalization through strategic development and placemaking opportunities and then help you bring that vision to fruition through and new guidelines and policy tools with effective Implementation strategies.



## Approach

Our approach to successfully delivering the Central Peninsula Plan is based on exploring the following six themes with you.

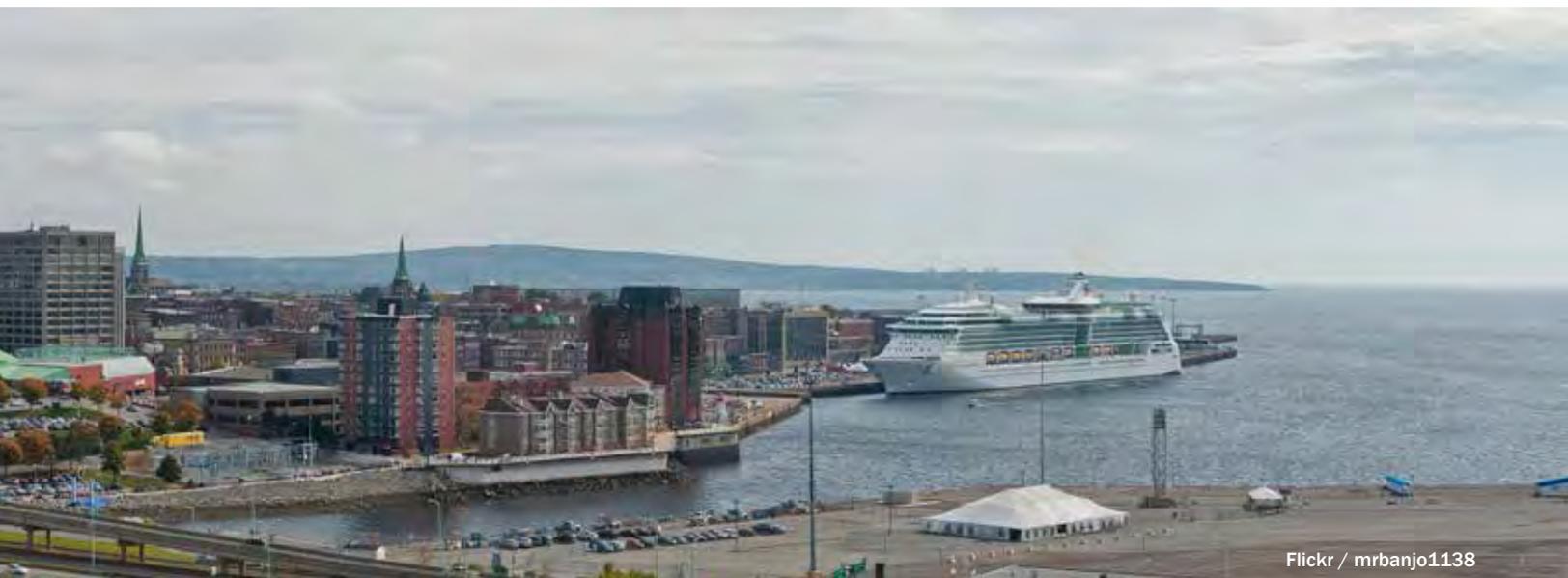
### **A collaborative and integrated planning and consultation approach**

Our team strongly believes in the power of collaboration. The best ideas are generated when a variety of people come together, bringing different perspectives and expertise to identify and address complex issues. Working together and drawing from each other's strengths, our team brings an integrated multi-disciplinary approach, providing a wealth of expertise in engaging communities, employing new technologies including social media and more traditional consultation methods to ensure broad based community involvement, participation and collaboration in the process to create the plan elements.

We bring a commitment to collaboration throughout the process, both with key stakeholders who will have specific interests in the process and with the broader public, including the Neighbourhood Action Team and Stakeholder Working Group. We will also rely on the city project team as both the client group and our partner helping our overall team to determine the best course of action or

consultation process to meet the Saint John's goals for this project. Our previous experience on the City of Saint John's PlanSJ illustrates our understanding of the neighbourhood's needs and the City's dedication to pursuing best practices in urban planning and neighbourhood design.

For this project, we propose an integrated working methodology that incorporates and blends together public engagement, communications and planning components to ensure that the vision, goals and framework identified through the process can best achieve community aspirations. Working with the stakeholder groups and the Neighborhood Action team will be integral to our success in shaping the neighbourhood's future.



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Flickr / Sonja

Our process would begin through an initial meeting with the Neighborhood Action Team, Key Stakeholder Group, and a round of key interviews with various groups to capture an understanding of what is working well and should be strengthened, what is not working well and should be addressed, and what new elements should be considered to broaden community opportunities. This initial set of consultation sessions will assist us in the formulation of broad community goals as well as the issue set that the planning process must address.

Through subsequent workshops, public open houses, and engagement events we will bring forward a range of directions for the future, demonstrate physical development choices and scenarios relative to the neighbourhood and key areas of change, and refine alternatives, guidelines, policies and implementation choices.

In addition, Urban Strategies has prepared award-winning communications tools, from citizen's bulletins, presentations, open house panels, and web based materials including social media and our proprietary web-based Community Compass™ tool, currently part of our successful ongoing work with the City of Fredericton. We will prepare a full range of communication materials to engage the broad community in the process and we will augment this through the strategic use of critical team expertise to ensure a transparent and accountable process consistent with your guiding principles.

## **A blend of local knowledge and international experience focused toward leveraging key assets and addressing challenges and building great places**

Our team's local, regional and international experience will bring a fresh perspective to help the Central Peninsula Neighbourhood's residents and stakeholders to understand important choices and directions associated with sustainable and intentional change within the neighbourhood. Our approach is to work with community leaders, residents and staff to reflect local values and local priorities, while also bringing fresh eyes to dissect complex issues that require multidisciplinary solutions. As a multi-disciplinary team, our goal is to ensure that the Central Peninsula neighbourhood grows wisely and strategically to enhance the Saint John's social, economic and environmental opportunities.

We would begin with an understanding of community aspirations and issues, and focus our work toward developing strategies and solutions which can mediate and address challenges while building on core assets and strengths found throughout the City of Saint John.

Our approach is to fully understand the range of broad based community assets upon which to build, and develop strategies which can articulate the role, function and character of important areas of change with a focus on the specific role of these areas in the city of the future. We will draw on our local, regional and international expertise, explore community building strategies, goals, policies and demonstration concepts which can best address the specific needs of the Central Peninsula Neighbourhood and can garner broad based community support necessary to drive implementation and investment.

## City-building Urban Design excellence

Having undertaken numerous planning and design initiatives in many North American cities, our team is uniquely positioned to help the community understand and shape development potential by combining elements of the built and natural environment to create lasting, memorable and inviting places, where people would choose to live, work and play. These types of places accrue increased value over time, and enhance the competitive ability of a city to continue to attract a work force, residents and visitors.

Our design process involves working with the community to explore various potential scenarios for the future, and demonstrating these through state-of-the-art computer modeling, 3D physical architectural foam modeling, which enable participants to see the entire peninsula at a glance and actively shape the future, and high quality graphics, will all enable the community to envision and see potential change, evaluate impacts and opportunities and decide upon a vision forward.

The process of city-building and place making will explore important relationships between built form and the public realm, building and development typologies that are appropriate for specific character precincts with a mind toward balancing opportunities for living and working to create an appropriate live-work mix and more 'complete community. We will bring the city building expertise to create compelling placemaking concepts that are grounded in the world of high quality design excellence. We will model these concepts in draft form in 3D architectural foam and refine these to produce highly attractive 3-dimensional computer models that can be viewed from many directions to test contextual fit.

We understand the elements that contribute to high-quality and attractive environments that create 'place' - not just streets, buildings and landscapes. Our goal for this project is to bring this expertise in all aspects of city building to develop a highly graphic and user friendly set of urban design guidelines and Urban Design Manual.



Flickr / J Hikka



Flickr / J Hikka



Flickr / ih



Flickr / Robert Meeks

## Addressing Heritage aspects of the Plan

Saint John is home to a wealth of heritage assets which contribute to the city's tourism and visitation economy and have supported a resurgence of interest in living and working within the Central Peninsula in recent years. The successful integration of new development within heritage conservation areas or heritage fabric is a key component of this program, but this does not simply mean that new development needs to mimic heritage patterns. In fact, this is most often a failure as contemporary building techniques cannot successfully replicate building traditions that are no longer in use. Rather there is a need to determine how contemporary structures can be sited, massed, articulated and clad to appropriately fit and complement the existing heritage fabric.

Urban Strategies has created urban design guidelines and policies for historic communities across Southern Ontario, including Niagara-on-the-Lake, the Historic Village of Thornhill in Markham and the City of Vaughan, and more recently through our work in assessing a Heritage Designation for Kensington Market with Taylor Hazell. We can also demonstrate how to codify some of the Urban design elements in to into the regulatory framework to strengthen chapter 4 of PlanSJ.

Working with Taylor Hazel, we will undertake a review of the existing Heritage Conservation Program and specifically review and make recommendation to update any standards of the Heritage Conservation Bylaw and grant funding programs, as well as provide recommendations for operational improvements to streamline the review and approvals process for heritage permit applications to benefit the development community when a project is aligned to the recommendations of the Central Peninsula Neighborhood plan. Finally, issues of successful integration of new development within heritage conservation areas or heritage fabric may also require a particular set of engagement strategies and we look forward to a discussion with you and Jill Taylor to ensure we are looking at this issue from multiple perspectives.



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## **Commitment to sustainability**

Our team has considerable experience helping communities implement sustainability strategies. Our team members are professionally and personally committed to bringing an environmental ethic to all our projects. Through the collaborative planning and design process, the community's aspirations for sustainability will be translated into a clear vision which will inform policies designed to protect environmental features and make better use of existing municipal infrastructure. A focus on the Central Peninsula Neighbourhood redevelopment opportunities will create a more compact, walkable and mixed use community and will be, a more sustainable community.

Our team will assist the community to understand the range of sustainability strategies that may be developed through the planning process related to energy and water consumption, waste water and recycling, LEED ND and green building standards.

## **A focus on implementation**

We believe that the community and leaders of the City of Saint John want to see things happen. Our team will ensure that our plan works with the overall goals of the community. We will not only establish high level goals and directions for the plan with demonstration concepts and visualizations, but also work with the planning department staff to structure the range of policy directions and implementation recommendations that can build capacity within the city to deliver improved placemaking and urban design results.

## **Clearly defined leadership and an ability to manage complex assignments**

Urban Strategies has been a team leader on many complex projects for both the public and private sectors. Our experience in the role of project lead has enabled us to develop leadership and project management systems that ensure high quality and timely project deliverables to our clients. We are also agile, able to respond quickly to dynamic circumstances, and we possess the experience and insight needed to chart a clear course or action in difficult situations. We know how to motivate a team to generate an energetic process and we possess the passion needed to achieve an exceptional product. We know that clearly defined roles allow team members to act with confidence, clarity and accountability.

Our structure is designed to facilitate an informed and highly effective team with a local presence and clear assignments to ensure continuous and seamless project communications and team-client interfaces. Additionally, we employ state-of-the art accounting software which allows a complete snapshot of budget utilization at any point in the project, which will be used to effectively monitor project progress and make informed project management decisions. We propose a system of regular conference calls focused to critical path updates as a key project management tool, and we will also use trip and team-client meetings to provide regular opportunities to discuss administrative and project issues and overall project progress.

SECTION 2

# Proponent Profiles

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# URBAN STRATEGIES INC .

**Role: Lead Proponent, Project Manager, Urban Design, Communications, Facilitation and Public Relations, Graphic Design and 3D Modelling**

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One Office**

Founded in 1986, Urban Strategies is a planning and urban design firm that offers a wide range of services to public and private clients in Canada, the U.S., Europe, and Asia. The firm's fourteen Partners, two Principals, twelve Associates and large complement of Planners and Designers come from diverse backgrounds, including architecture, economics, landscape architecture, planning, public administration and the visual arts. The firm is wholly owned by its practicing Partners, and operates out of one office, in Toronto. In the past 30 years, we have been recognized with over 100 awards from provincial, national and international institutions. Our clients include large and small cities, developers, public agencies, universities, hospitals and community groups. With a focus on high design quality and establishing interconnected public realm networks, we ensure that urban spaces remain important, well-loved places that support civic and economic activity and a high quality of life.

Our experience includes:

Master Planning • Downtown Revitalization • Regional Growth Management • Waterfront Regeneration • Campus Planning • Proposal Call Management • New Community Plans • Visioning • TOD Planning and Design • Site Analysis & Regulatory Review • Planning Approvals • Public Consultation • Social Media Strategies • Urban Design Guidelines • Parks and Open Space Planning • Official Plans and Zoning By-laws • Plans of Subdivision • Expert Testimony • Policy Analysis • Administrative Restructuring • Design Competition Management • Model Making • 3D Renderings and Animation

Urban Strategies' is an integrated urban design and planning firm with a wide range of public and private sector clients. The firm has worked in a variety of settings and this has allowed us to develop skills in preparing clear, concise and understandable development and design plans, guidelines and policies that allow municipalities and developers to understand design intentions and rationales, while implementing solutions that fit the local context and its sense of place. Most of our master planning projects include the preparation of place making concepts or demonstration concepts that are supported by Urban Design Guidelines to provide our clients with design and physical parameters to effectively move from planning to the next phases of implementation and project construction. Our urban design guidelines and Form Based Codes are often integrated within official regulatory policy municipal and regional governments. It is not unusual for Urban Strategies to also outline the range of development incentives that can be used to encourage adherence to urban design guidelines and foster high quality built environments.

Typically, we work with our public sector clients to develop urban design guidelines and strategies which suit the local context and the particular needs of the community. Our work places a strong emphasis on developing clear communication tools and implementation strategies. Besides the traditional techniques of policies and design guidelines, these can include integrated and streamlined approval processes, design review committees, design-based and site-specific development frameworks, and design symposiums for major redevelopment projects.

We bring a tested ability to quickly understand issues, challenges and the important values of a place to develop solutions that are grounded in the realities and opportunities of a particular context. Our process is one of shaping and managing change in a collaborative process to improve built and natural environments, capture new social and economic opportunities, enhance quality of life and provide a greater range of opportunities and experiences for people. Urban Strategies has won numerous awards for its plans and policies over the years we bring a proven track record in delivering highly successful and invigorating public consultation programs.

# TAYLOR HAZELL ARCHITECTS

**Role:** Heritage Consulting

**333 Adelaide Street W., Fifth Floor  
Toronto ON M5V 1R5  
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P: 416 862 2694  
F: 416 862 8401  
One Office**

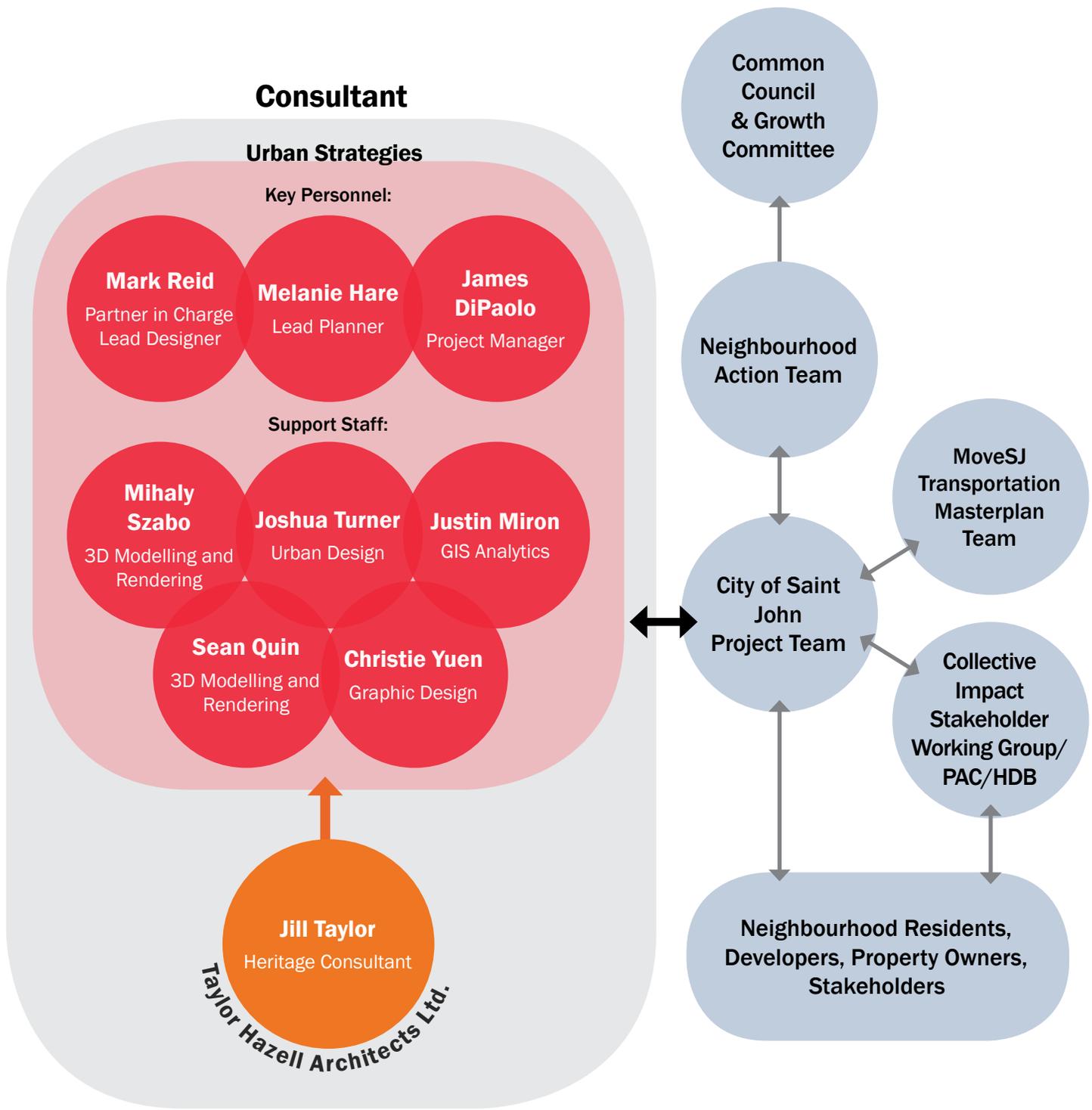
Taylor Hazell Architects was created in 1991 to address the architectural and conservation for existing sites and structures and began as an office specializing in adaptive reuse projects for post-secondary, courthouse, museum and community centre buildings. The firm has a special interest in how conservation methodology relates to the adaptive reuse of historic places in the institutional and community contexts and are leaders in the Canadian heritage field. The firm's staff of 18 includes 2 principles, senior and intern architects, a manager of heritage planning, a heritage specialist, graphic design and marketing manager and administrative personnel.

THA believes that good architecture stems from the integration of environment, context, and diverse human use. The firm does its best work in places where culture, landscape, and buildings are open to change through compatible alterations and additions, using new form, space, materials and technology. THA sees the design excellence of its work as a continuous goal that starts with planning, and is only complete, when the project is complete. The firm's expertise has grown to include: planning and design for large institutional sites; strategic planning and condition analysis for sites; facility planning and programming; and, heritage conservation and heritage planning.

THA's clients are primarily governmental (federal, provincial and municipal) and institutional. These include: Public Works and Government Services Canada, National Capital Commission, Canada Lands Company, Legislative Assembly of Ontario, Metrolinx, Infrastructure Ontario, Toronto Transportation Commission, and the City of Toronto. We are seen by our clients as strong project leaders, communicators and team builders. Clients attest to the dedication of the firm, intelligence of approach, innovation and dependability.

A corporation, the firm is structured with 2 principals, both heritage conservation professionals and CAHP members, supported by senior associates. Each of these individuals is in charge of specific projects, with one of the principals assigned as the direct client contact and signatory to drawings and contracts. To each is assigned a contingent of experienced architectural, conservation and technical staff who aid in the production of the project, from on-site recording, through documents and contract administration. Heritage Planning (Identification, Evaluation, Impact Assessment, Histories and Planning) is directed by our Manager of Heritage Planning, assisted by a heritage specialist.

# Team Organization



SECTION 3

**Specific Experience,  
Qualifications and  
Expertise of  
Key Personnel**

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## Key Personnel

### URBAN STRATEGIES



**Mark Reid** OALA, ASLA, APA

Partner

**Partner-in-charge, Lead Designer**

Mark Reid is a Partner, urban designer, and landscape architect at Urban Strategies. With over two decades of experience with the firm, Mark brings considerable expertise in all aspects of city building and is adept at managing the complex processes involved in community and urban transformation. Mark directs transit-oriented, waterfront, downtown, institutional, brownfield and community redevelopment projects across Canada and North America, and often leads large multidisciplinary teams to achieve project goals.

Mark creates a collaborative design and problem solving environment which fully engages the client group, special interests and the broad public in the planning process. Mark's focus is to assist clients and communities in understanding and evaluating development choices, resulting in solutions to best enhance long-term social, economic and environmental performance. Mark is regarded as an expert facilitator and is skilled in bringing different interests together toward common, clear outcomes.

Mark has led numerous planning and design studies in Ontario, including the preparation of a new official plan for the City of Vaughan, and the secondary plan for Vaughan's Downtown. Mark has completed urban design and policy strategies for the City of Guelph, Hamilton, and the Town of Niagara on the Lake, and is currently preparing a Comprehensive Plan, Local Waterfront Redevelopment Plan and Downtown Economic Development Strategy for the City of Troy, N.Y. and a Growth Strategy and new Municipal Plan for the City of Fredericton. Mark often undertakes development and peer review to assist local area municipalities to achieve their urban design, development and policy objectives.

Mark co-led the City of Saint John's PlanSJ and has a longstanding familiarity with the region, members of the community and the city's current growth strategy.

For this project, Mark will function as the partner-in-charge, directing all of aspects of the project, the urban design and placemaking concepts and urban design guidelines and will lead all major public and stakeholder consultation events in consultation with the City and his partner, Melanie Hare. He will attend key meetings and ensure that deliverables meet project deadlines and are drafted and produced to a superior quality. Mark will also be prepared to operate as the alternate project manager over the course of this project.

#### REFERENCES

**Monica Kurzejeski**, Deputy Mayor

City of Troy, NY

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Monica.Kurzejeski@troyny.gov

(518) 279-7159

**Nolan Crouse**

Mayor of Saint Albert

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mayor@stalbert.ca

(780) 459-1606



**Melanie Hare** MCIP, RPP, LEED AP

Partner

**Lead Planner, Facilitator**

Melanie's practice builds on her understanding of sustainable city building, community dynamics, urban form and economic realities to work with clients to create compelling, yet implementation focused, solutions to a variety of city building opportunities. She leads the firm's sustainability practice, and takes an active role in transit supportive development planning, brownfield redevelopment, sustainable cities and growth management.

Melanie's work in municipal environmental master plans is focused on helping clients establish priorities, set targets and implement sustainable practices as an integral element of the planning process from the earliest stages. Projects such as Brampton Environmental Master Plan, Red Deer Environmental Master Plan and the Toronto Waterfront Plan, which outline a comprehensive Sustainability Framework, draw on this expertise. She is also one of the leads on Urban Strategies work with the City of Troy on the City's comprehensive master plan.

She has worked extensively with the Province's Ontario Growth Secretariat in preparation of the Growth Plan policy, in particular related to employment strategies, urban growth centres and related policy.

She has applied her understanding of the Growth Plan directions in preparation of the Region of Durham Growth Strategy and more locally, in places such as Bronte and Kerr Villages in Oakville. She has recently been applying an understanding of the creative and green economy sectors for redevelopment Master Plans for Buffalo's Riverfront, Harbor and Tonawanda Street Corridor Brownfield Opportunity Areas. Melanie recently delivered a growth Strategy for the Capital Region Board, involving 24 member municipalities in the Edmonton Capital District.

Melanie is a skilled facilitator, a role she utilizes regularly in her projects and has extensive experience engaging youth through targeted consultation programs. Melanie, working with Mark has developed guideline and policy documents for heritage communities, including Niagara-on-the-lake, Old Town Dock and Secondary Plan and she is currently leading the engagement and facilitation for the Kensington Market Heritage Conservation District Study in downtown Toronto with Jill Taylor of Taylor Hazzel Architects. Melanie is leading Urban Strategies ongoing engagement activities for the City of Stratford.

For this project, Melanie will address the Heritage Conservation by-law review with Jill Taylor and attend major public and stakeholder consultation events. Melanie will also be prepared to operate as the alternate project manager over the course of this project.

#### **REFERENCES**

**Nolan Crouse**

Mayor of Saint Albert  
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**Rob Horne, CAO**

City of Stratford  
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## **James DiPaolo**

Urban Planner

### **Project Manager**

Originally from St. Stephen, New Brunswick, James DiPaolo is an urban planner with an understanding of both physical planning and planning processes. While he considers himself a generalist, he focused his studies in planning in the small and mid-size city context, heritage planning, and urban design. Prior to joining Urban Strategies, James worked as a planner and research analyst at Savira Cultural & Capital Projects, where he contributed to a stakeholder engagement process to envision new and renovated public and community spaces at Symphony Hall in Boston. Prior to that, James worked with McGill University Campus & Space Planning to prepare heritage evaluation reports for campus buildings. Through his past work, James has honed his skills in project management, stakeholder engagement, and market research. At Urban Strategies, James is working on a range of projects, including development approvals, site-specific policy reviews, and regional transit plans.

## TAYLOR HAZELL ARCHITECTS



**Jill Taylor** OAA, NSAA, AANB, FRAIC, CAHP, Int'l Assoc. AIA, LEED® AP,

Principal

**Heritage Consultant**

Under the direction of direction of Jill Taylor (and co-principal Charles Hazell), THA have maintained an active practice in the Atlantic provinces since 2006, beginning with the conservation of the Bank of Nova Scotia banking hall in Halifax, a National Historic Site. Other significant projects include the historic Province House in PEI; Sambro and Cape Sable Lighthouses in Nova Scotia and the Machias Seal lighthouse in New Brunswick.

Jill, co-founder of the firm, has over 30 years' experience in policy, programming, design and conservation for heritage sites of municipal, provincial and national importance. Project architect and principal with GH3 of the first LEED Gold building in Toronto, a multi award winning, green energy and sustainable natural heritage centre for education in a landscape. She is relied on by federal, provincial and municipal government clients for excellence in conservation strategies, prime author of the new OP Section on Heritage for the City of Toronto, cultural heritage protocol for Metrolinx and for templates in building conservation assessment Infrastructure Ontario.

Her role in space planning and functional programming extends to planning of over 2.5 million sq feet of institutional, cultural and agency use space for the provincial and federal governments, including the adaptation of the historic abandoned Guelph Corrections Centre, and the Brockville, Hamilton, Lakeshore, Kingston and London Psychiatric Hospital for arts and college uses, all within the context of cultural heritage landscapes. Jill has a specialization in the conservation of masonry, and is a trained facilitator and adjudicator. Jill is also Past President of CAHP.

As heritage consultant, Jill will work closely with Melanie Hare to lead the review of heritage by-laws and contribute to all the final deliverables. Jill will also attend and present at public engagement sessions focused on heritage elements.

### REFERENCES

**Sean Fraser**, Director Heritage Programs and Operations, Ontario Heritage Foundation  
sean.fraser@heritagetrust.on.ca  
(416) 325-5019

### **Richard Moorhouse**

Chairman of the Board, National Trust  
richardmhouse@gmail.com  
(416) 766-8933





## Previous Experience

### Realize Troy (Troy, New York)

2014 - Present

**Client: City of Troy**

Urban Strategies is currently creating a new Comprehensive Plan for the City of Troy, NY. Realize Troy is a three-part community planning initiative: an economic strategy, a waterfront master plan, and a city-wide comprehensive plan. The process has a strong focus on public consultation, both in-person and using a variety of social media channels, and aims to establish a clear vision and set of action strategies to address both the current and future needs of the City.

The Comprehensive Plan is being developed through significant public consultation. It will establish a clear community-based vision and action plan to guide the city's overall development over the next 20 years. Specifically, the Comprehensive Plan will identify short and longer term community needs, reinforce and confirm a set of broadly supported community goals and create a blueprint for future government actions. The project placed a significant focus on areas of gradual change and significant change through the creation of placemaking demonstration projects which assisted the community to understand how to shift from a declining manufacturing base to a cultural and technological hub in the region with a thriving downtown.

All of the plans will be supported by robust implementation strategies with established criteria and metrics to assist in measuring plan success and achievements over time. The planning process presents an important opportunity to demonstrate bold leadership and innovation while strengthening the quality of life the city offers and its competitive advantage as a dynamic and desirable place to live, work, invest and recreate.



#### CLIENT REFERENCE

**Monica Kurzejeski, Deputy Mayor, City of Troy, NY**

433 River Street, 5th floor, Troy, NY 12180

Monica.Kurzejeski@troyny.gov

(518) 279-7159

## **Downtown Guelph Secondary Plan (Guelph, Ontario)**

2008 - 2012

**Client: City of Guelph**

**Awards: Ontario Professional Planners Institute  
Excellence in Planning Award, 2013**

Guelph is a growing city of 125,000 located between the regions of Toronto and Waterloo, and has long sought to increase the vitality of its historic downtown. A provincially designated Urban Growth Centre, the downtown is expected to accommodate 6,000 new residents and 1,500 new jobs by 2031. Urban Strategies was retained to develop a Secondary Plan that could guide the private development and public investment needed to realize these targets.

The award-winning plan builds on the downtown's considerable assets, including its rich heritage, cultural attractions, proximity to the Speed River, and a planned intermodal transit station. Its policies cover economic development, mobility, the public realm, community facilities, heritage, energy, water, and the natural environment, as well as land use and built form. The plan respects character of the historic core and surrounding neighbourhoods by strategically locating tall buildings on peripheral sites.

It also outlines a series of critical public realm improvements needed to balance intensification, including new riverfront parkland and trails, and proposes new food and cultural destinations aimed at attracting creative businesses and tourists. A balanced movement system will ensure buses can move easily through downtown and provide more space for pedestrians and cyclists. Urban Strategies worked closely with the business community and neighbouring residents to achieve broad consensus around the final plan. Since the plan was adopted, a major new civic square has been built and several residential developments have been initiated.

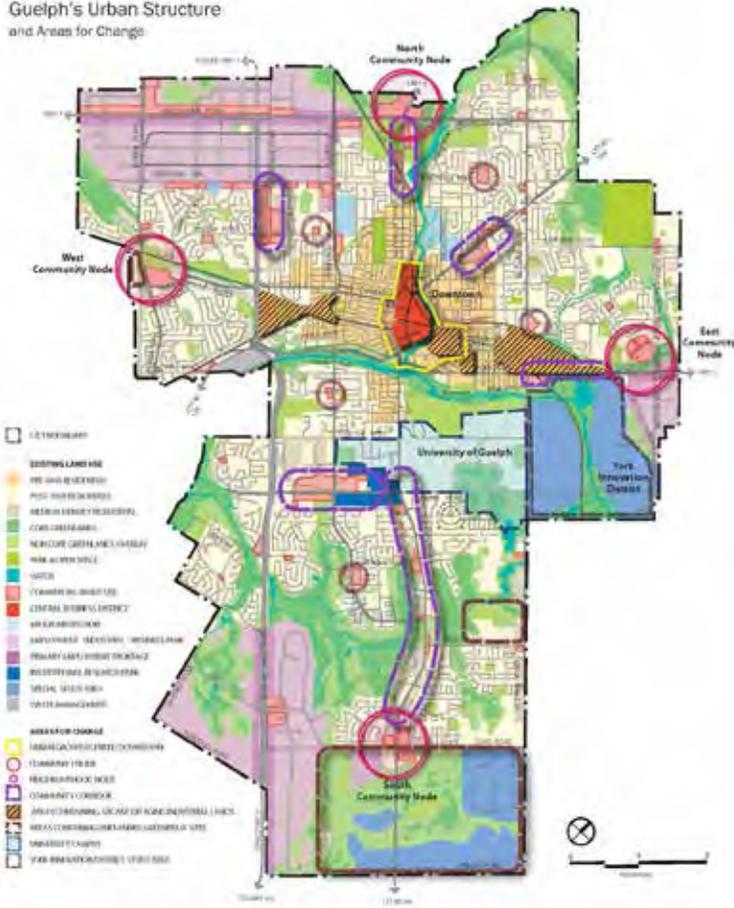


### **CLIENT REFERENCE**

**Ian Panabaker, Corporate Manager, Downtown  
Renewal, Business Development and Enterprise,  
City of Guelph**

1 Carden Street, Guelph, Ontario Canada, N1H 3A1  
ian.panabaker@guelph.ca  
(519) 822-1260 x 2475

Guelph's Urban Structure and Areas for Change





## St. Albert Downtown Redevelopment Plan (St Albert, Alberta)

2009

**Client: City of St Albert**

St. Albert is a rapidly growing city on the northwestern edge of the Edmonton city region. Its downtown has begun to attract new residents and businesses to the heart of the city, but St. Albert lacked a clear urban design and planning direction to overcome the emerging conflicts between land uses, development formats, and parking that threatened to stall its momentum.

Urban Strategies established a physical concept for Downtown St. Albert that consolidated development opportunities, connected Downtown to the remarkable Sturgeon River Park network, mediated parking conflicts, and proposed two new public spaces as the foci for special festivals and daily urban life. A range of new commercial, institutional, and residential uses were proposed for the downtown to establish the critical mass of activity necessary for continued vitality. The plan created design and policy specific recommendations for four distinct character and precinct areas, each with a differing mix of uses, heights, built form typologies, densities and overall design character.



Urban Strategies created an implementation strategy that outlined potential public projects, such as a parking garage, and aligned these projects with potential private initiatives. The City is moving ahead with major infrastructure and public realm projects in the plan, and the first phase of a 1,200-unit development we subsequently planned for Amazon is underway.

### CLIENT REFERENCE

**Nolan Crouse, Mayor of Saint Albert**

5 St. Anne Street, St. Albert, Alberta T8N 3Z9

mayor@stalbert.ca

(780) 459-1606

## Urban Design, 3D Modelling and GIS Support

Urban Strategies has a deep pool of talent to draw from to support our work on this project. Supporting Mark, Melanie and Mirej, our team has all the necessary skills needed to fully support the City of Saint John's vision for the Central Neighbourhood Plan. Josh Turner will provide urban design support for this project. Justin Mirion will provide in-depth GIS expertise and analysis. Our graphic designer Christie Yuen will provide excellence in developing communications materials to Support numerous consultation events and other community activities, Mihaly Szabo will provide 3D computer modeling and rendering materials, including interactive models. Finally, Sean Quin will create the 3D Architectural Foam Model of the peninsula and attend key consultation events to assist with community visioning shaping the model.

**Along with all of our key personnel, support staff resumes are available in Appendix B.**



## Staff Availability and Backup Strategies

With a firm of over 60 people, Urban Strategies has the capacity and depth of capability to work on dozens of projects, and we constantly review current and projected project needs against our resource availability. Core project members (such as the Partner-in-charge and Project Manager) are involved throughout the duration, while other additional resources can be assigned during the critical periods. Our policy of reviewing short-term staff allocation on a weekly basis and long-term allocation monthly ensures that sufficient time is reserved for the project on an ongoing basis, allowing for the resources of a large in-house talent pool to be drawn upon if unexpected needs arise. This flexible, strategic approach assures that multiple concurrent projects are managed smoothly, with strong attention to schedule and deliverables, and a single point of contact between the client and our team.

The staff identified above have been firmly allocated and have the capacity to dedicate the required time to the project. It is our policy to keep the same staff on a project throughout its duration to ensure the continuity of the work. The team includes senior staff (Mark Reid and Melanie Hare) who have experience in developing both urban design strategies and effective public engagement, and will be able to back each other up in the unlikely case that assigned staff resources became unavailable.

All key personnel – Mark Reid, Melanie Hare and Mirej Vasic – will have 25% of their available capacity dedicated to this project throughout its entire duration.

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## **Attachment #3**

### **Consultant Trip Agenda #1**

The consultant will be making their initial trip to Saint John to work with City Staff, the Neighbourhood Action Team, Common Council and key stakeholders in order to familiarize themselves with the Central Peninsula and document key themes and emerging issues. This trip will help to inform critical engagement efforts of the planning process.

## **Draft Milestone Trip #1: Kick-Off Meeting**

The following summary outlines the major activities that will take place during Milestone Trip #1. A more detailed trip agenda follows. We have done our best to outline the intentions for each of these meetings and we will rely on you for confirmation of the overall timing and organizing, as appropriate, for meeting participants. We can refine as necessary through our regular calls.

### Trip Summary

#### **Thursday, April 20, 2017**

8:30am – 9:00am Kick-off Meeting with Planning Team  
9:00am – 10:00am Stakeholder Working Group Meeting #1  
10:00am – 12:00pm Key Stakeholder and Community Leaders Interviews  
1:00pm – 4:00pm Key Stakeholders and Community Leaders Interviews  
4:30pm – 5:30pm Neighbourhood Action Team Meeting #1  
5:30pm – 8:00pm Walking Tour of the Central Peninsula Neighbourhood

#### **Friday, April 21, 2017**

9:00am – 10:00am Meeting with Project Team  
10:00am – 12:00pm Key Stakeholder & Community Interviews  
1:00pm – 2:00pm Debrief Meeting with Project Team

## Detailed Trip Agenda

Thursday, April 20, 2017

### 8:30am – 9am Kick-off Meeting with Project Team

**Location:** TBD

**Participants:** USI, Project Team

The Consultant Team and the Project Team will meet to discuss the overall project schedule, background materials and examples of project deliverables. We will discuss the overall engagement strategy, our role in hosting the Launch, major public open houses, the Neighbourhood Summit and any additional consultation sessions to be undertaken by the city with support from our team. We will also discuss the City's progress in creating a background report on the Central Peninsula neighborhood and discuss the nature of the online engagement strategy and how we can best support the City's team. We will also benefit from a briefing on the interview participants, and discuss the meeting with the Neighbourhood Action Team. ***This meeting will be supported with conference calls prior to the Milestone Trip.***

### 9:00am – 10:00pm Key Stakeholder Working Group Meeting #1

**Location:** TBD

**Participants:** USI, Stakeholder Working Group

We will meet with the Stakeholder Working Group to discuss the scope of work, proposed approach to consultation, and the stakeholders' overall expectations of the study. We will also host a Strengths, Weaknesses and Opportunities discussion with the working group to help identify key study issues and opportunities.

### 10:00am – 12:00pm Key Stakeholder and Community Leaders interviews

**Location:** TBD

**Participants:** USI, Key Stakeholders and Community Leaders

We will meet with Key Stakeholders or representatives of key neighborhood groups to understand their views of the issues and opportunities for improvement of the Central Peninsula neighborhood. We propose to run 3 concurrent interview sessions and would require 3 separate rooms.

### 12:00pm – 1:00pm LUNCH

### 1:00pm – 4:00pm Key Stakeholders and Community Leaders Interviews

**Location:** TBD

**Participants:** USI, Key Stakeholders and Community Leaders

We will continue to interview Key Stakeholders and Community Leaders on their views of the issues and opportunities around growth and development in the Central Peninsula.

### 4:30PM – 5:30pm Neighbourhood Action Team Meeting #1

**Location:** TBD

**Participants:** USI, Project Team, Neighbourhood Action Team

We will have an initial meeting with the Neighborhood Action Team to discuss the overall goals and purpose of the study, to confirm the role of the Neighborhood Action Team and to discuss the intended consultation program and key project milestones.

### 5:30pm – 8:00pm Walking Tour of the Central Peninsula Neighbourhood

**Location:** TBD

**Participants:** USI, Project Team, Stakeholder Working Group, Neighbourhood Action Team  
Together with the Project Team and Neighbourhood Action Team, we tour various areas of the Central Peninsula, including the Uptown Business Improvement Area, Waterfront and Heritage Conservation Areas, creating an informal opportunity to discuss opportunities for improved urban design and place making.

Friday, April 21, 2017

### 9:00am – 10am Meeting with Project Team

**Location:** TBD

**Participants:** USI, Project Team

The Consultant Team and the Project Team will meet to discuss the overall project schedule, background materials and examples of project deliverables. We will discuss the overall engagement strategy, our role in hosting the Launch, major public open houses, the Neighbourhood Summit and any additional consultation sessions to be undertaken by the city with support from our team. We will also discuss the City's progress in creating a background report on the Central Peninsula neighborhood and discuss the nature of the online engagement strategy and how we can best support the City's team. We will also benefit from a briefing on the interview participants, and discuss the meeting with the Neighbourhood Action Team. ***This meeting will be supported with conference calls prior to the Milestone Trip.***

### 10:00am – 12:00pm Key Stakeholder and Community Leaders interviews

**Location:** TBD

**Participants:** USI, Key Stakeholders and Community Leaders

We will meet with Key Stakeholders or representatives of key neighborhood groups to understand their views of the issues and opportunities for improvement of the Central Peninsula neighborhood. We propose to run 3 concurrent interview sessions and would require 3 separate rooms.

### 12:00pm – 1:00pm LUNCH

### 1:00pm – 2:00pm Debrief Meeting with Project Team

**Location:** TBD

**Participants:** USI, Project Team

The Consultant Team and Project Team will meet to debrief and discuss the early findings that will have emerged from interviews Key Stakeholder and Community Leaders, meetings with the Stakeholder Working Group and Neighbourhood Action Team, and the walking tour.

### 2:00pm Consultant Team Departs

## **Attachment #4**

### **Draft Central Peninsula Walking Tour Map**

The attached map is a draft proposal for a walking tour with the project consultant, the Neighbourhood Action Team, city staff and key stakeholders. The walking tour is intended to help familiarize the consulting team with the Central Peninsula Neighbourhood and to provide an opportunity for informal discussion on the Central Peninsula and community planning. This map will be used as an engagement tool for Neighbourhood Action Team discussions on potential locations to be included or excluded from the tour.

# Draft Central Peninsula Walking Tour



St. Vincents  
Redevelopment

Chown Field & Social  
Enterprise Hub

The Peters Street  
Opportunity

The Union Street  
Edge

King's Square &  
Burial Ground

The Boardwalk

Start At  
Uptown SJ

Orange Street  
Heritage

Port Lands &  
Water Street

Queens Square

Saint John the  
Baptist School

Incentives Program

Rainbow Park

Tin Can Beach

## **Attachment #5**

# **Engagement Tools Background Document**

City staff will be facilitating an engagement exercise with the Neighbourhood Action Team to provide feedback and guidance for the development of a strategy for community engagement efforts in support of the neighbourhood plan. The attached document is a brief overview of the many types of engagement techniques being considered for the project and is intended to support the Neighbourhood Action Team's overall discussion on engagement.

# Community Engagement

## Saint John Central Peninsula Neighbourhood Plan

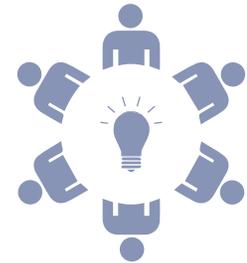
The practice of connecting to people and offering the opportunity for them to have an active role in shaping their community.



# Principles of Community Engagement

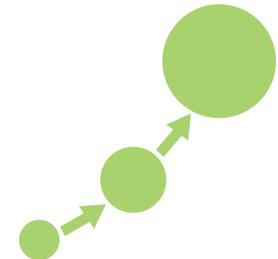
## Collaborate and be inclusive

Many of the tools of engagement were selected because of the opportunity they gave for collaboration and to reach as diverse a range of people as possible. The emphasis placed on collaboration and inclusivity will ensure the transition from plan to implementation is as seamless as possible and the plan lives past its date of completion.



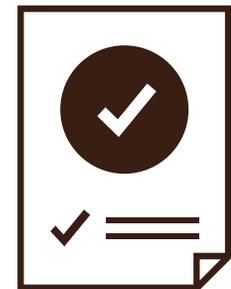
## Share Progress

By sharing progress, the City will report back to Council and the community after formative public engagement events to highlight lessons learned. Reports will collect and summarize what we heard and ensure information is accurate and reflective of a broad range of perspectives. Reporting back what we heard gives an opportunity for those involved to see the result of their participation and offer further feedback.



## Measure Results

We will understand who and how many people we are able to engage. This includes measures such as how many people were reached at an event, shared information through an on-line portal, or submitted comments in writing. Measuring gives authenticity to the planning process.



# Tools of Engagement

## STANDARD

### Public Meetings

Events with a set schedule which are open to the public. The main purpose is to share information at key points in the planning process and receive feedback.

### Open Houses

Open houses invite the public to drop in and provide feedback to staff face to face on a particular theme or draft piece of work.

### Focus Groups and World Cafes

Events organized by invitation which aim to directly involve a set of stakeholders in an issue or provide analysis of a particular problem or theme.

### Workshops / Design Charrettes

Involving or collaborating with public/stakeholders through a series of exercises to propose possible outcomes.

### One on One interviews

Qualitative interviews with stakeholders to gather information for future analyses.

## ONGOING

### Digital Engagement

Online portal of highly interactive maps, surveys and other materials used for obtaining feedback and suggestions.

### Media and Social Media Stories

Primarily used for providing information, media and social media, stories generate interest while linking back to the broader planning program.

## SPECIAL

### Where you at Meetings

The purpose is to piggyback off existing meetings of community groups and associations. Typically these are evening sessions where information is provided in a small group setting.

### Walking Tours

Participants are guided through the city on particular themes such as architecture and heritage. In May, tours occur regularly around the world as 'Jane's Walks,' named after urban activist Jane Jacobs. Tours may help to increase knowledge on the built form and urban structure of the city and provide an informal setting to discuss issues and opportunities.

### Tactical Engagement

Informal engagement events get instant feedback from people going about their day to day activities. These can be pop up events at venues such as the City Market, Queen Square Market, Chown Field, or Harbour Station. The emphasis is on creativity and piquing interest. Events may include street and public space interventions.

### Lunch and Learns

Intended to capture a lunchtime audience, lunch and learns invite a speaker to give a short presentation on a given theme e.g. economy, public safety, heritage, and take questions from the audience.

### Pecha Kucha Night

A broad topic is given such as "What I love about the central peninsula..." Presenters formulate an answer to the topic through a structured presentation of 20 slides, with 20 seconds per slide. The event should have a relaxed atmosphere and is hosted at an uptown bar or restaurant near the launch of a project.

### This could be...

Signs are placed at key locations around the city for a given timeframe with a question "e.g. How could we improve this space?" Respondents may login to the City website or text a message to give spontaneous feedback. The purpose of this tool is to connect the neighborhood planning program with physical spaces and reach a broad audience.

### Planning Workbooks

Take home kits are sent to key groups to complete, or distribute among their network. Kits may include background materials, maps, and structured questions. These offer the opportunity to obtain detailed feedback and analyses on issues without participants needing to attend a set meeting date.