



# File A: Land Use Development Process Management Review

RFP #CAO-2020-01

**Stantec Consulting Ltd.**

600-171 Queens Ave  
London ON N6A 5J7

Primary Contact: Amelia Sloan  
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Prepared for Municipality of Brockton  
Prepared by Stantec Consulting Ltd.

Date: July 16, 2020



### **Community**

A thoughtfully created environment that enhances the physical, social, and spiritual well-being of the inhabitants.

### **Collaboration**

Relationships based on trust, contribution, and a shared commitment to building sustainable communities.

### **Creativity**

A people-centered working environment generating thoughtful design to shape the urban landscape.



**Stantec Consulting Inc.** Legal Entity  
600-171 Queens Avenue  
London ON N6A 5J7

July 14, 2020  
File: 161489985

**Attention: Cally Mann, Municipal Executive Coordinator**  
Via email - [cmann@brockton.ca](mailto:cmann@brockton.ca)

Dear Ms. Mann,

**Reference: File A: Proposal for RFP No. CAO 2020-01 - Land Use Development Process Management Review**

It is with enthusiasm that we submit this response for professional consulting services associated with the Municipality of Brockton's Land Use Development Process Management Review. We understand just how important this project will be in supporting the current and long-term growth management of your Municipality and in establishing opportunities for efficiencies and streamlining of the land use services offered by the Municipality. The Stantec team has recently completed a review of the Bruce County Land Use Planning Service Delivery, and feels that Brockton's management review is a logical extension of that work with an increased focus on the local municipal process and a goal to enhance the local developer experience.

## **Project Understanding**

The Municipality of Brockton with its rich farmland is the largest agricultural producer in Bruce County. It is experiencing residential growth in some of the more urban settlements, such as the former Town of Walkerton, but also within the rural areas of the Municipality and the original hamlets of Cargill, Chepstow, Elmwood, Glamis, Lake Communities, Pinkerton and Riversdale. As the Municipality grows, Brockton strives to respect their agricultural roots and support the infrastructure and networks that are necessary to maintain the area's strong farming industry and agri-business community.

The vibrant local economy mixes modern agriculture, urban energy, rural charm and state-of-the-art innovation. Managing and fostering appropriate growth, by ensuring that developers and new residents are welcomed here, all starts with the land use development system. Ensuring that developers receive the highest quality of customer service, efficient and streamlined processes, and timely results is paramount in ensuring development occurs with a clear set of expectations, in a structured and consistent manner, while adding value to the long-term growth of the community.

Therefore, this review will seek to address questions like:

- Is there opportunity for more efficient and effective allocation of various responsibilities?
- Are there duplication of activities that can be eliminated?
- Are there opportunities for cost saving?
- Are there barriers to making effective and responsive infrastructure and service delivery decisions?
- Where is the red tape, and how can it be reduced?

**Reference: File A: Proposal for RFP No. CAO 2020-01 - Land Use Development Process Management Review**

If chosen, the Stantec team will work closely with staff to offer solutions so that the development approval process moves more quickly to save time and cost, while achieving good planning outcomes. This review may lead to results that involve:

- Providing clarity on standards and requirements during the approval process for developers
- Reducing the number of incomplete applications submitted
- Arriving at approval decision within prescribed timelines
- Increasing coordination between the local municipal and other approval granting authorities, such as the County
- Reducing the number of appeals to the Local Planning Appeals Tribunal (LPAT)
- Encouraging residents and businesses to follow the overall vision and development goals set out by the Municipality in its Official Plan and other planning documents.

## Company Background & Project Team

Our team has the right mix of municipal government and planning experience, having worked in county/regional and two-tier governmental frameworks, with extensive experience providing consulting services to local municipalities. We have the desire to assist you in finding ways to improve the land use development process to ensure consistency and fairness in a way that best addresses future growth and development and that realizes your Municipality's land use goals and objectives. You will note that our core team has a powerful mix of municipal advisory services, stakeholder engagement experience, and have worked in a multitude of regulatory environments servicing private developer clients.

The Stantec team that we have assembled to carry out this project includes:

**Greg Romanick, MCIP, RPP, MBA** has over 40 years of experience as a municipal government Administrator and City Planner with the City of Waterloo and as a consulting Planner with Stantec Consulting Ltd. He has worked in every conceivable role within the planning and development industry. In addition to his practical 'in-the-trenches' municipal governance experience, Greg applied his planning and business administration background by being involved in the development and facilitation of numerous corporate strategic plans, visioning processes, organizational and department redesign and restructuring efforts, service delivery reviews and continuous improvement/quality management efforts. **Greg will provide senior leadership to the project team and guide content creation for this project, while providing insights based on his experiences leading the recent Bruce County Land Use Planning Service Delivery Review.**

**Jonathan Tinney, RPP, MCIP**, is currently the Geographic Discipline Lead for Stantec's planning practice in Ontario and has recently joined us following time as the Chief Planner for the City of Victoria. Jonathan brings a track record of successful projects supporting more vibrant, resilient, and successful communities across Canada and internationally. Recently, while working with another firm, he completed a Strategic Plan for the City of Toronto's Planning Department, which dealt with reviewing the City's land use planning delivery model. Also, he made many organizational and process improvements in the City of Victoria's planning department during his time as Chief Planner. **For this project, Jonathan will provide strategic**

Reference: File A: Proposal for RFP No. CAO 2020-01 - Land Use Development Process Management Review

**guidance and support, technical expertise, drawing on insights from his recent experience with the Bruce County Land Use Planning Service Delivery Review.**

**Stephanie Bergman** is a Project Manager and Planner with over seven years of experience, and extensive familiarity with the land use planning system within various upper and lower tier municipal contexts. Stephanie has experience managing a range of planning projects, including the use of meaningful stakeholder consultation and engagement to inform project recommendations. Stephanie regularly liaises with government agencies, property management and land development corporations, conservation authorities, Indigenous communities, and community stakeholders. She successfully navigates a range of planning and development processes including Official Plan and Zoning Bylaw Amendments, Site Plans, and Consents, and has a strong applied knowledge of Planning Act regulations. Through her work on transportation, water servicing, sanitary servicing, stormwater management and land use planning and development projects, she has gained valuable experience in managing a range of technical and environmental specialists. **For this project, Stephanie will serve as the Project Manager by coordinating resources, monitoring progress and budget, as well as providing insight into alternative models for development processing.**

**Amelia Sloan, RPP, MCIP**, has recently joined Stantec following time at both the Ministry of Municipal Affairs and Housing and the County of Oxford, where she served as a Planner with the distinct tasks of policy development and providing planning support to special corporate projects. With over seven years of public sector planning experience, she has been involved in many complex, long-range policy projects, including legislative reviews, comprehensive official plan updates, and corporate strategic plans. She has significant experience with the Provincial Policy Statement (PPS) in its current and revised forms. **For this project, Amelia will serve as a Project Planner and apply her knowledge of land use policy and legislation, combined with experience in rural planning in Ontario, to support the completion of the project, collect data and information, formulate recommendations, and support stakeholder engagement.**

**Maira Davidson** is an Urban Planner at Stantec with over two years of consulting experience. With a solid foundation in land use and policy planning, she brings a wide range of experience from both a public policy and private land development perspective. She has a broad understanding of the planning and development process in Ontario, which has assisted her in drafting various Planning Memos, By-laws, Planning Justification Reports and Urban Design Briefs for a variety of residential, commercial, and industrial clients throughout Ontario and British Columbia. She also has experience undertaking policy framework research and analyzing municipal and provincial legislation, which has assisted her in preparing deliverables and organizing public consultation events for various Comprehensive Zoning By-law projects and Community Improvement Plan projects. Maira is a candidate member of the Canadian Institute of Planners (CIP) and is working towards obtaining her Registered Professional Planner (RPP) certification. **Maira was integral to the completion of the recent Bruce County Land Use Planning Service Delivery Review and will serve as a key Project Planner on this project.**

Our extensive experience makes us a powerful and effective team, well-positioned to deliver a successful review of Brockton's development services. Each of our CVs are provided in **Appendix 1**.

**Reference:** File A: Proposal for RFP No. CAO 2020-01 - Land Use Development Process Management Review

## Methodology

After the project initiation meeting, Stantec proposes that the data collected in the completion of this review will occur through three separate tasks during a Data Collection Phase, that will occur from August 17<sup>th</sup> to September 7<sup>th</sup>. During this initial phase, data and information will be collected and compiled based on the following tasks:

- **External Review:** Using tools and resources that are currently available to the public, assess the ease of the development process from a local landowner/developer's perspective. The tools and resources that would be reviewed and assessed in this task, include:
  - Brockton's web presence, ease of navigation, availability of online information (e.g. zoning info., application fees, application submission process/contacts, online intake forms, etc.) for each type of development application from a developer's perspective.
  - The availability of online mapping information as a tool to assess and select appropriate development sites. As requested, this review will evaluate the ease of information available on municipal land available for sale, specifically the East Ridge Business Park.
  - Information and guidance material available to developers for providing complete applications under the Planning Act.
  - Information and guidance material available to builders/homeowners seeking building permits.
  - The number and length of public meetings to support the Planning Act requirements.
  - Available resources for guiding development in Brockton (e.g. East Ridge Development Guidelines).
  - Interviews with local developers and/or industry groups (e.g. Grey-Bruce homebuilders)
- **Internal Review:** Complete review/audit of internal documents, templates, processes, etc. that are used by the Municipality to aid in their development review and building approval processes to assess any efficiencies in the internal processing of development applications and communications. The following could be used as sources of information for this task:
  - Template agreements for subdivisions and site plans, community improvement plans, etc.
  - Sample email exchanges on two development applications (one minor vs. one major, or one complex application vs. one straightforward application) between local staff and with the County
  - Interviewing municipal staff with the intent to further understand their role in facilitating and guiding development within the Municipality. For example, the Clerk, Development

**Reference:** File A: Proposal for RFP No. CAO 2020-01 - Land Use Development Process Management Review

Engineer, Municipal Engineer, Director of Operations, Roads Supervisor, and Chief Building Official

- Past operational and organizational reviews, and input from senior staff on their implementation to date.
  - Any internal guidance or staff training material that is used to guide the development review process.
  - Report samples and/or templates for each type pf application.
  - Past Council and/or standing committee, or public open house, meeting minutes on recent controversial, or longer than typical, development applications.
- **Review of Comparable Municipalities:** Data and comparable information will also be collected from comparable municipalities, with the aim of informing potential changes to the fee recovery structure and to gain an understanding of other municipality's development processes. To do this, the following will be undertaken to inform this task:
    - Review the planning and development fees of ten (10) similarly sized and geographically comparable municipalities. This review will include a summary of application fees, development charges, building permit fees, and any other fees associated with development (e.g. subdivision clearance fees, etc.).
    - Refine list of municipalities who the Project Team believes to be 'development friendly' municipalities to at least three (3) and document the best practices that have led them to be considered as such. This would include an evaluation of the systems and of software used by other lower-tiers that would benefit Brockton and that would support data transfer between lower-tier and County system.

After the Data Collection Phase, the team will work from September 7<sup>th</sup> to 17<sup>th</sup> to develop strategies and solutions, in a Prioritizing Solutions Phase. A virtual workshop will be held during this time with Stantec and the municipal Project Team whereby Stantec will present potential recommendations, solutions (including Digital Transformation Strategies) and the Municipality will have the opportunity to provide their comments and feedback on each, as well as providing input on the length of time and priority of the noteworthy recommendations. The aim of this workshop will be to lay out the draft 'state of the development management process' with staff and discuss the key needs and priorities based on the Team's experiences and staff's input.

In preparing this proposal letter we have investigated several digital and process improvement programs within other municipalities to assess strategies that may be useful for this project. Our team's firsthand experience with process updates in Oxford County, the City of Toronto, City of Victoria, and the Region of Waterloo will be drawn on to develop solutions. As well, we have undertaken research on approaches



**Reference:** File A: Proposal for RFP No. CAO 2020-01 - Land Use Development Process Management Review

implemented by the City of Calgary's updates to approval and building processes and associated technology, processes implemented by the City of Medicine Hat, lessons learned from the City of Hamilton's digital transformation program, and several others. This research has offered a set of opportunities (albeit at a larger scale) that we feel could be explored for their applicability to Brockton through this project. These include:

- The use of ePermit database software to reduce waiting times for developers and removed unnecessary administrative processing;
- Centralizing and/or rationalizing financial and customer services functions to better achieve outcomes with more efficiency in processing payments and/or document consolidation (e.g. zoning by-laws);
- Reviewing how the Planning Act timelines are being calculated and determine where any avoidable delays may be occurring, if legislative timelines are not being met;
- Determining if any duplication of public processes (e.g. public meetings for applications that require local and County approval);
- Providing an approach and process elements for effective and supportive pre-submission consultation for land developer, and all proponents of a development application to get then onto an early 'fast-track' for submission of a complete and ready-to-be-processed application;
- Assessing the redistribution of approval authority for applications such as consents (severances) or subdivisions to the local level, with coordination with the County, to inform any future reviews of the MOU between Bruce County and Brockton;
- Reviewing the timelines of 3<sup>rd</sup> party review agencies (conservation authorities, provincial ministries, etc.) and assessing ways for improved collaboration;
- Providing accessible information on the location of lands ready for development, through collaborate approaches with economic development, by informing developers about prime development or re-development areas to direct applicants to places where the Municipality is prepared to accommodate growth in locations where infrastructure and amenities are in place (e.g. vacant land inventories, publicly available mapping, etc.);
- Online and hard copy development process brochures and/or development application manuals for more detailed "how-to" make a complete application.

Next, the Draft Plan will be completed in the two weeks following prioritizing solutions and receiving feedback from municipal staff. As such, the Stantec team will be completing ongoing analysis of the information gained in the earlier phases and preparing a draft for submission to the Project Team on October 1, 2020. It will include an evaluation of the current process, outlining any gaps or improvements that are necessary for improved customer service when seeking development information. The report would seek to outline:



**Reference:** File A: Proposal for RFP No. CAO 2020-01 - Land Use Development Process Management Review

- Suggested organizational and reporting structure changes regarding the process for managing the review and approvals of development projects (e.g. points of contact with developer/applicant, points of contact with County, public meetings, etc.)
- Suggested changes to the service delivery roles and responsibilities, and the associated distribution of such roles between the County and local Municipality, which can help guide any future updates to the memorandum of understanding between Brockton and Bruce County.
- Recommendations for monitoring and tracking applications (e.g. internal checklists, etc.)
- Improvements to their web presence and any guidance documents (e.g. application manuals) and education on the planning process (e.g. length of application processing, PPS applicability, etc.) as a means to gain interest and attraction from residents interested in housing or re-locating.
- Recommendations for improving the online presence of lands for sale in Brockton generally, and more specifically in the East Ridge Business Park.
- Improvements and ways to better harness existing financial tools to support and attract attainable housing projects (CIPs, community benefits, etc.)
- Any other recommendations that Stantec deems appropriate for inclusion, due to information/research discovered over the course of the Project's completion

The draft report will be accompanied by an Implementation Summary document that will serve to summarize the recommendations/solutions, identify them as short- or long-term solutions, and provide associated costing estimates. Additionally, this Implementation Summary could provide indicators of the following (if deemed necessary at the Project Initiation Meeting): Potential relative benefits realized by the solution (productivity, time savings, etc.), timeframes for implementing the solution (e.g. term of Council, within the year, etc.), or any potential risk associated with implementing the solution. This document would aim to provide guidance on where Brockton can have the greatest realization of the recommended efficiencies that can be gained through the modernization efforts, and how to implement solutions rapidly using other resources.

The Draft Report would be presented to the Municipality, as outlined in the RFP, by a Stantec Team member on October 13<sup>th</sup>, with any final changes to the draft report compiled and shared by October 16<sup>th</sup> to ensure that the final report would be delivered October 21<sup>st</sup>. Following that, an additional presentation would be presented to Council on October 27<sup>th</sup>.

### **Municipal Resources:**

Throughout the course of this project, the municipality will be requested to provide assistance with data collection and coordination with stakeholders, as well as providing timely comments and feedback on their review of the draft document in accordance with the schedule provided.

Reference: File A: Proposal for RFP No. CAO 2020-01 - Land Use Development Process Management Review

## Workplan/Schedule

The work plan, shown as **Appendix #2**, provides an outline of the tasks identified above with the corresponding timelines for completion.

## Clarifications

The following clarifications and assumptions apply to this proposal:

- This review will focus on the process for managing and processing municipal planning applications. As outlined in the RFP, those being processed by the Municipality of Brockton include zoning administration, building permit applications, subdivision agreement processes, and site plan control, as well as inquiries for variances and severances. Other types of planning-related permits which may be managed by the municipality are outside the scope of this review (e.g. heritage permits, septic tank permits, change of use permits or record of site condition permits, etc.).
- Applicable background studies, Division budgets and statistics related to service delivery activities, organizational structures, relevant research or analysis, strategic or policy document (e.g. existing CIPs), relevant legislation outlined in this Proposal will be provided to Stantec immediately upon seeking our professional services to maintain schedule timelines.
- This budget has been submitted with the assumption that all project team meetings, and presentations to Councils or Standing Committees will be completed virtually. If future easing of restrictions on gatherings allow for in-person presentations or meetings during the completion of this project, travel budgets can be provided at the Client's request.
- As we are all aware, we are working in unprecedented times as a result of the COVID-19 pandemic. The situation is fluid. Our proposal is based on our understanding of performing these services in normal conditions. As the nature and extent of the impacts due to this outbreak cannot be fully identified or quantified at this time, we feel it would be prudent to submit this proposal based on normal conditions, without accounting for impacts due this outbreak, and to discuss with you once we are able to evaluate the impacts and to work collaboratively with you on a path forward. We would be pleased to have a further discussion with you to share our respective plans and efforts to help mitigate the impact of this evolving situation on your proposed project. As we have suggested that all meetings are virtual, we do not foresee challenges with the schedule and fee proposed.

## Costs

Costs have been submitted under a separate cover, under **File B**, which contains the completed Pricing Proposal Form and the Proponent's Ability and Experience Form.

Reference: File A: Proposal for RFP No. CAO 2020-01 - Land Use Development Process Management Review

## Conclusions

The services we propose to provide at this time are set forth in the scope of services as detailed above. Should you feel that the scope of services could be modified in any way, we would be pleased to discuss such modifications with you in detail.

We appreciate the opportunity to submit this proposal and we have tried to be thorough in our assessment of services required to complete this assignment. If you have any questions or would like to clarify anything within this proposal, please do not hesitate to contact the undersigned.

Regards,



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**Amelia Sloan** MCIP, RPP  
Planner, Community Development  
Phone: 226-926-8794  
Amelia.Sloan@Stantec.com



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**Jonathan Tinney** MCIP, RPP  
Lead, Community Development  
Phone: 437-242-8396  
Jonathan.Tinney@Stantec.com

Attachment: Appendix #1 - Project Team CVs  
Appendix #2 - Schedule

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# **APPENDIX 1**

## **Project Team CVs**

## Greg Romanick MCIP, RPP, MBA

Senior Planner

In the past eleven (11) years Greg has transferred his extensive municipal government and planning experience to private consulting with Stantec Consulting Ltd., specializing in municipal, environmental and sustainability planning. Greg's consulting work covers a broad expanse of planning including the processing of land development applications (official plan, zoning by-law amendments, subdivisions, condominiums, severances, minor variances, site plans, etc.) to complex strategic level municipal policy development. This broad array of work attests to Greg's capacity for managing complex broad-based planning projects.

Greg has practiced as a Professional Planner for over forty (40) years. In his career, Greg has over thirty (30) years of experience as a Senior Government Administrator and Chief Planner with the City of Waterloo. For sixteen (16) of those years, he was a Department Head and a member of the City's Senior Management Team. He has worked in every conceivable role within the planning and development realm and spent 13 years as General Manager of the Development Services Department (Planning, Building, Engineering, Environmental Resource Management and Landscape Architecture). He was also General Manager of the Recreation and Leisure Services Department for 4 years and worked for 2 years as the Executive Assistant to the Chief Administrative Officer.

In addition to his practical "in-the-trenches" experience, as a municipal government Administrator, Greg applied his planning and business management background by being involved in the development and facilitation of numerous corporate strategic plans, visioning processes, organizational and department redesign and restructuring efforts, and, service delivery and continuous improvement/quality management efforts.

Greg has a broad expanse of municipal government and planning experience. Greg's experience as a consulting planner has been equally comprehensive in its scope and application.

### EDUCATION

Bachelor of Environmental Studies, Honours Urban and Regional Planning, University of Waterloo, Waterloo, Ontario, 1978

Master of Business Administration, Wilfrid Laurier University, Waterloo, Ontario, 1998

Ph.D. Doctoral Candidate, University of Waterloo, Waterloo, Ontario, 2002

### MEMBERSHIPS

Member, (MCIP), Canadian Institute of Planners

Member, Registered Professional Planner (RPP), Ontario Professional Planners Institute

### PROJECT EXPERIENCE

#### CORPORATE STRATEGIC PLANNING: PROCESS DESIGN AND FACILITATION

Review of Bruce County Land Use Planning Division: Structure, Service Delivery Model, Roles and Responsibilities | Bruce County | Lead Team Member

As the lead team member, Greg used his practical 'in-the-trenches' municipal governance experience to apply his planning and business administration background to provide senior leadership to the project team, guide content creation, and served as the Project Manager by monitoring progress and budget.

### MUNICIPAL ADMINISTRATION

City of Waterloo\*, Waterloo, Ontario (General Manager, Development Services Department and General Manager, Recreation and Leisure Services Department, Executive Assistant to the Chief Administrative Officer)

- Lead a departmental review and redesign of the Planning, Building and other related departments, resulting in creation of the City's first service-integrated department (i.e. Development Services- a multi-disciplinary planning, building, engineering and environmental management group) including completion of one of the City's first comprehensive business plans (1995 and 1996 and annually thereafter)
- Lead a departmental review and restructuring of the City of Waterloo Recreation and Leisure Services Department (2005-2007)

\* denotes projects completed with City of Waterloo

- Seconded to the Chief Administrative Officer's (CAO) Office and served as Executive Assistant to the CAO (1991-1992)
- Developed and launched the City's Continuous Improvement/Quality Management organizational change effort (1991 – 1992)
- Senior Management Team representative on a cross-functional corporate team charged with redesigning the City organization from a traditional Municipal operation to a progressive, team-based, service-responsive administration (i.e. referred to as Redesign I and II) (1995 and 1996 and again in a follow-up in 1998).
- Member of the City's Senior Management Team which meets weekly to oversee all corporate activity and actions; designed, facilitated and participated in annual Corporate Strategic Planning efforts (1992 to 2008)

## **STRATEGIC PLANNING**

City of Waterloo\*, Waterloo, Ontario (Planner and General Manager)

The City of Waterloo completed its first Corporate Strategic Plan in 1993. Between 1993 and 2008, as a Planner and Member of the Corporate Senior Management Team, Greg played various roles in the realization of close to a dozen Corporate Strategic Plans. Greg's roles in these efforts included in several instances, design of the process, organization for implementation of the process, facilitation of working sessions with Senior Management Team, Council and Staff Groups, as well as working directly with hired Consultants in certain other years, when outside strategic planning expertise was retained by the City.

## **LAND PLANNING**

City of Waterloo, West Side Employment Lands, Waterloo, Ontario (Co-Project Manager/Sr. Planner) (Ongoing since 2018) Co-project managed and directed all disciplines in the development of a Master Plan/Draft Plan of subdivision for the 45 hectare (111 acres) site and in the submission and processing an Official Plan and Zoning By-law Amendment Application to implement same.

Cambridge Memorial Hospital, Hospital Addition, Cambridge, Ontario (Site Plan Coordinator) (2011-2013) Managed the Site Plan Application process as the key Project Team representative interfacing with the City of Cambridge Planning Department (and other Departments and Agencies). Realized all necessary approvals to allow for application for Building Permit on time and on budget.

Union Gas Ltd. Compressor Station, Milton, Ontario (Project Manager) (2010-2014)

Directed and project managed the municipal and other local approvals including a Zoning By-Law Amendment, Environmental Remediation, Site Plan Approval, Conservation Authority Permits, the development of a 100+ acre Wildlife Enhancement Plan, etc. for the development of a \$300 million, 20+ building compressor station project on approximately 100 acres of land.

## **OFFICIAL PLANS AND POLICY PLANNING**

City of Waterloo Official Plans\* and District (Secondary) Plans\*, Waterloo, Ontario (Planner and General Manager of Planning/Development Services Department)

Designed, facilitated and directed the processes for, and the delivery of, two Official Plans, several Official Plan reviews and several District (Secondary) Plans. Designed and directed several special Official Plan policy development processes.

City of Waterloo - Height and Density/Nodes and Corridors Study\*, Waterloo, Ontario (General Manager, Development Services Department) Between 1999 and 2004, designed and directed the City of Waterloo's Height and Density/Nodes and Corridor Study, which lead to leading edge policy and land use regulations linking intensification to planned, major, transportation car riders and systems. As a Senior Municipal Administrator, participated with Regional Staff in providing responses and support in the plans for development of the Regional Light Rapid Transit System.

Development Services\*, Waterloo, Ontario (General Manager of Department)

- Directed and participated in the development of two Official Plans, several Official Plan Reviews, Several Secondary Plans, two Community Improvement Plans
- Managed the City of Waterloo Site Plan/Urban Design program for over 25 years; last 10 years was delegated Council's Site Plan Approval Authority
- Directed several visioning processes: Uptown Waterloo (1993); Westside, Waterloo (1997); City Vision "Imagine! Waterloo" (2000)
- Directed the development of numerous key and contentious policy-related studies and task forces: Student Accommodation Study (2003-2004), Westside District Plans Review (2003/2004) Land Supply, Height and Density Study (2000-2004), Affordable Housing Task Force (2002), Student Housing Task Force (2001)

## **ENVIRONMENTAL PLANNING**

North Bay, Mattawa Conservation Authority, North Bay, Ontario (Project Manager) (2011-2012)

Lead the process, including a public and agency consultation process, leading to the delivery of a Wetlands Policy and Environmental Impact Study Guidelines document.

Corporate Energy and Greenhouse Gas Inventory and Conservation and Demand Management Action Plan, Waterloo, Ontario (Senior Municipal Advisor) Participated as a Senior Municipal Advisor in undertaking this Greenhouse Gas Inventory and Conservation and Demand Energy Action Plan to enable the City of Waterloo to understand, manage and reduce its energy usage and greenhouse gas emissions and to comply with the Provincial Green Energy Act.

\* denotes projects completed with City of Waterloo

Environment, Conservation and Demand Energy Management Plan, Milton, Ontario (Senior Municipal Environment and Planning Advisor)

Participated in the delivery of this broad-based strategic Plan, comprehensively addressing strategic actions to improve and manage the natural environment, conservation measures and Corporate energy management. This Plan also fulfills the requirements of the Provincial Green Energy Act.

**Uptown Waterloo Redevelopment and Community Improvement Projects\*, Waterloo, Ontario**

Lead the development of over-arching master plans for Uptown Waterloo and subsequently the negotiation of several large-scale Uptown redevelopment projects, which included extensive brownfield redevelopment, with a total value of over \$500 million.

**City of Mississauga Lakefront Redevelopment\*, Mississauga, Ontario (Development Manager-Secondment)**

Managed and lead a team of 12 planners, landscape architects and urban designers charged with evaluating development proposals along the Lake Ontario shorefront.

**City of Waterloo, Environmental Planning\*, Waterloo, Ontario (Planner and General Manager)** The City of Waterloo has been recognized as a leader in environmental planning, programs and efforts and has received a number of awards for these efforts. During his tenure at Waterloo, Greg directed, led, facilitated and/or participated in a number of environmental initiatives including:

- Environmental Think Tank: Environmental First Strategies (1989) - Role: Co-Leader
- Laurel Creek Watershed Study (1992) - Role: Planner
- Laurel Creek Watershed Study Monitoring Program (1995) - Role: Directed Development of the System
- Lead a team of senior and middle managers in reconfiguring the City's environmental co-ordination services resulting in the hiring of two Environmental Co-ordinators, a restructuring of the function and a broadening of the function/service (1999) - Role: Lead and Facilitator
- Several Corporate Strategic Plans (1994 - 2008)- Role: Senior Management Team Facilitator and Participant
- City of Waterloo Environmental Strategic Plan (2003) - Role: Senior Management Team Representative and Process Advisor
- Environmental Lands Acquisition and Management Policy (1999) - Role: Directed
- Living with Nature: Good Neighbours Guide (1995) - Role: Directed Others
- Review and analysis of Sub-watershed Plans (directed)
- Creek rehabilitation plans (directed)
- Urban Tree Cutting Policy (directed)
- Approval authority on behalf of Council for Site Plan Control - Applied environmental principles

## **INTEGRATED SUSTAINABILITY PLANNING**

**City of Cambridge Integrated Corporate Sustainability Plan, Cambridge, Ontario 2011 (Senior Planner)**

Participated as the senior advisor in the delivery of this leading-edge Corporate Sustainability Plan. The Plan directs itself to organizing, prioritizing and sustainably implementing broad-based corporate initiatives across the entire service spectrum of the municipality.

**Community Sustainability Plan, Oakville, Ontario (Project Manager)**

Taking over as Project Manager in leading the delivery of a community consultation process, including intensive participation of the business community and environmental interest groups, towards the development of a sustainability plan to be implemented by the community.

## **VISIONING**

**Lutherwood Children's Mental Health Centre, Waterloo, Ontario, 2009-2011 (Planner)**

Designed and facilitated the creation of a vision statement for Lutherwood which was subsequently utilized by the design and construction team delivering a 14,000 sq. ft. addition/rejuvenation project related to the existing facility

**City of Waterloo City Vision, Waterloo, Ontario (Planner)**

Directed the development of several vision documents/statements including a City Vision, Imagine Waterloo, which subsequently formed the basis of the New Official Plan

## **ROADS AND HIGHWAYS**

**Region of Waterloo Franklin Boulevard Detailed Design and Construction, Cambridge, Ontario (Lead on Site Modification Design) (2010-2011)**

This project involved the reconstruction of Franklin Boulevard from Myers Road to Pinebush Road including the construction of 11 roundabouts. Mr. Romanick was the Lead on Site Modification Design for this project and was responsible for assessing and compiling private property impacts as a result of road right-of-way acquisition and identifying and resolving these impacts where necessary and/or possible through site planning and other available municipal government processes. The output of these efforts were subsequently used by the Client in the land acquisition program.

*\* denotes projects completed with City of Waterloo*



## **COMMUNITY INSTITUTIONAL**

Wilfrid Laurier University Master Plan\*, Waterloo, Ontario (Planner)

Participated as a Planner and Senior City Administrator, and collaborated with WLU in the development of its Campus Master Plan.

University of Waterloo Master Plan\*, Waterloo, Ontario (Planner)

Participated as a Planner and Senior City Administrator, and collaborated with the University of Waterloo in its Master planning for the University of Waterloo North Campus.

Conestoga College\*, Kitchener, Ontario (Planning)

Played an active role in the location plan for the Conestoga College's Waterloo campus.

## **SPORTS, RECREATION & LEISURE**

Recreation and Leisure Services\*, Waterloo, Ontario (General Manager of Department, 2004- 2008)

Requested to take on the position to lead the reorganization and rejuvenation of the Department through a series of planned strategic actions including:

- Development of a Departmental Strategic Plan and Statement of Guiding Principles including a vision, mission statement, identification of key outcomes and operating values
- Restructured the organizational design of the Department
- Strong focus on infrastructure management including building conditions and energy audits
- Restructured the organization design of the Department
- Lead several key policy reviews in areas of costing and pricing community liaison/relationships, grants, subsidies and community investment, food service delivery and sports-tourism
- Design and commencement of a new Master Plan for Recreation and Leisure Services
- Development of a marketing strategy for RIM Park, a large-scale multi-use sports and leisure park and recreational facility
- Negotiated a multi-year lease of high-end municipal golf course resulting in a significant growth in annual revenues

## **WATERSHED PLANNING**

Laurel Creek Watershed Study\*, Waterloo, Ontario

Directed the development of implementing policy, measurement / monitoring systems, and programs for the CAMA award-winning Laurel Creek Watershed Study

## **REDEVELOPMENT PLANS**

Development Charges Studies and By-Laws\*, Waterloo, Ontario (Planner)

Directed staff and retained consultants in the development of two Development Changes Studies and By-Laws.

*\* denotes projects completed with City of Waterloo*

# Jonathan Tinney RPP, MCIP, MA, BA

Principal, Geographic Discipline Lead, Urban

Planning

Jonathan has long been driven to understand and articulate how cities work and how they can better serve their citizens. With more than 16 years of experience as an urban planner and land economist, he has been able to support his public and private sector clients in creating innovative plans and taking them from vision to reality.

As a Principal and Geographic Discipline Leader for Stantec's Urban Places practice, Jonathan brings a track record of successful projects supporting more vibrant, resilient, and successful communities across Canada and internationally. He works with a talented team of planners, designers, and engineers whose experience is focused on development economics, TOD, urban policy, and sustainable infrastructure, all with an eye to leveraging public and private investment to create value for all a project's stakeholders.

Prior to joining Stantec, Jonathan served as the Chief Planner for the City of Victoria, B.C., led the development of UniverCity (an award-winning, sustainable community adjacent to Simon Fraser University), and managed planning and urban integration aspects of the Canada Line, a major rapid transit project in Metro Vancouver.

Jonathan is active with the Urban Land Institute, Lambda Alpha, and has presented on topics such as the economics of city building, sustainable communities and affordable housing, and has been a guest lecturer at universities in Canada, the UK, Denmark and China.

## EDUCATION

Master of Arts (Planning), University of British Columbia, University of British Columbia, British Columbia, 2004

Bachelor of Arts, Queen's University, Queen's University, Kingston, Ontario, 2002

## REGISTRATIONS

Registered Member, Canadian Institute of Planners

Registered Professional Planner, Ontario Professional Planners Institute

## MEMBERSHIPS

Member, Urban Land Institute

Member, Lambda Alpha International

## PROJECT EXPERIENCE

### CORPORATE STRATEGIC PLANNING: PROCESS DESIGN AND FACILITATION

Review of Bruce County Land Use Planning Division: Structure, Service Delivery Model, Roles and Responsibilities | Bruce County

For this project, Jonathan was integral in providing strategic guidance and support, developing solutions and providing his technical expertise, and in drawing on insights from his experiences working on similar projects for organizational and process improvements in the City of Toronto and the City of Victoria.

### CD URBAN PLANNING

Smithville Master Community Plan\* | West Lincoln, ON | Project Director

Jonathan led a multi-disciplinary team of planners and engineers in the development of a urban expansion and boundary extension plan for the community of Smithville in Niagara Region. Integrating policy development, infrastructure planning and transportation system design within a municipal class EA compliant process Jonathan and his team developed a sustainable plan to support the additional of more than 11,000 new residents and 3,000 new jobs within the community over the next 25 years.

*\* denotes projects completed with other firms*

**Southeast Courtice Secondary Plan\* | Clarington, ON | Project Director**

Jonathan led a multi-disciplinary team of planners and engineers in the development of secondary plan (as well as related zoning bylaw updates and urban design guidelines) for the Courtice area of Clarington. Jonathan also led land economic and market assessment work as part of the background work for this project. This rapidly growing area on the eastern edge of the GTA has seen significant growth over the past two decades. To accommodate future growth the secondary plan will integrate policy development, infrastructure planning and transportation system design within a municipal class EA compliant process to support accommodation of more than 11,000 new residents over the coming decades. Key considerations include the impact and connection to a future GO Transit station with the plan area as well as traffic connectivity and active transportation impacts given the scale of natural areas and regional roadways within the plan area.

**Neighbourhood Planning Program\* | Victoria, BC | Project Director**

Led a broad staff and consulting team to roll out an ambitious plan to update all of the City of Victoria's 12 neighbourhood-level plans over the course of a five-year period. Linking adjacent plans and undertaking policy development and community engagement in a linked way, the program aimed to bring this vital level of policy into alignment with a recently adopted OCP and respond to rapidly increasing development pressures. The new plans also worked to integrate other departmental planning (transportation masterplan, parks and recreation plans etc.) into a single, comprehensive set of documents.

**Downtown Public Realm Plan and Wayfinding Strategy\* | Victoria, British Columbia, Canada**

The Downtown Public Realm Plan establishes a design framework and set of principles, strategies and standards for ensuring a unique, walkable, timeless and high-quality downtown environment. The plan provided for a "kit-of-parts" approach to harmonize and improve quality in the city's public spaces and to support more consistent implementation as the downtown is redeveloped. The project also included the development and implementation of a comprehensive wayfinding strategy designed to support increased pedestrian connectivity and legibility given Victoria's large number of downtown visitors.

**Dockside Green\* | Victoria, British Columbia, Canada**

Jonathan led a multi-disciplinary team of planners and engineers in a two-year long review and update to the Dockside Green masterplan (given the City's role as regulator and landowner) to support market repositioning of the project while maintaining its innovative environmental and social sustainability aspects. Outcomes of the process completed with rezoning and successful sale of more than 1.1 million square feet of development maintaining the project's LEED Platinum ND rating, as well as supporting final implementation of the project's innovative sewage treatment, stormwater management, district energy system and affordable housing programs.\*

**Climate Leadership Plan\* | Victoria, British Columbia, Canada | Project Director**

Victoria's Climate Leadership Plan lays out a road map to reach an 80 percent reduction in greenhouse gas emissions and transition to 100 percent renewable energy within the City by 2050. The strategy addresses Victoria's built environment, transportation, waste management, and municipal operations. Throughout the sectors, the CLP presents actions to reduce GHGs, energy demand and replace fossil fuels with renewable energy. It also defines broader system redesigns that eliminate unnecessary energy use and build resilience.\*

**Yas Island Masterplan Update\* | Yas Island, Abu Dhabi, United Arab Emirates | Planning Lead**

Working on behalf of Miral Asset Management, provided market analysis and urban design updates to the Yas Island masterplan. Yas is a 200 ha island in close proximity to the City of Abu Dhabi which is envisioned as a broad leisure and resort destination. Home to the Ferrari World theme park, Yas Mall, Warner Bros. World and home to the Abu Dhabi Formula One race track, Yas is rapidly being developed as a major destination attraction unique within the Middle East.

**Partington Creek Master Plan\* | Coquitlam, British Columbia, Canada | Economics and Planning Lead**

Working on behalf of the City of Coquitlam's Real Estate Division (in partnership with PFS Landscape Architects), Jonathan undertook economic and market analysis for the project informing the land use mix and right-sizing of the retail and commercial components of the masterplan to support implementation and market acceptance of the plan

**Ship Point Masterplan\* | Victoria, British Columbia, Canada | Project Director**

Leading a combined staff and consulting team, Jonathan oversaw the project definition, design, public engagement and initial implementation a project to redevelop an at-grade parking lot within Victoria's iconic Inner Harbour into a multi-use waterfront public space. The project also required the balancing of existing port and transportation considerations including maintenance of an existing marina, major pier complex and an aerodrome that services more than 400,000 passengers per year.

**Alberta Research Park Masterplan\* | Edmonton, Alberta | Project Manager**

Worked with Alberta Infrastructure (AI) to produce a comprehensive master plan to guide future development of their site. This is a 63.5 Hectare piece of land in south east Edmonton owned by Alberta Infrastructure (AI) that currently accommodates AITF (formerly Alberta Research Council) research and operations facilities. The 2015 Alberta Research Master Plan envisions an integrated Technopark concept to support innovation and collaboration between existing and future tenants of the site. The master plan emphasises connectivity, permeability and spatial integration of facilities and users to foster greater innovation and collaboration. The master plan outlines a flexible and efficient strategy for utilization of AI lands that responds to changing market conditions and unpredictable programmatic opportunities, lowering costs and uncertainties.

**Planning Division Strategic Plan | Toronto, Ontario, Canada | Project Manager**

Working in partnership with Beasley and Associates, delivered the first strategic plan for the City of Toronto's Planning Division. The plan aims to streamline the City's planning processes and operating structure, align it with other City departments and programs, and increase the Division's profile within and outside of City Hall. It also includes implementation priorities, including a range of communication and engagement actions and establishment of measures for success and follow-up. The strategic plan is being developed through a series of workshops with over 250 City staff and management and interests outside of City Hall.

**Porac Town Centre Masterplan\* | Metro, Manila, Philippines | Project Manager**

This work involved the development of a masterplan for a future mixed-use town centre as part a greenfield development north of Manila. The plan incorporated a mix of residential densities, a university campus, commercial space and light industrial employment areas. The overall vision was to create a leading economic and academic center of excellence for Central Luzon that capitalizes on a pristine natural setting and the principles of sustainable development.

**Sicogon Island Masterplan\* | Panay, Philippines | Project Manager**

Lead the masterplanning of a 1,200-ha island off the coast of the island of Panay in the Philippines. The goal of the plan was to support the development of Sicogon as a leading resort destination catering to local and mid-haul visitors. The underpinning of the plan aimed to provide a range of resort amenities within the carrying capacity of the island requiring innovative approaches to water and energy use.

**Campus and Urban Integration Masterplan\* | Winnipeg, Manitoba, Canada | Project Manager**

Lead a short-listed plan for a University of Manitoba design competition, involved the planning of a new community of 10,000 residents that addressed and enhanced the existing campus framework, creating a vision for the next 50 years of development for the university's combined lands.

**Old Town Design Guidelines \* | Victoria, British Columbia, Canada | Project Director**

Victoria's downtown core is home to one of the largest, intact heritage districts in Canada. Strong demand for infill housing and employment spaces required a delicate balance to support the City's ongoing development while also protecting its built heritage. Jonathan directed a staff and consulting team as the head of the City's planning department to support the creation of an updated set of design guidelines for the City's Old Town district. The project included an examination of the current guidelines (last revised in 2001) through a broad process of stakeholder engagement as well as a deep analysis of current urban form and heritage defining features. The new guidelines aimed to clearly define strategies to integrate new development and investment in a manner that added certainty to the development community and the public.\*

**City Centre Urban Design Guidelines\* | Calgary, Alberta, Canada | Project Manager**

Partnered Civitas Urban Design and Planning to develop a set of over-arching urban design guidelines for Calgary's various City Centre neighbourhoods and precincts. The task includes synthesis of new policy areas, integration of existing guidelines and plans, and a significant consultation process with key City stakeholders and developers to ensure that guidelines are effective, enforceable and market acceptable.

**Campus Conceptual Development Plan\* | North Vancouver, British Columbia, Canada | Project Manager**

Lead development of a Campus Conceptual Development Plan to guide the future development of its 45-acre campus in North Vancouver. The objective of the Campus Plan was to identify a vision for the university's physical assets that would guide future planning to ensure that the physical development of the campus would remain consistent with the long-range educational plan for the University. The plan also provided a set of policies and guidelines to provide direction on the form and character of future development. These guidelines will lead to the creation of an attractive, distinctive and cohesive campus which will continue to reflect the mission and values of the University as it develops.

**Victoria Bike Master Plan Implementation\* | Victoria, British Columbia, Canada | Planning Lead**

Victoria has established bold transportation mode share targets which include 60% of all trips to take place by walking, cycling and public transit by 2041. Given Victoria's mild climate, moderate topography, scenic routes and compact density, the City holds a strong potential for a shift in transportation mode towards cycling to help achieve these goals. Work so far has included the development of a Bike Master Plan as well as implementation of a initial grid of dedicated, separated, all-ages and abilities cycling routes within the City's downtown core. In all, the project has currently laid out more than 10km of infrastructure with more in the planning and under construction.\*

**Community and Neighbourhood Plan\* | Langley, British Columbia, Canada | Project Manager**

Developed a new Community and Neighbourhood Plans for the rural area of Brookwood/Fernridge in the Langley Township. This is a 2-year process involving an extensive public consultation component, review of existing policy, and coordinating infrastructure, environmental and transportation planning. As one of the last predominately rural areas in the lower mainland, the Brookwood/Fernridge plan seeks to accommodate gradual and sensitive growth for the region within the historic rural context.

**Coopertown Sustainable Community Plan\* | Regina, Saskatchewan, Canada | Project Manager**

Engaged by DREAM Developments to generate a conceptual plan for an 1,800-acre parcel of land in the northwest sector of the City of Regina. The plan area represents a significant growth area for Regina for the next several decades. Plan principles aim to create a feasible, replicable, model of sustainable community development within a mid-sized, cold-weather city. The plan is based on local market fundamentals and Smart Growth principles. Design elements include significant naturalized open space and a diversity of housing types located around a mixed-use Main Street commercial and community area.

**Sustainability Planning for UniverCity on Burnaby Mountain | Burnaby, British Columbia, Canada | Project Manager**

Working with the management team at the SFU Community Trust, oversaw the planning and design of the project's third phase which included the creation of over 1.2 million square feet of development regulated by North America's first sustainable zoning bylaw. Also oversaw the design and implementation of more than \$10 million in road and utility infrastructure designed and built to best-practices standard in regards to the management of storm water. Work also included project management and completion of a new LEED™ Gold elementary school as well as new childcare facility built to one of Canada's first certified Living Buildings.

**West Clayton Neighbourhood Concept Plan Energy Policy and Analysis\* | Surrey, British Columbia, Canada | Project Manager**

In support of the City of Surrey's goals to reduce its greenhouse gas emissions significantly over the next two decades, undertook analysis, modeling and policy development as part of a new Neighbourhood Concept Plan for the West Clayton area. Given the City's goals related to energy efficiency there exists a need for new community plans to do more in contributing to energy and greenhouse gas emissions reductions. West Clayton will be home to more than 15,000 new residents, and is being planned with ambitious goals in mind that aim to contribute to a significant reduction in greenhouse gas emissions per resident. Work included the preparation of a land use and energy study intended to identify opportunities for energy conservation and renewable energy generation, including an assessment of the viability of district energy. Supported staff in the development of land use and servicing plans and related policy initiatives for West Clayton that support sound community planning while also contributing to the meeting of the City's greenhouse gas emissions goals.

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Stephanie is a Planner with over seven years of experience. As a former university-level educator and researcher, she brings a unique perspective to the coordination of a wide range of land use planning and infrastructure planning projects. She strongly believes in the integration of land use planning processes with infrastructure planning and asset management, and has led a number of integrated Class EA and Planning Act processes. She has managed enhanced public consultation initiatives through use of online social media platforms such as Mindmixer, MySidewalk, and SurveyMonkey to engage a broad range of stakeholders and demographics. Stephanie regularly liaises with government agencies, property management and land development corporations, conservation authorities, Indigenous communities, and community stakeholders. She successfully navigates a range of planning and development processes including Official Plan and Zoning Bylaw Amendments, Site Plans, and Consents, and has a strong applied knowledge of Planning Act regulations. Through her work on transportation, water servicing, sanitary servicing, stormwater management and land use planning and development projects, she has gained valuable experience in managing a range of technical and environmental specialists.

## **EDUCATION**

Master of Arts, Classical Studies, University of Western Ontario, London, Ontario, 2015

Bachelor of Arts (Honours), Classics, Brock University, St. Catharines, Ontario, 2013

Masters of Planning, University of Waterloo, Waterloo, Ontario, 2020

## **REGISTRATIONS**

Envision™ Sustainability Professional (ENV SP),  
Institute for Sustainable Infrastructure

## **PROJECT EXPERIENCE**

### **Official Plans and Policy Planning**

Town of Lakeshore Shoreline Management Plan,  
Town of Lakeshore, Ontario (Project Manager),  
2019

Client: Town of Lakeshore

Project Value: CAD 140K

Stephanie is currently working with the Town of Lakeshore to develop a Shoreline Management Plan. The Town is under continued development pressure, and is in need of updated land use policies and strategies supported by updated technical studies in order to address existing and future risks to public health and property, and to conform with applicable Provincial policy direction.



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**Two-Zone Floodplain Policy - OPA/ZBA,**  
Leamington, Ontario (Planner), 2019  
Client: Municipality of Leamington  
Project Value: CAD 25K

Following upon the completion of the Reid Drain, Silver Creek, and Big Creek Stormwater Master Drainage Study, Stephanie worked with the Municipality and the Essex Region and Lower Thames Valley Conservation Authorities to develop a two-zone floodplain policy, including Official Plan Amendment and Zoning Bylaw Amendment.

**Elgin County Elgincentives CIP Update,** Elgin County, Ontario (Planner and Project Manager)  
Client: Elgin County  
Project Value: CAD 20K

Stephanie is currently managing an update to the award-winning Elgincentives CIP program to address Community Improvement Planning for industrial areas and brownfield sites throughout the County. She has lead stakeholder engagement workshops, and developed a series of financial programs including Tax Increment Equivalent Grants, and Brownfield programs

**Downtown Millbrook Community Improvement Plan,** Millbrook, Ontario (Planner)  
Client: Township of Cavan Monaghan  
Project Value: CAD 30K

Stephanie assisted in the development of a Downtown CIP for Millbrook Ontario, including the review of project documentation and public information centres. The CIP included a number of innovative funding programs to encourage development in the historic downtown commercial core, including the "POPS" (privately owned public lands) and Public Art incentive program and the Tax Increment Equivalent Grant.

**Minden Village Community Improvement Plan,** Township of Minden Hills, Ontario (Project Manager)

Client: Township of Minden Hills

Stephanie is currently managing all aspects of the Minden Village CIP project, including the development of a number of fun and interactive stakeholder and community workshop events. She is working with Stantec's Heritage Specialists to incorporate heritage design guidelines into the CIP funding programs to encourage the restoration of the community's heritage attributes.

**Town of Erin Community Improvement Plan,** Town of Erin, Ontario (Planner)

Client: Town of Erin

Project Value: CAD 20K

Stephanie assisted the Town Economic Development staff in finalizing and implementing the CIP program, including adoption by Town Council.

## **Land Development**

**Richardson Lands Draft Plan of Subdivision,** London, Ontario, 2015

Assisted with general project coordination and Draft Plan Application, including Pre-Consultation meetings with City staff.

**Parker Jackson Draft Plan of Subdivision,** London, Ontario, 2015

Assisted with general project coordination and Draft Plan Application.

**40 York Street Official Plan Amendment and Zoning Bylaw Amendment,** London, Ontario

Stephanie assisted in the preparation of a Zoning Bylaw Amendment application, including Urban Design Brief and Planning Justification Report.



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## 230 North Centre Road Official Plan and Zoning Bylaw Amendment, London, Ontario

Stephanie assisted in the preparation of a Zoning Bylaw Amendment and Official Plan Amendment application, including Urban Design Brief and Planning Justification Report.

## Sunninglea Subdivision, London, Ontario

Client: Comro Developments

Completed the Initial Proposal Report for the Plan of Subdivision, attended Pre-Consultation meetings with City staff, and completed the Final Proposal Report based on comments submitted during the Pre-Consultation meetings.

## Due Diligence Planning, London, Hamilton, Cambridge, Ontario (Planner)

Client: Several Private Developers - Residential and Commercial

Completed due diligence reports, identifying opportunities and constraints associated with land use planning policy and zoning bylaw regulations.

## Munch Ave Subdivision Site Plan Approval, Cambridge, Ontario (Land Use Planner), 2019

Client: Reid Homes

Stephanie coordinated all aspects of the Site Plan Approval Process through the City of Cambridge for 16 medium density blocks.

## Master Plans and Class Environmental Assessments

City of Guelph Parks and Recreation Master Plan, Guelph, Ontario (Project Manager), 2018

Client: City of Guelph

Project Value: CAD 250K

Stephanie is currently managing the development of the Parks and Recreation Master Plan Update for the City of Guelph. She is responsible for developing and leading all aspects of the diverse engagement program to solicit targeted, meaningful input from a range of stakeholders including sports groups, operations staff, youth organizations, and more.

Glendon Drive Streetscape Schedule 'C' Municipal Class Environmental Assessment, Komoka-Kilworth, Ontario (Class EA Planner/Consultation Lead), 2015-present

Client: Municipality of Middlesex Centre

Responsible for the preparation of all Municipal Class EA documentation and coordination of environmental reviews. Coordinated an enhanced public consultation initiative using the Mindmixer online platform. Utilized a 'complete streets' approach to develop alternative transportation improvements that fit the current and future needs of the entire community and all modes of transportation. Facilitated public meetings and other stakeholder events, including the mediation of controversial community issues.

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## **Regional Road 25 Transportation Corridor Improvements, Halton Region, Milton, Ontario (Environmental Planner), 2017-present**

**Client:** Halton Region

Undertook socio-economic reviews to determine context for transportation improvements, including development activities, existing corridor characteristics and existing active transportation facilities. Coordinated cultural heritage, natural heritage, and technical reviews to prepare a comprehensive environmental inventory within the study area. Assisted the team in developing and evaluating alternative planning solutions, prepared public consultation plan and all public documentation including notices and graphic material for public meetings.

## **Middlesex Centre Settlement Area Stormwater Management Master Plan/Class EA, Middlesex Centre, Ontario (Class EA Lead/Assistant Project Manager), 2017-present**

**Client:** Municipality of Middlesex Centre

Responsible for assisting the Project Manager with day to day schedule and budget control, and overall coordination of technical specialists. Developed a comprehensive consultation program that includes an interactive GIS-based consultation webmap application, and a number of stakeholder engagement events. Responsible for coordinating environmental reviews and evaluation of servicing solutions under the EA Act.

## **Clarke Road Improvements Schedule 'C' Municipal Class Environmental Assessment, London, Ontario (Environmental Planner)**

Stephanie is responsible for the coordination of the Class EA requirements and consultation plan for the project, including the preparation of public presentation materials, issues tracking, and general project documentation. She coordinates between a variety of technical and environmental specialists, participates in the identification and evaluation of alternative solutions, and identification of environmental impacts and mitigation measures for proposed road widening.

## **Detail Design of Highway 89 South Saugeen River Bridge Replacement, Minto, Ontario (Environmental Planner)**

EA and detail design for this bridge replacement project. Stephanie assisted in the coordination of environmental disciplines, identification of impacts and mitigation measures, execution of consultation plans, and preparation of project documentation.

## **Dalewood Drive Bridge Municipal Class "C" Environmental Assessment, St. Thomas, Ontario (Public Correspondence Coordinator), 2015**

Contributed to the development and analysis of alternative solutions including active transportation network elements, and prepared materials to communicate all stages of the process to the public clearly and openly.

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## Huron Industrial Lands Master Servicing Strategy, London, Ontario (Planning and Class EA Coordinator), 2017

**Client:** City of London

Utilized the Class EA planning process to address water, wastewater, and stormwater servicing requirements to address future development. Assisted in the development of alternative land use concepts, and assessed impacts to existing services and environmental features.

## Delaware Community Settlement Area Stormwater Management Master Plan Municipal Class Environmental Assessment (Consultation Coordinator), 2015

Responsible for ensuring that all information is appropriately conveyed to interested parties (agencies, Aboriginal Communities, and other stakeholders), and that concerns are appropriately documented and addressed within the Master Plan strategy.

## West London Dyke Erosion Control Municipal Class Environmental Assessment, London, Ontario (Assistant Project Manager and Class EA Lead), 2017-present

**Client:** Upper Thames River Conservation  
Authority

Coordinated environmental reviews and technical studies for improvements to existing erosion conditions within the Thames River along the West London Dyke in downtown London. Developed a comprehensive evaluation of environmental impacts and permitting requirements. Created clear and concise project communication materials for Public Information Centres, and facilitated consultation with special interest groups and local First Nations Communities.

## Melrose Water Supply Schedule 'C' Municipal Class Environmental Assessment (Consultation Coordinator), 2015

Responsible for coordinating all consultation requirements including an online survey and Public Information Centres. Also responsible for addressing all relevant policy including Federal, Provincial, and local municipal planning and environmental policy.

## Niagara-on-the-Lake Transportation Master Plan, Niagara-on-the-Lake, ON, Canada (Stakeholder Engagement Lead), 2020-2021

**Client:** Town of Niagara-on-the-Lake

Stantec is working with the Town of Niagara-on-the-Lake to develop a multi-modal transportation master plan that will assist the community in leveraging a variety of different mobility options to accommodate growth over the next ten (10) years. To inform our analysis, our team will be leveraging cell tower origin-destination metadata through the Streetlight Data platform to give our team a more granular look at corridor usage, as well as quantifying the mobility impacts of tourism on the network. Stephanie is managing all aspects of the Engagement Plan for the project, which includes the use of the Bang the Table Engagement HQ online platform, as well as innovative virtual public meetings to engagement the community and stakeholders despite social distancing measures during COVID-19. Stephanie is also responsible for all consultation and documentation requirements under the Municipal Class EA process.

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## **Dorchester Wastewater Treatment Facility Expansion Municipal Class Environmental Assessment, Dorchester, Ontario (Class EA Lead), 2016**

Coordinated Class EA activities including alternative development and evaluation of environmental impacts. Developed public consultation materials for distribution, and undertook consultation with several First Nations communities.

## **St. Thomas Transportation Master Plan, St. Thomas, ON, Canada (Engagement Lead)**

**Client: City of St. Thomas**

Expanding upon the Transit Strategic Plan that Stantec developed for the City of St. Thomas, our team will be developing multi-modal transportation recommendations to accommodate future population and employment growth in the community. Stephanie is leading all aspects of the Engagement Plan for this study, which includes a mix of online and in-person consultation sessions to gather valuable input from community stakeholders. Stephanie is also leading the preparation of innovative virtual public consultation session sessions in order to solicit meaningful input from community stakeholders despite social distancing measures due to COVID-19. She is also responsible for all statutory consultation and documentation requirements under the Municipal Class Environmental Assessment process.

## **Delaware Water Supply Schedule 'C' Municipal Class Environmental Assessment (Consultation Coordinator), 2015**

Responsible for coordinating consultation requirements with agencies, First Nations communities, and other stakeholders, as well as ensuring compliance with environmental and municipal policy.

## **Windsor Central Box Area Study, Municipal Class "C" Environmental Assessment, Windsor, Ontario (Public Correspondence Coordinator), 2015**

Assisted in the creation of Public Information Centre and Workshop materials for the publicly driven Central Box Area Study. Recorded and addressed public and agency comments and concerns in compliance with the Municipal Class Environmental Assessment process.

## **Port Stanley Wastewater Treatment Facility Municipal Class Environmental Assessment (Consultation Coordinator), 2015**

Assisted in the coordination of Public Information Centres, and the consultation with agencies and First Nations Communities. Also documented all relevant planning related information, including environmental and official plan policies.

## **Dufferin Sanitary Trunk Sewer Improvements Municipal Class Environmental Assessment, City of Toronto, Ontario (Class EA), 2017**

**Client: City of Toronto**

Prepared consultation materials for Public Information Events, public notices, and general Class EA coordination.

## **Mega 5 – Rehabilitation or Replacement of 39 Structures in West Region, Multiple Sites, Ontario (Environmental Planner)**

Preliminary and detail design of 39 structures in various locations across Western Ontario. Stephanie assisted in the implementation of the consultation plans for several contracts under this project. She assisted in the coordination of environmental specialists and prepared project documentation.

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**City of Guelph Water and Wastewater Master Plan Update, Guelph, ON (Class EA and Engagement Lead)**

**Client:** City of Guelph

Stephanie is currently leading the engagement program for the Water and Wastewater Master Plan Update. She is working closely with the technical team and the City's Communications and Community Engagement groups to ensure that project communications are clear and concise and that project messaging is consistent and transparent. She is also assisting the technical teams with the Class EA Master Planning process and documentation.

## **Municipal Infrastructure Design**

**Preliminary Design for the Waterloo North Water Supply System, Waterloo, Ontario, Canada (Class EA Planner), 2017**

**Client:** Region of Waterloo

Stephanie led the preparation of the Class EA Addendum for the Water Supply System updates, which addressed changes in the timing of the implementation of Class EA recommendations and treatment requirements. The Addendum also incorporated the consideration of Drinking Water Source Protection into the Municipal Class EA process in accordance with the 2015 amendments to the Municipal Engineer's Association Municipal Class EA and Grand River Source Protection Plan.

**William Street and Strange Street Water Supply System Upgrades, Region of Waterloo, Ontario (Communications Coordinator and Class EA Review), 2017-Present**

**Client:** Regional Municipality of Waterloo

**Project Value:** CAD 2M

Stephanie is assisting the design team with the preparation of public and stakeholder correspondence, including clear, concise, and AODA compliant public notices and Public Information Centre materials. She has been involved with the team in reviewing designs for compliance with Municipal Class EA recommendations and environmental commitments.

## **Sustainability**

**Port Stanley Wastewater Treatment Facility and Pumping Station Upgrades, Port Stanley, Ontario (Envision Coordinator), 2016**

**Client:** Municipality of Central Elgin

Coordinated between design leads to identify opportunities to enhance the pumping station and wastewater treatment facility design. Investigated ways to incorporate and reflect community goals and character into the facilities to produce a net benefit to the social, cultural, natural, and economic environments. Facilitated several stakeholder engagement meetings with local conservation authority, municipal, and provincial ministry representatives.

## **COMMUNITY INVOLVEMENT**

**Committee Member, London Advisory Committee on Heritage (LACH), City of London, Ontario, Canada 2019**

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## **PRESENTATIONS**

from NIMBY to YIMBY - why our current planning process is impacting our communities, and what we should be doing about it!. *Canadian Institute of Planners Annual Conference - 2019, 2019.*

# Amelia (Amy) Sloan B.Sc. (Hons),

M.Plan., MCIP, RPP

Urban Planner

Amelia (Amy) is a Registered Professional Planner bringing over seven years of experience in the public sector before joining the Community Development team at Stantec. With experience at various levels of government, Amy has worked on many complex, long-range policy projects including reviewing provincial legislation, comprehensive official plan updates, and corporate strategic plans. Amy is well-versed in provincial legislation and has specific experience dealing with planning policy in rural areas of Ontario. Her employment history with the Ministry of Municipal Affairs and Housing, as well as upper-tier level government has provided a breadth of knowledge in many aspects of land use planning across social, economic, and environmental policy issues.

## EDUCATION

Master of Planning, School of Architecture and Planning, Dalhousie University, Halifax, Nova Scotia, 2013

## MEMBERSHIPS

Registered Professional Planner, Ontario Professional Planners Institute, 2016-Present

Member, Canadian Institute of Planners, 2016-Present

## PROJECT EXPERIENCE

### CORPORATE STRATEGIC PLANNING: PROCESS DESIGN AND FACILITATION

Land Use Planning | Bruce County | 2020 | Planner

As a project planner and primary report author, Amelia applied her knowledge of land use policy and legislation, combined with experience in rural planning in Ontario, to support the completion of the service delivery review, evaluated alternative service delivery models, and supported stakeholder engagement.

## OFFICIAL PLANS AND POLICY PLANNING

County of Oxford Comprehensive Review\* | Oxford County, Ontario | 2020 | Project Manager

Amelia was the project manager on the 2018-2020 comprehensive review of settlement areas with the County. Her responsibilities included completing a request for proposal, coordinating project team and technical advisory committee meetings, compiling and sharing necessary data, and reviewing multiple drafts of the study. The study served as the basis for future land supply, settlement expansion, and infrastructure decisions.

County of Oxford Official Plan Review\* | Oxford County, Ontario | 2020 | Policy Planner

Amelia was integral to the review of the current official plan policies for the County of Oxford. She assisted with framing and articulating new policies and strategies, and developing a complete, integrated policy framework to greater achieve the County's goals and meet the requirements of relevant provincial policy.

Lighthouse Cove Secondary Plan & Community Improvement Plan | Lighthouse Cove, Ontario

Amelia is involved in the review and completion of the Lighthouse Cove Secondary Plan which seeks to identify an approach for growth management and long-term municipal servicing within the community. Preservation of cultural heritage resources and integrating tourism/recreational planning are key to the preparation of this Plan. A transportation study, as well as community improvement plan are being undertaken to investigate opportunities for enhancing access and addressing initiatives that seek to improve and revitalize the community.

## MASTER PLANS AND CLASS ENVIRONMENTAL ASSESSMENTS

County of Oxford Transportation Master Plan\* | Oxford County, Ontario | 2017-2019 | Land Use Planner

Amelia was the land use planning representative on the County's project team for the completion of this Transportation Master Plan. Her role involved providing land use related data and analysis, reviewing survey design and subsequent public responses to surveys, workshops, and other public engagement sessions, and providing planning input into the final draft.

\* denotes projects completed with other firms



## **SUSTAINABILITY**

Future Oxford Expo \* | Woodstock , Ontario | Planner

Amelia was involved in the organization of the Future Oxford Expo, establishing and leading a booth dedicated to the community planning department of the County, as an opportunity for public engagement in the concurrent official plan update.

ReForest Oxford\* | Woodstock, Ontario | 2017-2019 | Committee Member

Amelia was formerly a member of the ReForest Oxford community-led committee whose aim was to increase tree (and natural area) coverage of the County. Amelia provided land use planning support to the committee members.

UTRCA Clean Water Program \* | London, Ontario | 2016-2019 | Review Committee Member

Amelia was a member of the Clean Water Program review committee representing the County of Oxford. The committee is part of a partnership between industry representatives, the conservation authorities, and municipalities in the Upper Thames River watershed with the mandate to approve funding to projects on rural lands that serve to improve water quality and increase the coverage of natural features.

## **STRATEGIC SUSTAINABILITY PLANNING**

Shoreline Management Plan, Town of Lakeshore | Town of Lakeshore, Ontario | Policy Planner

Through a joint study with Zuzek Inc., Amelia was part of a Stantec team that worked to investigate the coastal erosion and flooding hazard potential on the south coast of Lake St. Clair along the Town of Lakeshore shoreline. The Shoreline Management Plan intends to develop a consistent guide for municipal land use planning along the shoreline, as it will examine the hazards and protection along the shoreline providing recommendations for sustainable development of the ecosystems and land uses.

Greater Treasure Beach Local Sustainable Development Plan\* | Black River, Jamaica | 2013 | Planner

Through the Canada-Jamaica Urban Partnership Program, Amelia aided in the implementation of a Local Sustainable Development Plan for the Greater Treasure Beach region of the south coast of Jamaica and supported in the development of a parish-wide sustainable development plan through community engagement, surveying, mapping and document design.

Oxford County 100% Housed Plan\* | Oxford County, Ontario | 2019 | Planner

As a protect team member on an inter-departmental committee, Amelia was involved in the initiation and review of a strategic, corporate plan that examined implementation measures necessary to achieve the goal of ensuring every Oxford County citizen has a home.

## **COMMUNITY INVOLVEMENT**

Panel Member, London Urban Design Peer Review Panel, London, Ontario 2019-Present

Board Member, St. Thomas-Elgin Public Art Centre, St. Thomas, Ontario 2017-Present

Guest Lecturer, Conestoga College, Cambridge, Ontario 2018-2019

Community Representative, Ontario Trillium Foundation - Grant Review Team

# Moira Davidson BES

Urban Planner

Moira is an Urban Planner with over two years of consulting experience and has been working with the Community Development group in both the Waterloo and London Offices since June 2019. With a solid foundation in land use and policy planning, she brings a wide range of experience from both a public policy and private land development perspective. She has a broad understanding of the planning and development process in Ontario, which has assisted her in drafting various Planning Memos, By-laws, Planning Justification Reports and Urban Design Briefs for a variety of residential, commercial, and industrial clients throughout Ontario and British Columbia. She also has experience undertaking policy framework research and analyzing municipal and provincial legislation, which has assisted her in preparing deliverables and organizing public consultation events for various Comprehensive Zoning By-law projects and Community Improvement Plan projects. Moira is a candidate member of the Canadian Institute of Planners (CIP) and is working towards obtaining her Registered Professional Planner (RPP) certification.

## EDUCATION

Bachelor of Environmental Studies, University of Waterloo, Waterloo, Ontario, 2019

Post-Grad Study Abroad, Theory and Practice of Planning in the U.K., Oxford Brookes University, Oxford, Oxfordshire, 2019

## MEMBERSHIPS

Candidate Member, Ontario Professional Planners Institute

Candidate Member, Canadian Institute of Planners

## PROJECT EXPERIENCE

### CORPORATE STRATEGIC PLANNING: PROCESS DESIGN AND FACILITATION

Review of Bruce County Land Use Planning Division: Structure, Service Delivery Model, Roles and Responsibilities | Bruce County | Key Content Creator

As a key content creator, Moira was integral to the completion of the project. She applied her past experience working directly with developers to provide insight into the recommended improvements and process efficiencies to the municipal development review process, and played a crucial role in data analysis and conducting interviews with stakeholders.

### MASTER PLANNING

City of Guelph Parks and Recreation Master Plan | Guelph, Ontario | Project Assistant

Responsible for assisting the Project Manager with various tasks, including drafting community engagement materials, collecting engagement data, and drafting engagement reports from the meaningful input received from a range of stakeholders including sports groups, operations staff, youth organizations, and more.

### LAND USE PLANNING

Chinguacousy Rd Development Feasibility Study\* | Brampton, Ontario | Analyst

Collaborated with the Planning Development Team to coordinate the preparation and sale of a provincially owned property, including preparing future needs reports and best uses assessments, leading value enhancement analyses, coordinating council presentations, attending informal and formal municipal staff meetings, and submitting property to broker for sale.

Highview Apartments | Huntsville, Ontario | Project Assistant

Working with the Project Manager to complete a Zoning By-Law Amendment Application, Moira assisted in completing relevant Official Plan and Zoning review, summarizing findings, and completing a Visual Impact Statement.

*\* denotes projects completed with other firms*

**IKEA Planning Due Diligence Memos, | Various Locations, British Columbia | Junior Planner**

Completed Due Diligence memos for various IKEA properties, including researching local Provincial Planning Policies, Official Plan designations and relevant Zoning Information.

**Ivan Franko Retirement Home | Mississauga, Ontario | Project Assistant**

Completed Due Diligence Memos for client to determine feasibility of redevelopment that lead to drafting a Planning Justification Report and assisting with Planning Amendment Applications.

**KWO Ironworks | Kitchener, Ontario | Junior Planner**

Completed Due Diligence Memos for client to determine feasibility of redevelopment, including researching local Provincial Planning Policies, Official Plan designations and relevant Zoning Information.

**Milton Transit Feasibility Study | Milton, Ontario | Junior Planner**

Assisted in completing relevant provincial and municipal policy review and summarizing findings within a Planning Memo. Moira also assisted in managing project team meetings and drafted a completed Zoning By-law Amendment application.

**Niagara Falls New Municipal Service Centre | Niagara Falls, Ontario | Project Assistant**

Working alongside project team to analyze replacement sites for the Niagara Falls Municipal Service Centre, Moira assisted in completing an analysis of potential sites by looking into area, location and policy criteria. Once a new site was settled on, Moira also assisted in creating a Zoning By-law Amendment application, which involved completing relevant Official Plan and Zoning review, a Visual Impact Statement, and summarizing findings within a Planning Justification Report.

**Nova Chemicals | Township of Saint Clair, Ontario | Junior Planner**

Worked with senior members of the Planning Team gathering site information data and completing comprehensive Site Plan and Zoning review to successfully submit a Minor Variance Application and receive Site Plan Application Approval.

**Paris Brewery | Paris, Ontario | Junior Planner**

Completed a Due Diligence memos for client to determine feasibility of redevelopment, including researching local Provincial and Municipal Planning Policies.

**Planning and Land Use Summary Reports\* | Southern Ontario | Analyst**

Completed Due Diligence and Real Estate Development Review reports for various surplus and underutilized properties throughout the province.

**Tricar – Gordon Square High Density Condominium | Guelph, Ontario | Project Assistant**

Working with the Project Manager to complete a Zoning By-Law Amendment Application, an Official Plan Amendment, Site Plan Approval, Moira assisted in completing relevant Official Plan and Zoning review, justifying plans within a planning justification report, and articulating design concepts in the Urban Design Guidelines.

**Tricar – High Density Mixed-use Infill Community | Guelph, Ontario | Student Planner**

Worked together with the Project Manager to complete a Zoning By-law and Official Plan Amendment application by analyzing relevant Official Plan and Zoning By-law policy and summarizing findings in a Planning Memo, while also drafting the proposed Zoning By-law Policy.

**Tricar – High Density Infill Community | Guelph, Ontario | Junior Planner**

Working with the Project Manager to complete a Zoning By-Law Amendment Application, an Official Plan Amendment, a Draft Plan of Subdivision and Site Plan Approval, Moira assisted in completing relevant Official Plan and Zoning review, summarizing findings in a staff report, justifying plans within a planning justification report, articulating design concepts in the Urban Design Guidelines, and attending meeting with the City to address concerns, obtain approvals, and keep the project moving forward.

**Walmart Corp. Planning Due Diligence Memos | Various Provinces, including Newfoundland and Labrador, British Columbia, Ontario, and Quebec | Junior Planner**

Assisted Lead Planner with completing Due Diligence memos for various Walmart properties, which included researching local Provincial Planning Policies, Official Plan designations and relevant Zoning Information.

**Waste Management | Hamilton , Ontario | Student Planner**

Coordinated the submission of a Severance Application by gathering site information data and completing comprehensive Site Plan and Zoning review.

**West Side Employment Lands | Waterloo, Ontario | Student Planner**

Working with the Project Manager and other members of the Community Development team to coordinate a project plan and successfully submit a response to the City of Waterloo's RFP regarding the development of the West Side Employment Lands.

**588-600 Queen Street South | Kitchener, Ontario | Planning Assistant**

Working with the Project Manager and other members of the Community Development team to coordinate a project plan and successfully submit a response to the City of Waterloo's RFP regarding the development of the West Side Employment Lands.

**Bruce Power Office Complex and Training Centre |  
Kincardine, Ontario | Planning Assistant**

Assisted with general project coordination, working with the Project Manager to complete a Zoning By-Law Amendment Application, an Official Plan Amendment, and a Draft Plan of Subdivision, Moira assisted in completing relevant Official Plan and Zoning By-law review, summarizing findings in a staff report, and justifying plans within a Planning Justification Report.

## **POLICY PLANNING**

**Centre Wellington Growth Management Strategy |  
Township of Centre Wellington, Ontario | Analyst**

Moira assisted the Project Manager during the final phases of the project confirming planning policy and recommendations. She also assisted in drafting the final Management Strategy.

**Downtown Millbrook Community Improvement Plan |  
Township of Cavan Monaghan, Ontario | Junior Planner**

Working together with the Project Team to complete a Community Improvement Plan (CIP) for the Community of Millbrook within the Township of Cavan Monaghan, Moira completed extensive background research, created various public consultation material, assisted in administering consultation events with township staff and the public, and assisted in writing the draft and final versions of the CIP.

**Guelph Eramosa Community Improvement Plan | Guelph  
Eramosa Township, Ontario | Project Assistant**

Working together with the Project Team to complete a Community Improvement Plan (CIP) for Guelph Eramosa Township, Moira assisted the project manager in completing various project phases. Moira completed extensive background research, wrote various Phase Summary Reports, created various public consultation material and assisted in administering consultation events with township staff and the public. To conclude the project, Moira analyzed feedback received and assisted in writing the draft and final versions of the Municipal CIP.

**Invest Well Community Improvement Plan | County of  
Wellington, Ontario | Analyst**

Working together with the Project Team to complete a Community Improvement Plan (CIP) for Wellington County, Moira completed extensive background research, assisted in organizing and facilitating public and private consultation events, and assisted in writing the draft version of the County CIP.

**Mapleton Community Improvement Plan | Township of  
Mapleton, Ontario | Junior Planner**

Working together with the Project Team to complete a Community Improvement Plan (CIP) for the Township of Mapleton, Moira completed extensive background research, created various public consultation material, and assisted in writing the draft versions of the associated end-of-phase summary reports, as well as the draft Township CIP.

**Municipality of Red Lake Community Improvement Plan |  
Municipality of Red Lake, Ontario | Project Assistant**

Working together with the Project Team to complete a Community Improvement Plan (CIP) for the Municipality of Red Lake, Moira completed extensive background research and assisted in writing the draft and final versions of the Municipal CIP.

**Puslinch Comprehensive Zoning By-Law Review |  
Township of Puslinch, Ontario | Project Analyst**

Working together with the Project Team to assist with general project coordination in the preparation of a Community Improvement Plan, Moira gathered site plan and zoning data, completed legislative reviews, and assembled public engagement deliverables.

**Township of Cavan Monaghan Comprehensive Zoning  
By-Law Review | Township of Cavan Monaghan, Ontario |  
Project Assistant**

Assisting the Project Team to prepare a comprehensive zoning by-law, Moira gathered site plan and zoning data, assembled discussion papers, assisted in public engagement preparation and helped create precedents and presentations for various stakeholder consultations, council meetings, and public open houses.

**Town of Erin Community Improvement Plan | Town of  
Erin, Ontario | Analyst**

Moira assisted the Project Manager and Town Economic Development staff during the preliminary phases of the project by completing due diligence research and assisting in preparing consultation material.

**Town of Wasaga Beach Age-Friendly Project\* | Wasaga  
Beach, Ontario | Junior Analyst**

Working with Town Staff to make Wasaga Beach into an Age-Friendly Community by obtaining a consultant, obtaining planning context for study area, determining greatest need for aging population and creating an age-friendly plan to implement within the Town.

**Wellesley Community Improvement Plan | Township of  
Wellesley, Ontario | Analyst**

Working with the Project Manager and other Project Team members, Moira assisted with general project coordination and the preparation of project deliverables for informal and formal Public Participation meetings and events.

## **GIS SOFTCOPY MAPPING**

**Southern Ontario & GTA Developable Land Mapping  
Project \* | Project Coordinator**

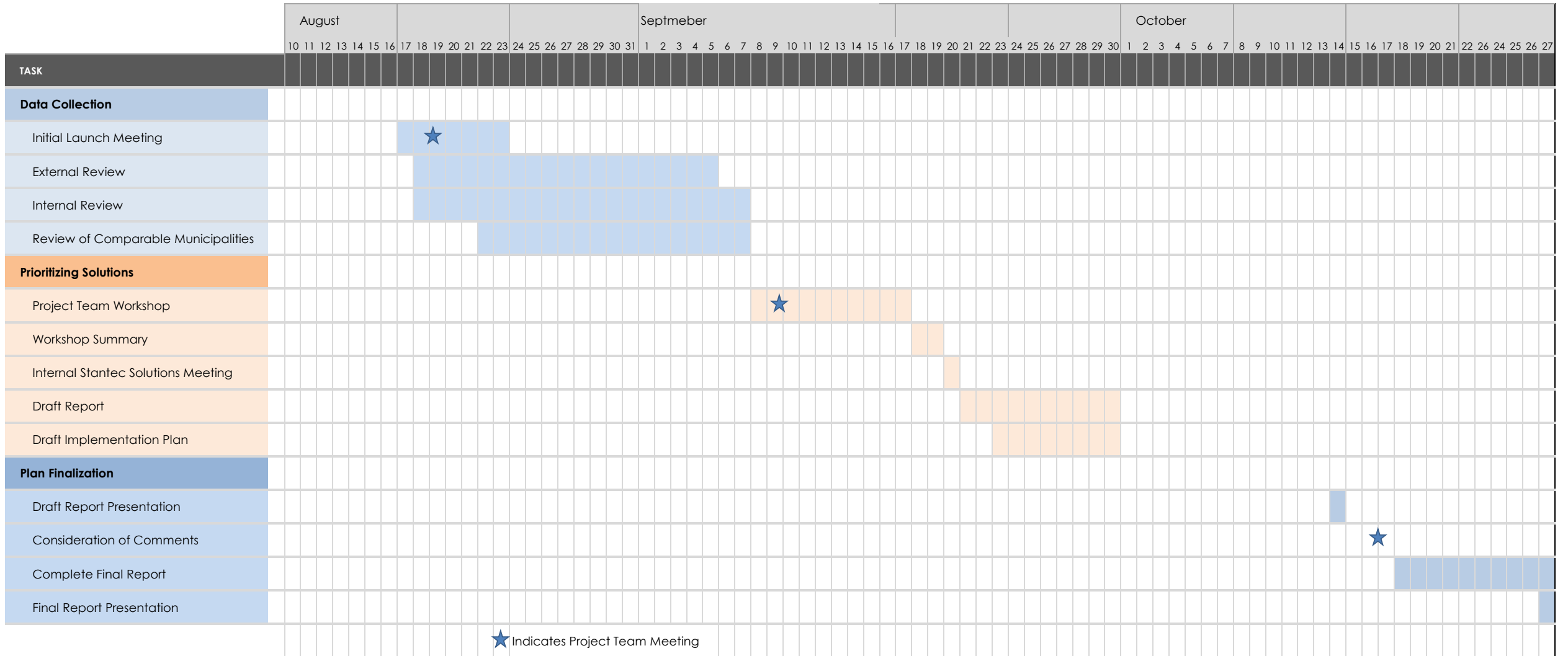
Moira was responsible for analyzing all regulatory municipal, regional and provincial policy, within Southern Ontario and, from this, determined all developable land within the GTHA and the White Belt. Using ArcGIS and online GIS software, this information as then plotted on a user-friendly interface for use by a private developer.

# **APPENDIX 2**

## **Project Schedule**

# Brockton Land Use Development Process Management Review

## Proposed Project Schedule





Design with  
community in mind



## Proposal Form

The following Proposal Form shall be completed and included with the proposal.

For the Provision of: Municipal Modernization Funding –  
Land Use Development Process Management Review

**Submitted by:** Stantec Consulting Ltd.  
Firm Name  
600-171 Queens Avenue  
London ON N6A 5J7  
Address Postal Code

### Hereinafter Called the Proponent

**To:** Municipality of Brockton  
PO Box 68, 100 Scott Street  
Walkerton, ON, N0G 2V0

### Hereinafter Called the Municipality

The Proponent declares that:

1. No person(s), firm or Municipality, other than the Proponent, has any personal interest in this Proposal or in the award for which this Proposal is made;
2. No officer or employee of the Municipality is or will become interested directly or indirectly as a contracting party, partner, shareholder, surety or in any portion of the profits thereof, or in any of the monies to be derived, therefrom;
3. This Proposal is made without any connection, comparison of figures, or arrangements with, or knowledge of any other Municipality, firm or person making a bid for the same and is in all respects without collusion or fraud; and
4. By signing this submission, I confirm I have read and understood the content and requirements of this proposal document;

### Acknowledgement to receipt of Addenda

This will acknowledge receipt of the following addenda and that the pricing quoted includes the provision set out in such addenda;

**Addendum #      Date Received**

# \_\_\_\_\_

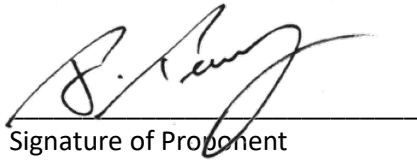
# \_\_\_\_\_

**Check here if no Addenda received**



Lowest or Any Bid Not Necessarily Accepted

Date July 15, 2020

  
Signature of Proponent

  
Signature of Witness

By my signature, I hereby confirm I am a principal, or have been duly authorized by the  
Principal/ Board of Stantec Consulting Ltd., to sign on behalf  
(Name of Firm)  
of the above named.

#### 4.1 Pricing Proposal Form

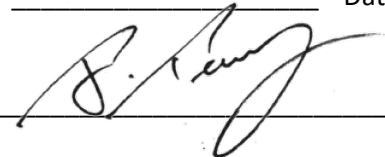
### Pricing Proposal Form

The following form shall be completed and included with the proposal.

The price bid shall include for all professional fees, meetings, sub-consultant's charges, if any, and for all disbursements for mileage, meals, printing, equipment rental rates, associated office disbursements and any other activity relating to the completion of the Project. **The lump sum fee submitted shall not be exceeded without the prior written authorization of the Municipality.**

Description	Fee (Excluding HST)
Task 1 – Municipal Modernization Funding - Land Use Development Process Management Review Lump Sum Fee	\$ 25,572
	\$
Total	\$

Proponent: Jonathan Tinney Date July 15, 2020

Signature:  \_\_\_\_\_



# Time Task and Fee Matrix

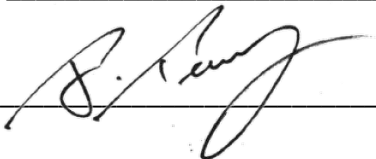
	Greg Rominack	Jonathan Tinney	Stephanie Bergman	Amelia Sloan	Maira Davidson	Hours Summary		Expenses / Allowances	Sub-Consultants	Total
	\$191	\$210	\$157	\$146	\$135	Hours	\$			
<b>Part 1</b>										
Initial Launch Meeting		2	2	2		6.0	\$1,026.00			\$1,026.00
External Review (incl. interviews)				4	8	12.0	\$1,664.00			\$1,664.00
Internal Review (incl. interviews)				12		12.0	\$1,752.00			\$1,752.00
Review of Comparable Municipalities	2	2		6	6	16.0	\$2,488.00			\$2,488.00
Internal meetings and communications			6	3		9.0	\$1,380.00			\$1,380.00
Sub-Total (Part 1)	2.0	4.0	8.0	27.0	14.0	55.0	\$8,310.00	\$0.00	0.00	\$8,310.00
	\$ 382	\$ 840	\$ 1,256	\$ 3,942	\$ 1,890					
<b>Part 2</b>										
Virtual Project Team workshop			3	3	3	9.0	\$1,314.00			\$1,314.00
Workshop Summary					2	2.0	\$270.00			\$270.00
Stantec meeting re. solutions	2	2	2	4	2	12.0	\$1,970.00			\$1,970.00
Draft report			5	20	20	45.0	\$6,405.00	\$200.00		\$6,605.00
Draft Implementation Plan		2	2	6		10.0	\$1,610.00			\$1,610.00
Additional Client Meeting			1	3	3	7.0	\$1,000.00			\$1,000.00
Sub-Total (Part 2)	2.0	4.0	13.0	36.0	30.0	85.0	\$12,569.00	\$200.00	\$0.00	\$12,769.00
	\$ 382	\$ 840	\$ 2,041	\$ 5,256	\$ 4,050					
<b>Part 3</b>										
Draft Report Presentation		1		4	3	8.0	\$1,199.00			\$1,199.00
Consideration of Municipal comments				4	4	8.0	\$1,124.00			\$1,124.00
Final Report completed	2	2	2			6.0	\$1,116.00	200.0		\$1,316.00
Final Report presentation				4	2	6.0	\$854.00			\$854.00
Sub-Total (Part 3)	2.0	3.0	2.0	12.0	9.0	28.0	\$4,293.00	\$200.00	\$0.00	\$4,493.00
	\$ 382	\$ 630	\$ 314	\$ 1,752	\$ 1,215					
<b>PROJECT TOTAL SUMMARY (Part 1-3)</b>										
PROJECT TOTAL	6.0	11.0	23.0	75.0	53.0	168.0	\$25,172.00	\$400.00		\$25,572.00
	\$ 1,146	\$ 2,310	\$ 3,611	\$ 10,950	\$ 7,155					

#### 4.2 Proponent Information Form

The following Proponent Information Form shall be completed and included with the proposal.

1	Proponent's Contact Individual: Jonathan Tinney
2	Mailing Address: 600-171 Queens Avenue London ON N6A 5J7
3	Office Phone Number: n/a
4	Toll Free Phone Number: n/a
5	Mobile Phone Number: (437) 242-8396 or (226) 926-8794
6	E-mail Address: jonathan.tinney@stantec.com or amelia.sloan@stantec.com
7	Website: <a href="https://www.stantec.com/en">https://www.stantec.com/en</a>
8	WSIB Account #: Clearance certiifcate #: A0000GUDJX
9	HST Account #: 88725 1288-0001 RT

Proponent: Jonathan Tinney

Signature:  Date July 15, 2020

#### 4.3 Proponent's Ability and Experience Form

The following Proponent's Ability and Experience Form shall be completed and included with the proposal.

### Proponent's Ability and Experience Form

Proponents shall provide information below on previous, similar projects that have been successfully undertaken by the Proponent's firm in the past three (3) years.

Contract/Project #1	Insert Information
Name of reference municipality	Bruce County
Name of Contact and Telephone number	Matt Meade, Corporate Strategic Initiatives Specialist, mmeade@brucecounty.on.ca (519-881-1291)
Total Value (annual)	\$30,000
Description of Work	Stantec's project team recently completed a review of Bruce County's land use planning division's structure, service delivery model and roles and responsibilities. Stantec obtained information from stakeholders (local municipal staff, partner agencies) and comparable upper tier municipalities, as well as an in-depth review of internal processes, to develop recommendations for enhancements relative to the division's role and service delivery model. Recommendations included those related to development review functions, policy and long-range planning functions, planning engagement and cost recovery of these services.
Additional Comments (optional)	

Contract/Project #2	Insert Information
Name of reference municipality	City of Victoria
Name of Contact and Telephone number	Susanne Thompson, Deputy City Manager, City of Victoria sthompson@victoria.ca (250-361-0573)
Total Value (annual)	n/a
Description of Work	From 2015 to 2019, team member Jonathan Tinney led the planning and building department at the City of Victoria, BC. A major focus of his time there included an assessment refinement to the departmental structure as well as to process improvements. During his tenure, the dept. took a renewed focus on policy development, more proactive public engagement and design excellence. Outcomes included organizational changes to place more emphasis on the development of neighbourhood level plans. Changes supported a 50% decrease in average development application turnaround times.
Additional Comments (optional)	

Contract/Project #3	Insert Information
Name of reference municipality	City of Toronto
Name of Contact and Telephone number	Michael Mizzi, Michael.mizzi@toronto.ca (416-392-0888)
Total Value (annual)	\$96,000
Description of Work	Prior to joining Stantec, team member Jonathan Tinney led a consulting team that delivered the first strategic plan for the City of Toronto's Planning Division. Developed through a broad consultative process that included several workshops with the department's 250 staff and managers, the plan aimed to streamline the City's planning processes and operating structure, align it with other City departments and programs, and increase the Division's profile within and outside of City Hall. Engagement also included input from major external stakeholders such as BILD, key members of Council and leaders of other city departments.
Additional Comments (optional)	

Proponent: Jonathan Tinney

Signature:  Date July 15, 2020