



Request for Proposal Response

Beach Area One and Two Strategic Visioning

ATTN: Mr. Ray Kelso

Manager of Planning and Development
Town of Wasaga Beach
30 Lewis Street
Wasaga Beach, Ontario
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May 6, 2011

architects
Baird Sampson Neuert



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Declaration

We declare we have no real or potential conflict of interest in submitting this proposal.

Barry Sampson, Principal

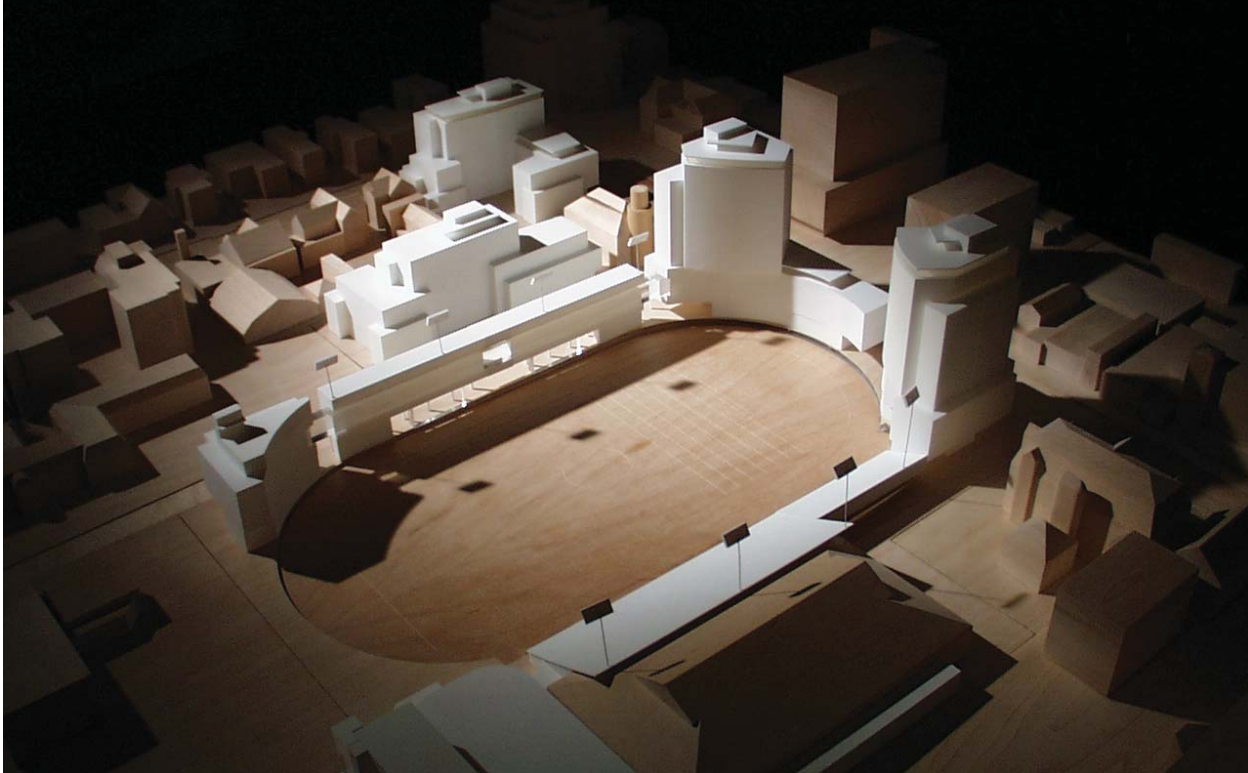
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Study Model from Bloor Devonshire Urban Design Precinct Study - Scenario Testing

Project Study Team

For this undertaking we have brought together a highly distinguished and experienced team. Our integrated team will be led by Barry Sampson of **Baird Sampson Neuert architects** of Toronto which is one of Canada's leading design firms with a history of ground-breaking and award winning architectural, public realm, urban design and master planning works that includes many cultural tourism attractions. Jon Linton of **the Tourism Company**, cultural tourism/management consultant and partnership and funding specialists along with Robert Lehman of **Lehman & Associates**, a well known and experienced planner who has completed countless downtown studies, recreational planning, tourism and feasibility studies, are also both key members of the team.

The Project Study Team is based in Toronto and Barrie.

Please Note: the roles and responsibilities, experience and credentials are detailed in a following section of this proposal response. In addition, the CV's of the team can be found at the conclusion of this document.

Baird Sampson Neuert ^{architects} with

TCI Management Consultants

**LEHMAN
& ASSOCIATES**

Understanding

Beach Areas One and Two have been the primary focus of summer tourism on Wasaga Beach from a time well before the Town of Wasaga Beach was incorporated in the early seventies. Since its creation the Town has grown and changed dramatically, spreading along and out from the Nottawasaga River, gaining a permanent population of about 15,000 that swells by about two-thirds to approximately 25,000 people in the summer. The established urbanized portion of Beach Area One and Two (the Special Policy Area bracketed by 6th Street, Beach Drive, Wasaga Beach Provincial Park and the Nottawasaga River), has also changed, but in contrast to the town, toward a condition of reduced urban intensity and commercial vitality. The combination of the fire that destroyed much of Main Street and recent failed private redevelopment schemes has resulted in the loss of former landmarks, such as the Georgian Inn and Dardanella Beach Bar and significantly reduced the continuity and density of built form as well as the number of commercial enterprises offering complementary activities and amenities to the Beach. The hotel and motel establishments remaining along Mosley Street, are for the most part of a character associated with an earlier era of development and offer relatively little in the way of amenities that would appeal to contemporary tastes and attract visitors considering a stay longer than a day trip, and who are looking for a more sophisticated and diverse offering.

The time is right to undertake the Beach Area One and Two Strategic Visioning exercise anticipated in the Town's RFP. The Province is investing in the site and just completing a new Visitor Centre for the Nancy Island Historic site, which will strengthen the interrelationship of Mosley Street, the River and the historic site dramatically situated within it. The visioning exercise offers an opportunity for the Town to build upon this new investment by thinking more holistically about the qualities of the River that make it a complementary attraction to the beach and consider how the character of the shores and space of the River could be improved to enrich visitor experiences. The absence of development proposals for the west side of Mosley Street provides the 'breathing space' for the Town to get ahead of potential development interests and define the character and quality of development. This in turn helps determine the ideal characteristics and track record of potential proponents, that would have the capacity to reinvigorate the site and create a tourism destination commensurate with the world class stature of the Beach itself.

In this regard the site's natural wonder, as well as its great history, present both opportunities and challenges. The beach is a fantastic attraction in the warm summer months, but in the off season the cold winds that sweep across the bay and the lack of complementary urban amenities and attractions makes it too unidimensional on its own to support all season commercial activities, or high level enterprises, such as a hotel. In short, the Beach can be wonderful in July, but bleak and forbidding in February. A vision for re-urbanization of the site needs to demonstrate how it could be a wonderful place to be in the shoulder seasons, even in the winter. The history of the beach as an inclusive place for people of all incomes and walks of life to enjoy together is a rich one that it would be undesirable to lose by encouraging types, or forms of development that depend upon exclusive control of large portions of the site. In this regard, the existing street and block structure from 6th Street to Simcoe provides a useful framework on which to rebuild, while reevaluating and recalibrating the role of each street and each development parcel. A well considered urban design plan that presents a distinctive and attractive vision in terms of built form, public space and street experience, from Mosley to Beach Drive, has the potential to offer development proponents the certainty they require to manage risk while providing a framework ensuring easy public access to the beach.

Beach Drive and Mosley have the potential to develop complementary characters appropriate to their respective relations to the beach and the River. Beach Drive already has a nascent typology capable of intensification similar to a number of great beach city precedents that combine pedestrian promenade, cruising cars and linear commercial buildings with terraces overlooking the water. Mosley Street is the entry street from the northeast or, south and has the potential to offer a more spatially enclosed street experience, protected from the winds of the bay, but at the same time offering a series of landscaped windows to the River bank.

Parking is a major and unique challenge for the Beach. It occupies large areas of potentially developable land and contributes to large scaled gaps between buildings that reduce the quality and intensity of pedestrian experience. At the same time the role parked cars play in offering a place of temporary accommodation and storage for day trippers should not be underestimated. Indeed, there is also a significant aspect of sociability between parked cars, highlighted by the phenomenon of tailgate parties, that contributes to the popularity of the central parking lot next to Main Street over two lots further south, as well as parking areas within the more natural setting of the parkland south

of 6th street. The visioning exercise will need to consider innovative ways to integrate parking with the built form of the area, perhaps in more enclosed parking courts, perhaps in structured parking, perhaps making use of more remote lots serviced by shuttle buses, or a combination of all three to achieve overall urban design objectives and a memorable spirit of place.

Insofar as the above discussion implies the possibility, as well as the challenges of significant change, the process of visioning will be of fundamental importance to the robustness of the idea and its successful implementation. In this regard, we believe a multi tiered approach to consultation with the Town, site stakeholders and the community at large will be the most effective. The first tier we imagine is a Steering Committee with representation of key decision makers from the Town and major stakeholder groups, such as the Chamber of Commerce that the Town believes will be able to serve as champions and communicators to demonstrate transparency. The second tier will be a series of open house/round table discussions to canvas the interests and ideas of community stakeholders and then present back ideas as the vision develops. The third tier will be presentations to Town councillors and departmental administrators with an interest in the project.

Effective communication of the Strategic Vision will be as important as the ideas underpinning it. In this regard we anticipate development of a suite of complementary visual elements ranging from a beautifully rendered plan to a selection of representative urban design features and places. The team will need to take account of the planning policies currently outlined in the Official Plan. Possible changes, or expansion implied by the urban design plan will have to be identified and summarized in text and diagrams as appropriate. The specifics of our approach and method are described in more detail in the text that follows.



Mosley Street Bridge Entry to Beach Areas 1 and 2



Beach Drive Looking North



New Nancy Island Visitor Centre on Mosley Street



the Beach Looking South



The Beach and Beach Dome from the North



View Across the Parking Lot to the Beach

Methodology

TASK 1: Kick-off Meeting and the Project Visioning Process

At the outset of the project, BSN will prepare a comprehensive Strategic Visioning Work Plan that will be refined and developed in consultation with the Town's Project Leader(s) during an Initial project kick off meeting. The Town's expressed planning objectives for the Study will also be reviewed at this meeting. The Work Plan will address and track all critical project milestones, community consultation events, review benchmarks, anticipated approval dates, as well as tentative Team meeting dates. The Work Plan will feed into the Preliminary Report and be used in the presentation to council on the methodology for public engagement. It will be regularly reviewed during meetings with a Steering Committee assembled by the Town to guide the project and updated accordingly.

TASK 2: Background Review / Information Gathering and Research

Concurrent with commencement of the Project Visioning process the consulting team will undertake an intensive process of information gathering and research. Information gathering will include, but not be limited to, review of the City's existing zoning bylaw, Official Plan, relevant background studies, built urban fabric conditions, natural and historic features and microclimate factors. The consulting team will work with the Town of Wasaga Beach to validate its specific planning objectives for every aspect of the project. This will also include a preliminary analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT).

Information will be compiled into a Preliminary Report, which will serve as a reference document and documentation framework for all stages of the study. It will be presented to Council as indicated in the RFP and describe the Public Engagement process in detail, as well as the process for development and assessment of urban design concept options from which a preferred Strategic Vision can be synthesized in consultation with the Town as the final outcome of the Study. It will also include a proposed Public Communications Strategy identifying the respective roles to be played by consulting team members and Town communications personnel, as well as the communications materials and logistics required to support it.

TASK 3: Public Engagement – Round 1: Listening

This initial round of public engagement is intended to focus on listening to issues and ideas expressed by the Town and other stakeholders identified in the Preliminary Plan. We propose to commence with Key Informant Interviews that engage one on one with individuals in the Town administration who have a particular interest in the site, but who may not be involved in the Steering Committee. The interviews would also include key external spokespersons for stakeholders, such as the Chamber of Commerce. Following the interviews, we propose to seek broader input from stakeholders and Town staff via a one day Open House Workshop. We anticipate it would feature an introductory plenary presentation introducing the consulting team, summarizing what the team has learned about the site to date and Town objectives for the study outlined by Town staff. Breakout sessions following the study introduction would be organized as Focus Group consultations with various stakeholder groups having specific interests, such as businesses involved in the tourism industry, history and heritage groups, property owners not connected to the tourism industry, municipal staff etcetera. The open house will be followed by an On-Line Survey, which will have a strong focus on tourism oriented aspects of the site for the purposes of feeding into the analysis of Tourism Opportunities and Challenges.

TASK 4: Preliminary Strategic Visioning and Analysis

Overview Analysis of Potential Tourism Opportunities and Challenges

The consulting team will undertake a review of current tourism-oriented uses and activities and evaluate them in respect of perceived strengths, and weaknesses. It will also identify potential untapped tourism opportunities and evaluate them in respect of requirements and threats to potential implementation.

Preliminary Revitalization Scenarios, Evaluation and Visualization

Taking into account information gained from the Round 1 Public Engagement, preliminary SWOT analysis and the

Tourism Overview Analysis, the consulting team will develop a limited number of development scenarios (maximum of 3) for revitalization of the site and its tourism appeal in consultation with the steering committee. The implications of each scenario in terms of site uses, built form, scale and overall urban design, as well as comparative benefits and challenges presented by each scenario will be evaluated for the purposes of identifying with the Steering Committee a preferred scenario on which to base preliminary visualization materials, such as a rendered Vision Plan, explanatory diagrams of key systems, such as streets, blocks, massing and view systems and representative perspectives (maximum of 3) illustrating iconic places and elements that capture the spirit of the Vision.

Preliminary Review of Planning Policy Implications

Current provisions of the Official Plan will be reviewed in tandem with advancement of the above development scenarios having regard for the policy implications of each as part of the evaluation process. Working in collaboration with the Steering Committee, a range of planning policy approaches, including alternative mechanisms to zoning control to promote and enable the preferred scenario will be considered in relationship to overarching objectives and principles outlined in the Preliminary Report. We anticipate that the Town's Official Plan may require policy changes to enshrine sustainability practices resulting from the planning process. Similarly we anticipate that a range of municipal activities and partnership building opportunities will be identified, which would guide policy at levels beneath the official plan.

TASK 5: Public Engagement – Round 2: Visioning

To gain stakeholder input we propose to present the visualization material of the preferred vision scenario to a public open house workshop, which we anticipate will be half a day in length. We assume this will entail presentation to a plenary session using a power point followed by a more interactive format featuring a number of presentation stations with illustration boards, where stakeholder and other members of the public can review the work, ask questions and provide comments. Verbal comments will be recorded by consulting team members and comment forms will also be made available to visitors preferring to leave comments in writing. Following the Open House, the character and substance of comments will be summarized by the consulting team and reviewed with the Steering Committee for discussion and direction prior to finalization of the consultant team's preliminary findings and recommendations.

TASK 6: DRAFT Urban Design and Development Guidelines and Preliminary OP and Zoning Recommendations

The guidelines will consider urban design of streets, public parks and open spaces, built form/development envelopes, view corridors, pedestrian orientation, public beach access, natural and cultural heritage, servicing, transportation connectivity, alternate transport modes, parking, accessibility, and sustainability. The guidelines will encourage appropriate uses, building scale, form and design in the event of development or redevelopment.

Development of Phasing and Interim Construction Management Plan

Implications of the Vision for the disposition of property and Development Phasing will be identified and contained in a Preliminary Phasing and Interim Construction Plan. The Plan along with the Draft Guidelines will be provided to the Town for circulation to the Steering Committee and relevant departments for review and comment.

TASK 7 Finalize Guidelines and Policy Recommendations

The consulting team will incorporate feedback from the Steering Committee in the preparation of final Design Guidelines and OP policies. This material will be presented to a final public meeting prior to presentation of the findings to Council. The consulting team findings and results of public input will be presented to the Development Committee and then to Council for comment and further direction. This presentation could occur earlier in the sequence if preferred by Council.

TASK 8: Conclusion of the Study and Completion of a final Strategic Vision Report for Beach Areas 1 and 2

This final report will compile all work to date and incorporate feedback from the previous Task. It will include revised visualization materials illustrating the Vision along with final versions of the Design Guidelines, the Phasing and Interim Construction Management Plan, and Official Plan and Zoning recommendations.

Working as a Creative Team

Key members from Baird Sampson Neuert architects Study Team will attend all meetings as required with the Town of Wasaga Beach. They are: Barry Sampson, Yves Bonnardeaux and BSN project staff. George Baird and Jon Neuert will also be involved in the project in the visioning stages as well as in advisory/review capacities. We anticipate that the meetings with a Steering Committee will be held at intervals established in discussion with client representatives at the outset of the project. Minutes of each meeting will be taken by the team and promptly circulated to client representatives for review and correction prior to the next meeting. We believe strongly that consensus building ensures successful outcomes with a sense of shared-ownership of results. While our Study Team will be responsible for information gathering, analysis, creative design and study tasks, and consultation, it is our intention that client representatives and key stakeholders be actively involved in the process.

Approach to Communications and Approvals

With regard to all communication with the Town project team and stakeholders, being open and clear is of the utmost importance to BSN. Face to face meetings will be a primary venue for interchange and decision making. Meeting minutes, reviewed and approved by the client will provide a written record of decision making. As project director, Barry Sampson will be the primary contact for client representatives and available for direct communication for any matter. It is our practice to use digital media to facilitate rapid communication and information exchange and in this regard we anticipate the use of a secure, shared project FTP site as well as option of teleconferencing. To ensure clarity of record, all approvals or directions from the client requiring action are expected to be received in writing, including e-mail communication. Communication by any other means will be recorded by the team and circulated back to the client in written form for confirmation. We are committed to keeping the Town abreast of all the team's activities and anticipate monthly meetings with the Town and bimonthly update reporting.

Approach to Stakeholder Engagement

We are committed to working in close collaboration with our clients and the public understanding the importance of an engaging community consultation process and its bearing on successful results. This process is critical in order for the team to ensure that both client and resident aspirations for the area are communicated clearly and are well understood by the team. Our core team members will work with the Town Staff to coordinate the public consultation and stakeholder engagement efforts. As outlined in the Methodology above, a variety of forms of stakeholder engagement will be key to our approach. We will rely in part on the Town to help inform stakeholders of the consultation process through notices, the Town's website, media releases and notices from local Councilors. We also hope to engage the local press as a means of building both awareness and excitement and we will be active in providing the material and information necessary for attention-catching media releases. By a successful and exciting start to the stakeholder engagement momentum can be built that will translate into continued involvement and support of the process that will draw friends, family and neighbors into attending the public meetings.

We have also come to realize the value of new resources available for engaging stakeholders including various forms of social media. We would propose among other venues for this form of social networking a simple facebook page or project 'BLOG'. These forums could be used as sites to post updates that may include: outlining interesting or unique findings such as fun historical facts, detailing precedents, summaries of consultations, information on public meetings and getting involved as well as the general progress. We would note that such online 'public forums' could be utilized too for informal surveys and quick results tabulations. We understand too that such media while interactive and engaging would also require oversight on our team's part. We would also endeavor as an alternative or in combination to compile an email list of interested participants which we could similarly use to keep the community up-to-date on the study activities and opportunities for engagement.

Project Team

Lead Consultant

Baird Sampson Neuert Architects
Architect / Urban Design

Baird Sampson Neuert architects

Baird Sampson Neuert Architects is an award winning practice that specializes in an integrated approach to landscape and architectural environments - an approach which engenders site-specific solutions and creates a unique sense of place. The firm's interest in the fusion of building and landscape systems is approached from a comprehensive understanding of sustainability issues that addresses maintenance and operating energy, and 'greening' strategies. This approach has fostered a special appreciation of the role of physical and social context in the development of design solutions. The firm has an unusual depth of capability to conduct research and provide innovative solutions in response to unique projects, site conditions and community objectives.

Our practice is known for its urban design and open space design capabilities, having completed numerous major studies within Toronto, as well as for other communities across North America. The firm has prepared master plans for internationally significant institutional sites such as the Cranbrook Educational Community, in Bloomfield Hills, Michigan, which is listed on the US National Historic Registry. We have recently completed Architectural Design Guidelines for the City of Kingston's Downtown area, in addition to an urban design study for their North Block Business District. We have completed comprehensive master plans for three Ontario universities (University of Toronto at Scarborough, the University of Toronto Bloor/Devonshire precinct, and Trent University), which involved an exceptionally high standard of community consultation. Our urban design capabilities have included the preparation of "secondary plans", 'official plan' updates for municipalities and development design guidelines for new communities.

The firm has executed a wide array of building and landscape projects, which demonstrates our consistent commitment to design excellence and client service. The great range of these projects which include schools, post-secondary educational facilities, research centres, museums, conservatories, auditoriums, waterfront centers, libraries, public parks, private and public housing. This portfolio includes numerous visitor and welcome centers, interpretive and exhibition type facilities. These cultural tourism attractions have demonstrated their success through higher than projected levels of visitation, exceptional and enduring building operational efficiencies, enhanced visibility and their broad recognition by the media and design community. Many of our projects have involved an extensive consultation process and a close working relationship with community representatives and project committees to achieve broad community development goals.

Baird Sampson Neuert Architects was originally founded in 1972 by George Baird and has remained in continuous practice since this time.



Barry Sampson, B. Arch, OAA, FRAIC, LEED AP

Barry is a registered architect with over thirty years of experience in architecture and urban design. He has been involved with ground breaking urban design and public space design projects across North America including the first development design guidelines for downtown Vancouver and most recently the award winning Old Post Office Plaza in downtown St. Louis, which was the winner of an international design competition. He has directed many of the firm's award winning projects, which include many urban design awards, as well as major cultural tourism projects, such as the internationally renowned Niagara Parks Commission Butterfly Conservatory. He has also directed projects focused on revisioning, such as invited design competition submissions for Old Fort York, and Nathan Philips Square and a programming study for Sainte-Marie Among the Hurons. He is experienced with the organization of public consultations and design charrettes and has been an invited lecturer on a variety of topics across North America.

Role: Study Director



Jon Neuert, B. Arch. (Hons), OAA, AIA, MRAIC, LEED

Jon brings specialized experience with the concept planning programming and design of some of Canada's prominent cultural/tourism facilities. Projects include the highly successful Niagara Park's Commission Butterfly Conservatory, French River Visitor's Centre, and heritage 'product' development for a range of notable sites including Lundy's Lane Historical Museum, Sainte-Maire Among the Hurons in Midland, and design work for Toronto's Fort York Visitor's Centre.

Role: Design Collaborator



Yves Bonnardeaux, OAA, AIA, MRAIC, LEED AP

Yves is Senior Associate at BSN with over 17 years of experience. Mr. Bonnardeaux has been involved in numerous urban design studies and design guidelines initiatives including Kingston North Block Urban Design Study and Architectural Guidelines for the Kingston Downtown and Harbour as well as current work on the Orillia Heritage Conservation District Plan and Architectural Guidelines. He has also played key roles in numerous cultural and tourism works of the firm including the Discovery Landing, Burlington Waterfront Centre and recently completed Cornell Plantations Welcome Center. Yves recent work also includes involvement in a major new public plaza in St. Louis' historic downtown which is seen to be a cornerstone of concerted revitalization efforts.

Role: Project Manager with active involvement throughout duration.



Drew Adams, B.E.S. (hons), M.Arch

In addition to a Master of Architecture from the University of Toronto, Drew Adams has a professional degree in Urban Planning specializing in Urban Design from the University of Waterloo. He brings experience from past work on the Markham Civic Mall, Ottawa Naval Monument Competition, Toronto's Midrise Urban Design Guidelines, Thunder Bay Waterfront and Parc Downsview Park to the team. He has been the recipient of numerous distinctions for design excellence and leadership and most recently was named as one of the Canadian Society of Landscape Architects '4 under 40' new professionals 'challenging the status quo.'

Role: Active involvement through duration in all graphic and production activities.

Sub-consultants

TCI Management Consultants

Tourism

TCI Management Consultants



Jon Linton, a Director of TCI, will be a member of the study team. Jon is a certified management consultant (CMC) with over 30 years of consulting experience to municipalities, government agencies and the private sector on a wide range of strategic planning issues. He has managed public input processes (using questionnaires, focus group sessions, workshops, etc.) to develop public policy for a variety of similar projects. These include work with several of the province's new Regional Tourism Organizations (RTOs), park and conservation area planning (for Parks Canada, Ontario Ministry of Natural Resources, and many municipal parks). Jon is a former Board member for the Frost Centre in Haliburton, and the Canadian National Exhibition in Toronto (as well as several other social service organizations) and thus understands the importance of vision and strategic planning from a Board and governance perspective. He is also the book reviewer for *Municipal World* magazine, and understands municipal issues and concerns well.

Role: Tourism Specialist - participation in visioning and ongoing advice to the Core Study Team. He will also provide input and assist with the evaluation of current tourism-oriented uses, activities and events.

TCI Management Consultants

Founded in 1992 and located in Toronto, TCI is comprised of senior, experienced practitioners who specialize in providing a full line of professional services to the recreation, tourism, arts and culture sector. The firm specializes in business and strategic planning, as well as various related aspects to strategic planning such as visioning, feasibility studies and business plans, due diligence reviews, financial analysis, market research and marketing plan development, policy development and evaluation, organizational and operational reviews, and economic impact analysis. Clients encompass a wide range of tourism and cultural organizations including the municipalities, economic development agencies, destination marketing organizations (DMOs), the performing arts sector, festivals and events, museums, heritage sites, art galleries, science centres, botanical gardens, and national and provincial parks. TCI has also been involved in the development and evaluation of cultural policy at all levels of government, as well as for various industry associations and not-for-profit groups.

Most of the projects undertaken by TCI involve a visioning exercise as part of a strategic plan. This typically involves both qualitative and quantitative data collection, and TCI is skilled in conducting focus groups, workshop sessions, public meetings, depth interviews, mail and on-line surveys: the full battery of consultation tools to ensure full and representative input from key knowledgeable individuals, stakeholder groups and the general public, in the development of vision and strategy.



Robert Lehman is the president of Lehman & Associates and a founding partner of Metropolitan Knowledge International. Mr. Lehman is a highly distinguished register planner and Fellow of the Canadian Institute of Planners. Twice awarded with the Canadian Institute of Planners Honour Award for Planning Excellence, he has also been recognized with numerous awards from the Ontario Professional Planning Institute. Mr. Lehman has been involved in or directed numerous and wide-ranging planning, research and policy studies and initiatives over his more than forty year career for many public and private sector organizations and has assisted in a wide variety of communications-led processes. Mr. Lehman brings extensive knowledge of the Town of Wasaga Beach and its relevant policies including Zoning By-laws and Official Plans which he has had previous involvement in helping draft. Mr. Lehman also has the following experience with Downtown Studies, Recreational Planning and Tourism/Feasibility Studies which will be key resource for the Team.

Role: Planning - participation in visioning and ongoing advice to the Core Study Team. He will also provide input into any necessary policy recommendations.

Official Plans and Zoning By-law

Mr. Lehman has been involved in and responsible for a wide variety of Official Plan documents and related studies. In addition to work for the District Municipality of Muskoka, he has drafted Official Plans or major amendments for the: City of Vaughan, Village of Beeton, City of Barrie, Township of Essa, Town of Markham, Town of Kearney, City of Orillia, Town of Kenora, City of Nepean, Temagami Joint Planning Area, Town of Richmond Hill, Village of Tottenham, Town of Midland, Townships of Anson, Hindon and Minden, Town of Wasaga Beach and the Village of Coldwater. Additionally, Mr. Lehman has been the Project Manager responsible for assisting in the drafting of new Zoning By-laws for: City of Oshawa, Township of Mulmur, City of Regina, Townships of Anson, Hindon and Minden, City of London, Town of Kenora, City of Ottawa, Town of Bracebridge Town of Oakville, Town of Kearney, Village of Beeton, Town of Keewatin, Town of Richmond Hill, Village of Tottenham, Town of Wasaga Beach, Village of Coldwater, Town of Midland, Town of Whitchurch-Stouffville, Township of the North Shore and the Township of Monmouth.

Downtown Studies

Mr. Lehman has directed downtown studies for the City of Sudbury and the City of Barrie, Hamlet of Minden, Town of Wiarton, Town of Cochrane and Town of Sturgeon Falls. In all of these studies the local Business Improvement Association members were heavily involved. Mr. Lehman, as chairman of the City of Barrie's B.I.A. for three years, was responsible for the preparation of a five-year B.I.A. Business Plan and the supervision of a major streetscape revitalization project.

Recreational Planning

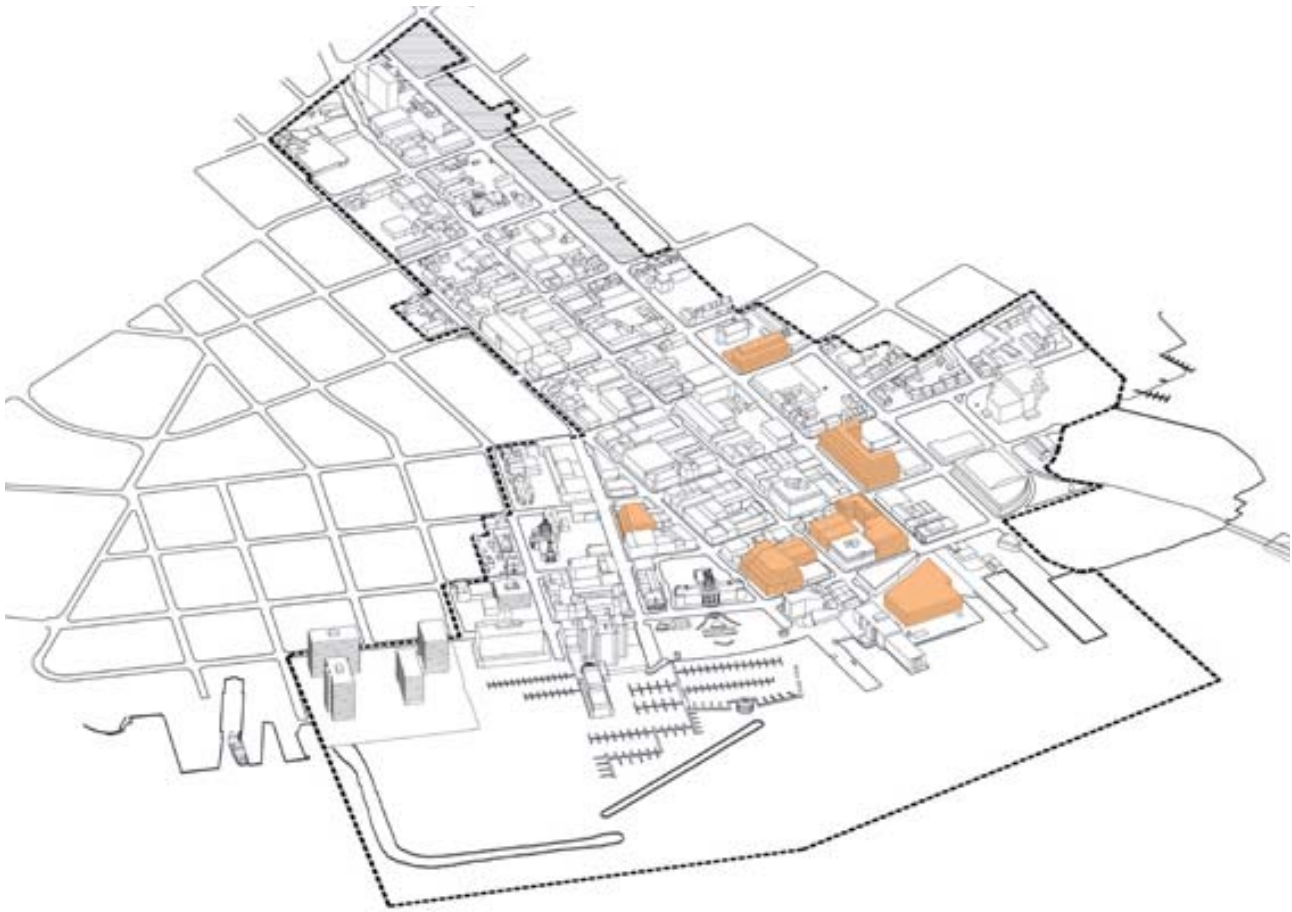
In addition to studies for a number of cottage-oriented municipalities Mr. Lehman has been involved in several major recreation projects. Mr. Lehman carried out two projects for the Ministry of Tourism and Recreation involving strategic planning for recreation resources. Recreation related studies included assisting in the development of a sector plan for the National Capital Commission, a number of hotel/resort feasibility studies including Muskoka Centre, Muskoka Sands and Bigwin Island in Muskoka and the preparation of a 500-unit resort/condominium plan for a 150-acre site on Lake Simcoe.

Tourism / Feasibility Studies

Mr. Lehman was responsible for the feasibility study, design and project management for two theme parks in the Georgian Bay area. In addition, Mr. Lehman has carried out numerous feasibility studies for private sector tourism-related projects and major tourism studies for several recreation and tourist-oriented municipalities. Municipal tourism strategies have been prepared for the Town of Kearney, the Community of Rosspoint, Township of Terrace Bay, Town of Cochrane, the Georgian Triangle Tourist area and the Township of Tehkummah (South Baymouth). Mr. Lehman also managed the preparation of a Regional Arts Centre Feasibility Study for the Town of Gananoque.

Lead Consultant Relevant Experience and Achievements

Please Note: Details regarding the sub-consultants background, relevant experience and achievements can be found in the preceding information on them. Greater details can be found on everyone's experience in the CV's which are located at the end of this document. References for the projects follow this section.



Kingston Downtown and Harbour Area Architectural Guidelines Study



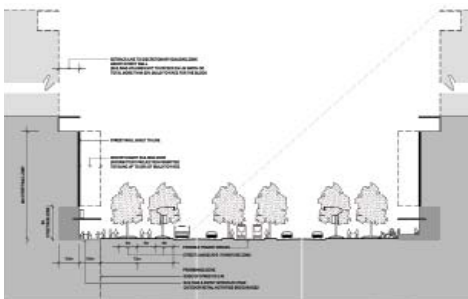
Kingston Downtown and Harbour Area Architectural Guidelines Study

Focus was to provide guidance to ensure that appropriate development, redevelopment, and restoration of the Downtown and Harbour areas built form would not only preserve, but strengthen and clarify the existing heritage qualities. Existing zoning bylaw, O.P., background studies, built fabric as well as 6 sites for future potential development were examined. Illustrated Architectural Guidelines and recommendations for the study area, and a corresponding Implementation Plan, were proposed based on the observations and recommendations developed in through the study. Material was presented to the public at two open house information forums.



Kingston North Block Central Business District Urban Design Guidelines

Developed Urban Design Guidelines focused on 4 ½ blocks in a key area of Kingston's waterfront heritage district considering a broad range of development options. Involved evaluation of a wide array of issues including: contamination, significant archeological remains, heritage character, urban fabric, growth of retail, office and residential markets and uses, parking, traffic and transit issues, pedestrian walkways and open spaces, as well as evaluating views and sightlines. Proceeded through several rounds of public consultation and charrettes. Guidelines and 3 development scenarios formed the final recommendations and were well-received by the public.



Markham Built Form Performances Measures

Developed measures for City Planning Staff to evaluate new development proposals and ensure consistency with established policies and vision for Markham's new civic centre. Included extensive consultation and interaction with stakeholder and public focus groups. Draft measures were presented as questions of performance focused on themes of: Creating an Attractive Downtown Character, Sustaining the Environment, Making Attractive and Lively Streets, and Integrating Parking Facilities and were illustrated by diagrams and precedent images. Awarded the Ontario Professional Planners Institute's 2004 Excellence in Planning Award for Communications & Public Education.



Discovery Landing, Burlington Waterfront Centre



Discovery Landing, Burlington Waterfront Centre

This landmark building serves as a primary node for Visitor Services for Burlington’s waterfront park, supporting major festivals, and serving as the primary catalyst for its downtown waterfront revitalization plan. Combining outdoor programming elements to create a multi-seasonal waterfront destination, the Centre engages a wide ranging base of visitation - from high level dining, to skating and water play. A multi-purpose room provides interpretation for local history and transforms into a rental venue for conferences, speaking and performance events, such as ballroom dancing.



Sainte-Maire Among The Hurons

In 2009, BSN architects was engaged to undertake comprehensive facility programming and master planning to renew and reinvigorate this internationally important heritage site and tourism destination. In addition to a complete reorganization of the 1960’s Visitor Centre, major new facilities include a 200 seat First People’s performance venue, and expanded exhibition and educational programming. Other initiatives include new programming linkages with adjoining natural conservation lands.



Old Post Office Plaza

This new public plaza celebrates the adjacent historic Old Post Office Square, actively engaging the surrounding urban form, serving as a place for community engagement. The linchpin of St. Louis’s urban revitalization plan, the square is at the geographic centre of series of private sector development initiatives intended to reclaim improvised urban neighbourhoods revitalization strategy. It provides a barrier-free venue that is much sought after for weekend markets, film series, music and theatre and hosted the first ‘Annual Downtown Ball’ last fall. The project has been widely celebrated as a major success, and has been internationally published.



“The French River Visitor Centre is more than a beautiful structure, it has become an important gathering place for Aboriginal, Metis and Municipal leaders for business, ceremonial and teaching events.” Adair Ireland-Smith, Director, Ontario Parks

French River Visitor Centre

French River Visitor Centre

Despite its ‘remote’ location, the French River Visitor Centre, in Alban, Ontario, has attracted international attention, local pride, and a groundswell of visitation 50% above projected levels. In addition to educational functions, it serves as a springboard to connect visitors with private sector tourism opportunities, and as a meeting place for local community for cultural events including Pow Wows. A 2010 Governor General’s Medal recipient, the project was also one of five buildings internationally shortlisted as “Public Building of the Year” in 2010, and was recently featured in Disney’s “Camp Rock II”, generating a new source of venue for the client.



Fort York Visitor Centre

Creating new urban linkages and between the Fort and surrounding urban fabric the Visitor Center will activate and renew the historic ‘Commons’ as a major place for community events and festivals. Maintaining the primacy of the Fort’s heritage status, the Visitor Center dramatically announces and reveals the presence of the Fort along a major new roadway and activates dormant space beneath the Gardiner Expressway. BSN architects was invited to participate in a two-staged international competition for the design of this facility.



Plantations Welcome Center

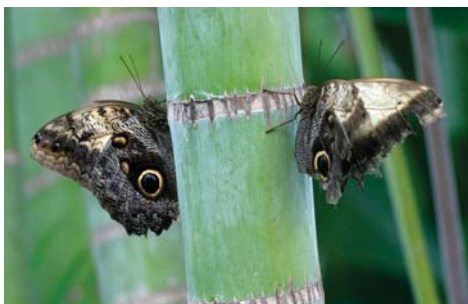
Inserted within Cornell University’s Botanical Garden, an important cultural landscape, this multi-purpose community destination transforms throughout the year in response to the changing intensity between academic and tourism cycles. Supporting Plantations’ leadership role in environmental stewardship education, the facility combines academic programming with café, gift shop, and public washrooms. The ground level is a active node for visitor services while the upper level accommodates flexible academic teaching facilities which convert for use as a public rental facility for major events including lectures, video conferencing and wedding functions. The project is set to become the University’s first LEED Platinum building.





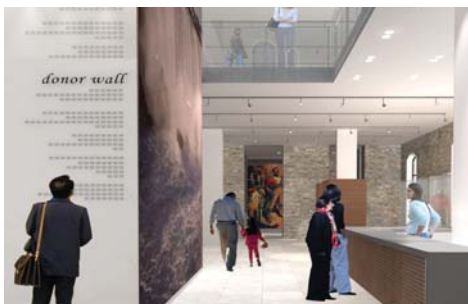
“By far one of the most unique and amazing attractions. I’ve been to butterfly conservatories before in various places, one being the Bronx Zoo in New York. None compare to this.”

Liza M., Reading, MA - Yelp.ca Visitor Review of Niagara Butterfly Conservatory



Niagara Parks Butterfly Conservatory

Designed as a four-season attraction to extend tourism throughout the year, and to expand the geographic range of the Niagara Falls tourism hub, the facility attracts over 500,000 paid visitation annually. It supports public educational objectives regarding butterfly habitat protection, and formal educational programming associated with NPC’s School of Horticulture. BSN architects provided comprehensive programming and design services for the entire 55,000 square foot facility. Located in the Botanical Garden of the Niagara Parks Commission, the Butterfly Conservatory is the largest facility of its kind in the world.



Lundy’s Lane Historical Museum

BSN architects provided comprehensive concept design and facility planning for the expansion of Lundy’s Lane Historical Museum. The expansion programme establishes linkages to generate a critical mass of public activity with the adjoining Farmer’s Market, nearby Battlefield Site and other local attractions, in addition to serving as the City of Niagara Falls’ civic museum. Funded in response to War of 1812 Bicentennial event planning, the project will enhance and diversify local and regional tourism opportunities, while serving as a catalyst for urban renewal and heritage conservation within the Stanford district.

References

**Kingston Downtown and
Harbor Area Guidelines:**

Ms. Wendy Carman
Senior Policy Planner
City of Kingston
216 Ontario St.
Kingston, Ontario K7L 2Z3
(613) 546-4291, ext. 3186

NPC Butterfly Conservatory:

Deborah L. Whitehouse,
Executive Director Parks & Heritage,
Niagara Parks Commission
(905) 356-2241 ext 237
dwhitehouse@niagaraparkscommission.com

French River Visitor Center:

Adair Ireland-Smith,
Director, Ontario Parks,
Ontario Ministry of Natural Resources,
(705) 755-5539
adair.ireland-smith@ontario.ca

Burlington Waterfront Centre:

Tim Commisso,
City Manager, City of Thunder Bay,
(formerly Manager of Budgets & Planning,
City of Burlington)
(807) 625 2224
tcommisso@thunderbay.ca

Plantations Welcome Center:

Christine Carstensen,
Executive Project Manager, Cornell University
(607) 255 4257
cc226@cornell.edu

Old Post Office Plaza:

Ms. Christy Fox
Gateway Foundation / Downtown Now!,
(314) 241 3337 ext 402
cbfox1977@aol.com

Saint Marie Among the Hurons:

John Alley
Sr. Project Manager, MHPM Project Managers Inc,
(905) 475.3393
jalley@MHPM.com

Schedule and Fees

FEE SUMMARY

TASK	FEE
Task 1 - Strategic Visioning Work Plan	\$5,243.00
Task 2 - Background Review / Information Gathering and Research	\$8,598.00
Task 3 - Public Engagement - Round 1: Listening	\$9,437.00
Task 4 - Preliminary Strategic Visioning and Analysis	\$4,404.00
Task 5 - Public Engagement - Round 2: Visioning	\$4,614.00
Task 6 - Draft Guidelines	\$2,936.00
Task 7 - Developing Guidelines	\$5,033.00
Task 8 - Conclusion of Study and Final Reporting	\$2,936.00
Contingencies	\$0.00
Disbursements	\$1,000.00
TOTAL	\$44,200.00

HOURLY RATES

TEAM MEMBER	HOURLY RATE
Barry Sampson	\$200.00
Jon Neuert	\$200.00
Yves Bonnardeaux	\$130.00
Drew Adams	\$100.00
Bob Lehman	\$250.00
Jon Linton	\$150.00

Appendix: Team CV's

Barry Sampson, B.ARCH, OAA, FRAIC, AIA, LEEDAP

Barry Sampson is a registered architect in Ontario and a Fellow of the Royal Architecture Institute of Canada. He is also a LEEDTM accredited professional. **He is a highly respected architect and urban designer who has been a principal at Baird Sampson Neuert Architects since 1981.** During this time he has directed a diverse array of award winning projects in Canada and the United States. His firm's consistent focus on design that contributes to invigoration of the public realm, cultural discourse and architectural education has been widely recognized in publications and led to it receiving the Royal Architecture Institute of Canada 2007 Firm of the Year Award, as well as three Governor General Awards, Canada's highest architectural honour. In addition to directing projects ranging from urban design and master plans for large institutions, to individual architecture, including the acclaimed Niagara Parks Butterfly Conservatory, public space and heritage projects, Barry has led many teams for design competitions.

He has extensive experience in the field of urban design and has been engaged in countless urban design-based planning initiatives including: Markham City Centre Built Form Performances Measures; Mississauga City Centre Park Concept for the Daniels Corporation; Tansley Triangle Secondary Plan, Urban Design Guidelines; West District Charette, and; the Media Village Development Plan for the Toronto Olympic Bid in 2008 in addition to directing a number of large scale master planning projects including the innovative **Bloor Devonshire Urban Design Precinct Study** at the University of Toronto. His open space design experience includes directing the Nathan Phillips Square Revitalization competition team and the now completed Old Post Office Plaza in St. Louis, Missouri's historic centre. **He is a highly skilled planner with a keen understanding of urban revitalization and renewal strategies and a strong knowledge of small town Ontario.**

Mr. Sampson graduated from the University of Toronto with an architecture degree in 1972 and is currently a full professor there, where he has taught for over 20 years. His research and design work have focused on the integration of architecture, landscape and urbanism and for over a decade and a half pursued issues of bioclimatic design and sustainability.



RELEVANT NOTABLE EXPERIENCE

- Trent University-Symons Campus Master Plan Update
- Bloor Devonshire Precinct Study, U. of T.
- Cranbrook Educational Community, Master Plan
- Redevelopment of the Lakeshore Hospitaland Humber College Lands
- 750 housing unit Redevelopment, Oshawa
- Winning Submission, Seaton Lands Competition: New City for 90,000
- University of Toronto at Scarborough Master Plan Update
- Markham City Centre Built Form Performances Measures
- Mississauga City Centre Park Concept, The Daniel's Corporation
- Tansley Triangle Secondary Plan, Urban Design Guidelines
- West District Charette
- Media Village Development Plan for the Toronto Olympic Bid 2008
- Old Post Office Plaza, St. Louis Missouri
- Nathan Phillips Square Revitalization, Invited Competition
- Cloud Gardens Park
- Ann Tindall Park - Harbourfront
- Spadina Park, Harbourfront
- Niagara Parks Butterfly Conservatory

Jon Neuert, *B. Arch. (Hons), OAA, AIA, MRAIC, LEED*

Jon Neuert brings specialized experience with the concept planning programming and design of some of Canada's prominent cultural/tourism facilities. Projects include the highly successful Niagara Park's Commission Butterfly Conservatory and heritage 'product' development for a range of notable sites including Lundy's Lane Historical Museum, Sainte-Maire Among The Hurons in Midland, and design work for Toronto's Fort York Visitor's Centre. Jon has a strong commitment to heritage resource integration and is currently working on a \$20M renewal and expansion University of Toronto's 1905 Mining Building, and has recently completed Cornell University's new Welcome Centre, which is situated within the University's Botanical Garden, an important heritage landscape.

Jon graduated from the University of Toronto's architecture programme in 1990 and received numerous scholarships, design and academic awards including the R.A.I.C. Gold Medal, American Institute of Architects' Henry Adams Medal, and the Lieutenant Governor's Medal. His education included three semesters of joint studio work with the landscape architecture programme and his architectural thesis was published by the Royal Architectural Institute of Canada. In 1991 he was selected to exhibit design work at the 5th International Architectural Biennale of Venice.

Upon graduating, Jon was invited by his former teachers to complete his internship with Baird/Sampson Architects. In 1996 he became a registered architect and became a principal at Baird Sampson Neuert Architects in 1998. During the past twelve years Jon has reinforced and expanded the firm's reputation for design innovation and its leadership role in the area of cultural facility design and sustainability, having directed and co-directed numerous award winning public sector projects. He has worked on five projects nationally recognized by the Canadian Architect's 'awards of excellence', and two projects which received Governor General's Medals, Canada's highest distinction in architecture.

In addition to his work at the Mining Innovation Center, Jon is currently working on Mission 2050 - an agricultural research centre for the Ontario Ministry of Food and Rural Affairs, which has just been recognized for a major Innovation Award from the Royal Architecture Institute of Canada.



SELECTIVE EXPERIENCE

Concept Planning, Programming & Cultural Facility Design

French River Visitor Centre
Burlington Waterfront Centre
Cornell Plantations Welcome Center & Gardens
Sainte-Marie Among the Hurons
Mining Innovation Centre
Walmer Center
Toronto Brickworks – Concept Planning
Lundy's Lane Historical Museum
NPC Butterfly Conservatory
Fort York Visitor Centre
Mission 2050 – an agri-ecology campus
Royal Botanical Gardens Master Plan
Allan Gardens, City of Toronto
Cloud Gardens, City of Toronto
Nathan Phillips Square Competition

Yves Bonnardeaux, OAA, AIA, MRAIC, LEED AP

Yves Bonnardeaux is an architect with over 17 years experience in Ontario, responsible for projects both local and abroad, mostly for institutional clients. He is committed to excellence in design, sustainability, and building livable cities. Yves is involved throughout the duration of projects as project architect, most often acting as the main client liaison under the principal-in-charge, while managing both the internal team and consultants. Yves graduated with a Bachelor of Arts at McGill University in Montreal (1989), and from the University of Toronto's Architecture professional program (1994). Yves is a registered Architect in Ontario and Missouri, and one of seven LEED (Leadership in Energy and Environmental Design) accredited professionals at Baird Sampson Neuert Architects. In 2007, Yves' commitment to excellence in Urban Design matters has lead him to be a **Urban Design Lecturer at the Ontario Professional Planners Institute**, and act as a **Juror for the City of Kingston's Livable City Design Awards in 2008.**

Yves is a Senior Associate with Baird Sampson Neuert Architects and has acted as project architect on award winning urban design, institutional, commercial, residential, and retail projects including a number of cultural and tourism works. These projects have garnered numerous awards which include the Governor General's Award for Architectural Excellence, the Ontario Architects' Association Award, the Canadian Architect magazine Award of Excellence, and the American Society of Landscape Architects, Honour Award, St. Louis Chapter. **Yves has been involved in numerous urban design studies and design guidelines initiatives. His most recent work includes involvement in a major new public plaza in St. Louis' historic downtown which is seen to be a cornerstone of concerted revitalization efforts.** He also recently oversaw the completion of the Cornell Plantations Welcome Center which is on track to become the University's first LEED Platinum building. Currently, Yves is involved in the expansion of Churchill Public School for the Toronto District School Board; the completion of Phase II of a Student Centre and Inclusive Design Institute for the Ontario College of Art and Design and Orillia Heritage Conservation District Plan and Guidelines.



NOTABLE PROJECTS

- 2011 Orillia Heritage Conservation District Plan and Guidelines
- 2011 Cornell Plantations Welcome Center
- 2010 City of St. Louis Old Post Office Plaza
- 2010 Lewis Education Centre and Botanical Garden
- 2006 Burlington Waterfront Centre
- 2006 Architectural Guidelines for the Downtown, City of Kingston
- 2006 Official Plan and Zoning ByLaw Consolidation, City of Kingston
- 2006 LVEC in North Block Urban Design Guidelines, City of Kingston
- 2004 North Block Urban Design Guidelines Study, City of Kingston

Drew Adams, *B.E.S. (hons.), M.Arch*

Drew graduated from the University of Waterloo with a professional Bachelor of Environmental Studies degree in **Urban Planning, Specialization in Urban Design and Minor in Geography** and recently completed his **Master of Architecture** degree at the University of Toronto. During his studies, Drew has been the recipient of numerous awards for academics, design excellence and leadership including the prestigious honour of being named an inaugural John H. and Myrna Daniels Scholar.

Drew joins BSN having gained considerable experience working across architecture, landscape architecture, urban design and planning. His **experience includes, significant public realm and master plan works such as Parc Downsview Park, Thunder Bay Waterfront, the Ottawa Naval Monument (unbuilt), Taddle Creek Park, and Markham Civic Mall and involvement in the recent and major Avenue's and Mid-rise Buildings Study for the City of Toronto.**

Outside of this, Drew has also gained considerable recognition in numerous international design competitions. He oversaw work on the recently completed Scent Garden, a small, 16,000 sqft park, designed in collaboration for the 2011 World Horticultural Exposition in Xi'an, China. Drew's work has been included in a variety of local and international exhibitions as well as in publications such as: Spacing Magazine, Landscape Architecture China, the **Ontario Planning Journal**, the John Wiley & Sons **professional textbook Design for Flooding** and FORM Magazine. Most recently, Drew was recently **featured in the Toronto Star** as well as in the **'New Professionals'** issue of the Canadian Society of Landscape Architects' Landscapes | Paysages magazine where he was **featured as one of '4 Under 40' young professionals 'challenging the status quo.'**

Drew is a frequent urban design guest critic at the University of Waterloo, School of Planning.



NOTABLE PROJECTS

- Scent Garden, World Horticultural Expo 2011
- Toronto Avenue's and Mid-rise Buildings Study
- Parc Downsview Park
- Thunder Bay Waterfront
- Ottawa Naval Monument (unbuilt)
- Taddle Creek Park
- Markham Civic Mall
- Ottawa Congress Centre

TCI Management Consultants

Jon D. Linton, CMC
Director

TCI Management Consultants

Education

- University of Toronto - B.A. (Urban and Economic Geography) - 1975
- Selected Studies at York University
- Certified Management Consultant (CMC)

Board and Advisory Positions

- Friends of the Frost Centre, Board Member
- Board Member, Business Research and Market Association (BRMA)
- Canadian National Exhibition (CNE) Board Representative (municipal) and member of Long Range Planning Committee
- Music Toronto (chamber music society) Board member
- Member, Marketing Advisory Committee, Art Gallery of Ontario
- Chair, Toronto Blood Centre Advisory Committee, Red Cross
- Member, Marketing Advisory Committee, UNICEF Canada

Experience

In more than thirty years of consulting experience, Mr. Linton has been involved in hundreds of projects involving various types of market assessment and strategic planning. The former Directing Partner of the Hospitality, Tourism and Recreation Group at Ernst and Young, he specializes in strategic planning, market research, financial feasibility assessments, economic impact studies, and policy development and evaluation. Clients and projects have included the following:

Park Master Plans and Recreational Strategies

- Conservation Halton Master Plans (*Glenorchy, Crawford Lake, Rattlesnake Point, Hilton Falls, Mount Nemo Conservation Areas*)
- Little Lake (Peterborough) Land Use Master Plan
- Black Creek Pioneer Village North Master Plan
- Downsview Park Master Plan
- Brantford Waterfront Development Master Plan
- Thunder Bay Waterfront Development Master Plan
- Terrace Bay Waterfront Development Master Plan
- Centennial Park Master Plan

Parks, Conservation Areas and Campgrounds

- Parks Canada Revenue Generation Policy Review

- National Capital Commission Retail Operations Review
- Riding Mountain National Park Marketing Plan
- Socio-Economic Impact Study of Proposed Bruce Peninsula National Park
- Alberta Campground Industry
- Economic Impact Study of Private Campgrounds in Ontario
- St. Lawrence Islands National Park Economic Impact Study
- Metropolitan Toronto and Region Conservation Authority Marketing Plan
- Nova Scotia Campground Industry Competitiveness Study
- Newfoundland Accommodation Requirements Study (included campground industry)
- Boy Scouts of Canada - Camp Samac Future Options Study

Regional Tourism Development and Strategic Marketing Plans

- North of Superior Tourist Association (NOSTA) Tourism Awareness Survey
- Kenora Visitor Attraction Study
- Kearney Tourism Opportunity Identification Study
- Muskoka Visitor Attraction Study
- Tehkummah Township Waterfront and Tourism Development Study
- Northern Ontario Tourist Outfitter's (NOTO) Study
- Michigan State Tourism Benchmarking Study and Strategic Plan
- Florida State Tourism Marketing Plan
- Puerto Rico Strategic Tourism Marketing Plan
- Montana State Tourism Marketing Plan
- Niagara Regional Tourism Development Strategy
- Saskatchewan Tourism Marketing Plan
- City of Saskatoon Tourism Marketing Plan
- Hearst Area Tourism Development Strategy
- Miramichi Region Tourism Development Strategy
- Ontario Ministry of Natural Resources - Crown Land as a Development Tool Cottaging Study
- Ontario Hostelry Institute Feasibility Study
- Coleman Tourism Theme Study
- Orillia Waterfront Development Feasibility Study
- Summerside Waterfront Development Corporation Plan
- Cochrane Tourism Opportunities Study
- East Lothian (Scotland) Tourist Opportunities and Strategy Study
- Cambridge Tourism Economic Impact and Benchmarking Study

Arts, Culture, Heritage Master Plans

- Windsor Municipal Cultural Master Plan
- Cambridge Cultural Master Plan
- Kitchener Community Investment Strategy
- Chatham Cultural Centre Strategic Plan
- Regional of Waterloo Cultural Mapping Project
- Town of Lunenburg Heritage Sustainability Strategy
- City of London Heritage Strategy
- Brandon, Manitoba, Heritage Strategy Study
- Harrisburg, Pennsylvania, Heritage Strategy Study

Performing Arts and Community Theatre Facilities

- Kiwanis Theatre, part of Chatham Cultural Centre
- Project Niagara International Music Festival
- Toronto International Film Festival Study

- Stratford Shakespeare Festival Archives Strategy
- Economic Impact of *The Lion King*
- Governor General Performing Arts Awards Foundation
- Living Arts Centre in Mississauga Economic Impact Study
- SOCAN (Society of Composers, Authors and music Publishers of Canada) Member Survey and Consultation
- Toronto Symphony Orchestra Subscriber Survey
- Music Toronto (Board Member)
- Seagram Orchestra Sponsorship Awareness Survey
- Etobicoke Arts Performing Arts Complex Feasibility Study
- Regent Theatre (Picton) Redevelopment Study
- Massey Hall Future Uses Study
- National Ballet / Canadian Opera Company Facility Study
- O'Keefe Centre Study
- Guelph Community Theatre Study
- Windsor Light Opera
- Theatre Aquarius, Hamilton
- Le Theatre du P'tit Bonheur, Toronto
- Brampton Odeon Theatre Redevelopment Study

Art Galleries

- Khyber Art Society / 1588 Barrington Street utilization study
- Art Gallery of Ontario; several projects:
 - *volunteer department organization*
 - *Barnes Exhibition audience assessment*
 - *Marketing Advisory Committee member*
 - *revenue generation opportunities*
- National Gallery of Canada; several projects:
 - *volunteer department organization*
 - *diagnostic review of publications*
 - *audit of the bookstore*
 - *revenue generation opportunities*
- MacLaren Art Centre, Barrie
- Thames Art Gallery, Chatham
- Gallery Lambton, Sarnia
- Art Gallery of Algoma
- Mendel Art Gallery, Saskatoon
- Beaverbrook Art Gallery (Fredericton) Strategic Plan
- McMichael Canadiana Collection
- SAW Gallery, Ottawa (artist-run gallery)
- Khyber Art Society, Halifax (artist-run gallery)
- Ethel Curry Gallery, Haliburton (commercial gallery)

Historical and Community Museums

- Thunder Bay Historical Museum Planning Study
- City of London Heritage Strategy
- St. Catharines Museum Market Assessment
- Vancouver Museum
- Canadian Museum of Nature Development Plan
- Canadian Federation of Friends of Museums (CFFM) Strategic Plan
- Canadian Museums Association (CMA) Volunteer Human Resource Demonstration Project
- Canadian Heritage Information Network – CD-ROM study

- Audience Research Consortium:
 - Art Gallery of Ontario
 - Royal Ontario Museum
 - Ontario Science Centre
 - Metro Toronto Zoo
- Canadian Museum of Civilization
- Royal British Columbia Museum Strategic Plan
- Steamboat Arabia Museum, Kansas City
- Royal Ontario Museum - Chinese-Canadian Audience Strategy
- National Prospectors' and Developers' Hall of Fame
- Ontario Agricultural Museum Market Penetration Plan

Historic Sites and Attractions

- Old Fort York Development Plan
- Black Creek Pioneer Village Strategic Marketing Plan
- Upper Canada Village
- Old Fort Henry
- Doon Heritage Crossroads Museum Planning Study
- Fanshawe Pioneer Village Fundraising Study
- Fort Walsh National Historic Park Visitor Survey
- Old Fort William Program Review
- Ontario Agricultural Museum Market Penetration Plan
- Village Franco-Ontarien Feasibility Study
- Claybelt Historic Farmstead Feasibility Study

Science Centers, Transportation Museums and Related Attractions

- National Hurricane Museum, Baton Rouge, LA (*with Reich and Petch*)
- Toronto Aerospace Museum Expansion Business Plan, Toronto (*with Reich and Petch*)
- Western Canada Aviation Museum Relocation Study (*with Reich and Petch*)
- Ontario Science Centre Pricing Study, Toronto
- Ontario Science Centre Market Research Study, Toronto
- Intel Museum Expansion Study, Palo Alto
- Saskatchewan River Centre Feasibility Study and Business Plan, Saskatoon
- Prince Edward Island Natural Science Centre Feasibility Study
- icomm Science Centre Business Plan Review, Brantford
- Silicon Graphics/Royal Ontario Museum Interactive Exhibit Hall Market Assessment, Toronto
- National Railway Museum, Dublin
- B&O Railway Museum, Baltimore
- National Museum of Science and Technology, Ottawa
- National Aviation Museum, Ottawa
- North Atlantic Aviation Museum Market Penetration Plan, Gander, Nfld.

Nature and Visitor Interpretive Centres, and Nature Museums

- Oak Hammock Marsh Visitor Centre (Ducks Unlimited), Winnipeg
- Second Marsh, Oshawa, Interpretive Centre
- review of Travel Information Centres in the State of Michigan
- Tamarack Visitor and Crafts Center, West Virginia
- Kortright Centre for Conservation (Toronto Conservation Authority)
- Canadian Museum of Nature
- Royal British Columbia Museum Strategic Plan

Convention Centres, Trade Fairs and Exhibitions

- San Juan, Puerto Rico, Convention Center Feasibility Study
- Toronto Congress Centre Marketing Plan and Economic Impact Study
- Exhibition Place, Toronto, Economic Impact Study
- Metropolitan Toronto Trade Center/Convention Center Expansion Study
- Burlington Convention Centre Feasibility Assessment

Theme Parks and Entertainment Attractions

- Toronto World's Fair 2015 Feasibility Study
- Trinidad Cultural Theme Park Feasibility Study
- Port Aventura (Spain) Second Phase Attraction Development
- Ontario Place Program Review
- Canada's Wonderland Market and Feasibility Study
- Canadian National Exhibition
- Medieval Times Dinner Theatre Due Diligence Review
- Orlando Theme Park Feasibility Study (confidential)
- Niagara Falls Theme Park Feasibility Study (confidential)
- Toronto EXPO '98 Feasibility Study
- Ontario Science Centre
- Metro Toronto Zoo
- Dynasaurium, Toronto
- Royal Botanical Gardens Strategic Plan
- Gold Mine Tour and Theme Park Business Plan Review
- Ottawa EXPO 2005 World's Fair Bid
- Prairieland Exhibition Centre Repositioning Plan
- Wisconsin State Fair Redevelopment Plan
- European Recreation Complex Cost/Revenue Projections
- Discovery Zoo (Scotland) Pre-Feasibility Study

Casinos and Gaming Facilities

- Bally Manufacturing Ltd. - feasibility study for casino operation in Orillia, Ontario (Rama Reserve)
- Emerald Casino - review of expansion potential of casino operation in Saskatoon
- Windsor - study of impact of casino gambling on pathological gamblers
- Windsor - study of addictive gambling impacts associated with a casino operation
- Windsor - study of attendance projections and economic impact assessment of casino operation

Recreation and Community Services

- Oakville Parks and Recreation Dept. Marketing Plan
- Oakville Library Study
- City of Toronto Parks and Recreation Marketing Plan
- City of Brampton Civic Centre Redevelopment Study
- Leamington Recreational Department Operational Review
- Markham Parks and Recreation Dept. Reorganization Study
- North York Parks and Recreation Department
- Renfrew Parks and Recreation Master Plan
- City of York Parks and Recreation Plan
- Etobicoke Parks and Recreation Department

Stadium and Related Sports Facility Projects

- McAuley Commission Stadium Assessment Study (Toronto)
- Lamport Stadium Usage and Marketing Study
- Buffalo Sabres New Facility Economic Impact Study
- Waterloo Arena Relocation Study

Community Cultural Centres and Facilities

- Peel Multicultural Council Business Centre Feasibility Study
- Croatian Community Cultural Centre - Mississauga
- Francophone Community Cultural Centre - St. Catharines
- Francophone Community Cultural Centre – Toronto

Hotels and Resorts

- Mt. Mackenzie (British Columbia) Ski Resort Market Review
- Benmiller Inn Market Penetration Plan
- Okeechobee Lodge Repositioning Study
- Occupancy and Operating Costs Survey - Canadian Hotel Industry
- Guild Inn (part of expanded audit team)
- Newfoundland Accommodation Requirements Study
- Drumheller Commercial Accommodation Study
- Little Manitou Beach Resort Feasibility Study
- Parks Canada - Georgian Bay Resort Feasibility Study
- Manitoulin Island Resort Feasibility Study
- Maple Mountain Resort

Community and Economic Development

Has directed, or had major involvement in numerous local and regional economic development strategy projects. Many of these had an organization review and development component. These projects included the following:

- Victoria, British Columbia
- St. John's, Newfoundland
- Chatham/Kent Country Community
- Brant County Community
- Regional Municipality of Niagara
- Hamilton-Wentworth Region
- Parry Sound
- North Bay
- Ridgetown
- Peterborough
- Durham Region
- City of London
- Sheet Harbour, Nova Scotia
- Oakville
- City of Toronto
- Brampton
- Tri-Town Area
- Halton Region
- Oxford County
- Bathurst, New Brunswick



Education

Master in Environmental Studies
Urban and Regional Planning
York University
Toronto, Ontario

Bachelor of Arts
Geography York University
Toronto, Ontario

Awards

Two CIP National Awards
Seven Awards from OPPI

Memberships

Fellow (2008), Chair, College of
Fellows, Canadian Institute of
Planners

Full Member
Ontario Professional Planners
Institute

Lamda Alpha - Honourary Land
Economics Society

Employment History

City of Toronto Planning Board
1971-1974

KPMG/IBI Group
1974-1980

Lehman & Associates/
The Planning Partnership/
Meridian Planning Consultants
1979 to 2007

Founding Partner
Metropolitan Knowledge
International
2000 to date

ROBERT LEHMAN is a founding partner of Metropolitan Knowledge International and the president of Lehman & Associates. Mr. Lehman has acted as project director for major research and policy studies such as the Employment Lands Study for the Growth Plan Secretariat, the Commission on New Planning for Ontario and the Urban Density Study for the Office for the Greater Toronto Area. He has been retained by a number of public and private sector organizations to assist in a wide variety of communications-led processes including Growth Management and Local Government Restructuring Studies for the Regions of Halton and Waterloo, Town of Markham, City of Guelph, County of Dufferin, City of Peterborough, and the City of Barrie. He has acted as a mediator for the office of the Provincial Facilitator and carried our work for the provincial and federal governments. Twice awarded with the Canadian Institute of Planners Honour Award for Planning Excellence, he has also been recognized with numerous awards from the Ontario Professional Planning Institute. He was recently elected a Fellow of the Canadian Institute of Planners

Mr. Lehman has appeared before the OMB on about 400 occasions in over 100 municipalities on issues ranging from annexation in Barrie, the SkyDome assessment appeal, monster homes in Forest Hill, ravines in Rosedale and store wars in many places. An urban planner, author and mediator Bob has established a reputation as one who understands the broader context of the forces shaping our cities, and applies his experience in both land use and transportation planning to provide his clients with a strategic advantage.

Current and recent projects include:

Metrolinx - Regional Transportation Plan, Ministry of Transportation of Ontario - Central Ontario Transportation Perspective and GTTA Prioritization Study

Mr. Lehman was part of the senior advisory group preparing the RTP for Metrolinx. Mr. Lehman also led the land use component of a major strategic study into the transportation network needs over the next forty years in Central Ontario, which included the GTA. He provided international best practice research, land use planning, and communications consulting. The project linked demographic and economic growth analysis, land use policy-based projections, and developments in transportation technology with the capacity of transportation networks to establish a 40-year perspective for the evolution of the transportation system. Mr. Lehman also participated on the team that prepared a framework to evaluate the priority of transportation improvements.

Transit Corridor Studies - Region of Waterloo EA, Town of Markham

Mr. Lehman is the project director for the land use component of these two studies that deal with the potential land use change to support rapid transit facilities in the Highway 7 corridor in Markham and a facility linking the three urban areas of Waterloo Region. This work involves detailed studies of the land use around each of the potential transit stations to develop forecasts used in the feasibility analyses.

Region of Waterloo. City of Guelph and Region of Halton - Growth Management Studies

As the Project Director of a large study team, Mr. Lehman prepared an assessment of policy opportunities available to the Region to implement alternate delivery strategies for major public infrastructure. In Waterloo he was also responsible for an employment land study, focusing on key sectors of the Waterloo Region economy, supply/demand analysis, and the implications of growth on land need, and a report on the governance options to implement the Region's preferred strategy.

Employment Lands/Commercial Policy Review

Region of Peel, City of Burlington, City of Regina, City of Calgary and City of Guelph

Mr. Lehman is recently was involved in the review of the policies applicable to employment lands for the Region of Peel and the Cities of Regina and Calgary. In the recent past similar work was carried out for the City of Burlington and commercial development for the City of Guelph. Both studies involved an understanding of the market forces affecting commercial and industrial development as well as the policy context available to shape growth.

Ongoing Strategic Advice on Growth Management

Mr. Lehman continues to advise a diverse range of public and private sector clients on growth trends and public policy context. The clients include the Archdiocese of Toronto, TransCanada Pipelines, the Ministry of Transportation, the Greater Toronto Airports Authority, the federal Ministry of the Environment and several municipalities in the Toronto area.

Some of the major research projects managed by Mr. Lehman include:

Regional Rail Potential - a study of the potential re-use of urban rail corridors in six major Canadian cities, conducted for the Canada Transportation Act Review Committee, Transport Canada.

Urban Density Study - on behalf of the Office for the Greater Toronto Area, a review and analysis of the impact of density as a planning concept, as a development control tool and as a means to achieve a more compact urban form.

Commission on New Planning for Ontario - a background study on the planning and development approvals system in Ontario from the perspective of municipal planners.

Ministry Of Transportation - Ontario Gta Transportation Plan - Mr. Lehman has been involved in assisting the Ministry of Transportation in preparing reports related to the GTA transportation planning process. His work has involved a review of all of the technical studies carried out as part of the process, preparation of an approach to the communication of that material and the preparation of the report.

Town Of Oakville-Midtown Core Secondary Plan/Qew Crossing Mr. Lehman has worked with McCormick Rankin in selecting a location for a new crossing for the Queen Elizabeth Way in the Town of Oakville adjacent to Trafalgar Road. Mr. Lehman also assisted with the land use component of the transportation work as well as preparing a new Secondary Plan for the surrounding area.

Sheppard Avenue Subway - Mr. Lehman was responsible for the land use component of the Environmental Assessment for the proposed Yonge Street to Victoria Park Avenue link of the Sheppard Avenue subway line.

Ottawa-Carleton Transitway Route Corridor Selection - Mr. Lehman was the project manager responsible for the socio-economic impact analysis in the selection of the routing for the Region of Ottawa-Carleton's transitway system. The system, which has now been constructed, was selected following a detailed analysis of a wide variety of land use planning, financial, social and natural environment criteria. Mr. Lehman co-ordinated the analyses undertaken by specialized subconsultants, carried out the land use impact studies himself and was responsible for the recommendations to the study team based on these criteria.

Red Hill Creek-Hamilton Mountain Expressway - Mr. Lehman was responsible for the land use, social and economic impact analyses in the selection of the route for this major freeway in the Region of Hamilton-Wentworth. In addition to carrying out these analyses and acting as a member of the study team responsible for planning, Mr. Lehman was an expert witness in the subsequent joint hearing of the Ontario Municipal Board and Environmental Assessment Review Board.

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City Of Vaughan Corporate Centre Study - Mr. Lehman was the team member responsible for the preparation of a new Secondary Plan document for a major concentration of office, retail and residential uses to located adjacent to the intersection of Highways 400 and 407 in the City of Vaughan. A significant component of this work was an understanding of the transportation issues related to the development that may be in the order of 6,000,000 square feet of commercial floor space. In addition to the issues related to automobile use, this study also reviewed the potential for increased transit use in relation to the potential for one or more subway stations as an extension of the Spadina Line in this area.

City Of Nepean Merivale Road Corridor Study - Mr. Lehman was the project director for the preparation of a new Secondary Plan for a major arterial road in the City of Nepean in the Region of Ottawa-Carleton. The work involved an understanding of the potential land use changes in the context of a severe transportation issue, primarily related to operational concerns. This work was carried out with Delcan.

York/Peel And Hamilton-Wentworth Transportation Studies - Mr. Lehman was involved as the manager of the land use component of the transportation studies in these three regions in the late 1970's. In all cases, Mr. Lehman was responsible for preparing the population and employment forecasts and allocations by zone. The work involved both forecasting of the totals as well as determining the land use in each zone and the appropriate growth allocation for purposes of transportation forecasting.

Markham Strategic Transportation Planning Study - This work was done in conjunction with the IBI Group and involved a strategic approach to planning the major transportation facilities in the fast growing community of Markham. The work involved an overview of the land use options available to the Town, an understanding to the growth and background traffic and a review of the opportunities for transportation demand management and changes to the modal split.

Leslie Street Extension - Mr. Lehman was responsible for the preparation of a response on behalf of the City of Toronto to the proposed Leslie Street Extension. This work involved an understanding of the impact of the extension of major transportation facilities in a highly urbanized area, and the potential benefits.

Go Transit Train Storage Area - Mr. Lehman assisted the City of Toronto in reviewing the environmental assessment carried out to select the location for the storage of GO trains. The work involved an understanding of the GO system, alternative locations adjacent to railway lines throughout the GTA and the likely impacts that such a facility would have on the adjacent area.

Scarborough Expressway Impact Study - As a senior planner with the City of Toronto Planning Board, Mr. Lehman was responsible for the research, co-ordination and management of this study into the potential impact of the proposed Scarborough Expressway on that area of the City of Toronto east of the Don River.

Proposed Windsor Airport Expansion - Mr. Lehman carried out, for the Federal Ministry of Transportation, an analysis of the potential impact of the expansion of the Windsor Airport. Mr. Lehman's analysis included a review of the demographic trends in the Windsor area, Official Plan and Zoning By-law policies and assessment of the likely rate and direction of growth of the Windsor area.

Communication/Facilitation/Education

Mr. Lehman has been retained by a number of public and private sector organizations to assist in a wide variety of communications - led process. This has included acting as the lead speaker at ten Ministry of Transportation Smart Growth/Strategic Directions Session held throughout the Province in 2002. Bob has also led the development of training programs for Canada Post and the Ministry of Municipal Affairs, and acting as a mediator for the office of the Provincial Facilitator.

Official Plans/Secondary Plans

Mr. Lehman has been involved in and responsible for a wide variety of Official Plan documents and related studies. At the regional level he has worked on the background studies for the Official Plans of the Regions of York and Peel and the District Municipality of Muskoka

He has drafted Official Plans or major amendments for the:

- City of Vaughan
- City of Barrie
- Town of Markham
- City of Orillia
- City of Nepean
- Town of Richmond Hill
- Town of Midland
- Town of Wasaga Beach
- Village of Beeton
- Township of Essa
- Town of Kearney
- Town of Kenora
- Temagami Joint Planning Area
- Village of Tottenham
- Townships of Anson, Hindon and Minden
- Village of Coldwater

Restructuring/Boundary Adjustment

Mr. Lehman has provided advice regarding boundary restructuring to many of his municipal clients. The work has included presentations to joint meetings of the urban and rural municipal councils in order to assist in achieving mutually acceptable boundary adjustments and avoiding unnecessary costs and delays. Mr. Lehman participated in studies leading to the creation of Area Service Boards and DSSAB's in Algoma and Sudbury Districts and was responsible for the Dufferin County Local Government Study in 1999. Mr. Lehman has carried out annexation and local government studies for Barrie, Peterborough, Chapleau, Temagami and three municipalities adjacent to Orangeville.

Zoning By-laws

Mr. Lehman has been the Project Manager responsible for assisting the following municipalities in the drafting of new Zoning By-laws:

- City of Oshawa
- City of Regina
- City of London
- City of Ottawa
- Town of Oakville
- Village of Beeton
- Town of Richmond Hill
- Town of Wasaga Beach
- Town of Midland
- Township of the North Shore
- Township of Mulmur
- Townships of Anson, Hindon and Minden
- Town of Kenora
- Town of Bracebridge
- Town of Kearney
- Town of Keewatin
- Village of Tottenham
- Village of Coldwater
- Town of Whitchurch-Stouffville
- Township of Monmouth

Assessment Appeals/Expropriation Appeals

Mr. Lehman has carried out studies and/or provided evidence for assessment appeals to the Ontario Municipal Board on behalf of three properties in the core of Toronto, the Toronto Islands, the Glen Abbey Golf Course on behalf of Clublink, six condominium projects in Toronto, the Toronto-Dominion Centre, Scotia Bank Plaza, Commerce Court, the Sky Dome, the CN Tower, the Petro Canada refinery, the Toronto Congress Centre, the T-D Centre, Atrium on Bay and a number of other major office buildings in Toronto. He has also been involved in numerous expropriation appeal files throughout Ontario.

Environmental Impact

Mr. Lehman has been involved in environmental impact and related studies for airport expansion

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projects in Metro Toronto, the Regional Municipality of Ottawa-Carleton and the City of Hamilton. Mr. Lehman was responsible for the land use component of the environmental assessment for the Yonge Street to Victoria Park Avenue section of the Sheppard Avenue Subway and acted for the Ontario Federation of Agriculture with respect to the selection of landfill sites in the GTA.

Recreational Planning

In addition to studies for a number of cottage-oriented municipalities Mr. Lehman has been involved in several major recreation projects. Mr. Lehman carried out two projects for the Ministry of Tourism and Recreation involving strategic planning for recreation resources. Recreation related studies included assisting in the development of a sector plan for the National Capital Commission, a number of hotel/resort feasibility studies including Muskoka Centre, Muskoka Sands and Bigwin Island in Muskoka and the preparation of a 500-unit resort/condominium plan for a 150-acre site on Lake Simcoe.

Tourism/Feasibility Studies

Mr. Lehman was responsible for the feasibility study, design and project management for two theme parks in the Georgian Bay area. In addition, Mr. Lehman has carried out numerous feasibility studies for private sector tourism-related projects and major tourism studies for several recreation and tourist-oriented municipalities. Municipal tourism strategies have been prepared for the Town of Kearney, the Community of Rosspport, Township of Terrace Bay, Town of Cochrane, the Georgian Triangle Tourist area and the Township of Tehkummah (South Baymouth). Mr. Lehman also managed the preparation of a Regional Arts Centre Feasibility Study for the Town of Gananoque.

Ontario Municipal Board

Mr. Lehman has prepared and/or presented evidence as an expert witness on behalf of public and private sector clients at over 450 Ontario Municipal Board hearings. Mr. Lehman has also given a seminars on the Official Plan preparation process and population projection methodologies to members of the Ontario Municipal Board.

Downtown Studies

Mr. Lehman has directed downtown studies for the City of Sudbury and the City of Barrie, hamlet of Minden, Town of Wiarton, Town of Cochrane and Town of Sturgeon Falls. In all of these studies the local Business Improvement Association members were heavily involved. Mr. Lehman, as chairman of the City of Barrie's B.I.A. for three years, was responsible for the preparation of a five-year B.I.A. Business Plan and the supervision of a major streetscape revitalization project.

Private Sector

Mr. Lehman has provided planning analysis, advice and detailed design work to private sector clients throughout Ontario over the past twenty years. Major clients have included TransCanada Pipelines, Barrick Gold, Canada Lands, CN Real Estate, Skydome Corporation, Petro Canada, Zellers, Loblaws, Cambridge and Markborough.

Speaking Engagements

Tourism and Official Plans - Ontario Planners Conference, Toronto, 1983
Planning in Resource Communities - CIP Annual Conference, St. John's, Newfoundland, 1984
Tourism and Waterfronts - Northwestern Ontario Planning Conference, Sault Ste. Marie, 1984
Waterfront Planning - Gravenhurst Waterfront Conference, Gravenhurst, 1986
Resource Communities - Northeastern Ontario Planning Conference, Wawa, 1986
Downtown Revitalization - Northeastern Ontario Planning Conference, Blind River, 1987
Planning Administration - Northwestern Ontario Planning Conference, Thunder Bay, 1987
Rural Service Centres - Eastern Ontario Planning Conference, Kingston, Ontario 1987
Growth Management - Ontario Planners Conference, Toronto, 1988

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Tourism Strategies - Moderator, Canadian Tourism Conference, Barrie, 1989
Subdivision Approvals - Canadian Institute Seminar, Toronto, 1990
Organizational Goals and Motivating Planners - CIP Annual Conference, 1992
Preparing Official Plans - Presentation to Ontario Municipal Board members, September 1992
Hiring and Managing Consultant - OPPI Seminar, 1993
Mediation Seminar - Annual Conference OPPI, 1993
Mediation Pilot Project - Joint OPPI/SCRO Meeting, 1994
Alternative Dispute Resolution Conference - Facilitator, Toronto, 1994
Planning in Canada - Dinner Speech to New York State Federation of Planners Annual Institute 1994
Mediation Workshop - OPPI Annual Conference, Kingston, 1994
Zoning Workshop - OPPI Seminar, Toronto 1996
Local Government Restructuring - Canada Institute Seminar, Toronto 1997
Consulting Planning Workshop - OPPI Annual Conference, Kingston, 1998
Trends in Planning - OPPI Annual Conference, Collingwood, 1999
Methodology of Population Forecasting - Presentation to OMB members, Toronto 1999
Zoning Workshop - OPPI Annual Conference, Niagara Falls, 2000
Community Patterns, Congestion and Urban Structure - Paper to International Conference on Urban Mobility, Paris, France, 2001
Zoning Workshop - OPPI Annual Conference, Ottawa, 2001
Municipal Restructuring and Efficiency, OPPI Annual Conference, Ottawa, 2001
Land Use and Transportation, Central Ontario Smart Growth Gridlock Panel, Toronto, 2002
The Future of Central Ontario, OPPI Annual Conference, London, 2002
Employment Lands -Growth Plan Summit, 2007
Employment Lands - Insight Seminar, 2008

Memberships

Registered Professional Planner (Ontario Professional Planners Institute)
Fellow, Canadian Institute of Planners

