

To: Development Services Committee

From: Paul D. Ralph, BES, RPP, MCIP Commissioner,
Development Services Department

Report Number: DS-19-04

Date of Report: January 9, 2019

Date of Meeting: January 14, 2019

Subject: Integrated Columbus Part II Planning Act and Municipal Class
Environmental Assessment Act Study: Status and Proposed
Columbus Community Advisory Committee Terms of Reference
and Membership

File: B-2100-0107

1.0 Purpose

The purpose of this report is to:

- (a) Provide a status update of the Integrated Columbus Part II Planning Act and Municipal Class Environmental Assessment Act Study (the Study);
- (b) Seek Council approval of proposed Terms of Reference prepared for the Columbus Community Advisory Committee (C.A.C.), which is to be established to facilitate another form of community engagement during the Study process; and,
- (c) Recommend that the five persons from the Columbus community who have expressed an interest in participating as a member of the Columbus C.A.C. be chosen as the members of the Columbus C.A.C.

On June 26, 2017 Council considered Report DS-17-125 and adopted the following recommendations:

- “1. That pursuant to Report DS-17-125 dated June 15, 2017, the Commissioner, Development Services Department be authorized to approve appropriate Terms of Reference in a form and content satisfactory to said Commissioner to complete the Columbus Part II Plan Integrated Study, with the scope of work generally based on the analytical components described in said Report; and,
- 2. That the Mayor and City Clerk be authorized to execute an agreement in a form and content satisfactory to the Commissioner, Development Services

Department and the City Solicitor with all members of the Columbus Landowners' Group and to retain the services of a consultant(s) to implement the Terms of Reference for the Columbus Part II Plan Integrated Study, to be fully paid for by the Columbus Landowners' Group."

In accordance with a competitive process under the City's Purchasing By-law, the City retained Macaulay Shiomi Howson Ltd. (M.S.H.) as the lead consultant and initiated the Integrated Columbus Part II Planning Act and Municipal Class Environmental Assessment Act Study as guided by the Terms of Reference.

Attachment 1 is a map showing the location of the Study Area boundary, including the Columbus Part II Planning Area.

Attachment 2 is a copy of Report DS-17-125 dated June 15, 2017 that recommended a study process for the preparation of an integrated study for the Columbus Planning Area, endorsed by Council on June 26, 2017.

Attachment 3 is the approved Terms of Reference for the Study.

Attachment 4 is a map showing the land holdings of the Columbus Developers' Group within the Study Area.

Attachment 5 is a copy of M.S.H.'s Study Proposal dated May 16, 2018.

Attachment 6 is a copy of the agreement dated September 11, 2018 between the City and the Columbus Landowners' Group Inc. requiring the latter to fund all of the consultant costs associated with the Study.

Attachment 7 is a summary chart outlining the Study Work Program and Schedule prepared by M.S.H.

Attachment 8 is a copy of the Notice of Study Commencement and Public Information Centre (P.I.C.) Number 1. P.I.C. Number 1 was held on December 5, 2018 at the Columbus Community Centre.

Attachment 9 is a copy of the Notice calling for prospective members to serve on the Columbus Community Advisory Committee.

Attachment 10 is the proposed Terms of Reference for the Columbus Community Advisory Committee.

Confidential Attachment 11 contains a list of the individuals who submitted an interest in serving on the Columbus Community Advisory Committee.

Going forward, the Columbus Landowners' Group will be formally referred to as the Columbus Developers' Group.

2.0 Recommendation

That the Development Services Committee recommend to City Council:

1. That, pursuant to Report DS-19-04 dated January 9, 2019, Council select the five individuals from the Columbus community who have expressed an interest in participating as a member of the Columbus Community Advisory Committee, as identified in Confidential Attachment 11 to said Report, to serve as members of the Columbus Community Advisory Committee.
2. That, pursuant to Report DS-19-04 dated January 9, 2019, Council approve the proposed Terms of Reference for the Columbus Community Advisory Committee as outlined in Attachment 10 to said Report.

3.0 Executive Summary

The City of Oshawa has initiated an Integrated Planning Act and Municipal Class Environmental Assessment Act Study (the Study) for the Columbus community, focusing on the Columbus Part II Planning Area. This Integrated Study seeks to advance development in a manner that is consistent with both the Planning Act and Municipal Class Environmental Assessment Act requirements.

The Study will help guide future growth and development within the Columbus Part II Plan Area, taking into consideration the unique historical context and cultural heritage of the area, land use, scale of development, transportation and servicing infrastructure, and the protection and enhancement of environmental and natural features.

The Study Area is generally bounded by Howden Road to the north, the Oshawa-Whitby boundary to the west, Winchester Road to the south and the east branch of the Oshawa creek to the east (see Attachment 1). The Columbus Part II Planning Area as identified in Schedule "E" of the Oshawa Official Plan forms part of and is located within the Study Area.

At Council's direction, City staff has prepared Terms of Reference for the Study (see Attachment 3) and retained the services of Macaulay Shiomi Howson Ltd. as the lead consultant to conduct the Study.

The team of consultants under Macaulay Shiomi Howson Ltd. is currently undertaking Stage 1 of the Study, involving background research and analysis. Consistent with the Terms of Reference, the first Public Information Centre was held with the Columbus community on December 5, 2018. The purpose of the first Public Information Centre was to share information about the Study process and to obtain public input on the top priorities and guiding principles for the future development of the community and the public's vision for its future.

With the public consultation process now underway, it is appropriate that Council select interested members of the Columbus community to serve on the Columbus Community Advisory Committee. Guided by appropriate Terms of Reference (see Attachment 10), this Committee will provide an additional forum for community input into the Study and assist

City staff and the City's team of consultants in understanding the community's vision for the future growth and development of the Columbus area.

4.0 Input From Other Sources

4.1 Public

Members of the public were given their first opportunity to provide feedback and comments on the Study at P.I.C. Number 1, held on December 5, 2018 at the Columbus Community Centre. Details regarding P.I.C. Number 1 and the feedback received in terms of top priorities and guiding principles for the future development of the community are outlined in Section 5.3 of this report.

Members of the public will have multiple opportunities over the course of the Study to comment on the development of the Columbus Part II Plan, both in writing and at future meetings such as additional P.I.C.s and a Planning Act public meeting.

4.2 Other Departments, Agencies and Oshawa Advisory Committees

The City has established a Columbus Technical Advisory Committee (T.A.C.), comprised of Elizabeth Howson of M.S.H. as the lead consultant liaison as well as staff from the following City departments and external agencies:

- City of Oshawa Planning Services
- City of Oshawa Engineering Services
- City of Oshawa Operations Services
- Central Lake Ontario Conservation Authority
- Regional Planning and Economic Development Department
- Regional Works Department

The role of the Columbus T.A.C. is to review Study-related technical information and provide input into every stage of the Study process. The first T.A.C. meeting was held on November 21, 2018 to provide background information and a Study overview. The Columbus T.A.C. is scheduled to meet on a bi-monthly basis.

Other agencies and departments such as the Ministry of Transportation, utility companies and Fire Services will be consulted during the Study process as necessary.

In addition, the City's Advisory Committees such as Heritage Oshawa, Oshawa Environmental Advisory Committee, Oshawa Accessibility Advisory Committee and the Oshawa Active Transportation Advisory Committee will be consulted.

4.3 Columbus Developers' Group

The Columbus Developers' Group is comprised of representatives acting on behalf of various developers with an interest in developing land holdings in the Columbus community.

The members of the Columbus Developers' Group, as identified in Attachment 6, are:

- Guglietti Brothers Investments Limited
- Setcon Investments Inc.
- G8 Oshawa Investments Limited
- Holloway Developments Limited
- Menkes Columbus Road Inc.
- Powell 89 Acres Developments Inc.
- 3950 Simcoe Street North Inc.
- 711371 Ontario Corp.
- Valleymede AMA (Columbus) Developments Corporation
- Jia Li
- Zhengji (Albert) Zhuge
- Hong Man Ding
- Yi Ping Liu

Attachment 4 provides an overview of the land holdings of the Columbus Developers' Group within the Study Area.

Similar to the Technical Advisory Committee, the Columbus Developers' Group is scheduled to meet with T.A.C. members on a bi-monthly basis during all stages of the Study to submit information, as well as to obtain updates and provide comments at major milestones in the Study process. The Project Team for the Study consists of the Consultant Team led by M.S.H. and City staff from Planning Services, Engineering Services and Operations Services.

It is noted that not all developers that own land in the Study Area form part of the Columbus Developers' Group. These developers will have the opportunity to participate in the Study process in a similar way as any other member of the public.

4.4 Indigenous Communities

A key consultation component of the Study involves an Indigenous Communications and Engagement Strategy, which seeks to obtain input from participating Indigenous communities. This Strategy acknowledges that engagement with Indigenous communities is different from the broader public communications and engagement strategy and must operate in a separate, but integrated manner.

Engagement was initiated through a formal letter issued on November 14, 2018 by City staff, with input from the City's consultant tasked with Indigenous consultation, to nine separate Indigenous communities. This includes the seven member nations of the Williams Treaties Nations (Beausoleil First Nation, Chippewas of Rama First Nation, Curve Lake First Nation, Georgina Island First Nation, Hiawatha First Nation, Mississaugas of Alderville First Nation and Mississaugas of Scugog Island First Nation), as well as the Huron-Wendat Nation and the Métis Nation of Ontario.

The letter provided background information and Study timelines and invited each Indigenous community to submit their initial comments on the Study. A number of Indigenous communities have already responded and while some have no concerns or

comments at this time, several have expressed an interest in the archaeological and environmental components of the Study.

5.0 Analysis

5.1 Background

5.1.1 Provincial Policy Statement, 2014

The Provincial Policy Statement, 2014 (P.P.S.) provides policy direction on matters of provincial interest related to land use planning and development. The P.P.S. sets the policy foundation for regulating the development and use of land and supports the provincial goal to enhance the quality of life for all Ontarians.

The P.P.S. provides specific policy direction for growth and development in settlement areas, which are identified as urban areas and rural settlement areas, including cities, towns, villages and hamlets. The P.P.S. specifically requires land use patterns within settlement areas to be based on densities and a mix of land uses, as well as a range of uses and opportunities for intensification and redevelopment.

The P.P.S. also requires that planning authorities identify appropriate locations and promote opportunities for intensification and redevelopment, while establishing and implementing minimum targets for intensification and redevelopment within built-up areas, based on local conditions.

5.1.2 Provincial Growth Plan for the Greater Golden Horseshoe

The Province of Ontario established the Growth Plan for the Greater Golden Horseshoe (Growth Plan) in 2006, which sets the policy direction to accommodate growth and development in the Greater Golden Horseshoe, guiding where and how growth should occur. The Growth Plan was the first plan to provide a framework for implementing Ontario's vision for building stronger, prosperous communities by better managing growth in this region.

The Growth Plan was updated in 2017 and builds upon the success of the initial Growth Plan (2006). The Growth Plan, 2017 responds to the key challenges that the Greater Golden Horseshoe continues to face over the coming decades with enhanced policy directions and aims to achieve complete communities that are compact, transit-supportive, and make effective use of investments in infrastructure and public service facilities, as well as protect agricultural and natural areas and support climate change mitigation and adaption.

Under the Growth Plan, 2006 an overall minimum density target of 50 residents and jobs combined per hectare was required for new development in designated greenfield areas. The Columbus Part II Planning Area is a designated greenfield area, with the exception of lands in the Planning Area which are currently subject to Regional Deferrals Section 14.13.7 of the Durham Regional Official Plan (see Attachment 1 and the discussion under Section 5.1.3 of this Report for details). The status of these lands in terms of whether or not they will form part of the designated greenfield area in Columbus will not be resolved

until a decision is issued by the Local Planning Appeal Tribunal following a hearing that is scheduled to begin on June 10, 2019.

The updated Growth Plan, 2017 now requires an overall minimum density target of 80 residents and jobs combined per hectare for new development in designated greenfield areas. However, for designated greenfield areas identified in official plans that are approved and in effect as of July 1, 2017, transition policies apply which allow the original 2006 target of 50 residents and jobs combined per hectare to remain in place until the next Regional municipal comprehensive review is approved and in effect, at which time the overall minimum density target will be increased to at least 60 residents and jobs combined per hectare.

Consequently, up to the time the next Regional municipal comprehensive review is completed and approved (this review is currently underway and is anticipated to be completed and approved by 2022), new development in the Columbus Part II Planning Area will have to achieve an overall minimum density target of 50 residents and jobs combined per hectare. Once the Regional municipal comprehensive review is completed, new development in the Columbus Part II Planning Area will have to meet an overall minimum density target of at least 60 residents and jobs combined per hectare.

Further, in the event that the lands subject to Regional Deferrals Section 14.13.7 of the Durham Regional Official Plan are not considered by the Local Planning Appeal Tribunal to form part of the designated greenfield area in Columbus, any future urban area expansion involving these lands will require that they be developed at an overall minimum density target of at least 80 residents and jobs combined per hectare.

The Growth Plan, 2017 also includes policies related to protecting and conserving the environment, cultural heritage resources, agricultural lands, and managing climate change. It will be a challenge to balance all of these competing interests but as required by the Planning Act, development in this area must be consistent with the Provincial Policy Statement and conform to the Provincial Growth Plan for the Greater Golden Horseshoe, including the minimum population and job density targets.

5.1.3 Amendment 128 to the Durham Regional Official Plan (R.O.P.A. 128)

The Region of Durham, through its adoption of R.O.P.A. 128 on June 3, 2009, expanded Oshawa's Major Urban Area boundary to include additional lands for both Living Areas and Employment Areas north of Highway 407 East, in the Columbus area. Elements of R.O.P.A. 128 were subsequently appealed by the Province to the Ontario Municipal Board (now known as the Local Planning Appeal Tribunal, or L.P.A.T.), including a portion of the Columbus expansion area. These matters were largely resolved through a Settlement Agreement between the Region, the Province and various landowners.

Through the Settlement Agreement, the majority of the Living Areas expansion in the Columbus area was approved by the Ontario Municipal Board on January 9, 2013. However, a portion of the proposed Living Areas expansion in the vicinity of Columbus remains before the L.P.A.T. and is subject to Policy 14.13.7, which was implemented as part of the Settlement Agreement (see Attachment 1).

Policy 14.13.7, as it applies to certain lands in the Columbus area, requires the City of Oshawa to complete a comprehensive review of its Official Plan before the L.P.A.T. resumes its consideration of the proposed Living Areas expansion. Through this policy, it is intended that Oshawa's municipal comprehensive review would provide the analysis to justify the proposed Living Areas expansion, for further consideration by the L.P.A.T.

As discussed in Section 5.1.4 of this report, the Oshawa Official Plan was amended to conform to the D.R.O.P. and R.O.P.A. 128 through Amendment 179 to the Oshawa Official Plan (O.P.A. 179). O.P.A. 179 serves as the City's comprehensive review for the purposes of D.R.O.P. Policy 14.13.7.

Through work under O.P.A. 179, a residential land needs analysis was conducted by the City. As a result of the analysis City staff concluded - as did the Region's consultant when R.O.P.A. 128 was undertaken - that the whole of the Columbus expansion area (including the deferred lands subject to D.R.O.P. Policy 14.13.7) was needed to accommodate Oshawa's residential unit supply requirements within the 2031 time horizon. The Province does not accept or agree with the results of the City's and Region's analyses.

As a result, a four week hearing to resolve the outstanding matter of the Columbus expansion area subject to D.R.O.P. Policy 14.13.7 has been scheduled by the L.P.A.T. to commence on June 10, 2019.

The outcome of the L.P.A.T. hearing and the potential time delay to await the L.P.A.T.'s release of a formal decision could affect the timing of the Study. For a variety of reasons the Study Work Plan and Schedule are subject to change.

5.1.4 Amendment 179 to the Oshawa Official Plan (O.P.A. 179)

City Council adopted O.P.A. 179 on February 1, 2016. O.P.A. 179 was subsequently approved by the Region, in its role as the approval authority, on December 15, 2016 save and except for a number of deferrals. Four such deferrals (Deferrals 3, 4, 7 and 8) all relate to the same lands comprising part of the Columbus Planning Area and which remain before the L.P.A.T. pending resolution of D.R.O.P. Policy 14.13.7.

Section 8.2.2 of the Oshawa Official Plan directs that a Part II Plan shall be prepared for the Columbus Planning Area.

5.2 Integrated Columbus Part II Planning Act and Municipal Class Environmental Assessment Act Study

5.2.1 Terms of Reference

A number of developers that own land within and in the vicinity of the Columbus Planning Area approached the City in 2017 to initiate the process to prepare a Part II Plan for the Columbus Planning Area. In June 2017, the developers indicated that they would fund the Study, although the Study itself would be conducted entirely under the direction of the City only. As a result, on June 26, 2017 City Council approved the recommendations set out in Report DS-17-125 (see Attachment 2), giving authorization to the Commissioner of Development Services to approve Terms of Reference for the Study.

Subsequently, Terms of Reference were prepared for the Study (see Attachment 3). To assist in streamlining the review and approvals process, it was appropriate to integrate the processing of a new Part II Plan for the Columbus Planning Area with the requirements of the Class Environmental Assessment process to assess transportation infrastructure requirements. This resulted in Terms of Reference designed to reflect an Integrated Study, to ensure development advances in a manner that is consistent with both the Planning Act and Municipal Class Environmental Assessment Act requirements. The Study will follow the Master Planning process (Approach 4 – Integration with the Planning Act) as described in the Municipal Engineers Association Municipal Class Environmental Assessment (October 2000, as amended in 2007, 2011 and 2015).

The Terms of Reference identifies the Columbus Developers' Group as the proponent for the Class Environmental Assessment component for the Study, given that the Class Environmental Assessment Act process requires the proponent to be clearly identified. However, after consultation with the Consultant Team, it has been determined that it is appropriate that the City be the Proponent for the entire Study (both the Planning Act and Municipal Class Environmental Assessment Act components).

5.2.2 Study Area

The Study Area is generally bounded by Howden Road to the north, the Oshawa-Whitby boundary to the west, Winchester Road to the south and the east branch of the Oshawa creek to the east (see Attachment 1). The Columbus Part II Planning Area as identified in Schedule "E" of the Oshawa Official Plan forms part of and is located within the Study Area.

Since development within the Columbus Part II Planning Area will impact matters such as the environment, land use, transportation and servicing infrastructure not only within the Planning Area itself but also in the surrounding area, it was determined that the actual Study Area should extend beyond the limits of the Columbus Part II Planning Area (see Attachment 1). Accordingly, the Study includes reviewing such lands as the proposed Living Area subject to Section 14.13.7 of the D.R.O.P., the South Columbus Industrial Area, parts of the Provincial Greenbelt Area as well as lands in the "Whitebelt".

The South Columbus Industrial Area is the area generally bounded by Highway 407 East to the south, the Oshawa-Whitby boundary to the west, a future Type "C" arterial road to the north (separating the South Columbus Industrial Area from the future Columbus Part II Planning Area), and the Major Urban Area boundary to the east.

The portions of Greenbelt Area within the broader Study Area correspond to lands forming part of the east and west branches of the Oshawa Creek.

The Whitebelt areas, which are currently designated as Prime Agricultural and Open Space and Recreation in the Oshawa Official Plan, are located northwest and southeast of the Columbus Part II Planning Area, within the broader Study Area. Whitebelt areas refer to rural lands that do not form part of a rural settlement area or part of the Provincial Greenbelt Area.

5.2.3 Study Objectives

The specific objectives of the Study are to:

- Advance the Planning Act component and Municipal Class Environmental Assessment component to facilitate the future development of the Columbus Planning Area;
- Advance development that is consistent with the Provincial Policy Statement and conforms to the Provincial Growth Plan for the Greater Golden Horseshoe including minimum population and job density targets;
- Advance development that is compliant with the requirements of the Municipal Class Environmental Assessment process;
- Emphasize sustainable development and the protection and enhancement of environmental and natural features;
- Protect the South Columbus Industrial Area along the Highway 407 East corridor for employment uses;
- Advance development of the Columbus Planning Area in conformity with the Durham Regional Official Plan and the Oshawa Official Plan; and
- Advance development that is sensitive to the historic community of Columbus.

5.2.4 Consultant Team

In March 2018, the City released a Request for Proposal to hire a consultant to implement the Terms of Reference for the Study. Two bid submissions were received. The Request for Proposal closed on May 16, 2018 and after evaluating the submissions, the Consultant Team for the Study was selected in August 2018.

The Study Proposal submitted by M.S.H., the successful bidder, forms Attachment 5 to this Report.

M.S.H. is responsible for leading and managing the Study. The remainder of the Consultant Team is comprised of sub-consultants working with M.S.H. to implement the multiple facets of the Study. The following is a list of the Consultant Team members and their respective areas of expertise:

- M.S.H.: Project management, land use planning, sustainable development and public consultation
- HDR: Class Environmental Assessment and transportation/mobility
- Wood: Storm water management, water and wastewater, environmental planning and hydrogeology
- Brook McIlroy: Community and urban design, sustainable development and public consultation/facilitation
- Natural Resource Solutions: Natural heritage
- Watson and Associates: Land economics and fiscal analysis/planning
- Three Sixty Collective: Retail planning

- ASI: Cultural heritage, archaeology and Indigenous consultation

5.2.5 Work Program and Schedule

The Study's Work Program is divided into four stages (see Attachments 5 and 7):

- Stage 1: Study Initiation and Background Analysis
- Stage 2: Land Use and Transportation Alternatives
- Stage 3: Preferred Land Use and Transportation Alternative
- Stage 4: Part II Plan and Urban Design Guidelines

The Consultant Team is currently undertaking Stage 1 of the Study. Once the Study background reports are finalized, the second P.I.C. will be held to provide an overview of the background reports. The background reports will help to inform the development of land use and transportation alternatives for the Columbus Part II Planning Area.

The Study is anticipated to be completed in the fall of 2020 but as noted in Section 5.1.3 of this Report, the Study Work Plan and Schedule are subject to change. Attachment 7 outlines the Study's proposed Work Program components and Schedule.

5.3 Public Information Centre Number 1 Overview

P.I.C. Number 1 was held on December 5, 2018 at the Columbus Community Centre. The format for the P.I.C. consisted of a drop-in session, a formal presentation and a workshop component. The drop-in session provided attendees with an opportunity to review Study information on display boards and talk with the Project Team. The formal presentation by the lead consultant provided background information and an overview of the Study process. The workshop component provided participants with the opportunity to provide input on the Study by identifying top priorities and guiding principles, and to share their vision for the future development of the Columbus community.

The Notice of Study Commencement and Public Information Centre Number 1 (see Attachment 8) was provided in both the Oshawa This Week and Oshawa Express newspapers, as well as on the City's website and social media accounts (e.g. Facebook and Twitter). Notice was also posted on the Study's webpage, located at www.oshawa.ca/ColumbusStudy. In addition, the Columbus United Church provided notice of the first P.I.C. on its sign fronting Simcoe Street North, next to the Columbus Community Centre (the P.I.C. venue).

Approximately 50 people attended P.I.C. Number 1. Approximately 20 people remained after the formal presentation to participate in the workshop component. All attendees who provided contact information will be notified of future P.I.C.s and public meetings.

During the workshop participants identified their top priorities for the Columbus community. Participants were provided with a list of guiding principles prepared by the Project Team and were asked to rank them according to a scale ranging from "very important" to "not as important." Participants were also encouraged to identify guiding principles of their own, in the event that they were not already identified on the list.

Guiding principles developed by the Project Team that were identified as “very important” by workshop participants consist of the following:

- Columbus’ cultural heritage will be conserved and enhanced;
- Transition between residential and future industrial land uses will be carefully considered;
- The creeks, valleys and other related natural features that run through Columbus will be protected and maintained; and
- Transition between residential and surrounding agricultural land uses will be carefully considered.

Guiding principles developed and identified by workshop participants as “very important” consist of the following:

- Local roads should be kept as such to protect the community and prevent them from becoming a “pass-through” for drivers; and
- Preserve housing along Simcoe Street North.

Guiding principles developed by the Project Team that were identified by workshop participants as “not as important” consist of the following:

- The neighbourhood will be well connected to other parts of the City through public transit and active transportation routes;
- New development and infrastructure will use innovative sustainability measures to conserve energy and water;
- The community will be compact and enhance opportunities for walking and cycling;
- Land uses will allow for a variety of housing types;
- The unique landforms and topography will be carefully incorporated into new plans and development; and
- A network of parks, open spaces and trails will provide opportunities to be active and connect to existing natural heritage features.

Other key guiding principles developed and identified by workshop participants consist of the following:

- The amount and type of retail should be controlled;
- The size of new residential lots should be similar to those of existing residential lots, to maintain balance;
- Schools should be provided to serve new and existing development in Columbus; and

- Appropriate transitions should be provided between the existing built form and new development.

Participants also shared their vision and concerns regarding the future development of the Columbus community. Some of the comments noted during the workshop component included:

- The need to maintain Columbus' identity and sense of community;
- The need to preserve the heritage features of the Columbus community;
- The need for servicing in Columbus;
- Concern over high density development; and
- Concern over traffic/noise and the need to enforce speed limits.

Participants also shared their general comments and concerns for the Columbus community, including concerns with cellular service and police enforcement of speed limits. In addition, there was an overall concern that residents do not get the newspapers and therefore may not become aware of future P.I.C. notices.

All of the comments received at the P.I.C. will be used to inform Stage 2 of the Study, which involves the development and assessment of conceptual land use and transportation alternatives.

The Project Team has posted all of the materials from P.I.C. Number 1 on the Study webpage. In addition, a follow-up email was sent to all attendees of the first P.I.C. to inform them that the P.I.C. materials have been posted on the Study webpage and to encourage them to share the Study information with others.

Written public comments, formal agency comments and deliverables from the consultants will be posted on the Study webpage.

As outlined in Attachment 7, the Study Work Program indicates that the City will host three additional P.I.C.s throughout the remainder of the Study. These P.I.C.s will supplement the Statutory Public Meeting required under the Planning Act for Council to consider the future proposed Columbus Part II Plan. Staff will develop a communication plan with Communications Services for each P.I.C. This will include, amongst other matters, asking the Columbus United Church to post the P.I.C. notice on its sign along Simcoe Street North. Further, on a go-forward basis, notice of future P.I.C.s will be provided via mail to all property owners within the Study Area in addition to emails, posting in the local newspapers and posting on the City's website and social media accounts.

5.4 Columbus Community Advisory Committee

Report DS-17-125 and the Study's Terms of Reference (see Attachments 2 and 3, respectively) indicate that the City would establish a Community Advisory Committee consisting of up to five members of the Columbus public community (i.e. community members not affiliated with the Columbus Developers' Group). The mandate of this Committee is to provide a forum for the positive exchange of information and feedback on the advancement of the Study, including a forum for discussion of key opportunities, concerns and potential solutions. A key expectation of Community Advisory Committee

members will be that they bring forward not only their own views but any other known views of local residents, business owners and institutional uses.

The Columbus Community Advisory Committee will be engaged on an as-needed basis and meet at a minimum of once per each stage of the Study.

A notice was published in both the Oshawa This Week and the Oshawa Express newspapers on October 24, 2018 seeking prospective Columbus Community Advisory Committee members (see Attachment 9). Notice was also posted on the City's website and social media accounts (e.g. Facebook and Twitter), and on the Study's webpage.

Five individuals responded to the notice and submitted a letter of interest to join the Columbus Community Advisory Committee. The five candidates are listed in Confidential Attachment 11. It is recommended that Council approve the list of five interested candidates as the members who will form the Columbus Community Advisory Committee. As per the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56, the names and contact information of the individuals are personal information and therefore can only be disclosed confidentially in this report. However, once approved by Council, the names of the Columbus Community Advisory Committee members will be made public.

City staff will notify the selected members via email and it is anticipated that the first Columbus Community Advisory Committee meeting will be held in the first quarter of 2019.

All minutes of Columbus Community Advisory Committee meetings will be posted on the Study's webpage.

It is appropriate that Terms of Reference be approved for the Columbus Community Advisory Committee, in order to establish an understanding of the Community Advisory Committee's membership, role and responsibilities, as well as the authority of members and the expected level of commitment.

Accordingly, it is recommended that Council approve the proposed Terms of Reference for the Columbus Community Advisory Committee as outlined in Attachment 10. The Terms of Reference were modeled after similar Terms of Reference from a Part II Plan Study by the City of Guelph. City of Guelph staff also suggested certain improvements based on their experience. In addition, City of Oshawa City Clerk Services reviewed and provided input on the proposed Terms of Reference.

6.0 Financial Implications

The Columbus Developers' Group is funding the cost of the consultants that the City has retained to implement the Terms of Reference for the Study (see Attachment 6).

The total overall Study budget established by M.S.H. is \$617,832 for fees and expenses and, including H.S.T., is \$698,150.16.

Anticipated costs to the City will be included in the appropriate 2019 Departmental budgets and relate primarily to advertising costs for future public meetings; however, these costs will be recovered through payment by the Columbus Developers' Group.

7.0 Relationship to the Oshawa Strategic Plan

The Recommendations advance the Accountable Leadership goal of the Oshawa Strategic Plan.



Warren Munro, HBA, Director,
Planning Services



Paul D. Ralph, BES, RPP, MCIP, Commissioner,
Development Services Department

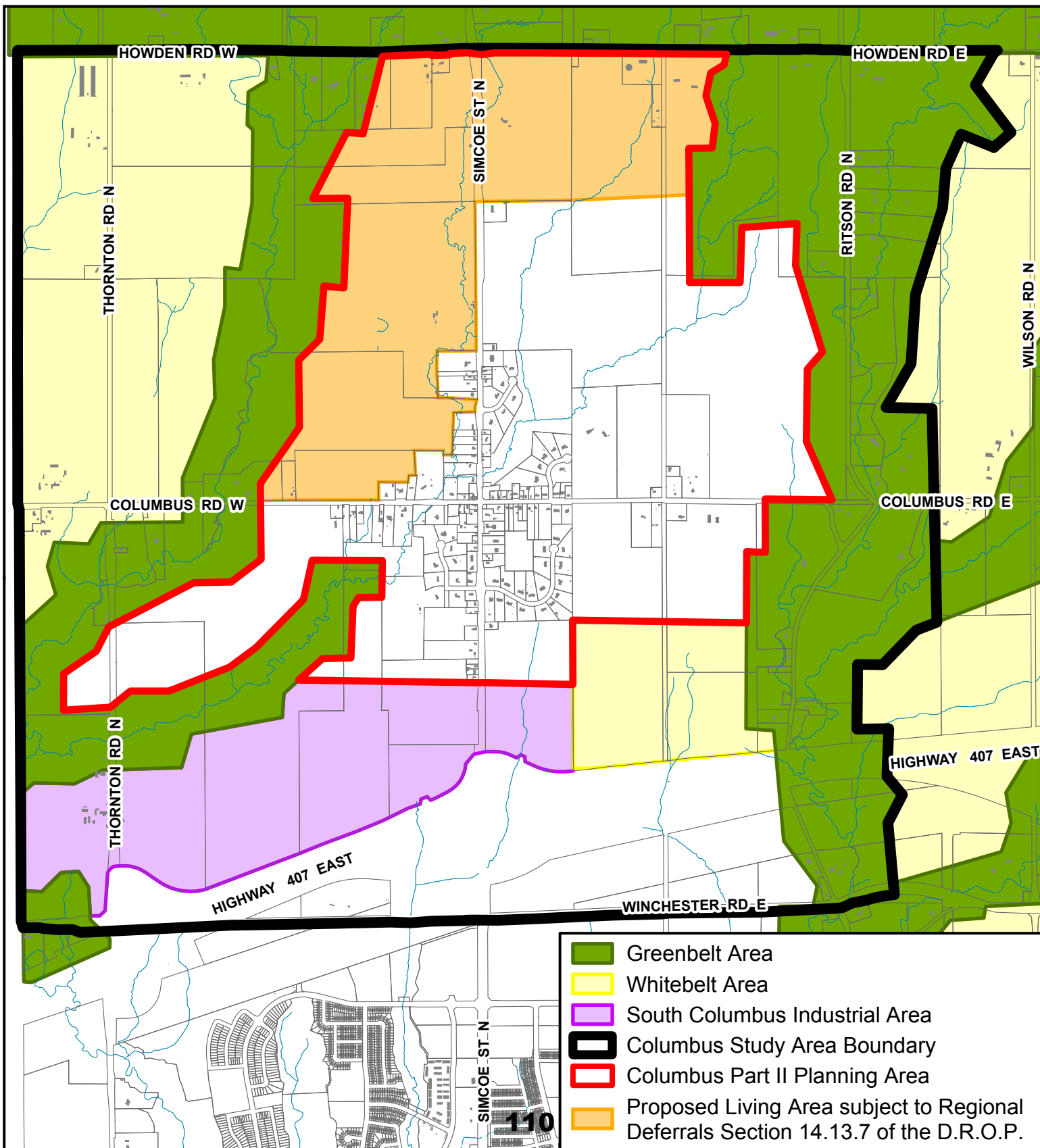
Subject: Integrated Columbus Part II Planning Act and Municipal Class Environmental Assessment Act Study: Status and Proposed Columbus Community Advisory Committee Terms of Reference and Membership

File: B-2100-0107

Item: DS-19-04
Attachment 1



City of Oshawa
Development Services Department





Public Report

To: Development Services Committee

From: Paul D. Ralph, BES, RPP, MCIP, Commissioner,
Development Services Department

Report Number: DS-17-125

Date of Report: June 15, 2017

Date of Meeting: June 19, 2017

Subject: Integrated Study under the Planning Act and Municipal Class
Environmental Assessment Act to Develop a Part II Plan for the
Columbus Planning Area and to Assess Transportation
Infrastructure Requirements Within and in the Vicinity of the
Columbus Planning Area

File: B-2100-0103

1.0 Purpose

The purpose of this report is to recommend a study process for the preparation of an Integrated Study for the Columbus Planning Area. Specifically, the study process will integrate the requirements of the Planning Act with respect to the development of a Part II Plan for the Columbus Planning Area with the requirements of the Municipal Class Environmental Assessment Act (Class E.A. Act).

A number of landowners (i.e. the Columbus Landowners' Group) within and in the vicinity of the Columbus Planning Area approached City staff to initiate the process to prepare a Part II Plan for the Columbus Planning Area. It is appropriate that Terms of Reference be prepared and the study be conducted in accordance with the relevant provisions of the Planning Act and Section A.2.9 of the Class EA Act. Section A.2.9 allows municipalities to integrate the processing of Official Plan amendments including new Part II Plans adopted as an Official Plan amendment with the requirements for environmental assessment, including Class E.A. processes to assess transportation infrastructure requirements such as new arterial and/or collector roads and improvements to existing arterial and/or collector roads. This integrated approach assists in streamlining the review and approvals process for land use and transportation infrastructure planning.

Attachment 1 is a map showing the location of the Columbus Study Area Boundary and the Columbus Planning Area.

Attachment 2 is a map showing the alignments of existing arterial roads and the conceptual alignments of future arterial roads inside the Columbus Study Area Boundary, as identified in the Oshawa Official Plan.

Attachment 3 is a map showing proposed active transportation facilities inside the Columbus Study Area Boundary, as identified in the City's approved Active Transportation Master Plan.

Attachment 4 is a letter dated June 7, 2017 from GHD identifying the composition of the Columbus Landowners' Group and advising that with respect to timing, the group considers it appropriate to commence work to undertake the development of a Part II Plan for the Columbus Planning Area, to be fully funded by the landowners' group.

2.0 Recommendation

That the Development Services Committee recommend to City Council:

1. That, pursuant to Report DS-17-125 dated June 15, 2017, the Commissioner of Development Services be authorized to approve appropriate Terms of Reference in a form and content satisfactory to said Commissioner to complete the Columbus Part II Plan Integrated Study, with the scope of work generally based on the analytical components described in said Report.
2. That the Mayor and City Clerk be authorized to execute an agreement in a form and content satisfactory to the Commissioner of Development Services and the City Solicitor with all members of the Columbus Landowners' Group and to retain the services of consultant(s) to implement the Terms of Reference for the Columbus Part II Plan Integrated Study, to be fully paid for by the Columbus Landowners' Group.

3.0 Executive Summary

Not applicable.

4.0 Input From Other Sources

The draft Terms of Reference for the Columbus Part II Plan Integrated Study (the Study) will be circulated to other departments and agencies including the Region of Durham, the Central Lake Ontario Conservation Authority (CLOCA) and to the Columbus Landowners' Group (C.L.G.) for review and comments before they are finalized.

In addition, external agencies such as the Region of Durham, CLOCA and the Town of Whitby, together with other stakeholders, the C.L.G. and other City departments, will be involved and provided the opportunity for comments and input during the study process itself.

5.0 Analysis

5.1 Background Information

5.1.1 Amendment 128 to the Durham Regional Official Plan (R.O.P.A. 128)

The Region of Durham, through R.O.P.A. 128, expanded Oshawa's Major Urban Area boundary to include additional lands for both Living Areas and Employment Areas north of

Highway 407 East in the Hamlet of Columbus area. The majority of the Living Area expansion in the Columbus area was ultimately approved by the Ontario Municipal Board (O.M.B.) on January 9, 2013. However, a portion of the proposed Living Areas expansion remains before the O.M.B. and is subject to Policy 14.13.7 of the Durham Region Official Plan (D.R.O.P.).

Policy 14.13.7, as it applies to certain lands in the Columbus area in Oshawa (see Attachment 1), requires the City of Oshawa to complete a comprehensive review of its Official Plan before the O.M.B. resumes its consideration of the proposed Living Areas expansion. In this regard, it is intended that Oshawa's municipal comprehensive review provide the analysis to justify the proposed Living Areas expansion, for further consideration by the O.M.B.

As discussed in Section 5.1.2 below, the Oshawa Official Plan was amended to conform to the D.R.O.P and R.O.P.A. 128 through Official Plan Amendment 179 (O.P.A. 179). O.P.A. 179 serves as the City's comprehensive review for the purposes of D.R.O.P. Policy 14.13.7. Staff anticipate that the matter of the Columbus expansion area subject to Policy 14.13.7 will be dealt with by the O.M.B. in 2017.

5.1.2 Amendment 179 to the Oshawa Official Plan (O.P.A. 179)

On February 1, 2016 O.P.A. 179 was adopted by City Council. O.P.A. 179 was subsequently approved by the Region, in its role as the approval authority, on December 15, 2016 save and except for a number of deferrals. Four such deferrals (Deferrals 3, 4, 7 and 8) all relate to the same lands comprising part of the Columbus Planning Area and which remain before the O.M.B pending resolution of D.R.O.P. Policy 14.13.7 (see Attachment 1).

As noted by the Region in its decision regarding O.P.A. 179, using Howden Road as the Urban Area boundary is not consistent with the Regional Official Plan currently in effect. A decision by the O.M.B. is required before confirmation of the location of the urban boundary. As such, it was necessary for the Region to defer the urban boundary location and proposed designation of certain lands located south of Howden Road, east and west of Simcoe Street North, as Residential and Open Space and Recreation (i.e. the same lands subject to D.R.O.P. Policy 14.13.7).

Section 8.2.2 of the Oshawa Official Plan directs that a Part II Plan shall be prepared for the Columbus Planning Area. The C.L.G. approached the City to initiate the process to prepare a Part II Plan for the Columbus Planning Area (see Attachments 1 and 4).

To assist in streamlining the review and approvals process, it is appropriate to integrate the processing of a new Part II Plan for the Columbus Planning Area with the requirements of the Class E.A. process to assess transportation infrastructure requirements, such as new arterial and/or collector roads and improvements to existing arterial and/or collector roads. Since development within the Columbus Planning Area will impact matters such as transportation and servicing infrastructure not only within the Planning Area itself but also in the surrounding area, it is appropriate that the actual study area extend beyond the limits of the Columbus Planning Area.

Accordingly, the Columbus Study Area is generally bounded by Howden Road to the north, the easterly branch of the Oshawa Creek and associated Greenbelt Natural Heritage System to the east, Winchester Road to the south and Thornton Road North and the Oshawa-Whitby boundary to the west (see Attachment 1).

The Columbus Study Area encompasses the lands comprising the Columbus Planning Area (including the area subject to certain deferrals to OPA 179) and also includes lands extending beyond the boundary of the Columbus Planning Area. As noted above, this is to ensure that the study process includes an appropriate environmental assessment of transportation infrastructure requirements in and around the Columbus Planning Area under the Class E.A. Act. In this regard, Attachment 2 shows the existing and future arterial road network within and surrounding the Columbus Planning Area, and Attachment 3 shows the proposed active transportation facilities within and surrounding the Columbus Planning Area. This information provides useful references with respect to identifying elements of the transportation network to be assessed.

Part II Plans have been prepared for the Eastdale, Pinecrest, Taunton, Windfields and Kedron Part II Planning Areas. Part II Plans provide the detailed land use designations and policies that establish the framework for the development of communities in Oshawa. It is appropriate to initiate the Columbus Part II Plan Integrated Study in consideration of the following:

- Development of the Columbus Planning Area represents the next step in the sequential growth of Oshawa pursuant to development phasing policy 8.1.5 in the Oshawa Official Plan, in order to provide for an additional supply of residential lands in the City and allow for choice in a range of housing types;
- The Columbus Planning Area is required to meet the City's forecasted housing needs to the year 2031; and
- It will also serve to indicate to the Region the need to plan and advance services to this area of north Oshawa.

5.2 Proposed Part II Plan Integrated Study

5.2.1 Current Situation

The C.L.G., represented by GHD, has approached the City concerning the initiation of a process to prepare a Part II Plan Integrated Study for the Columbus Planning Area. In a letter dated June 7, 2017, GHD has identified the current membership of the C.L.G. (see Attachment 4). Based on information provided by the C.L.G., the group controls over 60 percent of the land within the Columbus Planning Area located outside of the hamlet (see Attachment 4).

As per the C.L.G.'s June 7, 2017 letter (see Attachment 4), the group has agreed to fund the necessary studies leading to and including the adoption of a Part II Plan. In discussion with staff, the C.L.G. has suggested a model for the preparation of a Part II Plan similar to that followed for the preparation of the Kedron Part II Plan. This would involve the engagement of independent consultants by the City, at the expense of the C.L.G., to

address land use, environment, transportation (including roads and active transportation), functional servicing (including storm water management), commercial analysis, sustainable development, archaeological and heritage resources and other matters.

In consultation with City staff and the CLOCA, the C.L.G. has already initiated work to prepare a subwatershed plan to inform the preparation of a new Part II Plan for the Columbus Planning Area. Pursuant to Policy 5.2.5 of the Oshawa Official Plan, a subwatershed plan must be prepared in advance of or concurrently with a new Part II Plan, and must be completed prior to Council's adoption of the new Part II Plan so as to meaningfully inform the preparation of the Part II Plan.

In response to the representations of the C.L.G., it is recommended that the process to prepare a Columbus Part II Plan begin in 2017 using the process generally followed for the preparation of the Kedron Part II Plan. Specific details of any financial arrangements with the C.L.G. will need to be established and a process for liaising with property owners, including any other Columbus property owners that are not part of the C.L.G., will need to be developed.

As an appropriate first step, staff recommends that the Commissioner of Development Services be authorized to approve appropriate Terms of Reference for the conduct of the Columbus Part II Plan Integrated Study, with the scope of work generally based on the analytical components described in Section 5.2.2 below. These Terms of Reference shall only be finalized once other stakeholders such as (e.g. the Region of Durham and CLOCA) and the C.L.G. have been provided an opportunity to review and provide comments.

In addition, it is recommended that the Mayor and City Clerk be authorized to execute an appropriate agreement between the City and the members of the C.L.G. to retain the services of consultant(s) to implement the Terms of Reference for the Columbus Part II Plan Integrated Study, which shall be fully paid for by the C.L.G.

Should City Council adopt the Recommendation in this report, the process to develop appropriate Terms of Reference will follow, with opportunities provided to other City departments, external agencies and the C.L.G. to review and comment on the draft Terms of Reference before they are finalized and approved by the Commissioner of Development Services. Once approved, staff will issue a Request for Proposals from qualified consultant teams. Once the consulting team has been engaged, staff will report back to the Development Services Committee regarding the study work program and anticipated timeframe.

5.2.2 Terms of Reference Framework

The purpose of the Study is to prepare a variety of land use alternatives for a Columbus Part II Plan, assess and evaluate each alternative according to appropriate criteria (e.g. environmental, transportation, density and sustainability criteria), and identify a recommended land use alternative with input from other departments and agencies, the C.L.G. and the public.

The Terms of Reference shall ensure that the Study addresses the relevant requirements of both the Planning Act and Section A.2.9 of the Class E.A. Act. Section A.2.9 gives

municipalities the ability to concurrently process new Part II Plans and address the requirements for environmental assessments relating to transportation infrastructure. As such, the Terms of Reference will reflect an integrated approach that combines numerous steps from both the Planning Act and the Class E.A. Act into one streamlined process, thereby shortening timelines and minimizing costs.

The Terms of Reference will include an overview of the guiding policy framework including the Growth Plan for the Greater Golden Horseshoe (2017), Greenbelt Plan (2017), Oak Ridges Moraine Conservation Plan (2017), the D.R.O.P. and the Oshawa Official Plan. In addition, the Terms of Reference will outline detailed requirements for a work plan for the Study that includes, but is not limited to, the following analytical components:

5.2.2.1 Natural Environment Review

The Natural Environment Review will require the consultant to:

- Review storm water management studies;
- Define the natural heritage characteristics, vegetation limits, existing woodlots, creek crossings for the various development alternatives and confirm locations where site-specific investigations should occur; and
- Assess vegetative communities, plants, wildlife species, geomorphology and restoration possibilities.

5.2.2.2 Transportation Assessment and Justification

The Transportation Assessment and Justification will require the consultant to:

- Prepare a profile of existing transportation conditions;
- Prepare an estimate of future conditions confirmed for the interim and ultimate time horizons;
- Identify the transportation problem(s) and opportunities within the Columbus Study Area; and
- Assess Active Transportation opportunities.

5.2.2.3 Land Use Analysis

The Land Use Analysis will require the consultant to:

- Prepare an inventory of existing and proposed land uses by area and type within and adjacent to the Columbus Study Area;
- Incorporate the findings from the subwatershed study including the lands to be designated as Natural Heritage System;

- Identify any impact that development may have on existing uses within the Columbus Study Area, particularly on the existing residential uses within the Development Plan for the Hamlet of Columbus; and
- Identify locations for future residential densities, schools, parks, places of worship and commercial uses.

5.2.2.4 Functional Servicing Analysis

The Functional Servicing Analysis will require the consultant to:

- Identify and assess the future availability of the provision of water and sanitary sewer services and constraints for lands within the Columbus Study Area;
- Incorporate the results of the Columbus Subwatershed Study and related drainage and water quantity and quality matters into the development of alternatives and ultimately a recommended Part II Plan; and
- Prepare a servicing plan illustrating the general provision of water services, sanitary sewer services and storm water drainage and associated facilities for lands within the Columbus Study Area, including a phasing and costing schedule.

5.2.2.5 Archaeological and Heritage Analysis

The Archaeological and Heritage Analysis will require the consultant to:

- Analyze archaeological potential; and
- Prepare a cultural heritage resource analysis which will include a review of Heritage Oshawa's Inventory of City of Oshawa Heritage Properties.

5.2.2.6 Commercial Analysis

The Commercial Analysis will require the consultant to:

- Review all available commercial background information from the City and the Region including the existing inventory of retail space;
- Identify the need for neighbourhood and/or community-based commercial uses based on a residual demand analysis; and
- Identify the need for commercial uses to serve a broader geographical area, including potential higher-order uses (e.g. hotel, office, etc.).

5.2.2.7 Sustainable Development Analysis

The Sustainable Development Analysis will require the consultant to:

- Identify and assess sustainable development principles and practices; and

- Prepare a set of guiding principles for sustainable development, including a development pattern that encourages and supports transit usage and active transportation, is adaptable over time, provides healthy lifestyle choices, and offers a mix of housing and other uses which help to create a complete, vibrant community.

5.2.2.8 Opportunities and Constraints Analysis/Background and Analysis Report

The consultant shall prepare a review and assessment of the various development opportunities and constraints to inform a Background and Analysis Report (e.g. environmental constraints, cultural heritage constraints, opportunities for views and vistas, and transportation issues). The Background and Analysis Report, in turn, will summarize the results of the various analyses required under the Terms of Reference.

The initial phase of the study process involving the preparation of the Background and Analysis Report for Council will be followed by the development of a variety of land use alternatives for a Columbus Part II Plan, for comments and input. After reporting on the land use alternatives, a final recommended alternative will be prepared on the basis of input from City departments, external agencies, the C.L.G. and the public for consideration by Council.

5.2.3 Public Consultation

An important part of the preparation of the Study will be an extensive public participation process which blends the public consultation requirements of both the Planning Act and Class E.A. Act through statutory Planning Act Public Meetings and Public Information Centres. In addition, the public and community outreach program will extend beyond the legislated minimum requirements and may include such matters as:

- Public Correspondence Review
- Public Information Centres
- Study Webpage
- Community Advisory Committee
- Technical Agency Advisory Committee
- Development Services Committee Meetings (including a Statutory Public Meeting and status reports to Council)
- Notice of Study Completion

A key component of the public consultation process will include a visioning exercise for the community of Columbus. In this regard, on May 24, 2011 Council approved the following recommendation pursuant to Report DS-11-173:

“That a separate City-initiated Visioning Exercise for the Community of Columbus not be advanced by the City at this time and that property owners in Columbus be invited to provide any visioning comments to the City as part of the update to the Development Plan for the Hamlet of Columbus.”

The Columbus Part II Plan Integrated Study is intended to result in a new Part II Plan for the Columbus Planning Area, which will effectively replace the existing Development Plan for the Hamlet of Columbus with updated policies to guide future land use and development. Accordingly, the subject Study serves as an appropriate vehicle to

undertake the visioning exercise for the community of Columbus as per Council's previous direction.

Staff will advise Council of any public information or public meeting dates. Staff will also report on the status of the Study as necessary.

6.0 Financial Implications

The C.L.G. intends to fund the cost of consultants for the full Columbus Part II Plan Integrated Study including the preparation of a Part II Plan for the Columbus Planning Area.

Staff time assigned to the project will be funded from the approved Operating Budget.

7.0 Relationship to the Oshawa Strategic Plan

The recommendation advances the Accountable Leadership, Economic Prosperity and Financial Stewardship, Environmental Responsibility, Social Equality and Cultural Vitality goals in the Oshawa Strategic Plan.



Warren Munro, HBA, Director,
Planning Services

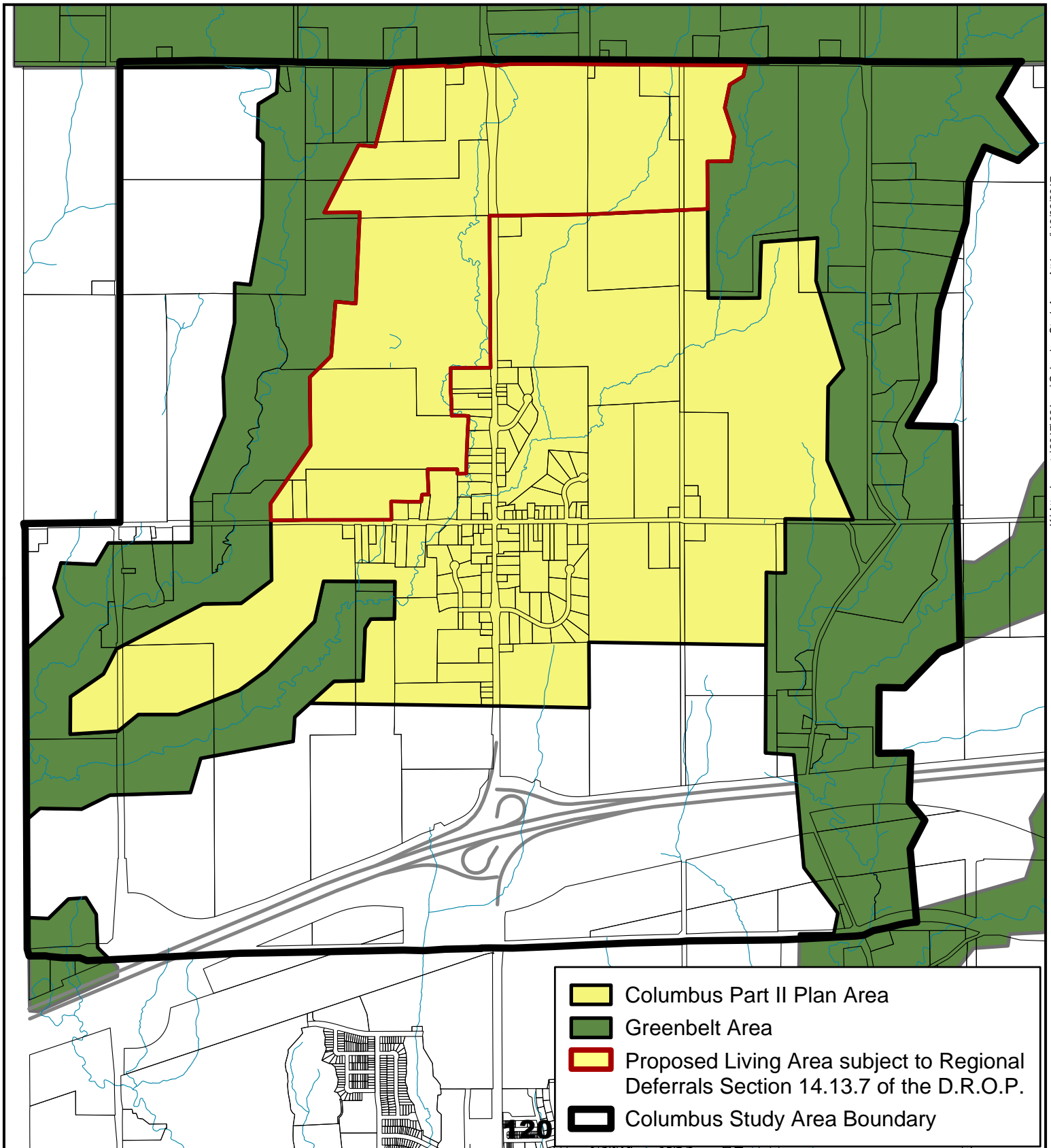


Paul D. Ralph, BES, RPP, MCIP, Commissioner,
Development Services Department

Subject: Integrated Study under the Planning Act and Municipal Class
Environmental Assessment Act to Develop a Part II Plan for the
Columbus Planning Area and to Assess Transportation Infrastructure
Requirements Within and in the Vicinity of the Columbus Planning Area

File: B-2100-0103

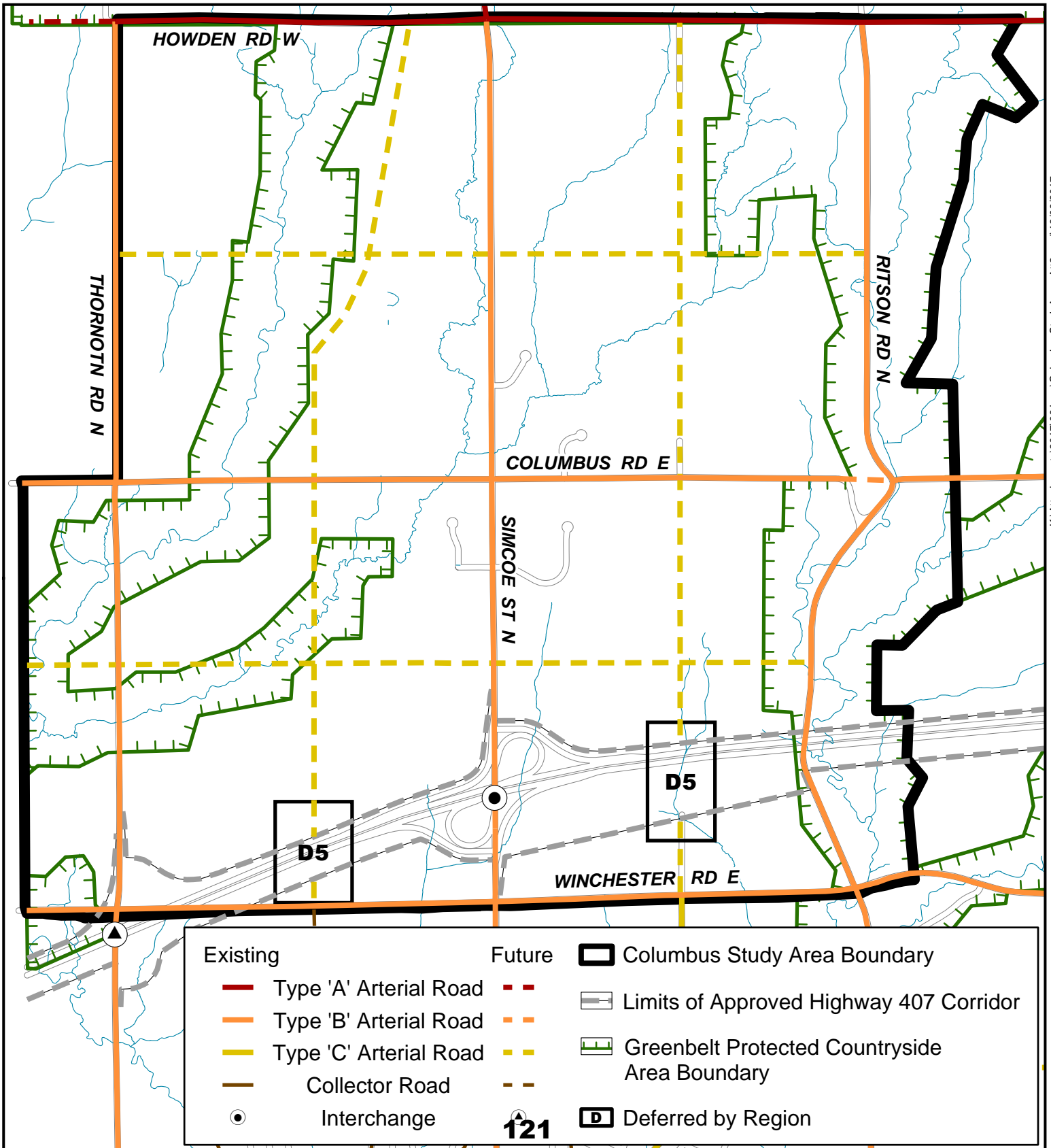
City of Oshawa
Development Services Department



Subject: Integrated Study under the Planning Act and Municipal Class Environmental Assessment Act to Develop a Part II Plan for the Columbus Planning Area and to Assess Transportation Infrastructure Requirements Within and in the Vicinity of the Columbus Planning Area

File: B-2100-0103

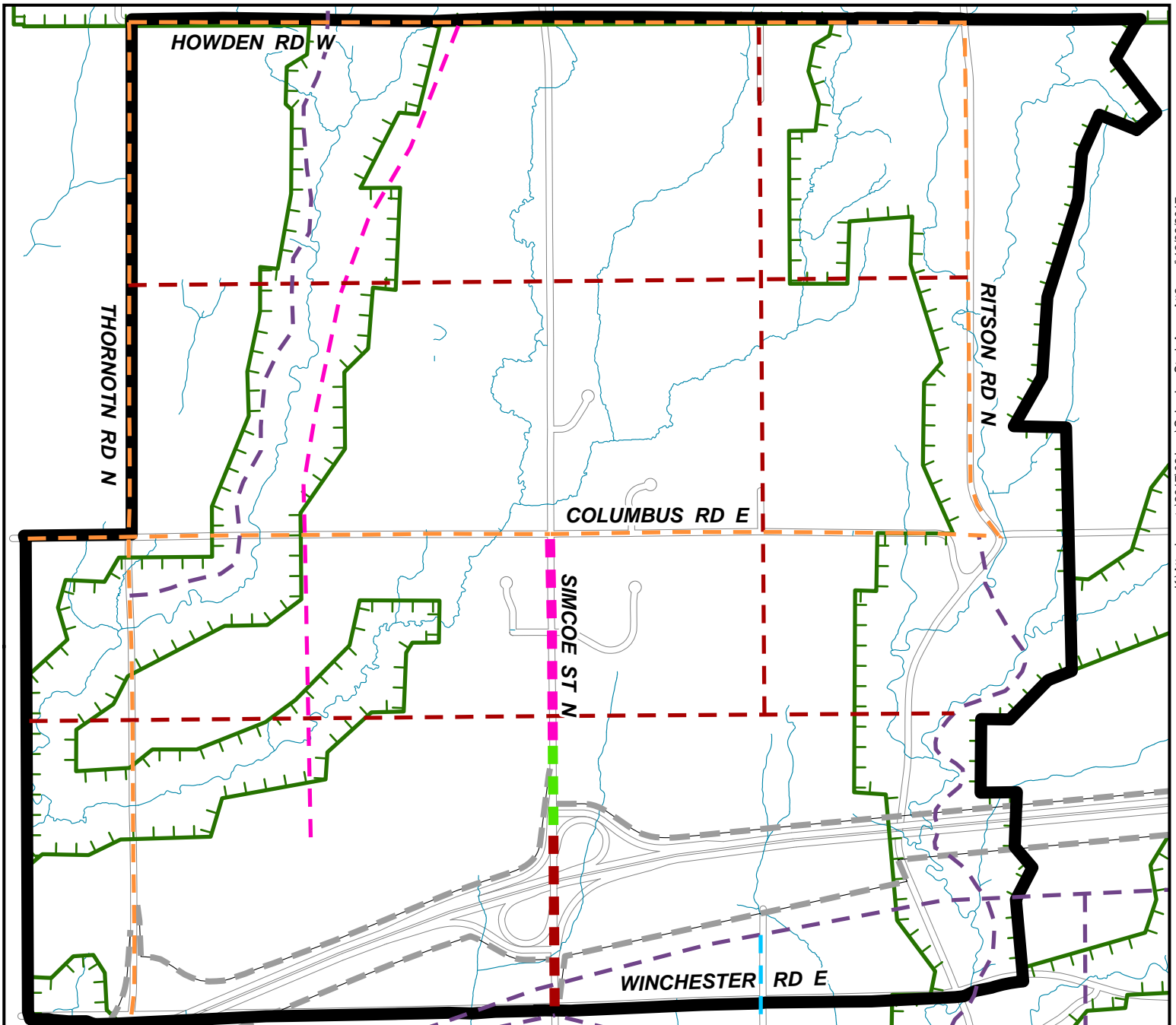
City of Oshawa
Development Services Department



Subject: Integrated Study under the Planning Act and Municipal Class Environmental Assessment Act to Develop a Part II Plan for the Columbus Planning Area and to Assess Transportation Infrastructure Requirements Within and in the Vicinity of the Columbus Planning Area

File: B-2100-0103

City of Oshawa
Development Services Department



Region City

- Proposed Off-Road Multi-Use Trail
- Proposed Separated Bicycle Lane
- Proposed Bicycle Lane
- Proposed Urban Paved Shoulder
- Proposed Rural Paved Shoulder
- Proposed Signed Only Bicycle Road

Columbus Study Area Boundary

Limits of Approved Highway 407 Corridor

Greenbelt Protected Countryside Area Boundary



June 7, 2017

Reference No. 8812199

Mr. P. Ralph, MCIP, RPP
Commissioner, Development Services
City of Oshawa
50 Centre Street South
Oshawa ON L1H 3Z7

Dear Sir:

**Re: Part II Official Plan for
Columbus Part II Planning Area
City of Oshawa**

We are the consulting planners for a group of landowners in the Columbus Planning Area which we will refer to as the Columbus Landowner's Group (CLG). The landowner's in this group consist of:

- Sorbara Developments/Tribute Communities Partnership
- Halloway Developments
- Menkes Developments
- G8 Oshawa Investments Limited
- Setcon Investments/Guglietti Brothers Investments

Together these owners hold over 60% of the land within the Columbus Planning Area that is outside the original hamlet. We also expect additional lands to be added to the CLG ownership in the next few months.

The CLG is currently conducting the Columbus Subwatershed Study (SWS) with the guidance of a Steering Committee made up of representatives of the City, the Central Lake Ontario Conservation Authority and the landowners. The study is progressing smoothly and has reached the point where Phase 2 will soon be ready to commence. As we have discussed, it would be an effective and efficient use of resources to now integrate the Subwatershed Study with a Part II Plan study for future development of Columbus. As a result, the CLG believes that it is time to begin the Part II Planning process for Columbus.

As with the Subwatershed Study, the CGL is agreeable to funding the necessary studies leading to and including the adoption of a Part II Plan based upon a mutually agreeable terms of reference to be finalized in the near future with the Commissioner of Development Services. The CLG anticipates that the City will retain consultants to complete the work with funds provided by CLG, under the direction of a Steering Committee similar to that of the Subwatershed Study. Due to the financial commitment of the CLG, the landowners would insist on membership on the Steering Committee and adherence to a strict timeframe, including regularly scheduled meetings of the Steering Committee.



Thank you and your staff for your continued cooperation in this matter.

Sincerely,
GHD

A handwritten signature in blue ink, appearing to read "Bryce Jordan".

Bryce Jordan, MCIP, RPP
Planning Manager

BJ/mh

Encl.

Part C – Terms of Reference

1.0 Introduction

The community of Columbus is a unique area in the City of Oshawa. In particular, the four corners at the intersection of Columbus Road and Simcoe Street North and the approaches along Simcoe Street North and Columbus Road provide historical context for the development of the community of Columbus. Future growth is to occur in a manner that is sensitive to the community's historical context and cultural heritage, considering land use compatibility, scale of development, and urban design.

This Request for Proposal (R.F.P.) is intended to streamline the requirements of both the Planning Act and Municipal Class Environmental Assessment Act (Municipal Class EA) processes and is being issued to conduct an integrated study (the Study) for the area centered in and around the community of Columbus.

Since development will impact matters such as transportation and servicing infrastructure not only within the Columbus Planning Area itself but also in the surrounding area, it is appropriate that the actual study review areas beyond the limits of the Columbus Planning Area.

The Study will review the lands comprising the Columbus Planning Area, including the area currently subject to certain deferrals to OPA 179, Oshawa's Growth Plan Conformity OPA. Given that the matter of the deferred area remains unresolved at the Ontario Municipal Board, the timing of a Board decision, and the nature of the decision itself, will need to be addressed and accommodated through the Study. This may potentially involve the development of various land use scenarios for the deferred area and along the interface between the deferred area and the remainder of the Study Area. The Study will also review lands associated with the South Columbus Industrial Area and the Columbus Whitebelt Area including the development of Concept Plans under a future urban expansion scenario. The Columbus Planning Area, including the deferred area, the South Columbus Industrial Area and the Columbus Whitebelt Area are all geographic components of the Study Area (see Attachment 1)

The Study Area is appropriate and necessary to ensure that the Study includes an appropriate environmental assessment of transportation infrastructure requirements in and around the Columbus Planning Area under both the Planning Act and the Municipal Class EA processes.

The Study consists of the Planning Act Component and the Municipal Class EA Component. The Planning Act Component will result in a Land Use and Road Plan (Part II Plan) for the Columbus Planning Area and Concept Plans for the South Columbus Industrial Area and the Columbus Whitebelt Area. The Concept Plans for the South Columbus Industrial Area and Columbus Whitebelt Area are intended to have a low level of analysis and no policy framework. They are merely intended to show the interface between the Part II Plan and the South Columbus Industrial Areas and the Columbus Whitebelt Area to confirm that orderly efficient land use and transportation planning can be effected in the future. The Municipal Class EA Component will result in a Municipal Class EA Master Plan, of which the City will be the designated proponent as defined in the Class EA process.

The primary overall objective of the Study is to document:

- Future land use policy (Official Plan amendment) that reflects the long term need of the community for infrastructure and the municipality's ability to provide for that infrastructure (considering costs, environmental impacts and maintenance and replacement).
- Land use plans (Part II Plan) that have effectively considered and assessed the feasibility and long term implications (maintenance) of infrastructure that is required to support them.
- Municipal Class EA Master Plan developed in conjunction with land use plans and policies related to transportation, water and wastewater services.

The Study will enable the coordination of public consultation, stakeholder and agency activities, data collection requirements and achieve overall efficiencies in the approvals processes.

The requirements of both the Planning Act Component and Municipal Class EA Component must be met through the completion of the Study.

This project is expected to be awarded June 2018.

2.0 Scope of Services

The Study would be broken into four stages, each having objectives for the Planning Act component and the Municipal Class EA component.

The overall study process is described below:

2.1 Objectives of the Study

The specific objectives of the Study are to:

- Advance the Planning Act Component and Municipal Class EA Component to facilitate the future development of the Columbus Planning Area;
- Advance development that is consistent with the Provincial Policy Statement and the Provincial Growth Plan for the Greater Golden Horseshoe including the minimum population and job density targets;
- Advance development that is compliant with the requirements of the Municipal Class EA process;
- Emphasize sustainable development and the protection and enhancement of environmental and natural features;
- Protection of Highway 407 East corridor for employment uses;
- Advance development of the Columbus Planning Area in conformity with the Durham Regional Official Plan and the Oshawa Official Plan; and,
- Advance development that is sensitive to the historic community of Columbus.

2.2 Stage One

Stage One initiates the Study and has the deliverables that are common to both of the individual components of the Study as well as deliverables that are specific to the

individual components of the Study. These deliverables are elaborated upon in Sections 2.2.1, 2.2.2 and 2.2.3

2.2.1 Deliverables for both the Planning Act and Municipal Class EA Components

The Planning Act Component and Municipal Class EA Component have some commonality which results in Stage One deliverables that advance both components of the Study. These common deliverables include, but may not necessarily be limited to:

- Notice of Study Commencement and other appropriate communications;
- The holding of Public Consultation Meeting 1 (Public Information Centre: PIC 1) to introduce the Study to the community through a public meeting.
- The following background studies and analyses which are required to be completed or if previously completed, are to be incorporated into the Study:
 - Land Use Analysis:
 - Undertake a literature review of the current policy framework for the Study Area including but not necessarily limited to the Provincial Policy Statement, the Provincial Growth Plan for the Greater Golden Horseshoe, the Durham Regional Official Plan, the Oshawa Official Plan, the Regional Transportation Master Plan and the City's Transportation Master Plan;
 - Prepare land base calculations and the corresponding magnitude of population and employment;
 - Prepare an inventory of existing and proposed land uses by area and type within the Study Area;
 - Incorporate the findings from the subwatershed study including the lands to be designated as Natural Heritage System;
 - Identify any impact that development may have on existing uses within the Study Area, particularly on the existing residential uses within the community of Columbus;
 - Identify locations for future residential uses and densities, schools, parks, places of worship and commercial uses;
 - Review potential for affordable housing and the use of inclusionary zoning within the Study Area;
 - Determine community, cultural, and institutional facility needs including, firehalls; and
 - Determine potential intensification opportunities in the existing Columbus community.
 - Natural Environment Analysis and Review:
 - Review, assess and incorporate as appropriate the results of the Sub-Watershed Study, including:
 - stormwater management recommendations,
 - Definition of the natural heritage system including natural heritage characteristics, vegetation limits, existing woodlots and creek crossings for the various development alternatives and confirm locations where site-specific investigations should occur; and,
 - assessment of vegetative

communities, plants, wildlife species, geomorphology and restoration possibilities.

○ Functional Servicing Analysis:

Identify and assess the future availability of the provision of water and sanitary services and constraints for lands within the Study Area

- review and analysis;
- Incorporate the results of the Columbus Subwatershed Study, including; hydrogeology assessments, hazard lands and related drainage and water quantity and quality matters into the development of alternatives and ultimately a recommended Part II Plan; and
- Prepare a servicing plan illustrating the general provision of water services, sanitary sewer services and storm water drainage and associated facilities for lands within the Study Area, including a phasing and costing schedule.

○ Archaeological and Heritage Analysis:

- Analyze archaeological potential; and
- Prepare a cultural heritage resource analysis which will include a review of Heritage Oshawa's Inventory of City of Oshawa Heritage Properties.

○ Commercial Analysis:

- Review all available commercial background information from the City and the Region including the existing inventory of retail space;
- Identify the need for neighbourhood and/or community-based commercial uses based on a residual demand analysis and recognizing the significant commercial potential within the Main Central Area designated on Simcoe Street just south of Highway 407;
- Identify the need for commercial uses in the Employment Area to serve a broader geographical area, including potential higher-order uses (e.g. hotel, office, etc.); and,
- Identify the impact of commercial opportunities in the Study Area on the existing commercial hierarchy in adjacent areas of the City

○ Sustainable Development Analysis:

- Identify and assess sustainable development principles and practices; and
- Prepare a set of guiding principles for sustainable development, including a development pattern that encourages and supports transit usage and active transportation, is adaptable over time, provides healthy lifestyle choices, considers climate change and offers a mix of housing and other uses which help to create a complete, vibrant community.

○ Transportation Assessment and Justification:

- Prepare a profile of existing transportation conditions;
- Prepare an estimate of future conditions confirmed for the currently designated Columbus area and ultimate scenario that includes the eventual development of the Columbus Whitebelt;
- Identify the transportation problem(s) and opportunities within the Study Area; and

- Assess Active Transportation opportunities within the Study Area.
- Visioning Exercise:
 - A key component of public consultation will include a visioning exercise for the community of Columbus. This visioning exercise will keep in mind the community's historical context and cultural heritage, in particular the historical context of the four corners of the Village of Columbus located at the intersection of Columbus Road and Simcoe Street North and the approaches along Simcoe Street North and Columbus Road.
 - In this regard, on May 24, 2011 Council approved the following recommendation pursuant to Report DS-11-173:

“That a separate City-initiated Visioning Exercise for the Community of Columbus not be advanced by the City at this time and that property owners in Columbus be invited to provide any visioning comments to the City as part of the update to the Development Plan for the Hamlet of Columbus.”
- Bi-monthly meetings with the Technical Advisory Committee and Columbus Landowners Group
- A minimum of one meeting of the Community Advisory Committee to overview the deliverables of Stage One.
- A minimum of one (1) Development Services Committee and one (1) Council meeting to present the background study and obtain authorization to present the background study to the public.
- The holding of Public Consultation Meeting 2 (PIC 2) to consider the Background Studies and the urban structure vision resulting from the community of Columbus Visioning Exercise and a statement of the problem or opportunity being addressed for the preparation of the Transportation Assessment .

2.2.2 Other Planning Act Component Deliverables

In addition to the deliverables listed in 2.2.1, Stage One of the Study will include other deliverables that advance the Planning Act Component of the Study. The development of guiding principles to direct the overall development of the community will be developed in consultation with members of the public, the Community Advisory Committee and the Columbus Landowners Group at Public Consultation Meeting 1 (PIC 1).

The guiding principles will assist in determining challenges and constraints with advancing future stages of the Study. Such guiding principles may include, but are not necessarily limited to the premise that development should be:

- Green, resilient, sustainable and responsive to climate change;
- Connected, accessible and healthy;
- Balanced, affordable and liveable;
- Sensitive to the heritage components of the Study Area;
- Multifunctional and distinct; and,
- Vibrant and urban.

2.2.3 Other Municipal Class EA Component Deliverables

In addition to the deliverables listed in 2.2.1, Stage One of the Study will include other deliverables that advance the Municipal Class EA Component of the Study. These other deliverables include:

- A comprehensive inventory of traffic information, detailed road plans, water and sewer services and any other Municipal Class EA related requirements, as well as public comments will be collected at the start of the Study.
- A forecasting model based on the Region of Durham Traffic Forecasting Model be applying a system-wide assessment of the Study Area.
- a clear statement of the problem, or opportunity, to be addressed based on the results of the existing conditions analysis, and other input.

2.3 Stage Two

Stage Two advances the Study with alternative Land Use and Road Plans, alternative Concept Plans for the South Columbus Industrial Area and the Columbus Whitebelt Area and alternative transportation solutions. Deliverables that are common to both of the individual components of the Study as well as deliverables that are specific to the individual components of the Study will be prepared. These deliverables are elaborated upon in Sections 2.3.1, 2.3.2 and 2.3.3

2.3.1 Deliverables for both the Planning Act and Municipal Class EA Components

The Planning Act Component and Municipal Class EA Component have some commonality which results in Stage Two deliverables that advance both components of the Study. These common deliverables include, but may not necessarily be limited to:

- The development of at least three alternative Land Use and Road Plans, alternative Concept Plans for the South Columbus Industrial Area and the Columbus Whitebelt Area and alternative solutions for the Transportation Study
- Bi-monthly meetings with the Technical Advisory Committee and Columbus Landowners Group to discuss alternative Land Use and Road Plans, alternative Concept Plans and alternative solutions for the Transportation Study.
- A minimum of one meeting with the Community Advisory Committee to overview the deliverables of Stage Two.
- A minimum of one (1) Development Services Committee and one (1) Council meeting to present the alternative Land Use and Road Plans, alternative Concept Plans and alternative solutions for the Transportation Study and obtain authorization to present the alternative Land Use and Road Plans, alternative Concept Plans and alternative solutions for the Transportation Study to the public at Public Consultation Meeting 3 (PIC 3).
- The holding of Public Consultation Meeting 3 (PIC 3) to consider the alternative Land Use and Road Plans, alternative Concept Plans and alternative solutions for the Transportation Study. The public consultation process may include other formats such as workshops, open houses and community cafes.

2.3.2 Other Planning Act Component Deliverables

In addition to the deliverables listed in 2.3.1, Stage Two of the Study will include other deliverables that advance the Planning Act Component of the Study. Stage Two will include the development of alternative Land Use and Road Plans and alternative Concept Plans for the South Columbus Industrial Area and the Columbus Whitebelt Area to direct the overall development of the Study Area will be developed in and presented at Public Consultation Meeting 3 (PIC 3)

The preparation of alternative Land Use and Road Plans and alternative Concept Plans will be based on the findings and analysis of the background studies and the application of the guiding principles.

The alternatives will give consideration to the following:

- Population and employment distribution, and associated land needs;
- The Provincial Growth Plan, the Durham Regional Official Plan (ROPA 128), the Oshawa Official Plan (OPA 179) and related requirements for densities targets and intensification in Centres and Corridors;
- The hierarchy of Central Areas and the distribution/location of commercial floorspace;
- The distribution/location of categories of industrial designations/uses;
- the alignment and classification of major roads, (arterials and major collectors) within and outside the Study Area, as well as transit routes, cycling and pedestrian facilities;
- the identification of a Natural Heritage System and a strategy for its protection;
- the identification of potential redevelopment and intensification sites;
- consideration of interface between future urban uses and existing agricultural areas;
- consideration of land use conflicts/compatibility between industrial and residential areas;
- consideration of a phasing scheme that addresses the need to service industrial lands along with residential lands.
- Environmental, hydrogeology, stormwater management and fiscal impact analysis to be conducted for each of the Land Use and Road Plan alternatives and each of the Concept Plans.

Finally, Stage Two will include the development of Urban Design Principles informed by the Visioning Exercise.

2.3.3 Other Municipal Class EA Component Deliverables

In addition to the deliverables listed in 2.3.1, Stage Two of the Study will include other deliverables that advance the Municipal Class EA Component of the Study. These other deliverables include:

- relevant planning information;

- The identification and evaluation of reasonable alternative transportation solutions to address the problem/opportunity identified
- Strategies to deal with mobility requirements associated with the area and connectivity to the City of Oshawa and Regional networks;
- a thorough, traceable and defensible examination of the need and justification for the preferred solution;
- a fiscal impact analysis and life cycle cost comparison for all infrastructure including, but not necessarily limited to, parks, roads, stormwater ponds, for preferred solutions as per O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure
- a preliminary design for each alternative solution that will minimize the impact on adjacent residential properties while providing for safe and efficient operating conditions for all modes including goods movements;
- a preliminary design for each alternative solution that is sensitive to the surrounding natural environment and identifies landscaping strategies to mitigate potential aesthetic impacts;and
- The consolidation of the information into a Master Environmental Servicing Plan to support the submission materials for the Phase 1-2 Class EA document.

2.4 Stage Three

Stage Three advances the Study with a preferred Land Use and Road Plan, preferred Concept Plans for the South Columbus Industrial Area and the Columbus Whitebelt Area and preferred transportation solutions and has deliverables that are common to both of the individual components of the Study as well as deliverables that are specific to the individual components of the Study. These deliverables are elaborated upon in Sections 2.4.1, 2.4.2 and 2.4.3

2.4.1 Deliverables for both the Planning Act and Municipal Class EA Components

The Planning Act Component and Municipal Class EA Component have some commonality which results in Stage Three deliverables that advance both components of the Study. These common deliverables include, but may not necessarily be limited to:

- The selection of the Preferred Land Use and Road Plan, Preferred Concept Plans for the South Columbus Industrial Area and the Columbus Whitebelt Area and a Class Environmental Assessment report to identify short-term, intermediate, and longer-term improvements in coordination with the phasing of growth;
- The presentation of the Preferred Land Use and Road Plan, Preferred Concept Plans and Class Environmental Assessment report to the Technical Advisory Committee and the Columbus Landowners Group;
- A minimum of one (1) Development Services Committee and one (1) Council meeting to present the Preferred Land Use and Road Plan, Preferred Concept Plans and Class Environmental Assessment report and obtain authorization to present the Preferred Land Use and Road Plan, Preferred Concept Plans and Class Environmental Assessment report to the public at Public Consultation Meeting 4 (PIC 4).

- The holding of Public Consultation Meeting 4 (PIC 4) to consider the Preferred Land Use and Road Plan, Preferred Concept Plans and Class Environmental Assessment report. The public consultation process may include other formats such as workshops, open houses and community cafes.

2.4.2 Other Planning Act Component Deliverables

In addition to the deliverables listed in 2.4.1, Stage Three of the Study will include other deliverables that advance the Planning Act Component of the Study. A phasing and staging plan to direct the overall development of the community will be developed in Stage Three and also presented at meetings with Technical Advisory Committee, the Columbus Landowners Group, Committee, Council and Public Consultation Meeting 4 (PIC 4).

Stage Three will also include the development of draft Urban Design Guidelines informed by the Public Consultation Meeting 3 (PIC 3) and presented at Public Consultation Meeting 4 (PIC 4).

2.4.3 Other Municipal Class EA Component Deliverables

In addition to the deliverables listed in 2.4.1, Stage Three of the Study will include other deliverables that advance the Municipal Class EA Component of the Study. These other deliverables include:

- The selection of a Preferred Servicing Plan, including recommendations on implementation;
- An update to the fiscal impact analysis and life cycle cost comparison for preferred solutions as per O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure;
- an Environmental Study Report (ESR) that documents public input and comments and complies with the requirements of the Environmental Assessment Act for Schedule "C" Class Environmental Assessment undertakings;
- An update to the information in the Master Environmental Servicing Plan to support the submission materials for the ESR; and
- a report to file with Ministry of the Environment and Climate Change (MOECC) to be posted for 30 day review.

2.5 Stage Four

Stage Four advances the Study with a Recommended Part II Plan including the policy framework and mapping including, but not limited to, Land Use and Road Plan, Recommended Concept Plans and Class Environmental Assessment Report and has deliverables that are common to both of the individual components of the Study as well as deliverables that are specific to the individual components of the Study. These deliverables are elaborated upon in Sections 2.5.1, 2.5.2 and 2.5.3

2.5.1 Deliverables for both the Planning Act and Municipal Class EA Components

The Planning Act Component and Municipal Class EA Component have some commonality which results in Stage Four deliverables that advance both components of the Study. These common deliverables include, but may not necessarily be limited to:

- The selection of the Recommended Part II Plan, Recommended Concept Plans and a Class Environmental Assessment report;
- The presentation of the Recommended Part II Plan including Recommended Concept Plans and Class Environmental Assessment report to the Technical Advisory Committee and the Columbus Landowners Group;
- A minimum of one (1) Development Services Committee and one (1) Council meeting to present the Recommended Land Use and Road Plan, Recommended Concept Plans and Class Environmental Assessment report.

2.5.2 Other Planning Act Component Deliverables

In addition to the deliverables listed in 2.5.1, Stage Four of the Study will include other deliverables that advance the Planning Act Component of the Study. Preparation of Official Plan Amendments to implement the Part II Plan will be required.

In addition, the recommended Urban Design Guidelines will be prepared and presented at meetings with Technical Advisory Committee, the Columbus Landowners Group, Committee and Council.

2.5.3 Other Municipal Class EA Component Deliverables

In addition to the deliverables listed in 2.5.1, Stage Four of the Study will include other deliverables that advance the Municipal Class EA Component of the Study. These other deliverables include public review of the Environmental Study Report and follow up on any comments requiring response to address completeness of the study.

2.5.4 Stages One to Four

Sections 2.2 to 2.5 of this Terms of Reference overview the process for the Study. The following table helps to identify the integration of the Planning Act Component and the Municipal Class EA Component.

Stage	Planning Act Component	Municipal Class EA Component
Stage 1	Project Initiation/Notice of Commencement	
	Public Consultation Meeting 1 (PIC 1) and visioning exercise to introduce the project to the public. Public Consultation Meeting 1 (PIC 1) would be an opportunity to receive residents' input to developing guiding principles and identifying problems and opportunities. This would include the opportunity to document concerns and opinions on matters to be considered as the Study moves forward.	
	Comprehensive data collection and information gathering, including undertaking and/or reviewing various background studies	
	Land based calculations and the corresponding magnitude of population and employment	Analysis of existing transportation conditions, as well as validation and calibration of traffic forecast model
	Meetings with Technical Advisory Committee, Community Advisory Committee and Columbus Landowners Group	
	Develop Guiding Principles	Identify problems or opportunities
	Visioning exercise and review of background information	Review of relevant background information
	Development Services Committee and Council Meetings to present the background studies and obtain authorization to present the information to the public.	
	Public Consultation Meeting 2 (PIC 2) to provide the public with the background information, the results of the visioning exercise, and a clear statement of the problem or opportunity being addressed	

Stage	Planning Act Component	Municipal Class EA Component
Stage 1 Deliverables	Existing travel patterns, transportation problems and issues; Development of statement of future transportation constraints and opportunities; Land Use Analysis (including Population and Employment Analysis; Intensification Opportunity Analysis among other things); Natural Environment Analysis and Review; Functional Servicing Analysis; Archaeological and Heritage Analysis; Commercial Analysis; Sustainable Development Analysis; Review of existing Development Plan for the Hamlet of Columbus; Visioning Exercise Summary	
Stage 2	Planning analysis, including preparation of alternative Land Use and Road Plans, alternative Concept Plans and Draft Urban Design Guidelines	Obtain relevant planning information.
	Create evaluation criteria and evaluate alternative Land Use and Road Plans, alternative Concept Plans and Draft urban Design Guidelines	Consideration of land use alternatives and identification of alternative transportation solutions
	Meetings with Technical Advisory Committee, Community Advisory Committee and Columbus Landowners Group	
	Development Services Committee and Council Meeting to present the alternative Land Use and Road Plans, alternative Concept Plans, Draft Urban Design Guidelines and obtain authorization to present the information to the public.	
	Public Consultation Meeting 3 (PIC 3) to consider alternative Land Use and Road Plans, alternative Concept Plans, Draft urban Design Guidelines and alternative solutions for the servicing needs	
Stage 2 Deliverables	Alternative Land Use and Road Plans, alternative Concept Plans and Draft Urban Design Guidelines	Transportation network options, transit options, stormwater management options, water and wastewater servicing options
	Evaluation Criteria, Land Use and Servicing Options Analysis, Recommend a preliminary Preferred Land Use and Road Plan, preliminary Preferred Concept Plan, and draft Urban Design Guidelines and Servicing Plan.	

Stage	Planning Act Component	Municipal Class EA Component
Stage 3	Selection of Preferred Land Use and Road Plan, Preferred Concept Plan and draft Urban Design Guidelines	Selection of Preferred Servicing Plan and Draft Recommended Transportation Plan document prepared
	Develop phasing plan for Preferred Land Use and Road Plan	Develop recommendations and implementation plan for Preferred Transportation Plan
	Meetings with Technical Advisory Committee, Community Advisory Committee and Columbus Landowners Group	
	Development Services Committee and Council Meeting to present the Draft Recommended Land Use and Roads Plan, Draft Part II Plan Policies, Draft Recommended Concept Plans and Draft Recommended Urban Design Guidelines and Recommended Transportation Plan and obtain authorization to present the information to the public.	
	Public Consultation Meeting (PIC 4) to be held to consider the Recommended Land Use and Roads Plan, Recommended Concept Plans and Recommended Urban Design Guidelines and Recommended Transportation Plan	
Stage 3 Deliverables	Preferred Land Use and Roads Plan, Draft Part II Plan Policies, Preferred Concept Plans and Draft Urban Design Guidelines.	Environmental Study Report that includes Transportation Study, Master Environmental Servicing Plan, Sustainability Guidelines, Phasing and Infrastructure Staging Plan, Fiscal Impact Analysis (Asset Mgmt.).
Stage 4	Preparation of final Study documents. Preparation of Official Plan Amendments to implement the Recommended Part II Plan, Recommended Concept Plans and Recommended Urban Design Guidelines	Respond to public comment and file final Environmental Study Report (Respond to any Part II Order requests as necessary)
	Committee and Council Endorsement of Final Environmental Study Report	

Stage	Planning Act Component	Municipal Class EA Component
	Public consultation and Council adoption of Land Use and Roads Plan, Concept Plans and Urban Design Guidelines	
Stage 4 Deliverables	Final Part II Plan, Concept Plans and Urban Design Guidelines	Final Environmental Study report and relevant servicing recommendations. All Study documents shall be in an accessible format.

2.6 Administrative Structure

The Study will be led by the City's Development Services Department. It is intended that the City staff and consultants will be assisted by a Technical Advisory Committee (TAC) and the Columbus Landowners Group.

The Class Environmental Assessment Act process requires clear identification of who the Proponent is for the process. For this process, the Columbus Landowners Group is to be identified as the Proponent for the purposes of this Class EA.

2.6.1 Technical Advisory Committee (TAC)

The TAC will be jointly led by Planning Services and Engineering Services and composed of representatives of City Departments, the Central Lake Ontario Conservation Authority (CLOCA), the Regional Municipality of Durham and other agencies. The role of the TAC is to review and provide comments during all four stages of the Study.

2.6.2 Columbus Landowners Group (CLG)

The CLG is comprised of one representative each of the following companies:

- Sorbara Group of Companies/Sorbara Developments;
- Tribute Communities Partnership;
- Holloway Developments Ltd.;
- Menkes Developments Ltd.;
- G8 Oshawa Investments Limited;
- Setcon Investments Inc.;
- ; and
- One lead consultant to be identified by the CLG

The CLG will meet with the TAC on a bi-monthly basis during all four stages of the Study to submit information, in the form of background studies, as well as to obtain updates and provide comments at major milestones in the Study process.

Members to the CLG may be added to or deleted without amendment to these Terms of Reference

2.6.3 Community Advisory Committee

The City will establish a Community Advisory Committee to consist of a maximum of five (5) members of the Columbus community.

The Community Advisory Committee will be engaged on an as needed basis and at a minimum of once per stage.

2.6.4 Public Communications Plan

The Study will require extensive public consultation. Public communication will occur in accordance with both the Planning Act and Environmental Assessment Act.

In addition to the statutory requirements of the Planning Act and the Environmental Assessment Act, public notification of the visioning workshop is required but may be undertaken in conjunction with statutory notices if the opportunity exists

Consistent with City practice, a dedicated page on the City's website will be established, and maintained by the City with information regarding all Stages of the Study. Public comments will be posted on the dedicated webpage.

3.0 Proposal Format

The following format and sequence will be followed by the Bidders. The following information should be completed and submitted through the City's Bidding System as indicated.

- Detailed Work Plan and Schedule following the process framework described in this Request for Proposal
- Main proposal submission not to exceed 20 pages (excluding appendices)
- Addressing each item in the Terms of Reference
- Fee Structure
- References
- Additional information

Bidders are to provide organizational information on:

- Number of employees;
- Number and location of office(s), location of home office, location of office servicing the City;
- Company Profile;
- Commitment to client satisfaction;
- Number of years in business; and
- Experience in municipal program co-ordination.

Key Project Team Staff

The Consultant shall employ only skilled staff with experience and qualifications relevant to the proposed work, under the supervision of a senior staff member to perform the work contemplated under this contract. Changes to the key project team staff complement are permitted without amendment to these Terms of Reference. The City shall approve any additions or deletions to the key project staff team which shall not be unreasonably withheld.

- Position – Overall Project Manager: Role is to coordinate both the Planning Act and Class Environmental Assessment Act work streams and ensure appropriate scheduling and integration of these streams to meet the intent of the Integrated Study process.
 - Years Experience: minimum 15
 - Required Qualifications and Experience: Professional Engineer (P.Eng), or Planning Professional (M.C.I.P., R.P.P.)
 - Previous relevant professional experience in Part II planning process and Class Environmental Assessment process for projects of similar scope.
- Position – Part II Plan Lead Consultant: Role is to coordinate all Planning related activities and manage all required sub-consultant services, and to provide quality control and coordination of activities and deliverables.
 - Years Experience: minimum 15
 - Required Qualifications and Experience: Planning Professional (M.C.I.P., R.P.P.)
 - Previous relevant professional experience in Part II planning process for projects of similar scope.
- Position – Class Environmental Assessment (Class EA) Lead Consultant: Role is to coordinate the Class EA work and manage all sub-consultant services and to provide quality control and coordination of activities and deliverables.
 - Years Experience: minimum 15
 - Required Qualifications and Experience: Professional Engineer (P.Eng)
 - Previous relevant professional experience in Part II planning process and Class Environmental Assessment process for projects of similar scope.

4.0 Description of Proposed Services and Deliverables

Bidders are to address each item listed in Part C, Terms of Reference, and Deliverables. Bidders should indicate understanding of the term identified and their ability to comply or detail the deviance from the term in clear, concise language.

4.1 Consultant's Project Management of the Services

The Consultant Shall:

- Assign a principal and a project manager who will direct the Integrated Study. The principal and/or the project manager will maintain ongoing contact with the City of Oshawa lead to ensure that issues arising during the terms of the Contract are dealt with in an efficient, effective and timely manner.
- Provide to the City of Oshawa a list identifying the Consultant's, and all subconsultants', staff assigned to the project.
- Be responsible for coordinating and interfacing with other disciplines it pertains to perform the work under the project.

- Coordinate the design with City of Oshawa, external agencies and authorities having jurisdiction including local utilities.
- Arrange, coordinate and chair in a number of meetings with the City and/or external authorities in connection with the project as required. This project requires co-ordination of the work with utility companies, environmental authorities, private property owners and any other authorities having jurisdiction within or around the Study Area.
- The Consultant's cost for each stage of the project as stated in the Terms of Reference for this Contract shall not be exceeded without written authorization from the City of Oshawa. The Consultant must monitor its work effort and related cost thereof and manage the provision of each phase of the project. Request for adjustment of costs and schedules must be submitted in writing for consideration by the City of Oshawa.
- Project Reports and Minutes of Meetings
 - Chair, record, prepare and distribute, within five (5) working days of the meeting date, minutes (of all meetings associated with the Project).
 - Prepare and submit, on a monthly basis, the appropriate cost/budget control reports for the Project, including the overall Project cash flow requirements.
 - Provide up to 10 hard copies of reports and drawings as needed by various stakeholders to allow for adequate distribution and information to respond to review requirements as effectively as possible.

4.2 Stage 1 Deliverables

Stage 1 deliverables are shared between the Planning Act Component and the Municipal Class EA Component of the Study and are listed in Sections 2.2.1, 2.2.2 and 2.2.3

4.3 Stage 2 Deliverables

Stage 2 deliverables are shared between the Planning Act Component and the Municipal Class EA Component of the Study and are listed in Sections 2.3.1, 2.3.2 and 2.3.3

4.4 Stage 3 Deliverables:

Stage 3 deliverables are shared between the Planning Act Component and the Municipal Class EA Component of the Study and are listed in Sections 2.4.1, 2.4.2 and 2.4.3

4.5 Stage 4 Deliverables

Stage 4 deliverables are shared between the Planning Act Component and the Municipal Class EA Component of the Study and are listed in Sections 2.5.1, 2.5.2 and 2.5.3

5.0 Fee Structure

Bidders shall fully describe their proposed fee structure, including completion of the Schedule of Prices, submitted through the City's Bidding System, if required as part of the R.F.P. Bidders must clearly identify any additional charges that may be applicable that have not already been addressed in their proposal.

5.1 Payment Process for Work Completed

The Consultant shall provide a summary cost for each Stage of the Work Plan based on detailed tasks to be submitted as part of the cost submission. Invoices are to include support documentation of completed tasks related to each Stage of the Work Plan with the total cost of each Stage of the Work Plan not to exceed the submitted amount unless previously authorized by the City.

6.0 Mandatory Requirements

Bidders must demonstrate the ability to meet the following mandatory requirements. Failure to meet the mandatory requirements may result in the submission being rejected.

- I. Bidders shall demonstrate capacity to undertake work with relevant examples of similar work from the past five (5) years, preferably with municipalities or broader public sector organizations.
- II. A statement that clearly identifies there are no conflicts of interest with respect to other clients in the area.
- III. Bidders shall provide complete biographies (curricula vitae) of the proposed management team, highlighting years and range of experience relevant to the activities anticipated by this R.F.P. The primary contact (contract manager) is to be clearly identified as the single point of contact for the City.
- IV. Bidders will ensure all print material identified as deliverables will be created using an Arial or Verdana font in a minimum point size of 12. There will be a statement at the beginning or end of the document which reads "If this information is required in an accessible format please contact, (name, phone number and email of Bidder). Bidder will be responsible to supply all accessible formats at no additional cost to the City of Oshawa.
- V. Bidders will ensure all digital products identified as deliverables will be in an accessible format as outlined in the Accessibility for Ontarians with Disabilities Act, 2005 Integrated Accessibility Standards Regulation – Ontario Regulation 191/11 conforming to the World Wide Web Consortium's web Content Accessibility Guidelines (W.C.A.G.) 2.0 Level AA.
- VI. Should public meeting accessibility accommodations be requested they will be supplied by the Bidders at no additional cost to the City of Oshawa and/or requestor. Bidders will ensure all PowerPoint presentations used in public meetings or presentations will conform to the City of Oshawa Formatting Tips for Accessible PowerPoint Presentations.

7.0 Evaluation Criteria

Proposals will be evaluated on the basis of all information provided by the Bidders. Each Proposal will be reviewed to determine if the proposal is responsive to the submission requirement outlined in the R.F.P.

Proposals submitted, shall be evaluated using the criteria listed below. Criteria are weighted in accordance with their importance and relevance to the City's operations and objectives.

The City reserves the right to "short-list" several of the highest ranking bidders prior to the final selection in order to conduct interviews/presentations. In the event that interviews/presentations take place, the short-listed Bidders' proposal will be evaluated based on the accumulated total from both the Submission and Presentation weighted scores.

Evaluation Criteria	Available Points
Qualification and Experience (demonstrated experience of firm, key personnel, similar project in both scope and value)	30 Points
Quality of Proposal (responsiveness and completeness of submission, demonstrated willingness to comply with the terms of the R.F.P.)	15 Points
Project Deliverables and Technical Response (demonstrated understanding of the requirements; quality and completeness of approach, work plan, and methodology; project management structure; ability to provide necessary resources to meet milestone dates and deadlines)	35 Points
Pricing (cost effectiveness of the proposal)	20 Points
Total	100 Points
Interview/Presentation (if required)	25 Points
Grand Total	125 Points

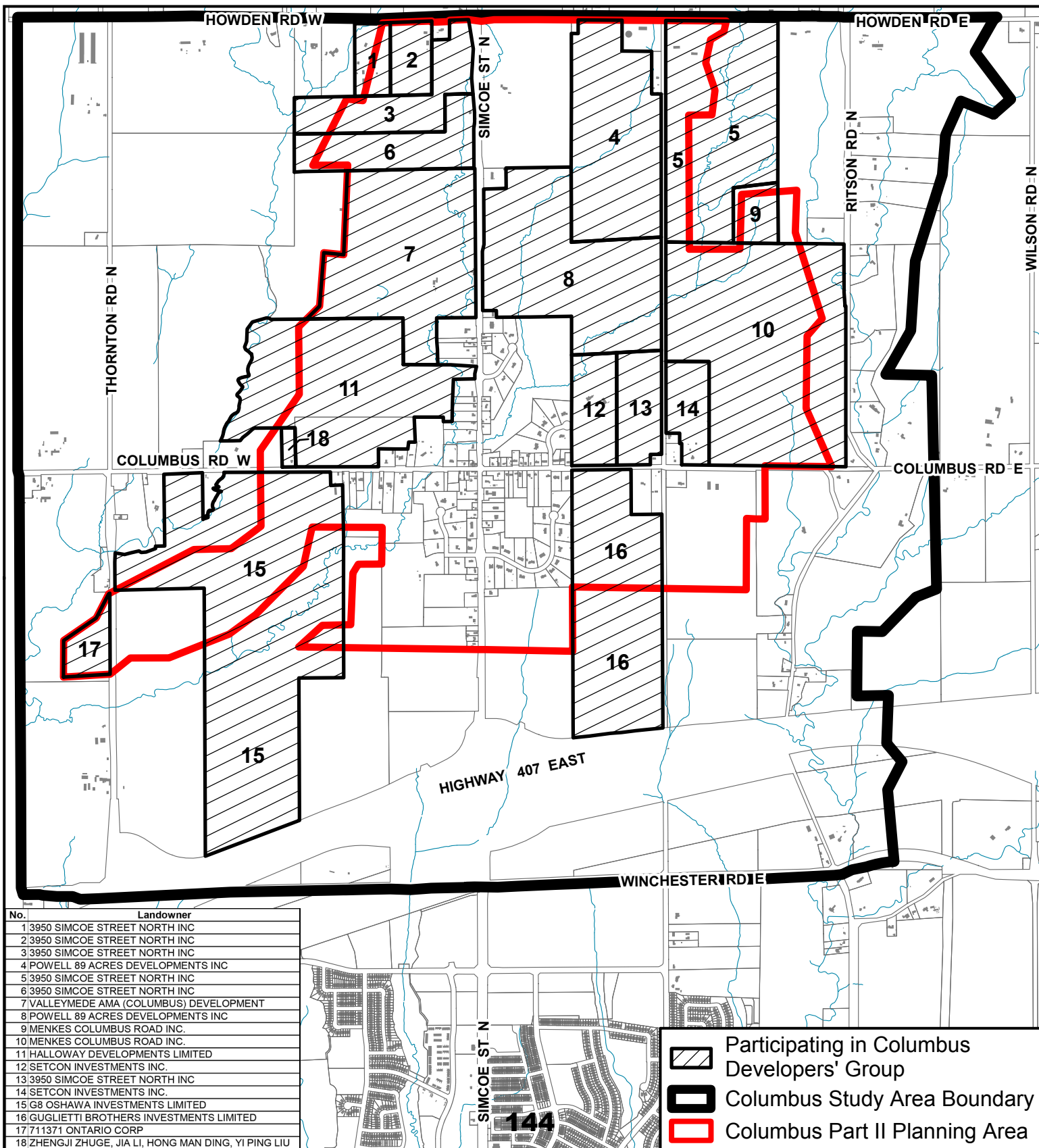
Subject: Integrated Columbus Part II Planning Act and Municipal Class Environmental Assessment Act Study: Status and Proposed Columbus Community Advisory Committee Terms of Reference and Membership

File: B-2100-0107

Item: DS-19-04
Attachment 4



City of Oshawa
Development Services Department





City of Oshawa

Proposal for:

Columbus Area Part II Plan

C2018-012

May 16, 2018



SUBMITTED BY:
Macaulay Shiomi Howson Ltd.

IN ASSOCIATION WITH:
H.D.R.
Wood
Brook McIlroy Inc.
Natural Resource Solutions Inc.
A.S.I.
Watson & Associates Economists Ltd.
Three Sixty Collective



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1. Introduction

The City of Oshawa is seeking assistance in the preparation of the Columbus Area Part II Plan – an integrated study that will satisfy the requirements of both the Planning Act and the Municipal Class Environmental Assessment Act, and consider lands beyond the limits of the Columbus study area. The Macaulay Shiomi Howson Ltd. (M.S.H.) Team has the experience and expertise to develop a Plan which will achieve the City's objectives for future growth while still being sensitive to the historical context, cultural heritage and other features of this area.

This Proposal identifies the Consultant Team, including related experience, explains the general approach, and establishes a detailed work program and schedule, as well as a detailed Fee Structure.

2. Consultant Team Overview

Consultant Team

The M.S.H. Team, led by Elizabeth Howson as Project Manager and Part II Plan Lead Consultant, assisted by Tyrone Gan of H.D.R. as Class Environmental Assessment (Class E.A.) Lead Consultant, brings together all the required expertise necessary for this project including:

- M.S.H. – project management, land use planning, sustainable development, public consultation;
- H.D.R. Corporation –Class E.A. process expertise, transportation and mobility;
- Wood – stormwater management, water/wastewater, environmental planning, hydrogeology
- Brook McIlroy Inc.– community and urban design, sustainable development, public consultation/facilitation
- Natural Resource Solutions Inc. – natural heritage;
- Watson & Associates Economists Ltd. – land economics, fiscal planning;
- Three Sixty Collective – retail planning; and,
- A.S.I. – cultural heritage, archaeology and indigenous consultation.

The M.S.H. Team is a well experienced team that has worked together for many years on a range of successful integrated secondary plan planning exercises for public agencies in the Greater Golden Horseshoe (G.G.H.). This experience is critical to understanding the needs of the City of Oshawa and ensuring its ability to move forward with a comprehensive and defensible study which will guide future growth and development in the community of Columbus.

The People

A Consultant Team is only as good as its people. The M.S.H. Team is comprised of senior practitioners with the full range of expertise required to address all the issues identified in the R.F.P. The qualifications and role of the companies and key Team members are outlined below. Information on each of the companies and a summary of the experience of all members of the Consultant Team, together with the resumes for all staff are found in Appendix A.

M.S.H. was established 37 years ago to provide land use planning services and related expertise including facilitation services to both the public and private sectors. The M.S.H. team has an exemplary record of success in developing and managing complex planning processes and is well qualified to undertake any size or type of planning project. Our success is demonstrated by how frequently M.S.H. is retained for successive projects by the same client.

Elizabeth Howson, B.E.S., M.C.I.P., R.P.P. will act as Project Manager and Part II Plan Lead Consultant for this study. She has over 43 years' experience with a focus on the development of official plans, secondary plans, intensification studies and other policy documents for municipalities throughout Southern Ontario including communities such as Halton Hills, Oakville, Milton, Stouffville, Uxbridge, Pickering, Markham and Cobourg, as well as Oshawa. These include the North Oakville Secondary Plans and Implementation Strategy, six individual Secondary Plans for the Town of Milton expansion area including two which involved development adjacent to existing historic hamlet areas, and the Oshawa Waterfront Master Plan. Her work goes beyond vision to implementation. Her understanding of the issues related to implementation reflects her experience in the preparation of zoning by-laws, community improvement plans, sustainability guidelines, and other similar implementation tools including involvement in the assessment of land needs for her municipal clients and consideration of issues including cultural heritage. Ms. Howson's extensive experience working with multi-disciplinary teams on a wide range of projects, including over 30 secondary plans, where she has acted as project manager/planning lead is an important factor in the success of her projects. She understands the importance of the integration of all relevant disciplines and the need to find balance among their different approaches.

H.D.R. specializes in engineering, environmental and construction services. Our highly collaborative company has 200 employees in our Toronto and Richmond Hill offices to deliver local service to local clients, supported by international expertise. Helping clients plan, execute and manage technically sound, cost-efficient responses to transportation-related challenges has been a mainstay since H.D.R. was founded.

Tyrone Gan, P.Eng., will act Class Environmental Assessment (Class E.A.) Lead Consultant and ensure that the identification of infrastructure projects for the Study Area conforms to the requirements of the M.O.E.C.C. He is a Senior Vice President at H.D.R. with 40 years of experience leading multidisciplinary Class E.A. studies and Transportation Master Plans across the G.T.A. He brings to this assignment comprehensive experience in multimodal transportation planning and engineering combined with a strong understanding of the Study Area through his work with the M.T.O. in the planning of the 407 East Corridor and with Durham Region for the Long-Term Transit Strategy. Tyrone also recently led the Class E.A. process for the Central Pickering Development Area.

Jonathan Chai, P.Eng., will act as Transportation Planning Lead in addressing Phases 1 and 2 of the Class E.A. process. Jonathan is a Senior Transportation Engineer with 13 years' experience in multimodal transportation planning and engineering including

transportation network planning and justification for T.M.P, Secondary Plan and E.A. studies. Jonathan brings to this project skills in long range travel demand forecasting with the Durham E.M.M.E. model, traffic engineering and intersection analysis, multimodal trip generation analysis and level of service assessment, complete streets / active transportation facility planning and design, travel demand management, parking and other transportation policy.

Wood, and its predecessor companies (formerly Amec Foster Wheeler, Dominion Soil, Philips Engineering and A.G.R.A.), have been providing services to federal, provincial and municipal governments for many decades. Wood provides expertise in infrastructure planning, design, construction administration and post construction monitoring to improve the safety, maintain the integrity, and increase the capacity of municipal infrastructure worldwide.

Ron Scheckenberger, M.Eng., P.Eng., Senior Water Resources Engineer, has worked in the Water Resources Engineering field over 35 years. He has significant experience with the Class E.A. process having completed numerous Class E.A.s under the Municipal (M.E.A) and Conservation Ontario process, including servicing master plans and individual E.A.s. His specific expertise extends to all areas of water resources including watershed planning, stormwater policy preparation, stormwater quality and quantity management, hydraulics, hydrology, flood and erosion control, conceptual, preliminary and final design, economic evaluations, Development Charges, implementation programming, compliance monitoring, permitting and approvals, peer review, and expert testimony.

André Poirier, P.Eng., Senior Municipal Engineer (water/wastewater), is a water systems engineer with over 16 years of experience on a variety of infrastructure projects. André has led teams in identifying solutions that provide practical and cost effective long-term solutions to water and wastewater servicing issues. He has worked on several infrastructure planning and design projects including System Master Planning, Conveyance Studies, Life-Cycle Costing exercises, Servicing Capacity Studies and the development of water and wastewater servicing strategies. On the design side he has managed linear projects (water, wastewater, steam, storm), stormwater management facilities, and multidisciplinary small facility projects including pump stations, odour control facilities.

Brook McIlroy Inc. (B.M.I.) is an award-winning landscape architecture, architecture, planning, and urban design firm. As a unique, multi- disciplinary practice, they design projects as 'whole environments', addressing all scales and facets from visions to detailed design and construction administration of buildings, landscapes, and infrastructure. Their work translates large scale visions to realization, creating meaningful, cohesive, and sustainable environments through a collaborative, culturally-sensitive approach.

Anne McIlroy, F.R.A.I.C, F.C.I.P, R.P.P, is a Principal of Brook McIlroy and has over thirty years of experience leading complex urban design projects in Canada and the United States. Anne is a recognized expert in public consultation. As a principal at Brook

McIlroy, she has led the urban design and public consultation aspects of many community master plans such as the Rockcliffe Sustainable Neighbourhood Development in Ottawa, the Vaughan City-Wide Urban Design Guidelines, the North Oakville Secondary Plan and Urban Design Guidelines, and the Clair Maltby (Guelph) Secondary Plan and Urban Design Guidelines.

Natural Resource Solutions Inc. (N.R.S.I.) is an environmental consulting firm comprised of 40 full-time biologists with expertise in aquatic, terrestrial and wetland biology, as well as administration, G.I.S, and support staff.

David E. Stephenson, M.Sc. is a Senior Biologist with over 30 years of experience. He specializes in natural resource inventories and evaluations, management, research, secondary plans, subwatershed studies, and impact studies. David provides expertise in inventories of wetland and terrestrial biological resources, identification of significant and sensitive natural resources, and management plans for significant species and habitats, as well as short and long-term monitoring of natural habitats. David has managed hundreds of projects which have focussed on the identification of important natural features and the evaluation of the significance and sensitivity of these features.

A.S.I. was founded in 1980, and offers the widest array of cultural heritage and archaeological consulting services in the province, including research, planning, design and development of cultural heritage resources.

Annie Veilleux, M.A., is the Manager of the Cultural Heritage Division and has over 15 years of experience in the field of cultural heritage planning and management. She has extensive experience directing, managing, and conducting cultural heritage studies that focus on the identification, evaluation, and mitigation of cultural heritage resources and their heritage attributes, including the analysis of landscapes and attributes (such as important viewsheds) that are part of the public realm.

Beverly Garner, Hons. B.A., Senior Archaeologist and Manager of the Planning Assessment Division, has participated in a broad range of A.S.I.'s consulting work including field archaeology, artifact analysis and curation, project administration and management since 1986. As part of her work Beverly has also been responsible for liaising with clients and the Heritage Branch of the Ministry of Tourism, Culture and Sport.

Watson & Associates Economists Ltd. (Watson) is one of Canada's leading land economics firms. Watson has served municipalities, school boards, provincial ministries/agencies throughout Canada for more than 35 years. Watson brings extensive experience across a diverse range of demographic, growth management, market analysis, land needs, planning and fiscal assignments for local governments across Canada.

Jamie Cook, M.C.I.P, R.P.P, P.L.E and **Andrew Grunda M.B.A, C.P.A, C.M.A,** will represent the lead consultants from Watson and will oversee all aspects of the

assignment related to demographic forecasting, land economics and municipal finance. Both Jamie and Andrew offer extensive experience in their respective disciplines. A few relevant examples of studies include: City of Guelph Clair Maltby Secondary Plan; Milton Education Village Secondary Plan; Milton, Land Base Analysis; Burlington Fiscal Impact Study; Barrie Salem and Hewitt's Secondary Plans; Barrie, Growth Management Strategy and Fiscal Impact Assessment ; Milton Boyne Survey Secondary Plan (2010); and Whitchurch-Stouffville Phase 2 Development Lands Secondary Plan (2010).

Three Sixty Collective is retail development consultancy with twenty years of experience in retail, food, and commercial related economic development.

John Archer will lead the commercial market study components of the study; he has global experience working with private and public sectors on commercial master planned communities around the world including Kedron, Kingston Road intensification, Canary District, Lawrence Allen, Regent Park, Concord Adex, Eau Claire, Heritage Park, Lusail City, Lansdowne Park, Galway St. John's, Le Nordelec, and First Canadian Place. Recommendations and action plans are based on a solid foundation of consumer and competitive positioning research.

3. Approach

The Study's Objectives focus on advancing development which is consistent with the Provincial, Regional and City policy framework, as well as being compliant with the Municipal Class E.A. process including emphasizing sustainable development, protection of environmental and natural features and ensuring development is sensitive to the historic community of Columbus while protecting the Highway 407 East corridor for employment uses.

The key to achieving these Objectives is finding the right balance through an integrated approach between protecting and enhancing the environment and cultural heritage resources, enhancing the economy and fostering a healthy, sustainable, equitable and complete community in the context of the recently updated Provincial policy framework. The Consultant Team's approach to the assignment reflects the importance of finding this balance, and will be guided by the following principles:

- **Vision Grounded in Reality**

The focus of the Consultant Team will be on the development of a Part II Plan and related studies which establish practical, fiscally sound and implementable solutions to issues, recognizing the many diverse elements which affect the Study Area and responding appropriately to each. The integrated approach will assist in ensuring this objective is achieved.

- **Community Wide Focus**

The community of Columbus is a unique area. At the same time, the community must be integrated with, and form part of, the City and the Region. Connections to the remainder of the City and Region will ensure that the residents become a true part of the community fabric and social network.

- **Partnership**

The Consultant Team will work in partnership with City staff to produce a Plan and related studies which the City can easily implement. A key to this is regular on-going communication between the Consultant Team Project Manager, and the City's project co-coordinator and team.

- **Proactive Consultation**

A proactive consultation process is essential to clarifying issues and concerns and encouraging positive, rather than adversarial, discussions of issues. In particular, it will be very important to work with the landowners to develop an appropriate approach to balance their interests with the implementation of the City's vision for this area. Communication with the City, Region, Conservation Authority and other agencies is equally important, if a properly coordinated and integrated Plan is to be achieved.

- **Expertise in the Municipal Class E.A. process**

We understand that this study will require the development of a plan for transportation, water and wastewater infrastructure in accordance with a Master Plan study satisfying Phases 1 and 2 of the Municipal Class E.A. process. The H.D.R. and Wood teams have countless years of experience conducting these studies for municipal clients across the G.T.A. As part of the consultation process, we will act as your advisor to guide you through the process, consulting with the public and the appropriate agencies to ultimately guide this study to a successful outcome

The Part II Plan will provide a "road map" which addresses the different components of the Study Area in an appropriate manner. The focus of the project will be simultaneously on the Plan and its implementation. The basis for this approach will be twofold: Technical Analysis and Proactive Community Engagement.

Technical Analysis

The basis for the Study must be an in-depth analysis of the Study Area in the context of the identified issues. This will involve a focus on the review of available information about the existing physical context, as well as proposed new development as described in Section 4.1 with respect to Stage One of the Work Program below.

Community Engagement Strategy: Public and Stakeholder Consultation Program

Properly executed, proactive consultation can help put the City in a strong position to make sound decisions on the Part II Plan and related implementation measures. The process is an important opportunity for the City and the Consultant Team to inform, educate, inspire confidence, and maximize consensus and support. In particular, for consultation to succeed there must be outreach. This means that the study process must do more than simply promote opportunities for formal input. There must also be communication that helps inform public debate and that fosters a minimum knowledge base allowing for reasonable exploration of the issues. To foster the necessary dialogue, communication and engagement with all relevant stakeholders will be

accomplished through a range of different techniques. Our approach to Public and Stakeholder Engagement recognizes the importance of multiple means of outreach that incorporate themes of flexibility and responsiveness:

- **Flexibility:** As it is not always easy for interested parties to attend full public sessions, our strategy tailors participation based on availability.
- **Responsiveness:** The consultation program must continually relate back to the public and stakeholders through continuous feedback loops. Consultation outcomes will be reported back immediately and the City's website, as well as the regular newsletters, will keep the community informed of what is happening during the process.

Our Techniques:

Different groups require different types of engagement. Our approach is to ensure that there are a range of opportunities for stakeholders to become involved and enter into a dialogue with the City and Consultant Team. This diversity of opportunities will allow all interested parties to learn about the preparation of the Plan and related studies, and provide their input.

- **Notification**
A variety of mechanisms should be used to generate interest in the Study including newspaper advertisements, notices to stakeholders, posters at City facilities and event notices on the website and through social media. The initial notice could include a survey designed to elicit initial input into the Plan, while identifying relevant issues and concerns. The stakeholder notification list would be expanded throughout the study process.
- **Stakeholder Input**
The Public and Stakeholder Engagement process will focus on interactive sessions. This allows participants provide input rather than simply listening and responding to the consultants' ideas. Vehicles for this type of public engagement include open houses followed by workshops at key milestones including a Community Vision Session at the initiation of the Study. The sessions will be fully interactive, with participants engaged in small round-table discussions.

The following summarizes our proposed approach to public sessions:

- **Public Visioning Session**
Workshops are an engaging method of gathering a wide range of public participants together to brain-storm ideas. The outcome of the Public Visioning Session in particular will allow for the development of the draft Vision, Guiding Principles, and Goals and Objectives for the Part II Plan Study Area. The session will be organized as follows to provide:

Background Review – The initial opportunities and constraints to development will be identified and their implications for future development discussed. A base map which visually identifies the opportunities and constraints will be provided to attendees, as well as pictures, including “fly over” photos of the Study Area.

Context Building - In order to provide context for those in attendance as a basis for the development of the initial Vision and Guiding Principles the following steps will be undertaken:

- Building Consensus - Top Priorities Exercise: The workshop will begin with a Top Priorities Exercise. In this exercise, participants will write down their top three priorities for the Study Area. Responses are collected and presented back to the audience to provide immediate feedback, and to illustrate where there are stakeholder commonalities and differences.
- Thematic Workstations: Following the presentation and Top Priorities Exercise, participants can browse a series of workstations that reflect the findings of the background review to date. The workstations will be organized by distinct topics allowing participants to focus their questions and/or feedback. A Team member will facilitate each workstation. Interactive tools for gathering feedback will be employed, including annotated maps and surveys and precedent images.

Vision and Guiding Principles – Following the work stations, the Facilitator will report back on the results of the Top Priorities Exercise. Working with a series of questions and the Top Priorities Exercise, each group will then develop their own Vision Statement and Guiding Principles for the Study Area. At the end of this session the groups will report back on their conclusions.

- **Public Open Houses and Workshops**

As the study progresses, Workshops preceded by Public Open Houses will be used as a vehicle for participants to provide input into the study process, and respond to key deliverables and recommendations. Sessions will generally be organized as follows:

Themed Presentation Boards – Each Public Open House will include a set of thematic display boards, which will address Part II Plan issues for review by participants. Consultant Team Members will be available to answer questions and to help facilitate discussion. Participants will provide written comments directly on the boards, via post-it note.

Workshop – The Workshop component will start with a presentation to provide an overview of background, and findings and recommendations to date. Those present will then work in groups, with a workbook and maps, to respond to proposed draft concepts and plans. At the end of this component of the session the groups will report back on their conclusions. Those in attendance will also be invited to complete their own individual workbook.

- **Project Website and Social Media**

The Consultant Team will work with the City of Oshawa's communications department to establish a Project Website at the onset of the study which can provide an immediate vehicle for consultation and engagement. An active online presence will be used to supplement public sessions throughout the project. Facebook and Twitter can be used to direct users to project-related deliverables on the Project Website, host material, and to advertise project events and milestones.

Community Engagement: Technical Advisory Committee (T.A.C), Landowners Group and Community Advisory Group Meetings

The success of the project requires the active participation of City, Region and agency Staff, the Landowners Group (L.O.G.) and the Community Advisory Group (C.A.G.). The T.A.C. provides their knowledge of technical issues, as well as City and Region practices. The Landowners' provide their own technical expertise and understanding of development issues. The Community Advisory Group provides their detailed understanding of the community as it exists today. This process will take place through working meetings and review of draft documents at appropriate points in the study process.

Community Engagement: Indigenous Consultation Work Plan

The Indigenous engagement program will involve contacting those Indigenous communities that are currently involved in engagement/consultation with respect to other regional projects and have designated appropriate representatives and contact persons. An initial notification letter for distribution to the relevant Indigenous communities will be prepared including an invitation to participate in the consultation process. In coordination with City staff, A.S.I. will help prepare and send a summary document that presents the results of the study and the recommendations arising there from to the Indigenous communities for their review and comment. If Indigenous communities present an interest in more in-depth engagement and face-to-face meetings, A.S.I. will be able to organize and facilitate these meetings in coordination with the City staff. A report will be prepared summarizing the discussions and results of the Indigenous engagement process.

4. Work Program

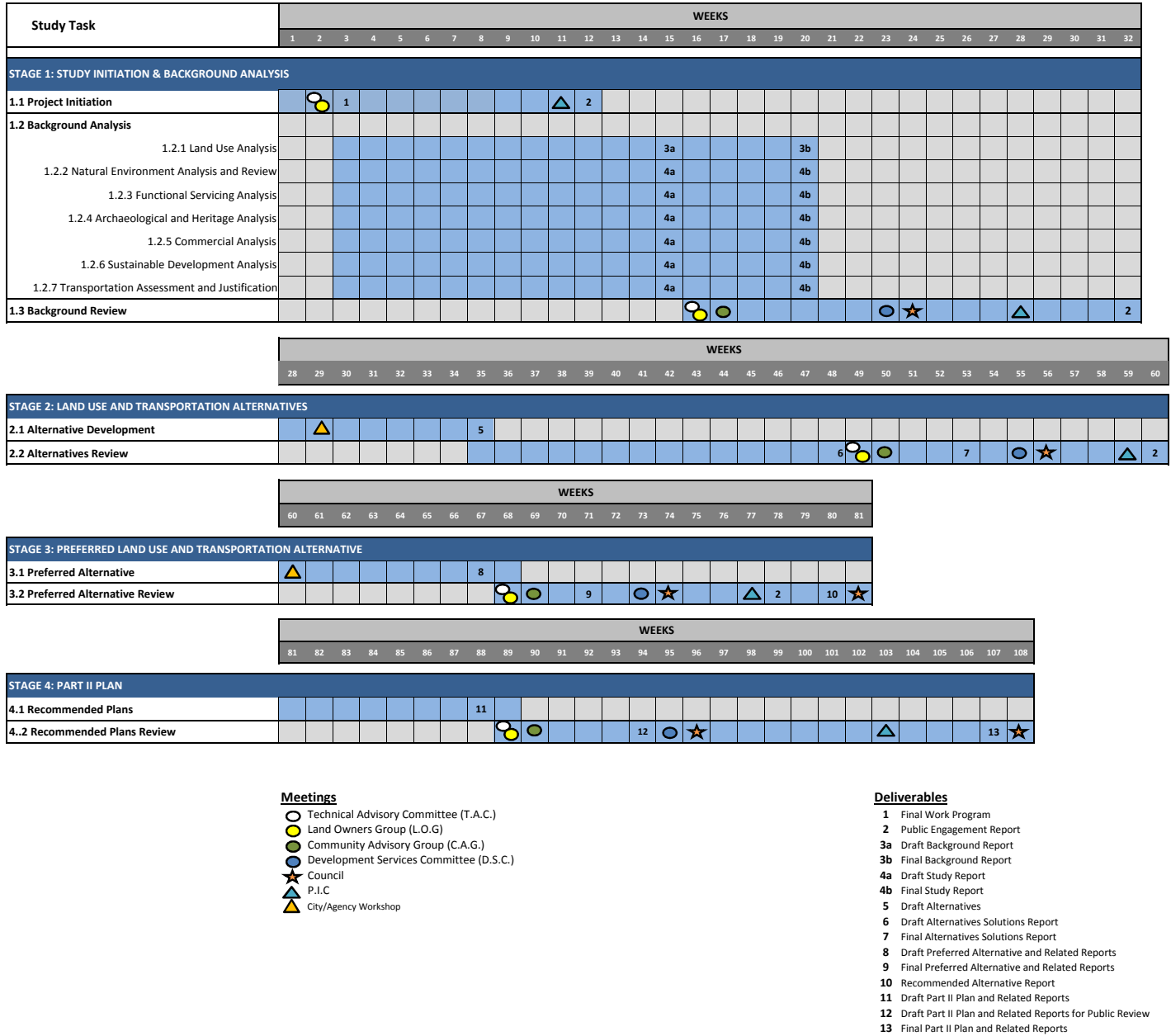
The Work Program is outlined below and summarized in Figure 1. For each of the Tasks within each Stage, the Approach is discussed followed by an outline of Deliverables; and, the Schedule.

4.1 Stage 1: Study Initiation & Background Analysis

Task 1.1 Project Initiation

The Study will commence with initial back-to-back meetings with City staff, T.A.C. and L.O.G. to review and consider matters such as the finalization of the Work Program, administrative/project management procedures and a review of issues and available information sources. Following these meetings, the Work Program will be finalized. The Consultant Team will also provide input to the creation of a Study "tag line" and other communications material (i.e. website, notice templates). In addition, planning will

Figure 1
City of Oshawa
Columbus Area Part II Plan
Project Work Program



commence for the first Consultation Meeting (P.I.C. 1) to introduce the Study to the community. B.M.I. will facilitate a Visioning Session, as part of P.I.C. 1, the focus of which will be to develop a draft Vision and Guiding Principles for the Part II Plan. See Section 3 for description of the Visioning Session.

Deliverables: *Final Work Program including Community Engagement Strategy; Meeting Materials, Public Engagement Report* ***Schedule:*** ***Weeks 1- 12*** (*Work on Task 1.1 will overlap with Task 1.2*)

Task 1.2 Background Analysis

Sub Task 1.2.1 Land Use Analysis

A review of available background information to identify opportunities and constraints to development will be carried out by M.S.H. including existing and proposed land uses, land base calculations, the current planning policy framework, the subwatershed study and other relevant documents (i.e. City's Transportation Master Plan) and potential intensification opportunities. As part of this process, M.S.H. will develop standardized Study data and mapping protocols and formats. Based on this analysis a report will be prepared summarizing initial opportunities and constraints. This will include a review of both market and non-market housing by Watson, as well demographic, socio-economic and socio-economic factors influencing development trends within the study area. Key tasks will include:

- Review of demographic, socio-economic and housing trends which are anticipated to influence the rate and form of local housing development. Specific focus will be placed on the impact of the evolving demographic trends (i.e. age, ethnicity, income, etc.) on housing preferences by structure type (i.e. ground-oriented housing forms, mixed-use, high-density, seniors' housing, assisted living, co-op living, live-work units);
- A review of local affordable housing opportunities and constraints including purpose-built rental and subsidized/social housing;
- Exploration of planning tools and financial incentives such as inclusionary zoning which could be used to encourage local affordable housing opportunities;
- Review of evolving regional and local economic trends (i.e. shift from goods-producing sectors to service/knowledge-based sectors) and the impacts of these trends on employment growth by type and non-residential land needs/location options within the study area; and,
- Assessment of opportunities for commercial uses and other employment-supportive uses in local Employment Areas to serve a broader study area.

Deliverables: *Draft/Final Background Report summarizing key findings of background work and opportunities and constraints based on results of technical studies.*

Schedule: ***Weeks 3-20***

Sub Task 1.2.2 Natural Environment Analysis and Review

N.R.S.I. biologists will undertake a desktop review of natural heritage features within the study area. This will include a review of wildlife atlases, the Natural Heritage Information Centre, Subwatershed Study, and information available from the Central Lake Ontario Conservation Authority (C.L.O.C.A.), and Ministry of Natural Resources and Forestry (M.N.R.F.) Aurora District Office. N.R.S.I. biologists will undertake a

review of significant natural resources, including Species at Risk and Significant Wildlife Habitat for the areas covered by the Study Area. Species at Risk and Significant Wildlife Habitat that may be found in the area will be identified.

N.R.S.I. and Wood staff will review the Subwatershed Study and other available stormwater management studies and identify the recommendations made in each for incorporation in the current study, as related to the natural environment. The proposed Natural Heritage System will be reviewed and refined as necessary based on the background information available and a road-side confirmation of current conditions. Sites where more detailed surveys are necessary will be identified, although the detailed studies are not within the scope of this larger Area Plan study. The report will include compiled vegetation and wildlife lists based on a review of wildlife atlases and other studies, an overview of the watercourses within the study area, and will identify restoration areas. The report will also address potential creek crossings.

Deliverables: Draft/Final Natural Environment Study Report ***Schedule:*** Weeks 3-20

Sub Task 1.2.3 Functional Servicing Analysis

Water / Wastewater -The Columbus Area Part II Plan lands will be serviced by an extension of the system currently operated by Durham Region. The subject lands are accessible to the Oshawa – Whitby – Ajax Water Supply and Distribution System. The suitability of the lands to be serviced within an existing water pressure zone will be evaluated. The Subject Lands will connect to Durham Region's Wastewater Collection system and be treated at one of Durham's wastewater treatment plants – Harmony or Corbett Creek. Wastewater collection will focus on a preference for gravity servicing and minimizing the need for pumping by aligning sewage collection systems with the natural topography of the subject lands and the City of Oshawa.

The objectives of the water & wastewater functional servicing plan will be to provide a clear vision and understanding of how the subject lands will connect to the Region's water distribution and wastewater collection system.

The functional water services will include: connection points to the water distribution system; an evaluation of the suitability of the lands to connect to existing pressure zones or whether a new pressure zone is required; proposed layout of the water distribution network within the proposed land use plan; and a summary of system distribution upgrades that will be required to service the subject lands;

The functional wastewater services will include: connection points to the wastewater collection system; development of preliminary wastewater collection system – proposed plan layout as well as profile & sizing of sewers as well as locations of sewage pumping stations; and a summary of collection system upgrades that will be required to service the subject lands;

Wood's Water Wastewater Team will conduct an existing systems analysis which will produce an external servicing plan to identify where and how the lands can connect to the Region's existing system. This plan will identify the trunk sewer routes up to the

subject lands, confirm the pressure zone suitability of the lands based on their topography and provide a desktop review of the water and wastewater system's capacity to service lands in this area. The external servicing will include:

- Sewer and Pumping Infrastructure required to connect to the Region's Collection system – identification of suitable wastewater treatment system catchment;
- Confirmation of W.W.T.P. capacity requirements;
- Water distribution infrastructure required to connect to the Region's collection system;
- Confirmation of suitability of existing pressure zone for servicing the subject lands;

The preparation of the external servicing plan will include an initial meeting with Durham Region and the City of Oshawa to obtain background information, models, and existing system information including the following: Oshawa-Whitby-Ajax Water Distribution System G.I.S. and model data; Corbett's Creek Pollution Control Plant Collection System G.I.S. and model data; Harmony Creek Pollution Control Plant Collection System G.I.S. and model data; Additional as-constructed Information that may be requested upon review of the G.I.S. and model data; and Background Studies on real-time demand & inflow infiltration that may impact on the collection / conveyance demand.

Stormwater / Subwatershed Study Review - The Subwatershed Study (S.W.S) will be reviewed as part of this Background Analysis task, to explicitly extract relevant information with respect to: the groundwater system (recharge / discharge areas); and hazard lands (floodplains, meander belts, slopes).

Furthermore, the governing criteria related to managing impacts due to future urbanization will be reviewed / confirmed, specific to: flooding, erosion, water quality and water balance. Specifics related to the general siting principles for stormwater management systems and practices will also be documented at this stage primarily premised on desktop information (i.e. S.W.S). A map depicting the foregoing, along with a brief written summary will constitute the deliverables for this activity.

Deliverables: *Water and Wastewater Servicing Study Report, Stormwater Management Study Report* ***Schedule: Weeks 3-20***

Sub Task 1.2.4 Archaeological and Heritage Analysis

Heritage Analysis - Background historical research and preliminary feature identification as well as a field survey will be carried out. Results of this work will be summarized and analyzed to generate an inventory of built heritage resources and cultural heritage landscapes located within the Study Area. Based on the results of evaluation, significant cultural heritage resources will be identified.

The results of the inventory and evaluation process will be used to develop appropriate mitigation measures and recommendations. General planning and design methods for minimizing and avoiding negative impacts on cultural heritage resources will be identified. Following, detailed recommendations will be provided that specifically

address the conservation and integration of significant cultural heritage resources within the Study Area.

Stage 1 Archaeological Assessment – Background research will be carried out to update ASI's existing data base of known archaeological sites within the study area and develop a detailed land use history of the specific subject property. The archaeological potential of the Study Area will then be determined by reviewing the former geomorphological and hydrological character of the Study Area and the reconstructed locations of early settlement and industrial features and conducting a field survey.

Deliverables: *Cultural Heritage Study Report, Stage 1 Archaeological Assessment Report* ***Schedule:*** *Weeks 3-20*

Sub Task 1.2.5 Commercial Analysis

The commercial analysis will test strategic build-out scenarios to ensure that they are viable from an economic development perspective. Initially, a current situational analysis of the existing and future demand and supply economic conditions will be conducted. This includes a review of background documents, the various target markets based on the proposed build out alternatives (e.g., existing and future local and regional residents, daytime workers, visitors, hotel visitors) and the existing and future retail commercial supply conditions (e.g., business mix and economic development clusters, quality, size, rents/land values, competitive positioning). This supply review will be done for both the Columbus Study Area and in the surrounding impact areas. The situational analysis will be complemented by a review of commercial components related to built form, mobility and access, and quality of life attributes that affect commercial demand. The preceding analysis combined with the visioning will provide a base for conducting the commercial opportunity calculations based on a residual approach. The work carried out will ensure the study is grounded in a reality of what is possible but is also visionary enough to capture future trends and reality changes from a retail commercial perspective. A specific emphasis on the commercial study will be to identify local neighbourhood and/or community based commercial uses. Commercial opportunities in the Employment Area will be assessed by Watson. Finally, the assessment will ensure that the proposed commercial opportunities in the Columbus Study Area take into consideration adjacent commercial areas and assessed through the lens of the existing commercial hierarchy in the City of Oshawa.

Deliverables: *Commercial Analysis Study Report* ***Schedule:*** *Weeks 3-20*

Sub Task 1.2.6 Sustainable Development Analysis

Working with M.S.H., B.M.I. will conduct a review of best practices in sustainable development and create supporting principles for sustainable community design. This Analysis will build on the L.E.E.D. Neighbourhood Development Standards, these principles will focus on best practices in all aspects of sustainable urban design and provide guidance for sound decision making through the remainder of the project. The principles will inform the Development Alternatives and Urban Design Guidelines developed later on in the project, allowing the project team to create development patterns that support transit use and active transportation, optimal block sizes and building types for adaptability overtime, support healthy lifestyle choices, reduce

environmental impacts, and encourage a mix of uses and housing types as outlined in the RFP. The principles will in turn guide future development with an aim to create a complete and vibrant community. The analysis will be graphic in nature with precedent images and diagrams to support the text recommendations.

Deliverables: Sustainable Development Study Report ***Schedule:*** Weeks 3-20

Sub Task 1.2.7 Transportation Assessment and Justification

We recognize that the future of the Study Area depends not only on a well-connected transportation network within, but it must also have good connections to key destinations outside of the Study Area. Emphasis will be given to the development of sustainable solutions for Columbus, ones that support people-focused and pedestrian oriented environments that will encourage active transportation for shorter trips. As Columbus is located at the fringe of the Greenbelt, planning for safe, attractive active transportation connections between on and off-road infrastructure and trails will create a robust network that can be used for recreational and utilitarian purposes. Through the review, H.D.R. will confirm the active transportation network recommendations from the Oshawa A.T.M.P. and will identify new opportunities for links to the Greenbelt trail network, connections to a future 407/Simcoe multimodal node and other major transit stations, and other important destinations within or in the vicinity of the Columbus Study area, including but not limited to the Columbus Golf and Country Club and the University of Ontario Institute of Technology.

H.D.R. will complete a review of existing and future transportation conditions and assess the need for improvements based on location and function. The backbone of the baseline future transportation conditions will be informed by the recommendations and priority actions outlined in the 2015 Oshawa T.M.P. and A.T.M.P., and the 2017 Durham Region T.M.P. The Stage 1 analysis will include an assessment of existing and planned conditions for pedestrians and cyclists, transit, and vehicular traffic employing a multimodal level of service (M.M.L.O.S.) approach:

- Pedestrian and cyclist conditions will be assessed using an M.M.L.O.S. methodology similar to the City of Ottawa M.M.L.O.S. guidelines using available G.I.S. Information, walkshed and connectivity index analysis.
- Traffic analysis will include link volume capacity analysis and Synchro intersection analysis based on recent traffic counts (post 407 East construction). Intersections to be analyzed include Columbus Road and Simcoe Street and the Simcoe Street ramps with Hwy 407 East. We have budgeted for conducting new counts as required.
- H.D.R. will contact Durham Region to use the Durham E.M.M.E. model for this study. This will help establish the baseline projected traffic demands on the network. H.D.R. will confirm the population and employment growth assumptions within the Columbus lands and surrounding areas and work with City staff to determine whether any adjustments are required. It is noted that in 2014, H.D.R. developed the Durham Region Model and our staff has expert knowledge of the E.M.M.E. platform and the Durham Region model assumptions.
- The E.M.M.E. model growth will be used to inform future intersection level traffic analysis for the same intersections analyzed for existing conditions.

- Collision reports will also be reviewed to identify any potential issues in the vicinity of the study area which may be improved through this study.
- Identify transportation problems and opportunities

Deliverables: *Draft and Final Phase 1 Transportation EA Study Report* ***Schedule:*** ***Weeks 3-20***

Task 1.3 Background Review

In order to comprehensively address the Municipal Class E.A. requirements, a fulsome Problem Statement will be compiled for municipal infrastructure planning purposes aligned with the land use planning for the Columbus Area.

The work in Task 1.2 will be reviewed at meetings with T.A.C., L.O.G. and C.A.G once the draft Study Reports are prepared or the background work is complete and key findings can be summarized for presentation to these groups. The Background Report and various technical Study Reports will then be revised and finalized for presentation to Development Services Committee (D.S.C.) and Council. P.I.C. 2 will consider the Background Report, Background Studies including the proposed Vision and Guiding Principles and statement of problem or opportunity. P.I.C. 2 will take the form of an Open House and Workshop. See Section 3 for description.

Deliverables: *Draft/Final Background Report and Study Reports, Meeting and P.I.C. Materials, Public Engagement Report* ***Schedule:*** ***Weeks 16-32***

4.2 Stage 2: Land Use and Transportation Alternatives

Task 2.1 Alternative Development

The background work from Stage 1 will be used as a basis to develop a minimum of three alternative Land Use and Transportation Plans, as well as alternative Concept Plans for the South Columbia Industrial Area and the Columbus Whitebelt Area and alternative solutions for the Transportation Study (Alternatives). The focus of the development of the Alternatives will be a day long workshop with the Consultant Team and key City and agency staff.

In finalizing the draft Land Use and Transportation Concept Plans, Watson and the Consultant Team will explore development alternatives with respect to the amount, type, location and phasing of residential/non-residential development and corresponding urban land requirements by 2031, 2041 and at full buildout of the Study Area.

Deliverables: *Workshop Materials, Draft Alternatives/supporting material* ***Schedule:*** ***Weeks 28-36***

Task 2.2 Alternatives Review

The Alternatives and supporting material will be reviewed with T.A.C. and L.O.G. as well as C.A.G. At the same time, technical assessments of the Alternatives will be carried out as follows:

Stormwater Management, Water and Wastewater - In order to address Class E.A. documentation requirements, various stormwater management, water, and wastewater alternatives will be generated and evaluated against appropriate triple-bottom-line

criteria (functional, social-economics, natural environment). The assessment of servicing alternatives will include a high-level economic analysis, premised on life-cycle costing of infrastructure. High level plans depicting proposed infrastructure will be prepared to support the Class E.A. process and facilitate public communication. For linear infrastructure (water, wastewater) this will be relatively straight-forward network diagrams.

For stormwater management, as part of the land use analysis, the requirements for, and implications of various stormwater management approaches will be considered, including: Conventional end-of-pipe facilities; source controls / Low Impact Development Best Management Practices (L.I.D. B.M.P.s); and Combinations. In the absence of any specific direction in the T.O.R., this exercise will focus on the application of the siting principles and unitary rates in the S.W.S., or facility planning, including siting and sizing for flooding (Municipal and Regulatory), erosion and water quality. This will include facility footprints (based on approximate grading assumptions) and also demarcation of area requirements for Low Impact Development Best Management Practices.

The review of natural environment implications will be derived from the assessment of desktop data from the S.W.S. and complemented by the background review under Task 1.2.2. While the Terms of Reference cite the need to identify landscaping strategies, it is respectfully suggested that at this stage of land use planning, only high-level principles can be reasonably advanced. In so far as hydrogeology / water balance, input will be provided with respect to the requirements cited in the S.W.S., and the implications of same on the land use concepts. Neither of these exercises would involve numerical modelling, however should the City be interested, Wood can provide this additional service upon request.

Once the foregoing alternatives have been assessed against the respective criteria, the information will be documented in an M.E.S.P. context.

Transportation - The three alternative land use and transportation solutions will be analyzed with respect to transportation as follows:

- Alternative transportation assessment: Comparative analysis of the alternatives including M.M.L.O.S. analysis, watershed, connectivity index, link and network congestion analysis, and intersection analysis using E.M.M.E. and Synchro.
- Functional design supporting the analysis of alternative solutions:
 - Confirm design criteria applicable to all locations, including design speeds, curb radii, lane widths, and horizontal curvature.
 - Design assumptions informing this work plan:
 - Full, dependable topographic information is available;
 - CADD standards are available and confirmed at the outset of the study;
 - Limited set-up work will be required to work with Town's standard design files / templates.
- Develop plan drawing identifying:
 - New streets and tie-ins with existing streets.
 - Identify auxiliary turning lane requirements and storage lengths.

- The design will show roadway lanes, intersection locations and configurations, structure locations, and conceptual horizontal and vertical alignments, and generalized right of way needs. This level of detail should be sufficient to meet the study goals. Preliminary design would be carried out in a future phase.
- Deliverables shall include plan drawings in P.D.F. and CADD format with basic labeling of information to inform the reader. However, the scope of work does not account for developing design plates at a specific scale.

Fiscal Impact - The fiscal impact analysis of the Alternatives will assess the impacts of the proposed capital infrastructure requirements and service demands on the City's tax base and development charge policy, including the use of area-specific charges. Other capital/operating impacts and associated financing will also be considered, including the impact of the required infrastructure on the City's Asset Management Plan and financial strategy.

Alternatives Report – The technical analyses will all be documented in a draft Phase 2 Alternative Solutions report. The Alternatives will then be refined based on the results of the input from T.A.C. and L.O.G. and C.A.G. and a final report prepared summarizing the Alternatives and the technical assessment. The Alternatives and report will then be presented to Development Services Committee (D.S.C.) and Council. P.I.C. 3 will then be held to consider Alternatives, as well as urban design principles. The P.I.C. will take the form of an Open House and Workshop. See Section 3 for description.

Deliverables: Meeting Materials, Revised Draft Alternatives/supporting material, Draft/Final Phase 2 Alternatives Solutions Report ***Schedule: Weeks 36-60***

4.3 Stage 3: Preferred Land Use and Transportation Alternative

Task 3.1 Preferred Alternative

Based on the results of Stage 2 in a half day working session with key City staff the preferred Alternative will be developed. The preferred Alternative would be supported by detailed analysis and policy including:

A detailed growth analysis which includes the following:

- housing growth by structure type/built form (i.e. low-density, medium-density, high-density, mixed-use, other);
- population growth housed in institutional facilities (i.e. seniors' homes), secondary suites and private dwellings;
- housing occupancy trends by structure type/built form (i.e. persons per unit);
- employment growth by major sector/land-use category (i.e. industrial, commercial and institutional as well as employment lands employment, population related and major office);
- non-residential gross floor area requirements by major sector; and
- gross and net residential and non-residential land needs by urban land use.

The growth/land needs forecast will be prepared in accordance with the 2018 Provincial Methodology for Land Needs Assessment for the Greater Golden Horseshoe (GGH).

The Columbus Area growth forecast will be provided in five-year increments from 2016

to 2041 and ultimate urban buildout (including the deferred area, the South Columbus Industrial Area, and the Columbus Whitebelt Area).

Fiscal impact and life cycle cost analysis for all infrastructure identified through the preliminary design of the preferred alternative.

Transportation policy recommendations for the preferred alternative including travel demand measures and active transportation supportive policy including consideration of parking standard modifications and exploring the potential of new mobility options to improve connections to adjacent land uses and transit.

Overall Servicing Plan - Based on input received from stakeholders, City, Conservation Authority, Landowners and others and the completion of the final land use plan and population projections, the preferred servicing plan will be established. Wood will develop an internal servicing plan for the proposed lands that will include:

- proposed layout of the water distribution network within the proposed land use plan;
- development of preliminary wastewater collection system – proposed plan layout as well as profile & sizing of sewers as well as locations of sewage pumping stations; and,
- Cost Phasing and Implementation Plan for Internal & External Services.

Furthermore, various implementation considerations will be addressed at this stage, including: staging; updated fiscal analysis and, follow-on study requirements.

The Preferred Alternative will be supported by the preparation of a report outlining the basis for the recommendations as well as draft Urban Design Guidelines. The draft M.E.S.P. prepared as part of Task 2.2 will be updated and incorporated into an overall Environmental Study Report (E.S.R) which will also include the Transportation Master Plan, M.E.S.P. (for Storm, Water and Wastewater) and Public input. It is the expectation that the E.S.R. would be filed at this point with the Ministry of the Environment and Climate Change (M.O.E.C.C).

Deliverables: Working Session Materials, Draft Preferred Alternative and related reports (incl.E.S.R.) and draft Urban Design Guidelines. **Schedule: Weeks 60-68**

Task 3.2 Preferred Alternative Review

The work in Task 3.1 will be reviewed at meetings with T.A.C., L.O.G. and C.A.G. The Preferred Alternatives, related reports, and draft Urban Design Guidelines will then be revised and finalized for presentation to Development Services Committee (D.S.C.) and Council. P.I.C. 4 will consider the Preferred Alternatives, related reports, and draft Urban Design Guidelines, and will take the form of an Open House and Workshop. (See Section 3 for description). Following P.I.C. 4, a report will be prepared to Council outlining the final Recommended Alternatives and seeking direction to initiate preparation of the Part II Plan.

Deliverables: Final Preferred Alternative and related reports, Meeting and P.I.C. Materials, Public Engagement Report **Schedule: Weeks 68-80**

4.4 Stage 4: Part II Plan

Task 4.1 Recommended Plans

Based on Council direction with respect to the Preferred Alternative, an initial draft of the Part II Plan and related Official Plan Amendment will be prepared, together with Concept Plans and a final E.S.R. report. The Urban Design Guidelines will also be finalized based on the input in Stage 3. These plans and reports will be reviewed with City staff and revised.

Deliverables: *Draft and revised draft Plans and reports* **Schedule:** *Weeks 80-88*

Task 4.2 Recommended Plans Review

The work in Task 4.1 will be reviewed at meetings with T.A.C., L.O.G. and C.A.G. The plans and reports will then be revised and finalized for presentation to Development Services Committee (D.S.C.) and Council. A Statutory Public Meeting preceded by an Open House will be held to consider the Part II Plan, related Official Plan Amendment and related reports and guidelines. Following the Open House and Statutory Public Meeting, consideration will be given to the input received. Revisions will be made to the documents and a report will be prepared to Council outlining the response to the input received and the final Part II Plan and related Official Plan Amendment as well as related reports and guidelines.

Deliverables: *Draft/Final Plans and reports, Meeting and PIC Materials, Minutes of Public Meeting* **Schedule:** *Weeks 88-108*

5. Study Schedule and Budget

The study will commence as soon as possible after approval by the City. Precise dates for meetings and submission of reports will be determined in discussions with City staff. This will be determined at the initiation of the Study to ensure that the Study remains on schedule and budget.

The proposed overall study budget, as set out in Figure 2, is **\$617,832.00** for fees and expenses and, including H.S.T., is \$698,150.16. The budget assumes:

- the City will cover all mailing and advertising costs for the public input and any other costs associated with the conduct of the public input (e.g. hall rental, coffee, public address system);
- the City will provide any required base mapping to the Consultant;
- that if costs are lower because of a reduction in the work required in one area, but, higher in another because of unexpected work, that the money from one part of the budget can be used to cover the short fall in another part of the budget;
- that the City will provide copies of all available background documents without cost to the Consultant Team and will make arrangements with other agencies to provide background documentation to Consultant Team without cost; and,
- meetings will be held in accordance with the work program at key review and decision points with Council, D.S.C., T.A.C., L.O.G., and C.A.G. In addition, the Project Manager will be in regular communication (i.e. weekly, daily where necessary) via email, telephone, and in person meetings with the City project co-ordinator and other key City staff to ensure that the study remains on schedule and on budget.

Appendix A Consultant Team

M.S.H.: project management, land use planning, public consultation

Macaulay Shiomi Howson Ltd. (M.S.H.) was established 37 years ago to provide land use planning services and related expertise including facilitation services to both the public and private sectors. The M.S.H. team has an exemplary record of success in developing and managing complex planning processes and is well qualified to undertake any size or type of planning project. Our success is demonstrated by how frequently M.S.H. is retained for successive projects by the same client. This reflects our commitment to the involvement of senior practitioners in all phases of the work, ensuring that our clients have the benefit of the extensive experience required to ensure a successful project, including our ability to bring projects in on time and on budget. M.S.H. is a “boutique” size planning office comprised of seven personnel highly qualified in the planning industry. Three partners, Elizabeth Howson, Lorelei Jones and Angela Sciberras; and Chris Stoyanovich, a senior associate of the firm, represent over 130 years of combined municipal and private consulting experience. In addition, M.S.H. has a well-qualified design team providing C.A.D., G.I.S. and planning technician support. A primary focus of the firm’s work is the management of complex multi-disciplinary studies involving the preparation of plans and regulatory documents such as secondary plans, official plans, zoning by-laws, sustainability guidelines, community improvement plans, and Growth Plan Conformity exercises.

Elizabeth Howson, B.E.S., M.C.I.P., R.P.P. will provide planning input for this study. She has over 43 years experience with a focus on the development of official plans, secondary plans, intensification studies and other policy documents for municipalities throughout Southern Ontario including communities such as Halton Hills, Oakville, Milton, Stouffville, Uxbridge, Markham and Cobourg. These include the City of Vaughan Highway 400 North Employment Lands Secondary Plan; Town of Milton Derry Green Corporate Business Park Secondary Plan and 401 Industrial/Business Park; and the North Oakville Secondary Plans and Implementation Strategy. She has also prepared industrial official plan policies and zoning regulations for the Town of Orangeville. Her work goes beyond vision to implementation. Her understanding of the issues related to implementation reflects her experience in the preparation of zoning by-laws, community improvement plans, sustainability guidelines, and other similar implementation tools including involvement in the assessment of land needs for her municipal clients and consideration of issues including the conversion of industrial land. Ms. Howson’s extensive experience working with multi-disciplinary teams on a wide range of projects, including over 30 secondary plans, where she has acted as project manager/planning lead is an important factor in the success of her projects. She understands the importance of the integration of all relevant disciplines and the need to find balance among their different approaches.

Lorelei Jones B.E.S., M.C.I.P., R.P.P., will provide planning input to this study. She has over 36 years planning experience and has prepared various policy and regulatory documents dealing with industrial and commercial land uses and development, as well as working on the implementation of a variety of industrial and commercial development projects and related land needs assessments. She is currently the project manager/planning lead for the Premier Gateway Phase 1B Employment Area Secondary Plan in Halton Hills. Other relevant Industrial policy projects that Mrs. Jones has been involved in include the O'Connor Drive Industrial Secondary Plan in Toronto, Official Plan Industrial policy updates in Port Hope, and the Taunton North Secondary in Whitby which included industrial lands. She has been involved in a variety of other related policy work that has included the on-going Commercial Policy Review for Guelph, the Brock/Taunton and Thickson/Taunton Major Central Area Secondary Plans in Whitby, and the Green Lane West Secondary Plan in East Gwillimbury. Industrial development projects Mrs. Jones has been involved include site plan and minor variance applications on Industrial Street in Toronto, an industrial subdivision on Boston Church Road in Milton and rezoning for the Loreland public works yard in Mississauga.

H.D.R. Corporation transportation

H.D.R. specializes in engineering, architecture, environmental and construction services. With nearly 10,000 employees in more than 225 locations around the world, we think global and act local. Our highly collaborative company has 200 employees in our Toronto and Richmond Hill offices to deliver local service to local clients, supported by international expertise. Helping clients plan, execute and manage technically sound, cost-efficient responses to transportation-related challenges has been a mainstay since HDR was founded. Engineering-News Record currently ranks H.D.R. in the Top Ten in Transportation and Public Transit in North America.

Tyrone Gan, P.Eng., Class Environmental Assessment Lead Consultant. Tyrone is a Senior Vice President with 40 years of experience leading multidiscipline Class E.A. studies and Transportation Master Plans across the G.T.A. He brings to this assignment comprehensive experience in multimodal transportation planning and engineering combined with a strong understanding of the Study Area through his work with the M.T.O. in the planning of the 407 East corridor and with Durham Region for the Long-Term Transit Strategy. Tyrone also recently led the Class E.A. process for the Central Pickering Development Area. Tyrone will lead the Class E.A. component for this study and ensure that the identification of infrastructure projects for the Study Area conforms to the requirements of the M.O.E.C.C.

Jonathan Chai, P.Eng., will act as Transportation Planning Lead in addressing Phases 1 and 2 of the Class E.A. process. Jonathan is a Senior Transportation Engineer with 13 years of experience in multimodal transportation planning and engineering including transportation network planning and justification for T.M.P., Secondary Plan and E.A. studies. Jonathan brings skills in long range travel demand forecasting with the Durham E.M.M.E. model, traffic engineering and intersection analysis, multimodal trip generation analysis and level of service assessment, complete streets / active transportation facility

planning and design, travel demand management, parking and other transportation policy.

Michelle Mascarenhas, E.I.T., will act as E.A. Coordinator and will support Tyrone in ensuring the coordination and integration of analysis and input from the multiple disciplines involved. She has over ten years of consultant and municipal experience on a variety of projects in transportation planning, functional planning, preliminary and detailed design. She has been the project coordinator on multiple complex Municipal Class E.A. studies.

Kareem Kobeissi, P.Eng., M.Eng., will act as Transportation Planner for this study. Kareem conducted the recalibration of the Durham E.M.M.E. model in advance of the T.M.P. update and will lend his expertise in travel demand modelling and transportation system planning to this study. He has over five years of experience and is skilled in transportation data management, analysis and presentation; transportation policy research; transportation micro-modelling (or traffic modelling); and developing and applying four-step and activity-based travel demand macro-models. He has been involved in numerous projects involving travel demand modelling across Canada and internationally, and is familiar with a variety of transport modelling software.

Jason Zhou, P.Eng., will act as Traffic Engineer for this study. Jason has 5 years of experience in transportation planning and engineering with expertise in traffic operations analysis using Synchro and travel demand modelling. Jason has worked on multiple traffic signal timing optimization projects, traffic signal coordination studies, including travel time data processing, model calibration and optimization. He is also skilled in transportation data management, analysis and presentation, and has been involved in numerous projects involving travel demand modelling and traffic operational analysis

Peter Yu, C.E.T., is a Senior Designer with over 26 years of experience. His expertise includes geometric layout, grading design and C.P.S. applications (quantity breakdown sheets, tender documents and HiCo). His responsibilities include developing detailed costs estimates of the roadway. Project experience includes new transportation infrastructure, as well as rehabilitation, reconstruction, and expansion of existing transportation infrastructure, such as urban and rural highways, freeways, and interchanges. As a senior designer, Peter makes the initial geometric layouts establishing horizontal and vertical alignments, creates the initial roadway template, and runs the first modelling to confirm that the design will generally fit the environment, and to identify areas requiring further analysis.

B.M.I.: community and urban design, sustainable development, public consultation

Founded in 2000, **Brook McIlroy** is an award-winning landscape architecture, architecture, planning, and urban design firm with thirty-five employees in Toronto, Thunder Bay, and Winnipeg. As a unique, multi-disciplinary practice, we design projects as 'whole environments', addressing all scales and facets from visions to detailed design and

construction administration of buildings, landscapes, and infrastructure. Our work translates large scale visions to realization, creating meaningful, cohesive, and sustainable environments through a collaborative, culturally-sensitive approach across disciplines. At Brook McIlroy, projects are approached as partnerships with our clients. These relationships are grounded in the full participation of stakeholders and user groups throughout the design and implementation process, using imaginative and results-oriented consultation methods. Currently, Brook McIlroy has thirty-five employees with diverse backgrounds as urban designers, planners, landscape architects, architects, and LEED Accredited Professionals.

Anne McIlroy, F.R.A.I.C., F.C.I.P., R.P.P., is a Principal of Brook McIlroy and has over thirty years of experience leading complex urban design projects in Canada and the United States. Anne is a recognized expert in public consultation and serves as a Juror for numerous Urban Design Award programs. She is a member of the National Capital Commission Advisory Committee on Planning Design and Realty (2014 to present) and Chair of the Toronto Community and Housing Design Review Panel. As a principal at Brook McIlroy, she has led the urban design of many community master plans such as the Rockcliffe Sustainable Neighbourhood Development in Ottawa, the Vaughan City-Wide Urban Design Guidelines, the North Oakville Secondary Plan and Urban Design Guidelines, and the Clair Maltby Secondary Plan and Urban Design Guidelines. Anne has a Bachelor of Architecture and a Bachelor of Fine Arts both from the University of Toronto.

Katie Black, Project Coordinator / Urban Designer, is a landscape and urban designer who works at a range of scales to cultivate engaging, resilient and equitable places. Experience in urban design, landscape architecture, and planning give her the ability to create implementable products through consultation, design-led planning, and context specific solutions. Katie's work experience has involved master planning, traditional knowledge studies for First Nation communities, land use planning, and secondary plan documents. At Brook McIlroy, Katie has worked as a project coordinator and/or urban designer on the Clair-Maltby Secondary Plan, the Milton Education Village Secondary Plan, and the University of Prince Edward Island Campus Master Plan. Katie received the University of Manitoba Gold Medal for highest marks in her undergraduate degree in Environmental Design, and completed her Masters degree in Landscape Architecture from the University of Pennsylvania in Philadelphia.

Jessica Hawes, R.P.P., M.C.I.P., O.A.A., M.R.A.I.C., LEED A.P., Senior Urban Designer, is an urban designer, an architect, and a Senior Associate at Brook McIlroy with over eighteen years of experience in planning and design for buildings, landscape spaces, and cities. A core focus of her work is to foster context-based design solutions through meaningful consultation processes, and to encourage design excellence within the planning realm. Jessica worked as a senior urban designer on complex urban design projects such as the City of Hamilton Pier 7 & 8 Master Plan, the City of Vaughan City-Wide Urban Design Guidelines, and the Kennedy Mobility Hub Study in Toronto. She has extensive experience working on complex, large-scale urban design projects with varied stakeholder groups. She has both a Bachelor of Environmental Studies as well as a Masters of Architecture from the University of Waterloo.

Tneshia Pages, Candidate, O.P.P.I. and C.I.P., is a planner at Brook McIlroy. Her background in planning, urban design, and architecture have reinforced her belief in the importance of the intersection of design and policy to create dynamic communities, and the value of planning at a variety of scales. She has experience in policy research and analysis, the development of built form guidelines, master plan development, and public and stakeholder engagement. Her core project work at Brook McIlroy has focused on the Burlington Mobility Hub Studies and the Guelph Built Form Standards for Mid-Rise Buildings and Townhouses. Tneshia has an Honours Bachelor of Arts from the University of Toronto and a Masters of Planning in Urban Development from Ryerson University.

WOOD: stormwater management, water/wastewater, environmental planning, hydrogeology

Wood, and its predecessor companies (formerly AMEC, Dominion Soil, Philips Engineering and AGRA), have been providing services to federal, provincial and municipal governments for many decades. Wood has played a major role in the development of Canada's public infrastructure and private industry since the early 20th Century and is proud to have contributed to infrastructure development projects around the globe that have helped build and define communities.

Wood is a global leader in the delivery of project, engineering and technical services to energy and industrial markets. Wood operates in more than 60 countries, employing around 55,000 people.

Wood provides expertise in planning, design, construction administration and post construction monitoring to improve the safety, maintain the integrity, and increase the capacity of municipal infrastructure worldwide. Within Wood, Environment & Infrastructure Solutions is the division which focuses on supporting the provincial and municipal marketplace in a wide range of services including:

- transportation engineering
- environmental planning
- municipal engineering
- terrestrial ecology
- structural engineering
- fisheries/aquatic biology
- water resources engineering
- archaeology
- geotechnical engineering
- built heritage/cultural landscape
- hydrogeology
- development engineering/peer review
- public consultation/facilitation
- building sciences
- environmental site assessments/remediation
- air quality
- noise assessments

In Ontario, Wood (Environment & Infrastructure Solutions) has over 600 employees, based in 17 offices as follows:

Barrie, Brantford, Burlington, Cambridge, Kingston, London, Markham, Mississauga, Oakville, Oshawa, Ottawa, Port Hope, Sarnia, Scarborough, Thorold, Toronto, and Windsor.

Ron Scheckenberger, M.Eng., P.Eng., Senior Water Resources Engineer, has worked in the Water Resources Engineering field over 35 years spending his whole professional career at the Wood Burlington office. His expertise extends to all areas of water resources including watershed planning, stormwater policy preparation, stormwater quality and quantity management, hydraulics, hydrology, flood and erosion control, conceptual, preliminary and final design, economic evaluations, Development Charges, implementation programming, compliance monitoring, permitting and approvals, peer review, and expert testimony. Ron has particularly strong communications skills related to oral and written presentations. He strives for clear communications with clients, public and agencies. He is highly respected at all levels, including Municipalities, as well as Provincial and Federal agencies.

Aaron Farrell, M. Eng., P. Eng., Senior Water Resources Engineer, has been involved in numerous assessments for water resources, including hydrologic and hydraulic modelling, stormwater management planning and design and facility monitoring. Aaron has worked on several land use impact assessments as part of larger teams to establish recommendations for stormwater management; these have included Secondary Plans in Milton (3 Residential Phases and 2 Employment Centres), Hamilton (Central Mountain) and Mississauga (North 16 Planning District and Ninth Line Lands), Markham (Future Urban Area), Halton Hills (Premier Gateway) and others.

Mike Penney, B.A.Sc, EIT, Water Resources Engineering Intern, earned his B.A.SC. in Civil Engineering with an option in water resources from the University of Waterloo in June 2013 and joined Wood as a Graduate Engineering Intern in April 2014. Michael's role at Wood is to assist the Water Resources department in different types of projects where his responsibilities include: hydraulic modelling, hydrologic modelling, storm water modelling, floodplain delineation and reporting. Michael's computational skills include use of hydraulic and hydrologic simulation tools.

André Poirier, P.Eng., Senior Municipal Engineer (water/wastewater), is a water systems engineer with over 16 years of experience on a variety of infrastructure projects. André has led teams in identifying solutions that provide practical and cost effective long-term solutions to water and wastewater servicing issues. In the early 2000's, André was part of an Ontario-based team that was pioneering the concepts of short-term demand forecasting tools as a means of optimizing the operation of water distribution systems from both energy and operational simplicity perspective. He has since then worked on several infrastructure planning & design projects including System Master Planning, Conveyance Studies, Life-Cycle Costing exercises, Servicing Capacity Studies and the development of water and wastewater servicing strategies. On the

design side he has managed linear projects (water, wastewater, steam, storm), stormwater management facilities, and multidisciplinary small facility projects including pump stations, odour control facilities.

Nadia Islam, M.Eng., P.Eng., Hydraulic Modeller, has five years of extensive hands on experience in hydraulic water and wastewater modeling principles, specifications in public water and wastewater functions/works. Through her experience supporting water and wastewater systems projects, she has accrued a solid understanding of water and wastewater industry infrastructure engineering principles, systems and functions including pressure fluctuations, corrosion, gravity, flow management, fluid mechanics, geology and hydraulics, and engineering technologies. Nadia is responsible for supporting the water and wastewater teams by developing models to analyze water demand and flow, as well as conducting field pressure monitoring and data analysis including SCADA flow, pressure and tank water level data.

Aleksandra Krause, C.E.T., Project Coordinator, GIS & Data Management Specialist, is a member of Wood's Municipal Department with experience in project planning and coordination, and GIS data management. Aleks worked a number of years at the Region of York as a Technician, Technologist, Project Coordinator, and Capital Project Specialist. She has experience on large capital wastewater and road projects providing support to senior project managers and assisting with the management and co-ordination of contractors and consultants delivering the projects. In addition, she has international experience in the areas of management, marketing customer and supplier relations.

Bob Felker, MCIP, RPP, EP, Senior Environmental Planner, is a Senior Environmental Planner with responsibility for project management and coordinating environmental assessments (E.A.s), environmental protection, stakeholder consultation and engagement, environmental permits and approvals, and construction contract environmental requirements and constraints, as applicable for planning, preliminary design, and detail design assignments. His project experience includes water/wastewater E.A.s, stormwater master plans, and highway drainage and erosion and sediment control. Prior to joining Wood he had over 23 years' of environmental assessment, plan preparation, and project delivery development experience working for Ontario Government Ministries and private sector consultants.

Samantha Stokke, B.E.S., Junior Environmental Planner, has two years of experience in the design and environmental planning field through a variety of co-op assignments that included stormwater management, streetscape design and environmental planning. Prior to joining Wood, Samantha worked as a Municipal Design Assistant where she was responsible for technical design, report production and Detailed Design and Functional Servicing Report preparation. Her tasks included floodplain mapping, channel analysis and wet pond design in various hydraulic modelling software, producing Stormwater Management Reports. Samantha previously worked for the Region of York as a Streetscape Projects Assistant, where she assisted in developing the Yonge & Davis Streetscape Master Plan, organized public

consultations and workshops, designed and led a multi-level workshop activity, and coordinated stakeholder management.

Bill Blackport, M. Sc, P.Geo., Senior Consulting Hydrogeologist, has more than 30 years experience in hydrogeologic investigations. He has a strong technical background and has substantial experience in the incorporation of hydrogeologic aspects into policies and guidelines for resource management purposes. Bill has been involved in 18 watershed and subwatershed studies. He has extensive experience in the direction and review of hydrogeological impact assessments and groundwater quality and quantity issues related to land use changes. He has taken part in numerous technical committees providing input into groundwater management issues and has provided expert testimony at various board and legal proceedings. Bill has a technical focus on groundwater/surface water interactions and provides input into research within various agency projects at the University of Waterloo where he has taught and continues to present guest lectures and seminars. Bill was the Hydrogeologist-Senior Hydrogeologist/Group Leader at the M.O.E.E., being responsible for the supervision of groundwater issues and technical programs in the West Central Region, the review of 200+ hydrogeological impact assessments for subdivisions, water supplies, landfills, spills and quarries and the investigation and resolution of 100+ groundwater quality and quantity interference issues.

N.R.S.I.: natural heritage

Natural Resource Solutions Inc. (N.R.S.I.) is an environmental consulting firm comprised of 40 full-time biologists with expertise in aquatic, terrestrial and wetland biology, as well as administration, GIS, and support staff. Staff has worked throughout Ontario on a wide range of projects from site specific surveys to watershed level studies. They are highly trained and members hold certifications in the Ecological Land Classification system, Ontario Wetland Evaluation System, environmental construction inspection, wetland restoration, and Ontario Stream Assessment Protocol among others. A number of staff are Certified Arborists. N.R.S.I. biologists have expertise in the identification and management of significant and sensitive biological communities including wetlands, woodlands, and aquatic habitats. Biologists routinely characterize natural heritage features, identify environmental constraints, provide impact assessments and mitigation strategies. They have extensive experience and has worked with many municipalities to prepare secondary plans, subwatershed studies, and other land use studies where natural features are identified, their significance and sensitivity is determined, and a plan for their preservation, restoration and management is implemented.

David E. Stephenson, M.Sc. is a Senior Biologist with over 30 years of experience. He specializes in natural resource inventories and evaluations, management, research, secondary plans, subwatershed studies, and impact studies. David provides expertise in inventories of wetland and terrestrial biological resources, identification of significant and sensitive natural resources, and management plans for significant species and habitats, as well as short and long-term monitoring of natural habitats. David has

managed hundreds of projects which have focussed on the identification of important natural features and the evaluation of the significance and sensitivity of these features. He is a Certified Arborist, Wetland Evaluator and Ecological Land Classification practitioner. David manages and oversees hundreds of projects, including Environmental Impact Studies, monitoring reports, secondary plans, and subwatershed studies. He has been involved with many Official Plan reviews, including mediation sessions. David will provide expert advice to the project team and review all outgoing reports.

Katharina Richter, B.E.S. is a Senior Biologist with more than 15 years of experience. She focuses on natural area inventories, evaluations, and Natural Heritage System studies. She has participated in many studies focusing on characterizing aquatic, terrestrial and wetland resources and has conducted inventories of vascular flora, breeding birds, mammals, reptiles and amphibians across Ontario. Katharina has substantial experience providing review of policies pertaining to Natural Heritage Systems, as well as the Provincial Policy Statement, Greenbelt Plan, municipal and Conservation Authority policies and regulations, as well as application of the Endangered Species Act. Katharina has participated in many subwatershed studies, secondary plans, Natural Heritage System studies, and Environmental Impact Studies. Katharina will act as Project Manager on behalf of N.R.S.I., attending meetings, and being the main author of natural heritage related sections of the report.

A.S.I.: heritage

A.S.I. was founded in 1980 in response to increasing public awareness of the importance of Ontario's heritage resources, particularly archaeological sites, cultural landscapes, and heritage buildings, and offers the widest array of heritage consulting services in the province, including research, planning, design and development of cultural heritage resources. With offices in Toronto and Burlington, ASI is the largest archaeological and cultural heritage consulting firm in Ontario and has the logistical and human resources necessary to bring any cultural heritage management project to fruition.

Annie Veilleux, M.A., is the Manager of the Cultural Heritage Division and has over 15 years of experience in the field of cultural heritage planning and management. She has extensive experience directing, managing, and conducting cultural heritage studies that focus on the identification, evaluation, and mitigation of cultural heritage resources and their heritage attributes, including the analysis of landscapes and attributes (such as important viewsheds) that are part of the public realm.

James Neilson, M.E.S., Cultural Heritage Specialist/Project Manager, is an experienced cultural heritage planning professional with six years of experience working in the public and private sector of the heritage planning field. James has an excellent understanding of issues facing the cultural heritage industry and best practices in the field.

Beverly Garner, Hons. B.A., Senior Archaeologist and Manager of the Planning Assessment Division, has participated in a broad range of A.S.I.'s consulting work including field archaeology, artifact analysis and curation, project administration and management since 1986. As part of her work Beverly has also been responsible for liaising with clients and the Heritage Branch of the Ministry of Tourism, Culture and Sport. She has also undertaken background research for A.S.I.'s Archaeological Master Plan studies for municipalities and contributed to display production for public information centres and other heritage events.

Caitlin Lacy, B.A., Associate Archaeologist and Project Manager, Planning Assessment Division, has been active in cultural resource management since 2003, conducting archaeological assessments throughout Southern Ontario and has managed numerous Stage 1-2 assessments. Caitlin has written over 250 Stage 1 and 2 assessment reports.

David Robertson, M.A., has been on staff at ASI since 1988 in a variety of roles related to archaeological field work, analysis and interpretation, project and corporate management. In his current position as Director of the Planning Division, he oversees the completion of green field and brown field archaeological resource assessment projects undertaken under the Planning Act process and specialty planning studies related to cultural heritage.

Eric Beales, M.A., Associate Archaeologist and Project Manager, Planning Assessment Division, has over six years of experience conducting archaeological assessments throughout Southern Ontario and is also experienced in assisting multiple levels of government engage and build effective relationships with Indigenous communities.

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

Andrew Grunda, M.B.A, C.P.A, C.M.A, Principal, has been with the firm since 1996 before which he worked for the former Regional Municipality of Hamilton-Wentworth, Finance Department. He is a member of the firm's senior management group, which develops interpretations of legislative requirements, as well as methodologies and formats and determines alternative policy strategies for all facets of corporate assignments. He has also undertaken a number of development charges studies, fiscal impact assessments and user rate studies for the City. He has undertaken numerous lectures and seminars on municipal finance strategies and policy for M.F.O.A. and A.M.C.T.O. and has appeared before the Ontario Municipal Board (O.M.B.) (now the Local Planning Appeal Tribunal (L.P.A.T.)) providing expert witness testimony.

Jamie Cook, MCIP, R.P.P, P.L.E, Director, will be responsible for the demographic and land economic analysis associated with the Columbus Area Part II Plan. He has approximately 19 years' experience in preparing residential and non-residential growth

analysis studies as well as market assessments for Secondary Plans and local area plans across Ontario and beyond. Jamie has extensive experience working for the City of Oshawa over the past two decades on various demographic, land economic and municipal finance assignments. Jamie has also successfully defended his work at the Ontario Municipal Board (O.M.B.) (now the Local Planning Appeal Tribunal (L.P.A.T.)) on several occasions. He is a registered professional planner (R.P.P.), a professional land economist (P.L.E.), as well as a member of the Lambda Alpha International Society of Land Economists (L.A.I.).

Erik Karvinen, M.C.I.P, R.P.P, P.L.E, Manager, will prepare the affordable housing analysis for the Columbus Area Part II Plan. Erik joined the firm in 2008 and has extensive experience in preparing real estate market/feasibility studies, affordable housing models and growth forecasting and growth management strategies across Canada. Erik has played a pivotal role on many large assignments at Watson that have required detailed technical analysis of residential and non-residential development trends by sub-geographic area using geographic information systems (G.I.S.). Erik is a registered professional planner (R.P.P.) and a professional land economist (P.L.E.).

Sean-Michael Stephen, M.B.A, Senior Consultant, will assist in data collection, policy review, and report preparation. Sean-Michael specializes in the area of municipal finance. Since joining the firm in 2014, he has assisted in the preparation of fiscal impact studies, and long-term financial plans, development charge background studies, water and wastewater rate studies, and user fee studies for our municipal clients.

Brad Post, M.C.I.P, R.P.P, P.L.E, Consultant, joined the firm in early 2014 and has assisted with numerous demographic/economic growth forecasting and land-use planning assignments across Canada. His previous experience includes ten years of experience in preparing retail demand and impact studies as a Market Analyst for two major companies, and later as Consultant working with various clients in the private and public sectors. He is a registered professional planner (R.P.P.) and a professional land economist (P.L.E.).

Three Sixty Collective: retail

Three Sixty Collective is retail development consultancy with twenty years of experience in retail, food, and commercial related economic development. Products and services offered are: consumer based market research, market demand analyses, commercial site selection, commercial feasibility studies, master planned communities, farmers' and public markets, mixed use developments, shopping centres, trends, and innovation in retail. They will be able to provide realistic and creative strategic insight into the process for the Columbus Area Part II Plan recommendations. Depth and breadth of experience in commercial economic development has been gained through specific study and implementation work across the G.T.A. as well as across Canada, the U.S. and other international developments.

Mr. John Archer will lead the commercial market study components of the study; he has global experience working with private and public sectors on commercial master planned communities around the world including Kedron, Kingston Road intensification, Canary District, Lawrence Allen, Regent Park, Concord Adex, Eau Claire, Heritage Park, Lusail City, Lansdowne Park, Galway St. John's, Le Nordelec, First Canadian Place, Samara, Bangalore, among others. Recommendations and action plans are based on a solid foundation of consumer and competitive positioning research. Over the past 20 years John has honed his global research and analytical skills and knows what questions to ask and how to distill those results into viable and vibrant plans for liveable communities.

THIS AGREEMENT made this 11 ^{Sept.} day of ~~August~~, 2018

BETWEEN:

THE CORPORATION OF THE CITY OF OSHAWA

(the "City")

- and -

COLUMBUS LANDOWNERS GROUP INC.

(the "Trustee")

WHEREAS the City has authorized the advancement of the *Planning Act* and the Municipal Class Environmental Assessment ("Municipal Class EA") processes to conduct and prepare an integrated study (the "Study") for that area centered in and around the community of Columbus and the study shall include among other matters, the preparation of a Part II Plan for the Columbus Part II Planning Area;

AND WHEREAS the area for the Study will comprise approximately 1,478 hectares of land and is generally bounded by Howden Road to the north, the easterly branch of the Oshawa Creek to the east, Winchester Road to the south, and the Oshawa-Whitby municipal boundary to the west, as outlined in Schedule "A" attached hereto to this Agreement (collectively, the "Columbus Study Area");

AND WHEREAS while part of the Columbus Study Area has been approved for development by the former Ontario Municipal Board (the "OMB", and which is now known as the Local Planning Appeal Tribunal, "LPAT"), a portion of this Area is subject to Policy 14.13.7 of the Durham Region Official Plan, and still remains before, and may be excluded by, the OMB. Both the City and Trustee acknowledge and recognize that this area should and will continue to be included in the Study;

AND WHEREAS Guglietti Brothers Investments Limited, Setcon Investments Inc., G8 Oshawa Investments Limited, Holloway Developments Limited, Menkes Columbus Road Inc., Powell 89 Acres Developments Inc., 3950 Simcoe St. N. Inc., 711371 Ontario Corp., Valleysmede AMA (Columbus) Developments Corporation, Jia Li, Zhengji (Albert) Zhuge, Hong Man Ding and Yi Ping Liu (collectively, the "Landowners") are the various owners of lands located in the Columbus Study Area;

AND WHEREAS the Landowners have appointed the Trustee to act on their collective behalf for purposes of various matters pertaining to the development of the Columbus Study Area, including, without limitation, this Agreement;

AND WHEREAS the Landowners, through the Trustee, have agreed to undertake to fund completely the preparation of the Study which includes, but is not limited to, an analysis and assessment of transportation infrastructure requirements, land use, functional servicing (including stormwater management), commercial land needs and demand, sustainable development and archaeological and heritage resources, and which incorporates the results of the Columbus Subwatershed Plan, and also includes a recommended Part II Plan for the Columbus Part II Planning Area;

AND WHEREAS the City and the Trustee have agreed to enter into an Agreement evidencing their intentions regarding the preparation and costs of the Study;

AND WHEREAS the City agrees to retain the firm of MacAulay Shiomi Howson to undertake the Study upon execution of this agreement and receipt of an initial payment of \$218,340 ("Initial Payment") by the City from the Trustee in order to fund Stage 1 of the Study;

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the covenants and agreements herein contained, and other good and valuable consideration, the parties hereby covenant, promise and agree as follows,

1. The Trustee undertakes to fund all of the costs associated with the Study and preparation of a Part II Plan for the Columbus Study Area as outlined in the City's study process and Terms of Reference and MacAuley Shiomi Howson's study proposal dated May 16, 2018, attached hereto this Agreement as Schedule "B".

2. Upon completion of Stage 1 of the Study, the Trustee shall remit \$193,316 ("Subsequent Payment") to the City within seven (7) days of the completion of Stage 1 of the Study as identified in Schedule B in order to fund Stage 2 of the Study.
3. Upon completion of Stage 2 of the Study, the Trustee shall remit \$133,032 ("Subsequent Payment") to the City within seven (7) days of the completion of Stage 2 of the Study as identified in Schedule B in order to fund Stage 3 of the Study.
4. Upon completion of Stage 3 of the Study, the Trustee shall remit \$73,144 ("Subsequent Payment") to the City within seven (7) days of the completion of Stage 3 of the Study as identified in Schedule B in order to fund Stage 4 of the Study.
5. The City shall draw funds received from the Initial Payment and Subsequent Payments and make payments for any and all of the work as completed by the selected consultant, and/or other external and/or independent sub-consultants as required, on an as-invoiced basis, provided that such invoices are appropriate in reference to the approved budget set out in the Study proposal attached as Schedule "B".
6. The City shall provide to the Trustee, on a quarterly basis, a summary of the invoicing for the costs of the Study completed during the previous quarter, together with copies of invoices and other reasonable documentation in support of such costs. The summary shall include an accounting of any Harmonized Sales Tax ("HST") paid by the City and any reduction, rebate or recovery received by the City in respect thereof.
7. If any person shall submit a request or pursue an objection to the results of the Study pursuant to the *Environmental Assessment Act* or file an appeal to the OMB and/or LPAT in relation to the implementation of the Study, the City shall consult with the Landowners (via the Trustee) to determine the appropriate role of the City in addressing such matters. The Trustee agrees to pay the legal and consulting costs reasonably incurred by the City in addressing such matters.
8. The Trustee shall not be responsible for the costs associated with the Study attributed to the City staff time.
9. In the event of the failure of the Trustee to remit the Initial Payment, a Subsequent Payment and any and all payments required for any outstanding invoices to the City as set out in this Agreement, the City reserves the right to discontinue or indefinitely suspend the Study including any and all related work by City staff required to advance the Study until such time as full payment has been received from the Trustee.
10. This Agreement may be amended in writing with the mutual consent of both the City and the Trustee.
11. The Trustee and the City shall make best efforts to execute and advance the Study as outlined in the documents comprising Schedule "B" to this Agreement. The City acknowledges that the process set out in Schedule "B" provides that the Landowners will be afforded the opportunity to actively participate in the Study process. The City agrees to ensure that meetings amongst the Landowners, City and applicable consultants will be scheduled and held regularly throughout the Study process.
12. The City and the Trustee acknowledge and agree that there may arise circumstances that are beyond the control of the City that which may result in delays in the Study process. The City and the Trustee acknowledge and agree that said delays do not constitute a breach of this Agreement and therefore shall not result in any penalty to, or recourse against, the City by the Trustee or any of its principals, agents, contractors or employees.
13. The Landowners shall be entitled to recover their funding of the costs of the Study applicable to HST payments that are subsequently recovered by the City pursuant to rebates or recoveries from the Government of Canada.
14. No later than thirty (30) days following the later of: (i) the date that the Study has been completed, (ii) the final costs of the Study have been invoiced, and (iii) the City has collected all rebates or recoveries that the City is entitled to collect in respect of HST payments related to the costs of the Study, the City shall provide the Trustee

with a statement verifying the final costs of the Study and the total amount of HST rebates and/or recoveries collected by the City, together with a payment to the Trustee in an amount equal to the total amount of all said HST rebates or recoveries collected by the City.


15. Nothing in this Agreement shall be construed as creating an agency, partnership, joint venture or employment relationship between the Trustee and the City, or between the City and any of the Trustee's principals, agents, contractors or employees.
16. The rights and liabilities of the parties shall enure to the benefit of and be binding upon the parties and their respective successors and approved assigns.
17. This Agreement and the rights and obligations and relations of the parties hereto shall be governed by the laws of the Province of Ontario.
18. This Agreement may be executed in several counterparts, each of which so executed shall be deemed to be an original and such counterparts together shall constitute one and the same instrument.

IN WITNESS WHEREOF the parties have affixed their respective corporate seals attested by the hands of their respective officers duly authorized in that behalf.

THE CORPORATION OF THE CITY OF OSHAWA



Name: John Henry Title:
Mayor

Date: Sept 15/18


Name: Andrew Brouwer
Title: City Clerk

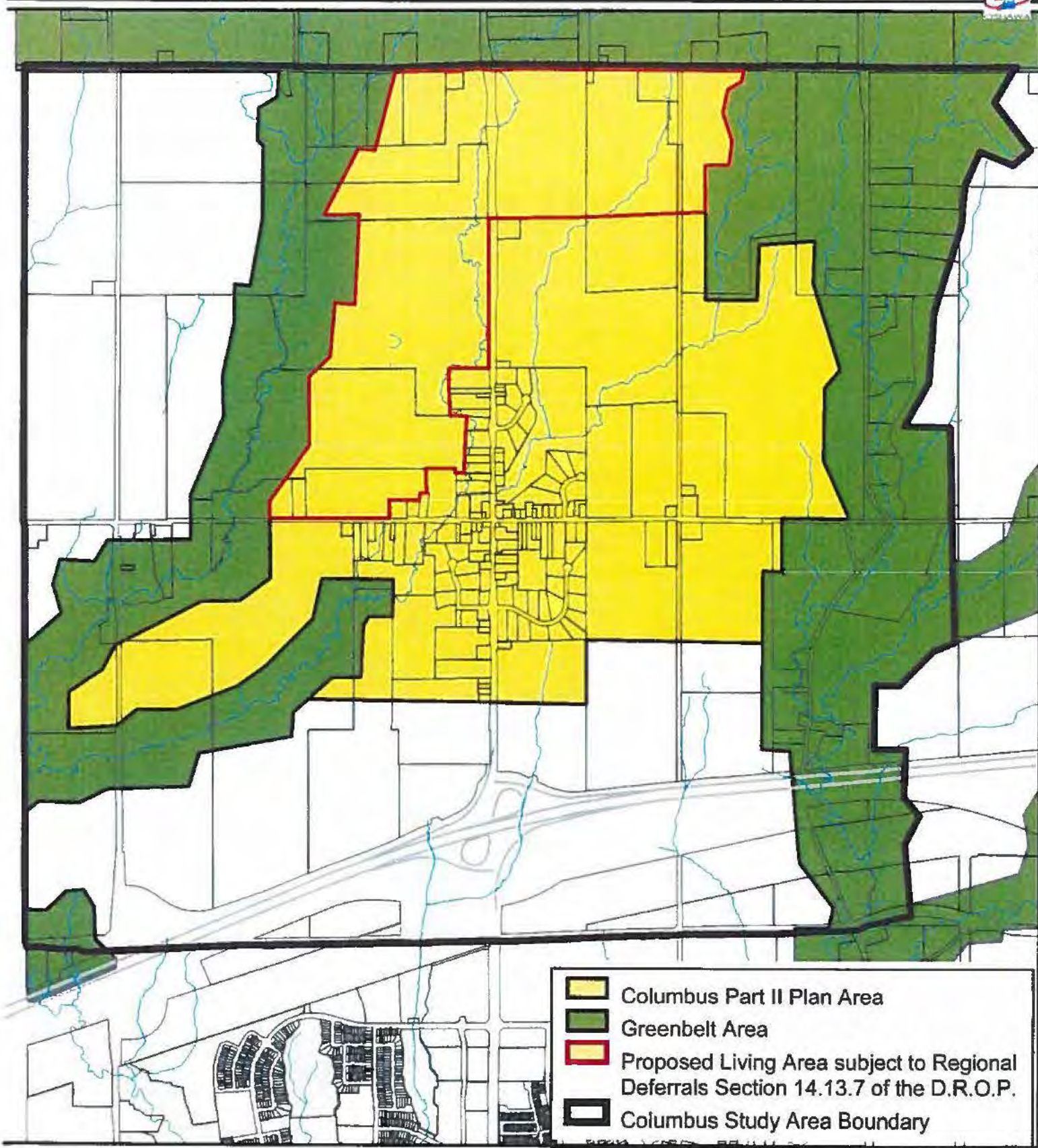
Date: Sept. 11/18

COLUMBUS LANDOWNERS GROUP INC.

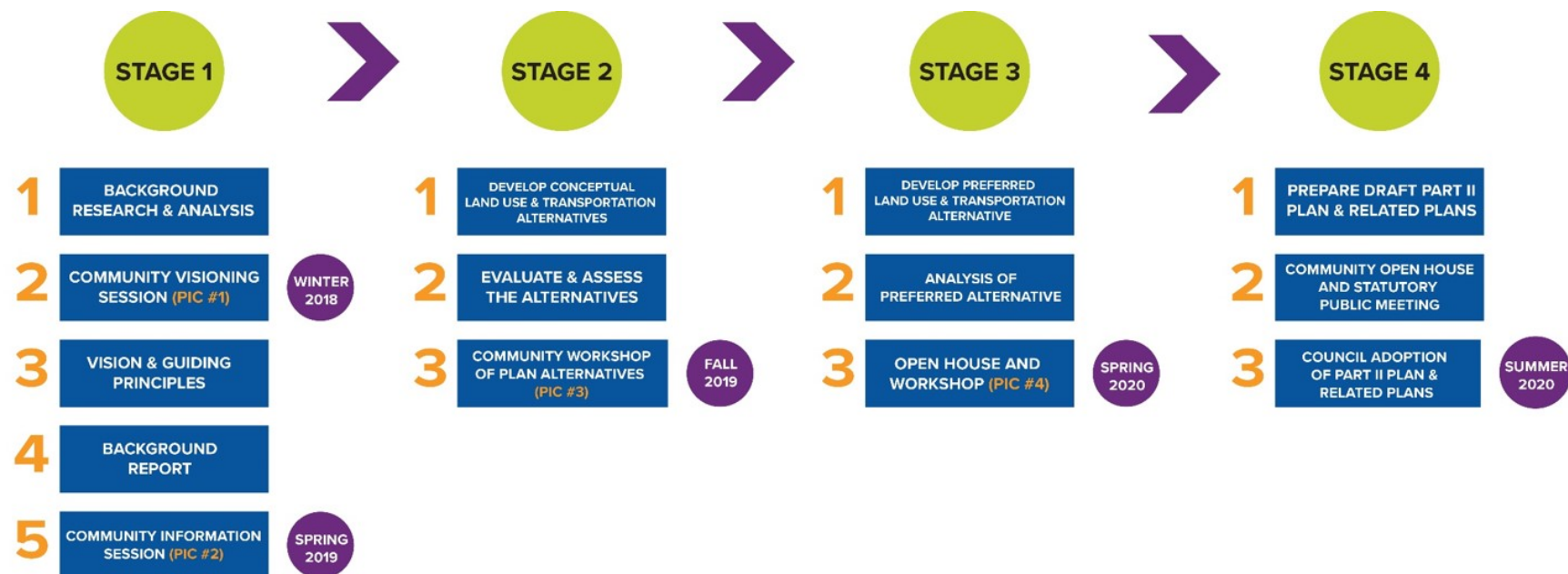

Name DANIEL STEMBERG
Title: A.S.O.

Date: Aug 30/18

I/We have the authority to bind the corporation



Integrated Columbus Part II Planning Act and Environmental Assessment Act Study Work Program and Schedule*

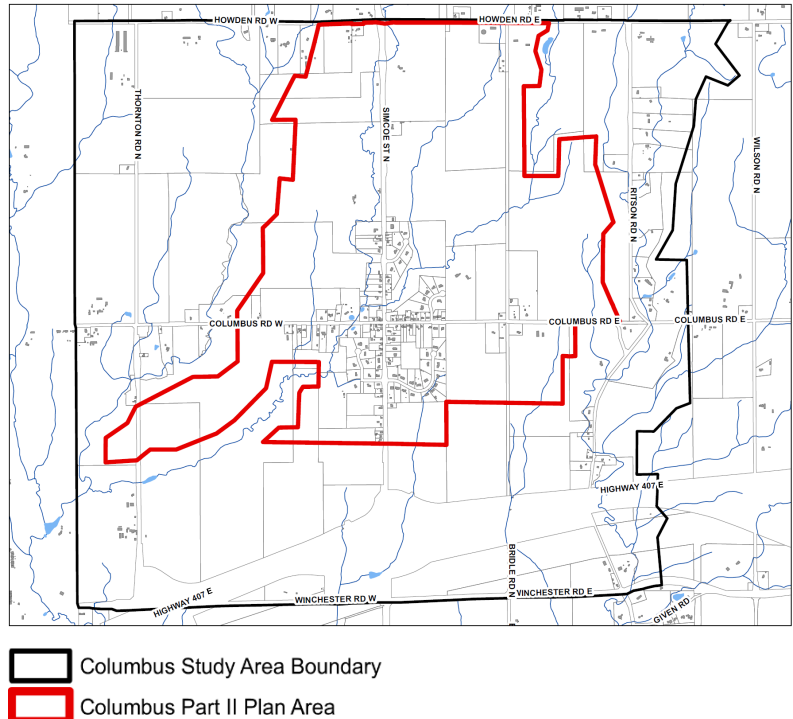


*Schedule is subject to change

Notice of Study Commencement and Public Information Centre #1

What: The City of Oshawa has initiated an Integrated Planning Act and Municipal Class Environmental Assessment (Class EA) Act Study (the Study) for the Columbus community, focusing on the Columbus Part II Plan Area.

The Study will help guide future growth and development within the Columbus Part II Plan Area, taking into consideration the unique historical context and cultural heritage of the area, land use, scale of development, transportation and servicing infrastructure, and the protection and enhancement of environmental and natural features.



The Study Area is generally bounded by Howden Road to the north, the Oshawa-Whitby boundary to the west, Winchester Road to the south and the east branch of the Oshawa Creek to the east. The limits of the Study Area have been defined to provide an appropriate assessment of land use, transportation and infrastructure requirements in and around the Columbus Part II Plan Area. The Columbus Part II Plan Area as identified in Schedule “E” of the Oshawa Official Plan forms part of and is located within the Study Area.

This Integrated Study seeks to advance development in a manner that is consistent with both the Planning Act and Municipal Class Environmental Assessment Act requirements. The Study will follow the Master Planning process (Approach 4 – Integration with the Planning Act) as described in the Municipal Engineers Association Municipal Class Environmental Assessment (October 2000, as amended in 2007, 2011 and 2015).

Public Information Centre (P.I.C.) #1

When: Wednesday, December 5, 2018

- Drop in anytime between 6:30 pm and 8:30 pm to review Study information, ask questions or provide comments;
- Attend a formal presentation between 7:00 pm and 7:30 pm to learn more about the Study; and
- After the presentation, participate in a workshop to provide input on the Study, including the identification of top priorities and guiding principles for the future development of the community.

Where: Columbus Community Centre, 3265 Simcoe Street North, Oshawa, ON

Why: The purpose of the P.I.C. is to learn more about the Study and to share your thoughts concerning the area and your vision for its future.

How: Display materials providing background information will be shared to help elicit your input, and the Project Team will be available to discuss your ideas. Your participation and input to the Study is valued and welcomed.

City Contact: For more information or to join the Study mailing list, please contact Laura Moebs (Oshawa City Hall, 50 Centre Street South, Oshawa, ON L1H 3Z7) by telephone at 905-436-3311 extension 2818 or by email to lmoebs@oshawa.ca.

Study Website: Additional information can be found at the Study website:
www.oshawa.ca/ColumbusStudy

Information will be collected in accordance with the Freedom of Information and Protection of Privacy Act. With the exception of personal information, all comments will become part of the public record.

Accessibility: The City of Oshawa is committed to providing services as set out in the Accessibility for Ontarians with Disabilities Act, 2005. If you have accessibility needs and require alternate formats or other accommodations, please contact City Clerk Services by telephone at 905-436-3311 or by email at clerks@oshawa.ca.

CALL FOR MEMBERS

COLUMBUS COMMUNITY ADVISORY COMMITTEE

The City of Oshawa is inviting interested individuals to serve on the Columbus Community Advisory Committee. The mandate of this Committee is to provide a forum for the positive exchange of information and feedback on the advancement of the Integrated Columbus Part II Planning Act and Municipal Class Environmental Assessment (EA) Act Study (the Study).

The Study Area is generally bounded by Howden Road to the north, the Oshawa-Whitby boundary to the west, Winchester Road to the south and the east branch of the Oshawa Creek to the east. The Columbus Part II Planning Area as identified in Schedule "E" of the Oshawa Official Plan forms part of and is located within the Study Area. Visit <https://www.oshawa.ca/business-and-investment/official-plan.asp> to view the Official Plan.

Specific objectives of the Study are to:

- Advance the Planning Act component and Municipal Class EA component to facilitate the future development of the Columbus Planning Area;
- Advance development that is consistent with the Provincial Policy Statement and conforms to the Provincial Growth Plan for the Greater Golden Horseshoe including minimum population and job density targets;
- Advance development that is compliant with the requirements of the Municipal Class EA process;
- Emphasize sustainable development and the protection and enhancement of environmental and natural features;
- Protect the South Columbus Industrial Area along the Highway 407 East corridor for employment uses;
- Advance development of the Columbus Planning Area in conformity with the Durham Regional Official Plan and the Oshawa Official Plan; and
- Advance development that is sensitive to the historic community of Columbus.

Interested individuals should submit a letter of interest to Laura Moebs at lmoebs@oshawa.ca and include their name, affiliation, place of residence and/or business within the Columbus community and a brief paragraph as to their interest in serving on this committee by Friday, November 16, 2018.

**Columbus Community Advisory Committee Terms of Reference
for the Integrated Columbus Part II Planning Act
and Municipal Class Environmental Assessment Act Study**

Background

The City of Oshawa has initiated an Integrated Planning Act and Municipal Class Environmental Assessment Act Study (the Study) for the Columbus community, focusing on the Columbus Part II Plan Area.

Specific objectives of the Study are to:

- Advance the Planning Act component and Municipal Class Environmental Assessment component to facilitate the future development of the Columbus Planning Area;
- Advance development that is consistent with the Provincial Policy Statement and conforms to the Provincial Growth Plan for the Greater Golden Horseshoe including minimum population and job density targets;
- Advance development that is compliant with the requirements of the Municipal Class EA process;
- Emphasize sustainable development and the protection and enhancement of environmental and natural features;
- Protect the South Columbus Industrial Area along the Highway 407 East corridor for employment uses;
- Advance development of the Columbus Planning Area in conformity with the Durham Regional Official Plan and the Oshawa Official Plan; and
- Advance development that is sensitive to the historic community of Columbus.

The purpose of this Terms of Reference is to provide an understanding of the Columbus Community Advisory Committee membership, role, responsibilities and authority of members and the expected level of commitment.

Purpose of the Columbus Community Advisory Committee

The Columbus Community Advisory Committee (the Committee) provides one forum for community input into the Study. The Committee will be established during Stage 1 of the Study and it will provide input throughout the Study process to assist the Project Team (City staff and the Consultant Team) in understanding community opinions, on such matters as:

- Guiding principles and a community vision;

- The preferred land use and transportation alternative for the Columbus Part II Plan Area;
- The land use policies for the Part II Plan Area; and,
- Other Study related feedback.

The Project Team consists of City Staff and the Consultant Team. The Consultant Team is led by Macaulay Shiomi Howson Ltd. (M.S.H.) and is also comprised of sub-consultants, consisting of the following: HDR, Wood, Brook McIlroy, Natural Resource Solutions, Watson & Associates Economists Ltd., Three Sixty Collective and ASI.

The Committee will be engaged on an as-needed basis and meet at a minimum of once per Stage of the Study. There are four stages of the Study, necessitating a minimum of four meetings throughout the duration of the Study.

Columbus Community Advisory Committee Mandate

The City of Oshawa believes that communicating with residents, property owners, businesses and the overall community is important. The Committee will provide a forum for the positive and open exchange of information and feedback on the Study, including a forum for discussion of key opportunities, concerns and potential solutions. The Committee is not a decision-making body and will not have the authority to vote or commit City resources or direct the work of employees or the consultants.

Membership

The Committee will include up to five community members. All committee members must live or own a business in the study area. Oshawa City Council will be responsible for selecting the Committee members. Once selected and approved by Council, Committee member names will be made available to the public on the Study website. However, no personal information (e.g. address, telephone or email) will be released.

Membership is voluntary and no compensation will be paid by the City to members.

Meeting attendance is very important. If a member misses two consecutive meetings, the member will be deemed to have forfeited their position on the Committee, subject to the member having the opportunity to address Council in writing regarding the absenteeism. Council will then vote on their continued participation.

Member Responsibilities

Committee members will:

- Consider matters, issues or information provided by the Project Team relating to the Study process, and provide feedback as requested;
- Strive to operate in a consensus mode where participants openly discuss views and opinions and seek common ground;

- Be expected to bring forward any known views of residents and business owners and institutional uses in the community;
- Be open, transparent and receptive and be respectful to others when providing comments, advice or recommendations; and
- Be expected to serve for the full extent of the Study.

Project Team members will:

- Strive to provide accurate, understandable information to Committee members so they can contribute informed advice and opinions;
- Pass along any correspondence from the public to the Committee through the Chair;
- Strive to ensure that appropriate City employees or members of the Consultant Team, or others as necessary, are present at discussions on specific issues or components of the planning process; and
- Be open, receptive, respectful and transparent, and give careful consideration to advice and ideas received from Committee members.

Columbus Community Advisory Committee Chair

The Committee will be chaired by the Lead Consultant to enable all members to participate fully in the discussion.

The Chair will plan meeting agendas, preside over meetings and coordinate activities of the Committee. The Chair will also assist the Committee to develop and approve meeting process rules and other procedures related to Committee effectiveness. The Chair will be supported by the balance of the Project Team in developing the details of the meeting protocols.

Timelines

The Committee's inaugural meeting is anticipated to be held in the first quarter (Q1) of 2019 (between January 1st and March 31st). Subsequent meetings will be scheduled as appropriate with respect to the overall Study schedule, meeting at least once per stage of the Study. The Committee will serve until the completion of the Study.

Meeting Minutes

Minutes of Committee meetings will be prepared by the Project Team and will be circulated to Committee members. They will describe the key conclusions and action items arising from the meetings. Committee members will have the opportunity to review the minutes and provide comments prior to their finalization.

Minutes of Committee meetings will be made available to the public on the Study website.

Conduct

To preserve the integrity of the Committee and its members, the members shall govern themselves so as not to disrespect, offend or limit the ability to discharge the matters before the Committee in an orderly and effective manner. Procedural rules which reflect this approach may be established by the Committee at its initial meeting.

Attendance at Committee meetings will generally be limited to Committee members and Project Team members, to ensure that members remain focused and not distracted. Members of the public will not be permitted to attend Committee meetings but will be able to submit correspondence to the Committee. Members of City Council may attend Committee meetings to observe.

**Attachment 11 is
Confidential**