

City of Kingston Report to Council Report Number 17-283

To: Mayor and Members of Council

From: Lanie Hurdle, Commissioner, Community Services

Resource Staff: Paige Agnew, Director, Planning, Building & Licensing Services

Date of Meeting: November 7, 2017

Subject: North King's Town Secondary Plan – Phase 2 Technical

Studies: Award of Contract

Executive Summary:

The purpose of this report is to advise Council on the outcome of the evaluation of proposals received in response to the Request for Proposals (RFP) for the Phase 2 Technical Studies for the North King's Town Secondary Plan, and to seek approval of the recommendation of staff.

The RFP was issued on July 14, 2017 seeking the provision of professional services from qualified consulting firms to complete the Phase 2 Technical Studies for the North King's Town Secondary Plan, which will include a land use plan, transportation plan, servicing plan, cultural heritage resources study, and a financial and implementation plan. The RFP closed on August 30, 2017 with only one proposal received, which was from Dialog, the consultant that conducted the Community Visioning Exercise and Preliminary Market Analysis in Phase 1. A City review team evaluated the proposal based upon the criteria established and specifically documented within the RFP. The City review team has concluded that the proposal provided by Dialog meets the criteria established in the RFP and is appropriately priced.

The City did not receive a minimum of three proposals in response to the RFP; therefore, Council approval is required to proceed with the recommended proposal as per the City's Purchasing By-Law. The proposal received from Dialog was for a total of \$620,975 (inclusive of HST), which is approximately \$181,000 more than the remaining budget of \$440,000 for the North King's Town Secondary Plan. The reason for this increase in cost is related to changes in the scope of the project, following the completion of the Visioning exercise, which includes additional work related to cultural heritage and servicing capacity. Staff are recommending that these additional costs be funded through the Working Fund Reserve.

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Recommendation:

That Council approve an additional \$181,000 for the Phase 2 Technical Studies for the North King's Town Secondary Plan contract with Dialog, to be funded from the Working Fund Reserve; and

That Council authorize the Mayor and Clerk to enter into a contract with Dialog for up to \$620,975 for the Phase 2 Technical Studies for the North King's Town Secondary Plan in a form satisfactory to the Director of Legal Services.

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Authorizing Signatures:	
ORIGINAL SIGNED BY COMMISSIONER Lanie Hurdle, Commissioner, Community Services	
ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER Gerard Hunt, Chief Administrative Officer	
Consultation with the following Members of the Corporate Management Tea	am:
Desirée Kennedy, Chief Financial Officer & City Treasurer	\checkmark
Denis Leger, Commissioner, Corporate & Emergency Services	Not required
Mark Van Buren, Acting Commissioner, Transportation & Infrastructure Services	\checkmark

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Options/Discussion:

Background

On May 5, 2015, Council passed a motion directing staff to undertake an exceptional, forward-thinking, livable, green and innovative secondary plan for the Inner Harbour and Old Industrial Areas. Following this direction from Council, staff proposed the creation of a new secondary plan area that combined the existing Old Industrial Area and Inner Harbour Area and included the neighbourhoods that link the two areas, as well as the existing road network. The "North King's Town Secondary Plan" name was chosen as a project title to provide an identity to the project and new secondary planning area.

On December 1, 2015, Council approved the terms of reference for the first phase of the North King's Town (NKT) Secondary Plan (Report Number 16-007), which involved a Community Visioning Exercise and Preliminary Market Analysis. Staff issued the Request for Proposals (RFPs) on January 13, 2016 and on April 5, 2016 Council approved the hiring of Dialog to undertake the work (Report Number 16-117).

The Community Visioning Exercise and Preliminary Market Analysis were conducted as the first phase of the overall secondary planning process. The community visioning exercise component involved the creation of a community vision statement, planning principles and design directions for the secondary plan. It involved extensive consultation throughout a large portion of 2016 and included numerous community engagement events. The preliminary market analysis was intended to support the development of a realistic, balanced and achievable vision for NKT by reviewing local economic factors and broader development market trends. The "Visioning Report & Preliminary Market Analysis for the North King's Town Secondary Plan" was approved by Council on June 6, 2017 (Report Number 17-043).

As part of approving the Phase 1 report for the NKT Secondary Plan, Council also directed staff to prepare and present the terms of reference for Phase 2, which will involve a number of technical studies including: a land use plan, transportation plan, servicing plan, cultural heritage resources study, and a financial and implementation plan. The terms of reference for Phase 2 were presented to Council on July 11, 2017 (Report Number 17-185).

The RFP for the Phase 2 Technical Studies for the NKT Secondary Plan was issued on July 14, 2017, seeking the provision of professional services from qualified consulting firms. The RFP closed on August 30, 2017 with only one proposal received, which was from Dialog, the consultant that conducted the Community Visioning Exercise and Preliminary Market Analysis in Phase 1.

Evaluation of Proposals & Selection of Consultant

Exhibit A provides a more detailed summary of the consulting team compiled by Dialog for Phase 2 of the NKT Secondary Plan. The following outlines the composition of the consulting team:

• Dialog – project management, land use planning, urban design and community engagement;

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- Arup transportation consultant;
- JL Richards civil engineering consultant;
- Aquafor Beech stormwater and sustainability consultant;
- Bray Heritage & Archaeological Services Inc. (ASI) cultural heritage consultant; and
- Hemson financial consultant.

The work plan proposed by the consulting team addresses the five technical studies being conducted as part of the NKT Secondary Plan and will include the following:

- 1. Land Use Plan (led by Dialog) The land use plan will identify areas for infill and intensification and develop a strategy for consolidating and rationalizing land uses based on the findings of the preliminary market analysis, the NKT community inventory and background report, other on-going City-led studies and projects, and any additional information available through on-going research. A preliminary draft of the land use plan will lead the other technical studies by providing a comprehensive understanding of the NKT vision as part of a framework for land uses and built form that becomes the basis for subsequent study and policy development. The land use plan will also include the creation of urban design guidelines specifically for the NKT area, and the consultant will also prepare draft policies for the Official Plan amendment that will include the North King's Town Secondary Plan as a policy chapter in the City's Official Plan.
- 2. Transportation Plan (led by Arup) The transportation plan will involve a review of the entire transportation system in NKT, including its relationship with the wider transportation network in the City. The work plan for the transportation component includes the following:
 - a. An analysis of background information with a focus on network capacity, demand and implications of the Third Crossing project, culminating in a SWOT (strengths, weaknesses, opportunities and threats) analysis report, with a focus on active transportation opportunities and improved pedestrian safety and comfort;
 - A review of options for access points and opportunities for active transportation links and corridors, including addressing potential access routes for the Old Industrial Area and Davis Tannery across transportation modes based on the preliminary land use plan that is developed;
 - c. A pedestrian-priority streets inventory to identify potential streets for retreatment, with consideration for alignment with transportation and land use objectives;
 - d. A review and assessment of the operating conditions along Division Street and Montreal Street, to inform the overall transportation plan and street hierarchy, and to evaluate the potential for enhanced pedestrian and cycling infrastructure;
 - e. A review and analysis of the current Active Transportation Master Plan (ATMP) to identify opportunities for increasing active transportation mode share, with consideration of NKT's demographics and geography; and

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f. A review of the need for the proposed Wellington Street Extension (WSE) and alternatives to it, including the development of a qualitative framework to reassess its need based on the objectives and vision from Phase 1 of the NKT Secondary Plan, which will be applied to develop concept alternatives.

The work plan for the NKT Transportation Plan will be tailored to satisfy the requirements of the first two phases of the Municipal Class Environmental Assessment (MCEA) so that the City does not have to undertake a separate environmental assessment for identified transportation solutions.

- 3. Servicing Plan (led by JL Richards, with Aquafor Beech for input on stormwater management) The approach for the servicing plan is to integrate a scoped technical analysis with industry-leading approaches to sustainable civil infrastructure, specifically for stormwater management (SWM). There will be a high-level servicing analysis of the entire secondary plan area, with a concentrated level of effort and additional analysis for areas where growth and intensification will be expected, and what utilities will be needed to accommodate or facilitate this growth.
- 4. Cultural Heritage Resources Study (led by Bray Heritage, with ASI for input on archaeology) The cultural heritage resources study will identify areas of heritage resource potential and their general character and significance, so that policy and technical planning can proceed in ways that conserve and enhance these resources. The focus of the analysis will be to provide the input needed for the secondary plan and establish a foundation for further conservation work. However, there is contingency built into the budget to allow for additional research, such as a full *Ontario Regulation 9/06* evaluation of selected properties and/or the preparation of a heritage conservation district study for a selected character area.
- 5. Financial and Implementation Plan (led by Hemson) The financial and implementation plan will identify incentives, public investments and other strategies to leverage economic development, assess the long-term financial implications of investments and identify potential funding sources. This work will build on the preliminary market analysis that was conducted as part of Phase 1 of the NKT Secondary Plan. It will include a review of the existing Brownfields Community Improvement Plan (CIP) and a review of the development charges in the context of the planned road network.

Dialog will oversee all of the work of the consulting team members, provide project management coordination with the City's project manager and facilitate all of the community engagement events. Consultation and engagement will continue to include the involvement of many voices in the community, including: residents, Indigenous Peoples, members of the North King's Town Secondary Plan Community Working Group, local businesses and developers, social service providers, and other agency partners such as the Cataraqui Region Conservation Authority (CRCA) and Kingston, Frontenac, Lennox and Addington Public Health. As part of the engagement strategy, City staff and the consulting team will continue to use a variety of consultation and engagement events and formats throughout the course of the second phase of the project including: open houses, workshops, social media and online platforms, and

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stakeholder interviews. Drafts of the various technical studies will be made available for public review and comment. In addition to the community engagement events, the consulting team will also provide a presentation of the final secondary plan and all of the technical study components to the Planning Committee and Council.

The City review team consisted of staff members from Planning, Building & Licensing Services who were involved in the review and evaluation of the proposal. Additional staff from Engineering, Transportation Services and Utilities Kingston were also asked to provide input into the evaluation of the proposal. The evaluation process, which was outlined in detail in the RFP document, included the following evaluation criteria and points:

1.	Understanding of Objectives	10 points
2.	Experience and Qualifications of the Project Team	30 points
3.	Proposed Work Plan and Quality of Approach and	
	Submission	35 points
4.	Compliance with the Accessibility for Ontarians with	
	Disabilities Act (AODA)	5 points
5.	Cost	20 points

Representatives from the Dialog team were invited to meet with the City review team to provide a presentation that highlighted the elements of their proposal. The presentation was followed by a question period conducted by the City review team that provided an opportunity to confirm, clarify and further explore elements of the proposal submitted by the consulting team. Information provided as part of this interview was then used as an additional means to clarify and finalize the proposal.

The City review team evaluated the proposal based upon the criteria established and specifically documented within the RFP. The City review team has concluded that the proposal provided by Dialog meets the criteria established in the RFP and is appropriately priced. The overall project cost from Dialog is \$620,975 (including HST). Additional funds are required to meet the needs of the expanded scope of work as it relates to cultural heritage and servicing capacity. Specifically, it is anticipated that these additional funds will be used for modeling required as part of either the transportation plan and/or servicing plan, and to conduct additional cultural heritage work related to the evaluation of properties and a heritage conservation district background study.

Existing Policy/By-Law:

By-Law Number 2000-134 A By-Law to Establish Purchasing Policies and Procedures

Notice Provisions:

An e-mail notification of this Council report was sent to all individuals who have expressed an interest in the North King's Town project and have provided their contact information.

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Accessibility Considerations:

Not applicable

Financial Considerations:

There is approximately \$440,000 remaining in the NKT Secondary Plan budget following the completion of the Visioning Report and Preliminary Market Analysis. The cost of the overall study has increased with the expansion in scope of work related to cultural heritage and servicing capacity following the completion of the Visioning report. The contract with Dialog is \$181,000 over the remaining budget in response to the expanded scope to cover the additional work associated with the cultural heritage resources study and servicing capacity analysis. Staff are recommending that this additional cost be funded from the Working Fund Reserve.

Contacts:

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Greg Newman, Manager, Policy Planning 613-546-4291 extension 3289

Sonya Bolton, Senior Planner, Policy Planning 613-546-4291 extension 3237

Other City of Kingston Staff Consulted:

Kim Brown, Manager, Infrastructure & Development, Engineering

Ian Semple, Manager, Service Development, Transportation Services

Mike Fischer, Utilities Engineer, Utilities Kingston

Lana Foulds, Manager, Financial Planning

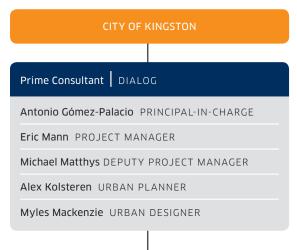
Alan McLeod, Senior Legal Counsel

Exhibits Attached:

Exhibit A Dialog Consulting Team Summary

TEAM AND EXPERIENCE

DIALOG's integrated structure yields a comprehensive team that is made up from our in-house consultants and external subconsultants with whom we have relationships with. We have built our team around personnel who will bring value to this project, are key to our own core teams, and have worked together successfully on past projects.





OVERVIEW OF EXPERIENCE

Not only does our team hold a deep understanding of your project, our team also holds extensive related experience in:

- Community Engagement;
- Revitalizing Old Industrial Zones and Developed Areas;
- Integrated Active Transportation;
- Creating Great Public Spaces; and
- Environmental Sustainability.

Our project experience, along with writing samples of key team members, can be found in the appendix of this document.

COMPANY: DIALOG	NAME AND TITLE	PROJECT ROLE AND DESCRIPTION OF RESPONSIBILITIES	RELATED PROJECT EXPERIENCE
	ANTONIO GÓMEZ- PALACIO PRINCIPAL ARQ. MES, RPP, MCIP, MRAIC	As Principal-in-Charge , Antonio will lead the urban planning, urban design and public engagement. His leadership and portfolio includes numerous master plans, urban revitalization, plus designing sustainable communities.	North King's Town Secondary Plan P.1 Seneca College Campus Plans University of Calgary District Master Plans University of Manitoba Campus Master Plans
	ERIC MANN ASSOCIATE ARCHITECT, OAA, MRAIC, RPP, LEED® BD+C	As Project Manager , Eric will manage the day- to-day components of the Visioning Exercise and client contact. He will supervise and direct the development of deliverables and coordinate the project team to ensure that the deliverables and engagement process are executed on time and to a high standard.	North King's Town Secondary Plan P.1 Hurontario LRT Master Plans Laurentian University Campus Master Plan Olds College Campus Master Plans
	MICHAEL MATTHYS URBAN PLANNER MSC.PL	As Deputy Project Manager , Michael will act as Eric's right-hand-man, supporting Eric in Project Management activities. Additionally, Michael's work experience has a particular focus on heritage conservation and preservation, which provides him with a deep understanding of initiatives that need to be taken to address heritage aspects of the project.	North King's Town Secondary Plan P.1 Hurontario LRT Master Plans Riverview Town Centre Master Plan
	ALEX KOLSTEREN URBAN PLANNER MPL, BA, RPP	As Urban Planner , Alex will focus on policy development and developing public engagement materials. Alex excels at developing clear and concise policies, guidelines, and implementation recommendations.	North King's Town Secondary Plan P.1 St. Lawrence Market Lower Level Retail Design University of Manitoba Campus Master Plans
	MYLES MACKENZIE SENIOR LANDSCAPE DESIGNER MLA, BA	As Urban Designer , Myles will focus on developing graphic materials, maps, and diagrams based on city objectives and the project team's direction, and aligned with the outcomes from stakeholder engagement sessions.	Duke of York Streetscape Hamilton LRT Streetscape Western Waterfront Leisure Centre Open Space Woodbridge Avenue Streetscape

COMPANY: ARUP	NAME AND TITLE	PROJECT ROLE AND DESCRIPTION OF RESPONSIBILITIES	RELATED PROJECT EXPERIENCE
	MATTHEW BROWNING SENIOR TRANSPORTATION CONSULTANT M.ENG, CMILT	As Transportation Consultant , Matt will lead the transportation team in creating development framework in order to provide a solid foundation for the regeneration of the area.	 Ninth Line Class EA Study and Feasibility Design Sherway Area Transportation MP The Big Move 2.0 Oriole GO Station Feasibility Study
0	RYAN FALCONER INTEGRATED PLANNING LEADER PHD, CILTA	As Transportation Strategist , Ryan will provide transport planning input including critical review of the underlying Plan, definition and assignment of land use across the area, and development of a movement network suitable to enable access and circulation, and manage vehicle traffic.	- Retail Centre Transport / Access Diagnostic - Waterfront Development Precinct - Eglinton East LRT Integration Studies - Functional Design Studies - Stouffville / Lakeshore W. GO lines
	MICHAEL CALLAVARO TRANSPORTATION ENGINEER DIP. ENG	As Transportation Consultant , Michael's role will include undertaking Traffic Impact Assessments, and analysis of pedestrian and road networks for a range of transport modes to and from destinations.	 Niagara Region GO Rail Station Area Plans Edmonton Valley Line LRT Jumeirah Central Master Plan Dubai Expo 2020 Transport Master Plan
COMPANY: HEMSON	NAME AND TITLE	PROJECT ROLE AND DESCRIPTION OF RESPONSIBILITIES	RELATED PROJECT EXPERIENCE
	JASON BEVAN ASSOCIATE PARTNER M.ES, MCIP, RPP		PROJECT
	JASON BEVAN ASSOCIATE PARTNER	As Finance and Implementation Lead, Jason will take responsibility for the overall management of the finance and implementation components of this	PROJECT EXPERIENCE - Ontario Ministry of Transportation EIA - Whitby FIS, Brooklyn Secondary Plan - Community Improvement Plan, Vaughan - City of Brampton Corporate Asset

COMPANY: BRAY	NAME AND TITLE	PROJECT ROLE AND DESCRIPTION OF RESPONSIBILITIES	RELATED PROJECT EXPERIENCE
9	CARL BRAY PRINCIPAL BLA, MAUD, PHD, OALA, CSLA, CAHP, MCIP, RPP	As Heritage and Landscape Advisor, Carl will conduct heritage analysis that is integrated with municipal planning policies and guidelines. He will lead his team in evaluating full range of cultural heritage resources, and developing detailed recommendations for policy tools and implementation strategies.	 Old Sydenham HCD Study + Plan Kingston Provincial Campus Master Plan Queen's University Community Planning Course Case Studies Church of the Good Thief
	JENNIFER MCKENDRY SENIOR ASSOCIATE PHD	As Architectural Historian with a focus on the Kingston area, Jennifer will conduct a historial overview for archaeological assessments and histories of the project, and provide recommendations to the team to support the development of policies and recommendations for the Plan.	 Portsmouth Village Inventory Project Architectural History of Kingston Penitentiary Cataraqui Village Built Heritage Resources Histories and Assessments of Built Heritage Resources
3	MARCUS LETOURNEAU SENIOR ASSOCIATE PHD DIPL (PACS) MCIP RPP CAHP	As Heritage Specialist , Marcus will undertake a review of the City's existing heritage planning framework. As part of this review, he will provide a series of recommendations.	- Employment with the City of Kingston - City of Kawartha Lakes HCDs Policy Review - City of Mississauga Heritage Audit and Plan - Township of North Grenville Public Engagement Process
	CHRISTIENNE UCHIYAMA ARCHAEOLOGIST + HERITAGE CONSULTANT MA, CAHP	As Archaeologist and Heritage Expert, Christienne will conduct comprehensive background research into the history, policy framework, and current conditions of the properties, as well as thorough evaluation of cultural heritage value or interest per Ontario Regulations.	Oakville Cultural Heritage Landscape Strategy Implementation Projects P.1 and P.2 Glen Abbey Cultural Heritage Evaluation Huronia Historic Parks
COMPANY: ASI	NAME AND TITLE	PROJECT ROLE AND DESCRIPTION OF RESPONSIBILITIES	RELATED PROJECT EXPERIENCE
	DAVID ROBERTSON PARTNER / DIRECTOR MA, BA	As Project Archaeologist , David will prepare management tools that will assist the city in making informed planning decisions to develop an appropriate management strategy for heritage conservation.	 Kingston Archaeological Management Plan London Archaeological Master Plan Review Toronto Archaeological Management Plan Queen West HCD Study
0	REBECCA SCIARRA PARTNER MA, BA HONS	As Heritage Specialist , Rebecca will support the heritage team in providing recommendations and developing planning policy, urban design criteria, and measures regarding the conservation of built heritage resources and cultural heritage landscapes in the area.	 East Fenwick Secondary Plan Brampton Official Plan Review Richmond Hill Cultural Heritage Evaluation System King Spadina HCD Study and Plan

COMPANY: JL RICHARDS (CIVIL)	NAME AND TITLE	PROJECT ROLE AND DESCRIPTION OF RESPONSIBILITIES	RELATED PROJECT EXPERIENCE
1	PHILIP REEVE EXECUTIVE DIRECTOR P.ENG	As Chief Municipal Engineer , Philip will analyze the complexity of the site, and communicate results of civil engineering initiatives in an effective manner, with the project team.	- Meadowlands Drive Reconstruction - Woodroffe Ave Sanitary Sewer and Watermain Reconstruction - Rockcliffe Park West - Engineer-of-Record for various municipal projects
25	STEVE SAXTON PROJECT ENGINEER P.ENG, BA.SC, BA.SC.H	As Civil Engineer , Steve will conduct field investigations, cooperate in public consultation, lead coordination of technical and field staff. conduct multiple solutions evaluations, and assist the project team in addressing environmental and regulatory compliance.	- Preliminary Design of the 3rd Crossing of the Cataraqui River - Class EA and Municipal Planning Exercises - Development of Peer Review Services - Consultant Town Engineer
COMPANY: AQUAFOR BEECH (CIVIL STORMWATER)	NAME AND TITLE	PROJECT ROLE AND DESCRIPTION OF RESPONSIBILITIES	RELATED PROJECT EXPERIENCE
3	CHRIS DENICH DIRECTOR B.SCI, B.ENG, M.SC, CISEC, P.ENG	As Stormwater Consultant , Chris will assist the team in developing criteria to select the appropriate water budget and water quality modelling tools, criteria and processes for groundwater protection, and a process for which to reflect future Climate scenarios and assess Climate Change risks and vulnerabilities.	MOECC Stormwater Management Guidance Manual Rockcliffe Redevelopment LID Planning and Design National LID UD Performance Kitchener's Integrated Stormwater MP