



Department of Community  
& Development Services  
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# The Town of Niagara-On-The-Lake

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<b>Report:</b>	<b>CDS-21-029</b>	<b>Committee Date:</b>	<b>December 06, 2021</b>
		<b>Due in Council:</b>	December 20, 2021

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<b>Report To:</b>	<b>Community &amp; Development Advisory Committee</b>
<b>Subject:</b>	<b>Character Study - Randwood and John Street East</b>

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## 1. RECOMMENDATION

It is respectfully recommended that:

- 1.1 Council amend their November 22, 2021 approved Planning work plan to include the completion of a Character Study for Randwood and John Street East;
- 1.2 Council approve a funding source in the amount of \$70,000.00 (refer to the options detailed in the financial implications section of this Report);
- 1.3 The Study Area be extended to include all lands bound by the Heritage Trail, Charlotte Street, John Street East and the Urban Area Boundary; and
- 1.4 Council direct Staff to issue a Request for Proposal to complete the Character Study.

## 2. PURPOSE / PROPOSAL

The purpose of this report is to provide Council the opportunity to pursue the preparation of a Character Study for Randwood Estate and John Street East.

## 3. BACKGROUND

On September 27, 2021, SORE provided correspondence to Council requesting consideration of the preparation of a Character Study for Randwood Estate and John Street East. In support of the request, SORE submitted Terms of Reference, prepared by Dana Anderson, MCIP, RPP (MHBC Planning Urban Design and Landscape Architecture). A copy of the Terms of Reference (ToR) is included in Appendix I of this report.

SORE identified the genesis of this request as being borne from comments from SOLMAR's heritage consultant indicating that the Town should have conducted a character area study with respect to the John Street East estate lot area, including Randwood. SORE's legal counsel and planner requested that the Town conduct such a study.

SORE informed that the basis of their request lies in the “John Street East Summer Homes Character Area” and “Special Study Area – Randwood” policies of the adopted Official Plan.

#### 4. DISCUSSION / ANALYSIS

##### 4.1 John Street East Summer Homes Heritage Character Area

The adopted Official Plan provides policy recognizing the Estate Lots Study (Bray Heritage) approved by Council in September 2018.

Section 7.2.3 of the Plan identifies four (4) areas, including the John Street East Summer Homes Heritage Character Area. Schedule D4 to the Plan, identifying the boundaries of the areas, is included as Appendix II to this report. An excerpt of the Schedule, illustrating the extent of the John Street East Summer Homes Heritage Character Area, is provided below.



Policies specific to this Area are provided below:

##### 7.2.3.8 John Street East Summer Homes Character Area

- (a) *Statement of Cultural Heritage Value or Interest: Design/physical significance comes from the remaining portions of the two main summer home properties – “Randwood” and “Brunswick Place”. These two properties are some of the best examples of the large lot developments that arose in Old Town in the late 19th and early 20th centuries and have historical/associative significance as a result. The enclosed nature of Randwood, with its high wall and tall trees, gives it a secluded character unlike the other summer home properties but makes it a*

*landmark within a larger landscape adjacent to the Commons and One Mile Creek. The house itself has been altered with additions that are sympathetic to the original design. Note: heritage attributes for this character area will need to be confirmed through further assessment and the following are preliminary.*

*(b) Heritage Attributes*

*(i) Design/Physical*

- Large houses on large lots*
- Brick wall and stone/iron entrance gates*
- Mature vegetation on large lots*
- One Mile Creek watercourse*
- Deep front yard setbacks and large front yards with ornamental gardens*
- Outbuildings to the rear and side*
- Open gutters and grassed boulevards*
- Evidence of former uses (railway right-of-way)*

*(ii) Historical/Associative*

- Associations with former uses and events (military camps, War of 1812)*
- Associations with prominent residents (Rand family, William Dickson)*

*(iii) Contextual*

- Panoramic views across the Common to Fort George and the Niagara River*
- Landmarks (Randwood complex)*

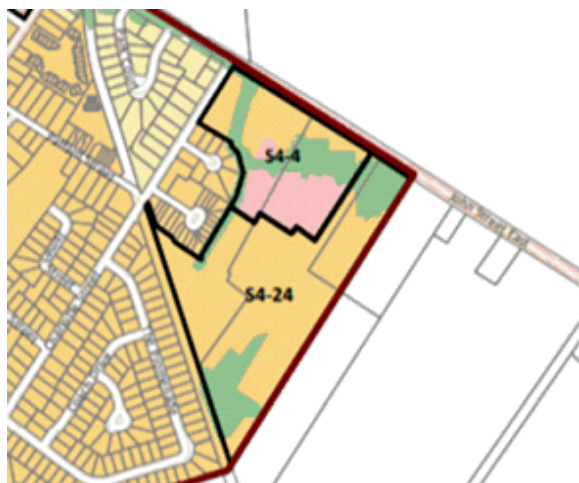
*(c) In addition to other policies of the Official Plan, the following policies will also apply to the John Street East Summer Homes Heritage Character Area.*

- (i) The Town may request, as part of any site alteration or development, a commemoration plan;*
- (ii) Any proposed site alteration or development must demonstrate how it will conserve the specific heritage values and attributes of the area as a Cultural Heritage Landscape;*
- (iii) The Town will require the maintenance and conservation of mature vegetation and the existing stone walls within this area. Any site alteration or development proposed must include a vegetation plan;*
- (iv) The Town will cooperate with the Federal Government to ensure conservation of the broader area (including the Commons); and*
- (v) The Town will continue to designate individual properties under Section 29, Part IV of the Ontario Heritage Act in this area.*

The policies do not set out or direct for a more specific study to be completed.

#### **4.2 Special Study Area – Randwood**

Section 4.18 of the adopted Official Plan provides site-specific policies for existing or proposed land uses. Schedule B2 identifies two (2) site-specific policy areas within the Heritage Character Area, as illustrated below. A copy of the full schedule is included in Appendix III to this report.



Policy S4-4 reflects the 2011 approval of the “Romance” proposal for hotel, spa, arts and learning centre, conference centre and restaurant.

Policy S4-24 identifies “Special Study Area – Randwood” as subject to the following policies:

*That the lands designated “Special Study Area” shall not be developed until such time as a study has been completed by the Town and released for public review and comment which determines the appropriate land use designation for this Special Study Area. Following completion of the study, the Official Plan shall be amended to apply the appropriate designation and the subject lands may develop in accordance with the applicable land use policies of that designation.*

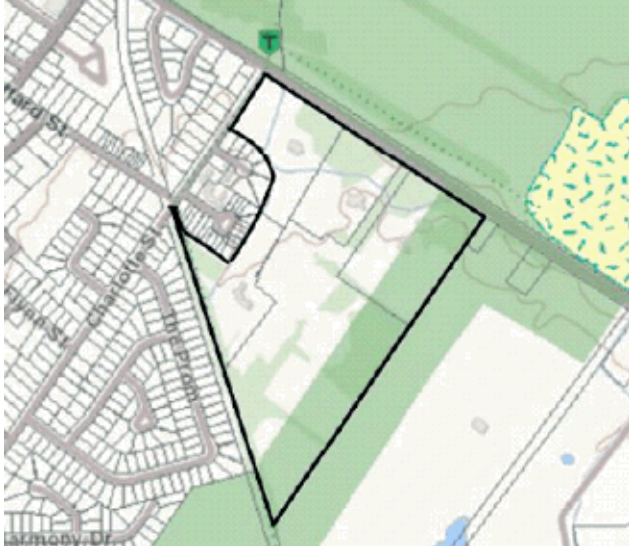
#### **4.3 Staff Comment**

SORE’s draft Terms of Reference (ToR) for the preparation of the Character Study identifies the following main objectives:

- 1. Establish a planning framework that protects the existing character and heritage features, agricultural and natural heritage lands;*
- 2. Establish land use and cultural heritage policies and other design guidance for potential development within the study area; and,*

3. *Define and recommend any additional implementation mechanism(s) or tools to address the area character.*

The ToR identifies the area outlined in black below, including the whole of 144, 176, 200 and 210 John Street East as well as 588 Charlotte Street. The proposed study area extends beyond the extent of both the lands identified as the “John Street East Summer Homes Character Area” and those identified as the “Special Study Area – Randwood.” As illustrated, the proposed Study Area is at variance with the Character Area by excluding existing development on Weatherstone and Christopher Courts.



While Policy S4-24 expresses Council’s desire to complete a special study for this area, the policy is not particularly clear in providing a specific direction or a basis to determine if SORE’s Terms of Reference achieves Council’s goals.

Staff are of the opinion that the ToR document is sufficient for directing a study to achieve the identified objectives. Should Council choose to pursue the preparation of the proposed Character Study, Staff recommend that the following matters be addressed:

### **1. Priority**

After considering Art Zuidema’s “Planning Workshop Presentation” on November 22, 2021, Council approved six (6) priorities and a number of other actions to be implemented in 2022. The completion of a Character Study was not identified in the presentation nor included in the Council-approved priorities.

In order to identify the timing of the Character Study, Council will need to amend the approved plan to prioritize this item. The delay of Priority Actions Items #1 (Rezone the Old Town) and #3 (Heritage Conservation District Expansion) are projects that are similar in scale and provide an opportunity for funding.

## 2. Funding

The cost for the preparation of the proposed Character Study would be in the range of \$60,000 to \$70,000, depending on the number of workshops/open houses and the degree of public consultation.

If Council does not find the concept of delaying a Priority Action to be palatable, funding for the project would need to be supported by the General Levy.

## 3. Delineation of the Study Area

The Study Area of the ToR should be expanded to include all fronting Weatherstone and Christopher Courts to align with the “John Street East Summer Homes Character Area” as illustrated in Schedule D4 (Appendix II).

## 5. Strategic Plan

- Protect Distinctive Community Assets**
  - Preserve unique community elements
  - Close gap on capital investments
  - Recognize the importance of tourism in Niagara-on-the-Lake
  - Other
- Deliver Smart Balanced Growth**
- Create a Culture of Customer Service Excellence**
- Excel in a Positive Workplace**
- Strengthen 2-Way Communications**
- Not Applicable**

## 6. OPTIONS

- 6.1 **Option 1:** Council approve the completion of a Character Study for Randwood and John Street East and the accompanying recommendations of this report. *(As Recommended)*
- 6.2 **Option 2:** Council approve a reduced scope for the Study -  
If Council's desire is to protect the cultural heritage value of the identified character area, the individual properties within the study area should be considered for designation under the *Ontario Heritage Act*. SOLMAR has recently withdrawn their objection from the Notices of Intention to Designate 200 John Street East and 588 Charlotte Street. By-laws designating the property under the *Ontario Heritage Act* will soon be presented to Council. At that point in time, the whole of the lands owned by SOLMAR and Two Sisters Resorts will be designated.
- 6.3 **Option 3:** Council not approve the completion of a Character Study for Randwood and John Street East.

**Funding Options Note:** Funding options are detailed in the financial implications section of this report.

## **7. FINANCIAL IMPLICATIONS**

The estimated cost for preparing the proposed Character Study is between \$60,000 and \$70,000, depending on the number of workshops/open houses and the degree of public consultation.

The project may be funded through General Levy or by re-prioritizing the Council-approved Planning work plan presented by Art Zuidema at the Planning workshop held on November 22, 2021. Reprioritization would require deferring Item #1 (Rezone the Old Town) or #3 (Heritage Conservation District Expansion) of the Planning work plan as those projects are similar in scale and magnitude of funding.

Staff recommend that it be funded through General Levy to support the completion of both the Character Study and the Planning workshop priorities already approved at the November 22, 2021 Council meeting.

If Council directs Staff to fund this from General Levy, a business plan will be developed for consideration by the Audit and Finance Committee as part of the 2022 budget.

## **8. COMMUNICATIONS**

Council's decision will be conveyed to SORE as the proponent of the Character Study Terms of Reference. If Council approves the issuance of a Request for Proposal (RFP) for the creation of a Character Study, the project will be advertised in compliance with the Town's Procurement Policy.

## **9. CONCLUSION**

Staff are of the opinion that the ToR document is sufficient for directing a study to achieve the identified objectives subject to the expansion of the Study Area to capture all lands within the "John Street East Summer Homes Character Area." Staff recommend that Council give priority to the project and identify a suitable funding source to ensure the successful completion of the project.

**Respectfully submitted,**



**Craig Larmour, MCIP, RPP  
Director, Community and  
Development Services**



**Marnie Cluckie, MS.LOD, B.ARCH, B.ES  
Chief Administrative Officer**

# MEMO

KITCHENER  
WOODBRIDGE  
LONDON  
KINGSTON  
BARRIE  
BURLINGTON

<b>To:</b>	<b>SORE Association</b>
<b>From:</b>	<b>Dana Anderson</b>
<b>Date:</b>	<b>September 26, 2021</b>
<b>File:</b>	<b>18208</b>
<b>Subject:</b>	<b>Draft Terms of Reference: Character Study – Randwood Estate and John Street East, Niagara-on-the-Lake</b>

The following outlines a basic Draft Terms of Reference that could be used to study the area as requested. It can be modified/adjusted based on what the Town is seeking. Some of what is included here may in fact be information and context that comes through the study and can be removed. Additional standard requirements and scoring/evaluation should be adjusted to reflect the standard procurement requirements from the Town uses. We have provided what we believe would be appropriate in this section.

## **Character Study: Randwood Estate / John Street East**

### **Study Purpose**

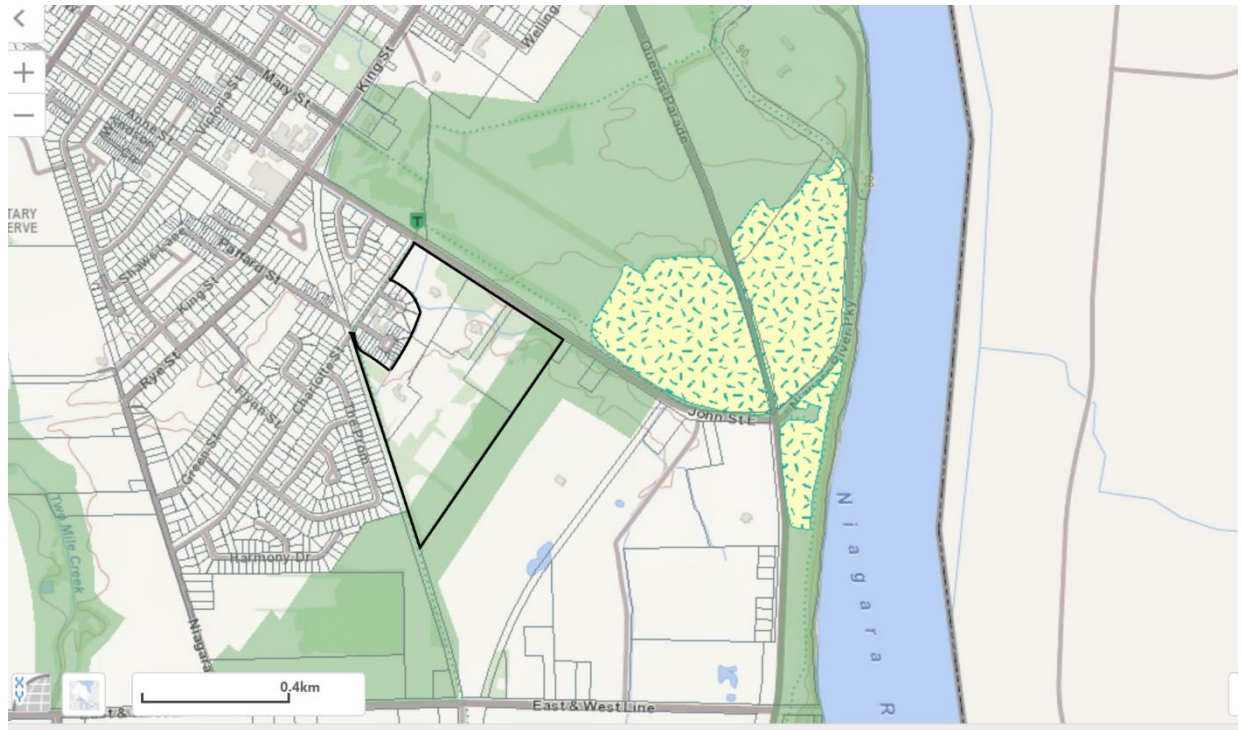
This Request for Proposals is an invitation by the Town of Niagara-on-the-Lake to qualified consultants to submit proposals for consultant services to complete a Character Study of the Randwood Estate/John Street East Area. More detailed information regarding the project and its purpose is provided herein.

### **Study Area**

The Town of Niagara-on-the-Lake is seeking the services of a qualified consultant(s) to prepare a Character Study for the lands with frontage along John Street East that are located southeast of the intersection of Charlotte Street and John Street East, Niagara-on-the-Lake. These lands are generally shown in the map below.



## Proposed Study Area



As previously noted in the Estate Lots Study (Bray Heritage, August 2018), the study area is centered on the former Randwood Estate and includes several surrounding properties including 210 John Street. This area is a portion of one of the original Loyalist properties owned by William Dickson. The area is generally bounded by John Street and the Common to the north, Charlotte Street to the west, the former rail right-of-way to the south, and the property boundary of "Brunswick Place" to the east.

The property at 144 & 176 John Street East contains Randwood, an 1825 residential home, the 1921 Sheets House (Devonian House) and a coach house. One Mile Creek traverses the Randwood Estate lands near John Street East. The lands with civic address 588 Charlotte street, directly south of the 144 and 176 John Street East, contain former barn and stables of the Randwood Estate, which were converted to a dwelling together with a number of sheds. 200 John Street East, is east of 588 Charlotte Street and south of the 176 John Street East. This property contains a stone perimeter wall, a former train stop (gazebo-like structure), a guest house, garage, tea house, pool house and garden, and axial walkway. The enclosed nature of Randwood, with its high wall and tall trees, gives it a secluded character unlike other summer home properties but makes it a landmark within a larger landscape adjacent to the Commons and One Mile Creek. For further details, please see the Notices of Intention to Designate and the Designating By-laws pursuant to the *Ontario Heritage Act*.

The current, in effect Town's Official Plan, Schedule B: Land Use Plan – Niagara/Old Town identifies the general area, and the subject lands, as containing several land use designations and includes: Established Residential (Randwood Estate), Low Density Residential, Medium Density Residential (Weatherstone Court), Conservation and Major Open Space.

In the Town Council's adopted Official Plan, August 15, 2019, Section 4.18, Site Specific Policies and Schedule B-2, Land Use Plan – Old Town, identifies the subject lands as Special Study Areas S4-4 Commercial and Residential (Randwood - 144 & 176 John Street East) and S4-24 (Special Study Area - Randwood), which form part of the southern Settlement Boundary of the Town. Special Study Area S4-24 contains a policy stating that no development shall occur until a study is undertaken to determine the appropriate designation for the lands. The adopted Official Plan does not identify these lands as an *intensification area*. However, the scale and type of intensification should reflect the local character and context. The areas within the study area that are outside the urban boundary and in the Greenbelt are not within an area where intensification is to be considered.

The subject lands are also within an area identified as the "John Street East Summer Homes Character Area" in the Estate Lots Study, prepared for the Town of Niagara-on-the-Lake by Bray Heritage in August, 2018.

While the study area boundary is defined, the surrounding areas must also be assessed in terms of their history and land use as part of the broader context applicable and informative to the study. The adjacency to the surrounding agricultural areas is a key consideration for the study.

## **Background Context**

### **Historical Context**

In 1796, the Crown granted Peter Russell, Receiver General at the time, one hundred and sixty acres of land. The land subsequently passed to a member of parliament, Honourable William Dickson. Dickson subdivided and developed the land. In the early 1900's an American banker, George F. Rand, purchased the properties, which are now known as the Randwood Estate. The properties have civic addresses of 144 and 176 and 200 John Street East and 588 Charlotte Street. Brunswick Place has a civic address of 210 John Street East and is adjacent to the Randwood Estate.

To the north of these estates is a large area of land known as the Commons adjacent to the Butler's Barracks National Historic site. These lands are owned and operated by Parks Canada. The Fort George National Historic site is found in the north-east of the Commons. In the south-east, are lands outside of the settlement area boundary which are designated as agricultural and natural heritage lands a portion of which are operating as vineyards. On the east side of Charlotte Street are low density residential neighbourhoods with single detached dwellings on relatively large lots. Also in the southwest area are Weatherstone Court and Christopher Street which were also historically part of the original Randwood estate. Over 30 years ago, the estate's milkhouse, now located on Weatherstone Court, was designated under Part IV of the *Ontario Heritage Act*.

Given the historical context in this area of Niagara-on-the-Lake, in 2018 the Town of Niagara-on-the-Lake Council issued Notices of Intention to Designate for several properties within the subject area as having cultural heritage value or interest. Council determined this based on the design and physical/historical values and contextual values of these select properties. The Randwood Estate was included in these Notices. Due to appeals before the Conservation Review Board, some of these lands have not yet received heritage designations through the enactment of a designating by-law under the *Ontario Heritage Act*, however, the cultural heritage attributes of the area as defined by the Town must be taken into consideration in the study.

## **Provincial Policies**

Currently, there is direction under the Provincial Policy Statement 2020 (“PPS”) and Growth Plan, to develop lands within existing municipal boundaries. This places pressure on municipalities that also seek to protect cultural heritage assets and the local character and context of an area. The PPS recognizes, under Part IV, section 1.7.1 Long-Term Economic Prosperity, that, “Long-term economic prosperity should be supported by: e) encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including *built heritage resources* and *cultural heritage landscapes*.” Similarly, the Growth Plan, s. 1.2.1, has a guiding principle to, “Conserve and promote cultural heritage resources to support the social, economic, and cultural well-being of all communities, including First Nations and Métis communities.” Under 4.2.7.1 Cultural Heritage Resources, the policy states that, “Cultural heritage resources will be conserved in order to foster a sense of place and benefit communities, particularly in strategic growth areas.”

The Growth Plan also recognizes the importance of local context in local planning and the importance of Official Plans to implement plans that are reflective of that local context.

The natural heritage features located on the south east area of the lands and the lands located adjacent to the south east are designated in the Greenbelt Plan as Greenbelt Natural Heritage and Specialty Crop Area. The PPS and the Growth Plan include policies which require protection of these agricultural lands and Natural Heritage features and functions.

## **Regional Policies**

Niagara Region’s Official Plan provides some direction on addressing intensification in the context of the local area. Policy 4.C.2.1d. speaks to growth in intensification areas that is designed relative to the shape and character of the community. Regional Policies also provide policy direction with respect to the natural heritage features located south and east of the study area as well as the areas outside the urban boundary that are designated for agriculture uses.

Niagara Region developed a document, “Model Urban Design Guidelines” in April 2005. In section 4a.1.2 regarding residential private realms, the guidance is that the mass, scale and architectural elements of residential buildings should be sensitive to adjoining areas. Specifically, that the height, building mass, and architectural features should complement the overall neighbourhood character through context sensitive design. Such design should create a “unique sense of place that respects local cultural and natural environmental features.”

In addition, Section 3e.3 Agricultural and Rural Lands Setbacks of the “Model Urban Design Guidelines” provide guidance that apply to the natural heritage features located south and east of the study area as well as the areas outside the urban boundary that are designated for agriculture uses. These guidelines should be taken into consideration and assessed as part of the study.

## **Niagara-on-the-Lake Official Plan**

The current, in effect Official Plan, Schedule B: Land Use Plan – Niagara/Old Town identifies the area as containing several land use designations and includes: Established Residential (Randwood Estate), Low Density Residential, Medium Density Residential (Weatherstone Court), Conservation and Major Open Space. Additional policies that apply to the natural heritage areas to the south and east, as well as the agricultural policies that apply to the south are applicable to the study area.

## **Niagara-on-the-Lake Adopted Official Plan 2019**

In the Town Council's adopted Official Plan, August 15, 2019, Section 4.18 Site Specific Policies and Schedule B-2, Land Use Plan – Old Town, identify the lands as Special Study Areas S4-4 Commercial and Residential (Randwood - 144 & 176 John Street East) and S4-24 (Special Study Area - Randwood), which form part of the southern Settlement Boundary of the Town. Policy 4.18.1.x.a, Special Study Area S4-24 states that the lands, "shall not be developed until such time as a study has been completed by the Town and released for public review and comment which determines the appropriate land use designation for this Special Study Area. Following completion of the study, the Official Plan shall be amended to apply the appropriate designation and the subject lands may develop in accordance with the applicable land use policies of that designation."

The Official Plan also notes that other Heritage Character Areas may potentially be identified and added as cultural heritage landscapes (policy 7.2.3.3). The Plan does not identify the subject lands as an intensification area.

The adopted Official Plan also includes policies relative to the protection of natural heritage features and the adjacent agricultural land uses that should be assessed as part of the study.

### **Purpose and Scope**

#### **Purpose**

The purpose of the Character Study is, in the context of abutting established neighbourhoods, natural features, agricultural lands and existing cultural heritage landscapes and attributes, to define the character of the area and identify appropriate policies, regulations and design criteria for the subject lands.

The main objectives of the study should:

1. Establish a planning framework that protects the existing character and heritage features, agricultural and natural heritage lands;
2. Establish land use and cultural heritage policies and other design guidance for potential development within the study area; and,
3. Define and recommend any additional implementation mechanism(s) or tools to address the area character.

These objectives should take into account the background information and additional research and findings in the study. The defined character of the area may include specific character areas within the study area that exhibit collective characteristics that distinguish one area from another. These should be established and defined within the study.

The study should include undertaking the following tasks, at a minimum:

- Review of the existing planning policy and regulatory framework including a review of the existing Provincial policies, Regional and local Official Plans (inclusive of the recently adopted local Official Plan and the Official Plan review work being undertaken by the Region, as well as the current Zoning By-law and heritage and design guidelines;
- Review of past studies and reports applicable to the area as well as applicable development applications;

- Identify and evaluate the unique qualities and characteristics of the existing area and neighbouring areas inclusive of all physical, natural and built form features at the neighbourhood, street and lot level, and identify key issues regarding new development and specifically the interface of new development and agricultural areas; review best practices for protecting character and addressing development in character areas and adjacent to agricultural areas;
- develop a public engagement and consultation program to engage stakeholders and solicit input through the study; and,
- develop and propose recommended amendments to the Town's Official Plan and Zoning By-law, and additional mechanisms and tools (heritage and design guidelines) as may be deemed necessary, that define character and manage potential for change and new development for the area.

The work program shall include consultation with the Technical and Stakeholder Committees throughout the study.

### **Project Phases**

It is recommended that the Character Study be undertaken in three phases as follows:

#### **Phase 1: Background Review**

- a. Review of Provincial and Regional policies, the Town's Official Plans and Comprehensive Zoning By-law;
- Review of Review of past studies and reports applicable to the area as well as applicable development applications;
- b. Assess cultural heritage and built forms attributes of the study area and surrounding area;
- c. Undertake an issue identification and analysis of recent and past development applications;
- d. Prepare an initial assessment of key physical characteristics (topography and natural features), constraints, existing servicing and transportation infrastructure;
- e. Review the common practices of Ontario municipalities in addressing infill redevelopment in established neighbourhoods and in, or near, culture heritage landscapes and/or adjacent to agricultural lands and evaluate these respective implementation mechanisms;
- f. Define key terms to be utilized in Study and in future implementation (as required); and,
- g. Engage with technical and public stakeholders to provide them with the opportunity to identify key characteristics of the subject lands and the area that they value; identify the key issues, comments and concerns.

#### **Phase 1 Deliverables:**

1. Walking Tour and public workshop: and,
2. Background Review Report: scoped review of planning framework: land use policies and regulations; issues identification and analysis; results of municipal best practices; public engagement results summary; preliminary implementation mechanism approaches and options.

## **Phase 2: Draft Official Plan/Zoning By-law Amendments; Draft Design Guidelines**

- a. Develop character area(s) descriptions;
- b. Draft directions and possible amendments to applicable land use plans and regulations;
- c. Identify additional tools to implement recommended changes to policies and regulations (e.g. outline for heritage and design guidelines); and,
- d. Engage the public to present and collect feedback on recommended directions and amendments.

### **Phase 2 Deliverables:**

1. Develop Draft Recommendations Report based on direction for amendments to applicable plans and zoning by-law and other implementation tools; and,
2. Facilitate public open house and provide presentation on proposed amendments and tools.

## **Phase 3: Final Official Plan/Zoning By-law Amendments or Design Guidelines**

- a. Analyze public feedback regarding draft directions and proposed amendments;
- b. Revise directions and amendments; and,
- c. Recommend amendments and implementation tools.

### **Phase 3: Deliverables**

1. Final Recommendation Report, inclusive of final directions and amendments to Town's Official Plan(s) and Zoning By-law and a detailed implementation plan; and,
2. Public Open House and Statutory Public Meeting.

It is expected that the successful consultant will undertake each task and deliver the above-noted outputs for all three phases. This Terms of Reference serves as an overarching framework that should be used by the consultant in preparing a detailed work plan.

The Town will review the consultant's work plan, engage in a discussion to revise if necessary, and approve final work plan.

## **Study Administration**

The study will be managed by the Town's Planning Director with assistance from Town planning staff. The study will include a Technical Advisory Committee made up of Town Department staff (planning, heritage, public works, parks), Regional staff, and other agency staff (Conservation Authority). The makeup of the TAC is to be established prior to the commencement of the study. The TAC shall be primarily responsible for technical input related to their areas of expertise, issue identification and resolution, and the provision of comments during the study process.

The study will also include a Stakeholder Advisory Committee (SAC) to be made up of Council member(s) and local stakeholder representatives. The role of the SAC will be to review and provide feedback at various stages of the process on work completed, assist with issue identification and resolution, and liaise with their respective groups/organizations or community of interest, both to ensure broad community awareness of the study, and to obtain broader community input.

## Study Timing

A Gant chart setting out the key phases and tasks and timing shall be provided. The study should be completed within 6 months.

## Study Fees and Costs

A budget sheet shall be provided that identifies the names, hourly rates and roles of the consultant's project team members and shall include the number of hours allocated to each task. An estimate of disbursements shall also be provided.

## Requirements for Proposal

The written proposal from the project team shall contain the following information:

- *RFP Covering Letter* – A one-page letter summarizing the submission content.
- *Statement of Understanding* - A statement of understanding demonstrating knowledge of the planning framework in the context of the issues and the key issues to be addressed in the scope of work. To ensure the study is completed in the manner intended by the Town, it is necessary for each submission to clearly demonstrate an understanding of the assignment. The submission should depict a reasonable and attainable approach to the study, and demonstrate full understanding of the scope and possible deliverables. Proponents are to articulate their creative solutions, intentions and expectations, indicating how they will fulfill the study's objectives and purpose.
- *Methodology* - A methodology of how the project team will undertake the study, including how the issues listed under the scope of work will be addressed within a study program.
- *Work Program* - A proposed work plan, including relevant timelines, milestones, and public engagement sessions, as well project management activities and submission of deliverables must be submitted.
- *Fee Proposal* - Budget summary itemized by project task.
- *Consultant Profile and Expertise* - A description of the team including identification of a primary contact person, team member CV's and a description of the team's expertise. A list of all individuals within the proposed Consultant team, anticipated percentage of time dedicated to the project, curriculum vitae complete with qualifications, experience and applicable skills. Also outline the proposed Consultant team's experience with studies of similar scope, size and complexity, including experience with character studies, heritage planning (including CHLs), and urban design. Provide examples of similar work that the proposed Consultant team has been involved with.

## Evaluation of the Proposals

The Town will undertake an evaluation of the submitted proposals based on the following criteria:

Evaluation Criteria		Score
a. Consultant profile and expertise	Demonstrated experience of the firms; (10) Experience of consultants assigned to tasks in the project; (10) Experience with similar work/projects; (10)	Total out of 30
b. Methodology, Work Plan and Schedule	Demonstrated understanding of requirements; (20) Methodology and approach; (15) Work plan components and completeness; (10)	Total out of 45
c. Fee Proposal	Cost effectiveness (20)	Total out of 20
		Total out of 100



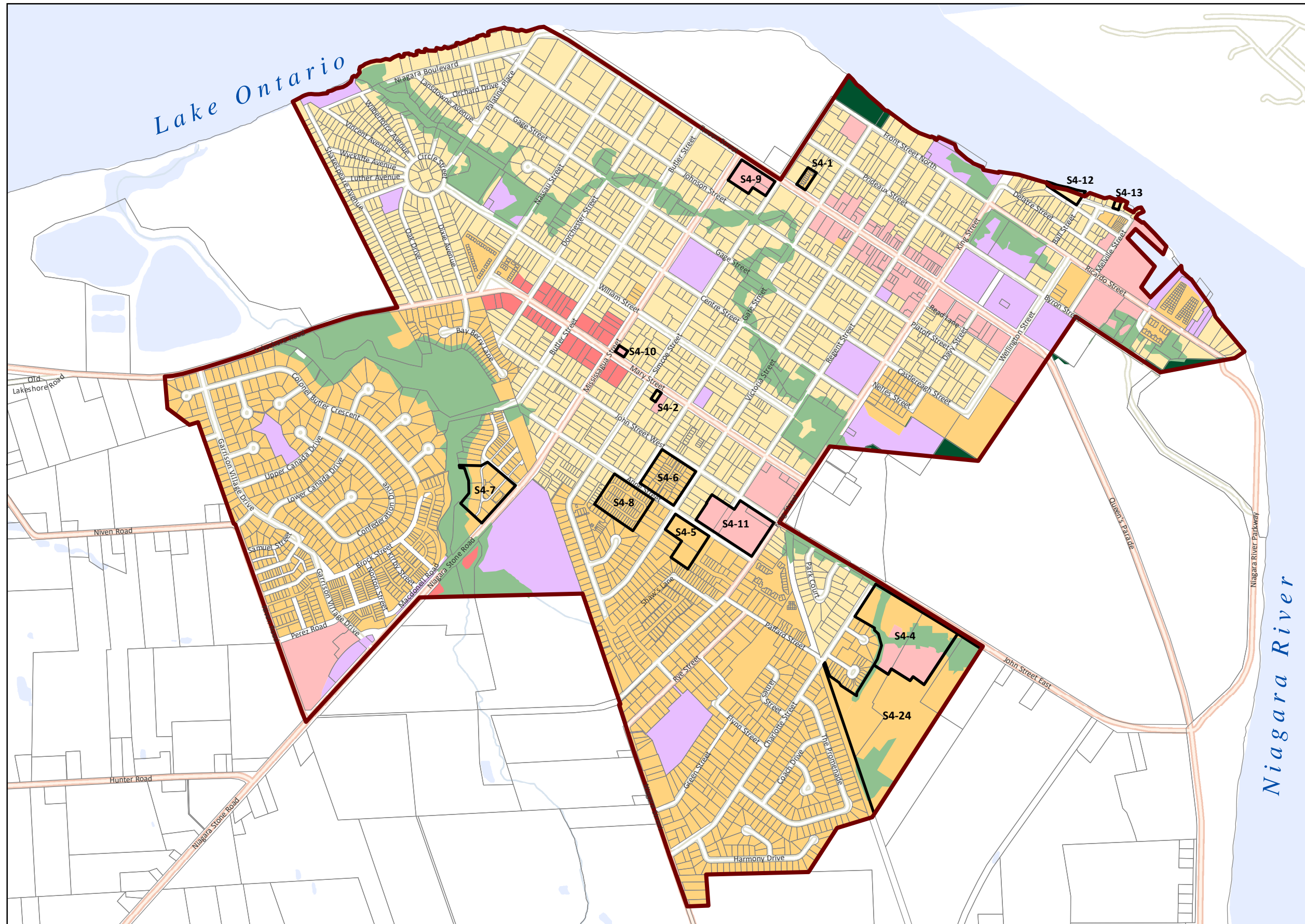


**LEGEND:**





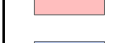





-  Municipal Boundary
-  Settlement Area Boundaries
-  John Street East Summer Homes Character Area
-  Queen Street Summer Homes Character Area
-  Downtown Character Area
-  Old Dock Character Area



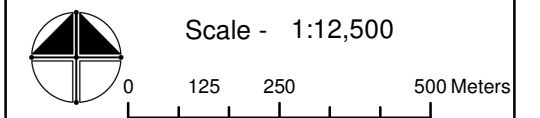
**NOTES:**  
 This map forms part of the Official Plan for the Town of Niagara-on-the-Lake and must be read in conjunction with the text, other schedules, and secondary plans. The boundaries and alignments of designations on this schedule are approximate and are not intended to be scaled.



**LEGEND:**

-  Settlement Area
-  Residential
-  Established Residential
-  Mixed Use
-  Commercial
-  Employment
-  Community Facilities
-  Major Open Space
-  Conservation
-  Site Specific Policies

*For Growth Plan areas,  
see Schedule B-7*



**NOTES:**  
This map forms part of the Official Plan for the Town of Niagara-on-the-Lake and must be read in conjunction with the text, other schedules, and secondary plans. The boundaries and alignments of designations on this schedule are approximate and are not intended to be scaled.