

This Agreement is made and entered into December 8, 2021 (the "Agreement Date") by and between:

"Client"

Name: TOWN OF GODERICH
Address: 57 West Street, Goderich ON N7A 2K5
Phone: 519-955-2460
Representative: Andrea Fisher
Email: afisher@goderich.ca

"Stantec"

Name: STANTEC CONSULTING LTD.
Address: 100-300 Hagey Boulevard, Waterloo ON N2L 0A4
Phone: (437) 855-5439
Representative: Jacob Petro
Email: Jacob.Petro@stantec.com

Project Name (the "Project"):

Affordable/Attainable Housing Community Improvement Plan for the Town of Goderich

This project is to be developed on a stage-by-stage basis where a stage is defined as a development for which a set of detailed engineering drawings is prepared.

DESCRIPTION OF WORK: Stantec shall render the services described in Attachment "A" (hereinafter called the "Services") in accordance with this Agreement. Stantec may, at its discretion and at any stage, engage subconsultants to perform all or any part of the Services. The Client and Stantec may in writing from time to time make changes by altering, adding to, or deducting from the Services set out in Attachment "A". All changed work shall be carried out under this Agreement. The compensation and time for completion of the Services shall be adjusted in accordance with such changes.

AGREEMENT: This Agreement sets forth the entire Agreement between the Client and Stantec and no terms, conditions, understanding, or agreement purporting to modify or vary the terms of this Agreement shall be binding unless hereafter made in writing and signed by the Client and Stantec. All attachments referred to in this Agreement are incorporated herein by this reference; however, in the event of any conflict between attachments and the terms and conditions of this Agreement, the terms and conditions of this Agreement shall take precedence.

COMPENSATION: Charges for the Services rendered will be made in accordance with the Terms of Payment and Fees and Schedule of Hourly Billing Rates in Attachment "B".

When the work is being performed by Contractors, the fees due Stantec shall be paid to Stantec whether or not payment is made to or withheld from the Contractors. No deduction shall be made from Stantec's fee on account of any penalties or damages claimed by the Client from the Contractors, or of other sums withheld from the Contractors.

The Client and Stantec expressly agree that Stantec's fees for Services performed shall be payable by the Client even in the event that the Client does not, for any reason, proceed with the Project. If the Project or any part thereof is abandoned or unduly delayed for reasons beyond Stantec's control, the Client shall pay to Stantec the fees for Services performed in accordance with the fee payment schedule in Attachment "B", and/or calculated on a time plus expense basis, at the option of Stantec.

The Client shall not be entitled at any time to costs, damages, or expenses that may be incurred due to Stantec's suspension or termination of Services. The Client shall be responsible for any demobilization and remobilization costs incurred by Stantec as a result of any suspension.

Invoices shall be paid by the Client in the currency of the jurisdiction in which the Services are provided without deduction or setoff upon receipt. Failure to make any payment when due is a material breach of this Agreement and will entitle Stantec, at its option, to suspend or terminate this Agreement and the provision of the Services. Interest will accrue on accounts overdue by 30 days at the lesser of 1.5 percent per month (18 percent per annum) or the maximum legal rate of interest. The Client shall not be entitled at any

time to costs, damages, or expenses that may be incurred due to Stantec's suspension or termination of Services. The Client shall be responsible for any demobilization and remobilization costs incurred by Stantec as a result of any suspension.

If any information provided by the Client or by others on behalf of the Client should be erroneous or inaccurate any necessary change or changes in the plans, specifications, drawings, or designs will be charged as extra work. Where accurate information, plans, and specifications regarding any existing or proposed buildings or works that are involved in the Project is not available, the cost of obtaining the same shall be borne by the Client.

If, after the drawings and specifications for any part of the work are completed in accordance with the Client's previous decisions, it shall become necessary for Stantec to make any changes in any designs, drawings, plans or specifications for any part of the Project, or if Stantec incurs extra work, cost or expense by reason of any act or matter over which Stantec has no control, the Client shall pay to Stantec a fee for such changes or extra work calculated on a time basis plus expenses. Prior to the commencement of such changes or extra work Stantec shall notify the Client in writing of intentions to make such changes or to carry out such extra work and that Stantec shall keep separate costs records in respect to such changes or extra work.

Nothing in any Agreement between the Client and Stantec shall be construed to obligate Stantec to prepare for or appear in litigation on behalf of the Client, unless Stantec agrees to provide and is equitably compensated for such services on a time basis.

REPRESENTATIVES: Each party shall designate in the space provided above a representative who is authorized to act on behalf of that party and receive notices under this Agreement. Such representatives have complete authority to act on behalf of their principals in respect to all matters arising under this Agreement.

NOTICES: All notices, consents, and approvals required to be given hereunder shall be in writing and shall be given to the representatives of each party. All notices required by this Agreement to be given by either party shall be deemed to be properly given and received within two (2) business days if made in writing to the other party by certified mail or email addressed to the regular business address of such party as identified above.

CLIENT'S RESPONSIBILITIES: The Client shall provide to Stantec in writing, the Client's total requirements in connection with the Project, including the Project budget and time constraints. The Client shall make available to Stantec all relevant information or data pertinent to the Project which is required by Stantec to perform the Services. Stantec shall be entitled to rely upon the accuracy and completeness of all information and data furnished by the Client, including information and data originating with other consultants employed by the Client whether such consultants are engaged at the request of Stantec or otherwise. Where such information or data originates either with the Client or its consultants then Stantec shall not be responsible to the Client for the consequences of any error or omission contained therein.

When required by Stantec, the Client shall engage specialist consultants directly to perform items of work necessary to enable Stantec to carry out the Services. Whether arranged by the Client or Stantec, these services shall be deemed to be provided under direct contracts to the Client unless expressly provided otherwise.

The Client shall give prompt consideration to all documentation related to the Project prepared by Stantec and whenever prompt action is necessary shall inform Stantec of Client's decisions in such reasonable time so as not to delay the schedule for providing the Services.

When applicable, the Client shall arrange and make provision for Stantec's entry to the Project site as well as other public and private property as necessary for Stantec to perform the Services. The Client shall obtain any required approvals, licenses and permits from governmental or other authorities having jurisdiction over the Project so as not to delay Stantec in the performance of the Services.

STANTEC'S RESPONSIBILITIES: Stantec shall furnish the necessary qualified personnel to provide the Services. Stantec represents that it has access to the experience and capability necessary to and agrees to perform the Services with the reasonable skill and diligence required by customarily accepted professional practices and procedures normally provided in the performance of the Services at the time when and the location in which the Services were performed. This undertaking does not imply or guarantee a perfect Project and in the event of failure or partial failure of the product of the Services, Stantec will be liable only for its failure to exercise diligence, reasonable care and professional skill. This standard of care is the sole and exclusive standard of care that will be applied to measure Stantec's performance. There are no other representations or warranties expressed or implied made by Stantec. In particular, but not by way of limitation, no implied warranty of merchantability or fitness for a particular purpose shall apply to the Services provided by Stantec nor shall Stantec warrant or guarantee economic, market or financial conditions, proforma projections, schedules for public agency approvals, or other factors beyond Stantec's reasonable control. Stantec does not warrant the Services to any third party and the Client shall indemnify and hold harmless Stantec from any demands, claims, suits or actions of third parties arising out of Stantec's performance of the Services.

In performing the Services under this Agreement, Stantec shall operate as and have the status of an independent contractor and shall not act as, or be an employee of the Client.

VARIATIONS IN DESIGN: Stantec is empowered to make such deviations, alterations, additions and omissions in carrying out the work as Stantec may reasonably consider desirable in the Client's interests.

TERMINATION: Either party may terminate this Agreement without cause upon thirty (30) days' notice in writing. If either party breaches this Agreement, the non-defaulting party may terminate this Agreement after giving seven (7) days' notice to remedy the breach. On termination of this Agreement, the Client shall forthwith pay Stantec for the Services performed to the date of termination.

SUSPENSION OF SERVICES: The Services may be suspended by the Client by giving thirty (30) days notice in writing to Stantec. Stantec shall be compensated for Services performed and charges incurred prior to receipt of notice to suspend and, upon

resumption, an equitable adjustment in fees to accommodate the resulting demobilization and remobilization costs. In addition, there shall be an equitable adjustment in the project schedule based on the delay caused by the suspension.

ENVIRONMENTAL: Except as specifically described in this Agreement, Stantec's provision or review of field investigation, laboratory testing and engineering/consulting recommendations will not address or evaluate pollution of soil or pollution of groundwater.

Where the Services include storm water pollution prevention (SWPP), sedimentation or erosion control plans, specifications, procedures or related construction observation or administrative field functions, Client acknowledges that such Services proposed or performed by Stantec are not guaranteed to provide complete SWPP, sedimentation or erosion control, capture all run off or siltation, that any physical works are to be constructed and maintained by the Client's contractor or others and that Stantec has no control over the ultimate effectiveness of any such works or procedures. Except to the extent that there were errors or omissions in the Services provided by Stantec, Client agrees to indemnify and hold Stantec harmless from and against all claims, costs, liabilities or damages whatsoever arising from any storm water pollution, erosion, sedimentation, or discharge of silt or other deleterious substances into any waterway, wetland or woodland and any resulting charges, fines, legal action, cleanup or related costs.

BUILDING CODES, BYLAWS AND OTHER PUBLIC REGULATIONS: Stantec shall, to the best of its ability, interpret building codes, by-laws and other public regulations as they apply to the Project and as they are published at the time Services commence. Furthermore, Stantec shall observe and comply with all applicable laws, ordinances, codes and regulations of government agencies, including federal, state, provincial, municipal and local governing bodies having jurisdiction over the conduct of the Services ("Laws"). However, it is expressly acknowledged and agreed by the Client that as the Project progresses such building codes, by-laws, other public regulations and Laws may change or the interpretation of any public authority may differ from the interpretation of Stantec, through no fault of Stantec, and any extra costs necessary to conform to such changes or interpretations during or after execution of the Services will be paid by the Client.

Stantec shall continue to provide equal employment opportunity to all qualified persons and to recruit, hire, train, promote and compensate persons in all jobs without regard to race, color, religion, sex, age, disability or national origin or any other basis prohibited by applicable laws.

COST AND SCHEDULE OF CONSTRUCTION WORK: In providing opinions of probable cost and project schedule, it is recognized that neither the Client nor Stantec has control over the costs of labor, equipment or materials, or over the Contractor's methods of determining prices or time. The opinions of probable cost or project duration are based on Stantec's reasonable professional judgment and experience and do not constitute a warranty, express or implied, that the Contractors' bids, project schedules, or the negotiated price of the Work or schedule will not vary from the Client's budget or schedule or from any opinion of probable cost or project schedule prepared by Stantec. Exact costs and times will be determined only when bids have been received for the Project and when the construction work has been performed and payments finalized.

ADMINISTRATION OF CONSTRUCTION CONTRACTS: When applicable, Stantec shall provide field services during the construction of the Project only to the extent that such Services are included and defined in this Agreement. The performance of the construction contract is not Stantec's responsibility nor are Stantec's field services rendered for the construction contractor's benefit.

It is understood and agreed by the Client and Stantec that only work which has been seen during an examination by Stantec can be said to have been appraised and comments on the balance of any construction work are assumptions only.

When field services are provided by Stantec, the authority for general administration of the Project shall reside with Stantec only to the extent defined in this Agreement. In such case, Stantec shall coordinate the activities of other consultants employed by the Client, only to the extent that Stantec is empowered to do so by such other consultants' contracts with the Client.

Stantec shall not be responsible for any contractor's failure to carry out the work in accordance with the contract documents nor for the acts or omissions of any contractor, subcontractor, any of their agents or employees, or any other persons performing any of the work in connection with the Project. When field services are provided, no acceptance by Stantec of the work or services of a construction contractor or other consultants, whether express or implied, shall relieve such construction contractor or other consultants from their responsibilities to the Client for the proper performance of such work or services and further, Stantec shall not be responsible to the Client or to the construction contractor or to the other consultants for the means, methods, techniques, sequences, procedures and use of equipment of any nature whatsoever, whether reviewed by Stantec or not, which are employed by the construction contractor or the other consultants in executing, designing, or administering any phases of the Project, or for placing into operation any plant or equipment or for safety precautions and programs incidental thereto.

When field services are provided, Stantec will not be designated as the party responsible for the compliance by others on the construction work site with the purposes or requirements of applicable environmental, occupational health and safety, or similar legislation. The Client shall designate a responsible party, other than Stantec for the coordination and performance of environmental, occupational health and safety activities on the construction work site as required by applicable legislation and associated regulations.

JOBSITE SAFETY: Neither the professional activities of Stantec, nor the presence of Stantec or its employees and subconsultants at a construction site, shall relieve the Client, Contractors or any other entity of their obligations, duties and responsibilities with respect to jobsite safety. Subject only to applicable legislation, Stantec has no authority to exercise any control over any construction contractor or other entity or their employees in connection with their work or any environmental, health or safety activities or precautions.

In the event of any construction emergency, which in the opinion of Stantec requires immediate action in the Client's interests, Stantec shall have authority to issue such orders on behalf of and at the expense of the Client as are deemed necessary or expedient.

At no time shall Stantec be construed to be the party as defined under applicable Occupational Health and Safety (OHS) legislation responsible for coordination or provision of environmental, health and safety requirements and activities for the Project or Project work sites, except as such requirements relate to Stantec's own staff.

INDEMNITY: The Client releases Stantec from any liability and agrees to defend, indemnify and hold Stantec harmless from any and all claims, damages, losses, and/or expenses, direct and indirect, or consequential damages, including but not limited to attorney's fees and charges and court and arbitration costs, arising out of, or claimed to arise out of, the performance of the Services, excepting liability arising from the negligence or willful misconduct of Stantec.

LIMITATION OF LIABILITY: It is agreed that the total amount of all claims (including any and all costs associated with such claims such as attorney and expert fees and interest) the Client may have against Stantec under this Agreement or arising from the performance or non-performance of the Services under any theory of law, including but not limited to claims for negligence, negligent misrepresentation and breach of contract, shall be strictly limited to the lesser of the fees paid to Stantec for the Services or \$500,000 per stage. No claim may be brought against Stantec in contract or tort more than two (2) years after the cause of action arose. As the Client's sole and exclusive remedy under this Agreement any claim, demand or suit shall be directed and/or asserted only against Stantec and not against any of Stantec's employees, officers or directors.

Stantec's liability with respect to any claims arising out of this Agreement shall be absolutely limited to direct damages arising out of the Services and Stantec shall bear no liability whatsoever for any consequential loss, injury or damage incurred by the Client, including but not limited to claims for loss of use, loss of profits and loss of markets.

In no event shall Stantec's obligation to pay damages of any kind exceed its proportionate share of liability for causing such damages.

DOCUMENTS: All documents prepared by Stantec or on behalf of Stantec in connection with the Project are instruments of service for the execution of the Project. Stantec retains the property and copyright in these documents, whether the Project is executed or not. Payment to Stantec of the compensation prescribed in this Agreement shall be a condition precedent to the Client's right to use documentation prepared by Stantec. These documents may not be used for any other purpose without the prior written agreement of Stantec. The Client shall have a permanent non-exclusive, royalty-free license to use any concept, product or process which is patentable or capable of trademark, produced by or resulting from the Services rendered by Stantec in connection with the Project, for the life of the Project. The Client shall not use, infringe upon or appropriate such concepts, products or processes without the express written agreement of Stantec. In the event Stantec's documents are subsequently reused or modified in any material respect without the prior consent of Stantec, the Client agrees to indemnify Stantec from any claims advanced on account of said reuse or modification.

Stantec cannot guarantee the authenticity, integrity or completeness of data files supplied in electronic format ("Electronic Files"). Client shall release, indemnify and hold Stantec, its officers, employees, consultants and agents harmless from any claims or damages arising from the use of Electronic Files. Electronic files will not contain stamps or seals, remain the property of Stantec, are not to be used for any purpose other than that for which they were transmitted, and are not to be retransmitted to a third party without Stantec's written consent.

FORCE MAJEURE: Any default in the performance of this Agreement caused by any of the following events and without fault or negligence on the part of the defaulting party shall not constitute a breach of contract: labor strikes, riots, war, acts of governmental authorities, unusually severe weather conditions or other natural catastrophe, or any other cause beyond the reasonable control or contemplation of either party. Nothing herein relieves the Client of its obligation to pay Stantec for services rendered.

GOVERNING LAW: This Agreement shall be governed, construed and enforced in accordance with the laws of the jurisdiction in which the majority of the Services are performed.

DISPUTE RESOLUTION: If requested in writing by either the Client or Stantec, the Client and Stantec shall attempt to resolve any dispute between them arising out of or in connection with this Agreement by entering into structured non-binding negotiations with the assistance of a mediator on a without prejudice basis. The mediator shall be appointed by agreement of the parties. The Parties agree that any actions under this Agreement will be brought in the appropriate court in the jurisdiction of the Governing Law, or elsewhere by mutual agreement. Nothing herein however prevents Stantec from any exercising statutory lien rights or remedies in accordance with legislation where the project site is located.

ATTORNEYS FEES: In the event of a dispute hereunder, the prevailing party is entitled to recover from the other party all costs incurred by the prevailing party in enforcing this Agreement and prosecuting the dispute, including reasonable attorney's and expert's fees, whether incurred through formal legal proceedings or otherwise.

ASSIGNMENT AND SUCCESSORS: The Client shall not without the prior written consent Stantec, assign the benefit or in any way transfer the obligations of this Agreement or any part hereof. This Agreement shall inure to the benefit of and be binding upon the parties hereto, and except as otherwise provided herein, upon their executors, administrators, successors, and assigns.

PROTECTION OF PRIVACY LAWS: The parties acknowledge that information relating to an identified or identifiable person ("Personal Information") may be exchanged in the course of this Project pursuant to this Agreement.

The party disclosing Personal Information (the "Disclosing Party") warrants that it has all necessary authorizations and approvals required to process and disclose the Personal Information and to enable the party receiving the Personal Information (the "Receiving

Party”) to process it in performing the Services. The Disclosing Party will provide the Receiving Party with written notice containing the details of what Personal Information will be provided.

The Receiving Party will comply with any reasonable instruction from the Disclosing Party in respect of such Personal Information and implement appropriate technical and organization measures to protect the Personal Information against unauthorized or unlawful processing and accidental loss, theft, use, disclosure, destruction and/or damage.

The Receiving Party shall be permitted, upon prior written consent of the Disclosing Party, to transfer Personal Information outside the jurisdiction if required for performance of the Services provided that such transfers are in accordance with relevant and applicable requirements under applicable legislation. The Receiving Party shall provide the Disclosing Party with full cooperation and assistance in meeting its obligations under applicable privacy legislation, including in relation to the security of processing, the notification of Personal Information breaches, the notification of requests from individuals and Personal Information protection impact assessments.

On termination of this Agreement, the Receiving Party shall cease processing Personal Information and shall delete and destruct or return to the Disclosing Party (as the Disclosing Party may require) all Personal Information held or processed by the Receiving Party on the Disclosing Party’s behalf. It is understood however, that the Receiving Party may need to keep a copy of all Personal Information for legal purposes and therefore it will continue to take reasonable steps to protect the Personal Information as outlined herein and will proceed with the destruction of the Personal Information within a reasonable period of time if there is no longer any legal justification to keep the Personal Information.

Nothing herein relieves either party from their responsibilities for compliance with applicable privacy legislation.

ENTIRE AGREEMENT: This Agreement constitutes the sole and entire agreement between the Client and Stantec relating to the Project and supersedes all prior agreements between them, whether written or oral respecting the subject matter hereof and no other terms, conditions or warranties, whether express or implied, shall form a part hereof. This Agreement may be amended only by written instrument signed by both the Client and Stantec.

SEVERABILITY: If any term, condition or covenant of this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions of this Agreement shall be binding on the Client and Stantec.

CONTRA PROFERENTEM: The parties agree that in the event this Agreement is subject to interpretation or construction by a third party, such third party shall not construe this Agreement or any part of it against either party as the drafter of this Agreement.

BUSINESS PRACTICES: Each party shall comply with all applicable laws, contractual requirements and mandatory or best practice guidance regarding improper or illegal payments, gifts or gratuities, and will not pay, promise to pay or authorize the payment of any money or anything of value, directly or indirectly, to any person (whether a government official or private individual) or entity for the purpose or illegally or improperly inducing a decision or obtaining or retaining business in connection with this Agreement or the Services.

THE PARTIES EXPRESSLY ACKNOWLEDGE THAT THIS AGREEMENT CONTAINS LIMITATION OF LIABILITY PROVISIONS RESTRICTING RIGHTS FOR THE RECOVERY OF DAMAGES.

The Parties, intending to be legally bound, have made, accepted and executed this Agreement as of the Agreement Date noted above:

TOWN OF GODERICH

STANTEC CONSULTING LTD.

Andrea Fisher
Print Name and Title

Signature _____

Jacob Petro, PhD, CEng, PMP
Managing Leader, Community Development
Print Name and Title

Signature  _____

Amelia Sloan, MCIP RPP
Planner, Community Development
Print Name and Title

Signature  _____

Moira Davidson, BES
Urban Planner, Community Development
Print Name and Title

Signature  _____



**COMMUNITY DEVELOPMENT
PROFESSIONAL SERVICES AGREEMENT
ATTACHMENT "A"**

Attached to and forming part of the Agreement

Between:

TOWN OF GODERICH
(hereinafter called the "Client")

- and -

STANTEC CONSULTING LTD.
(hereinafter called "Stantec")

EFFECTIVE: December 8, 2021

This Attachment details the Contract Time, Services to be provided by Stantec and any additional conditions and attachments related to the Services forming part of the above described Agreement.

CONTRACT TIME: Commencement Date: Approximately December 2022
Estimated Completion Date: Approximately April 2022

SERVICES: Stantec shall perform the following Services:

Refer to Proposal dated, November 29, 2021 – Affordable/Attainable Housing Community Improvement Plan for the Town of Goderich

ADDITIONAL CONDITIONS: The following additional conditions shall be read in conjunction with and constitute part of this Agreement:

N/A

ADDITIONAL ATTACHMENTS: The following additional attachments shall be read in conjunction with and constitute part of this Agreement:

N/A



COMMUNITY DEVELOPMENT PROFESSIONAL SERVICES AGREEMENT ATTACHMENT "A"

TERMS OF PAYMENT AND FEES:

Subject to the terms below, Client will compensate Stantec as follows:

An eight percent (8%) flat rate disbursement (FRD) recovery charge will be applied to the Stantec fees to cover miscellaneous project expenses, internal incidental printing, copying and plots, film, CDs and report materials; communications expenses (e.g., faxes, office and mobile phones, blackberries, pagers, and other devices); office expenses (e.g., postage, couriers, equipment, common software and other supplies); staff local mileage/kilometrage; and archive maintenance. As this is a FRD, no supporting document will be provided with invoices.

Project specific charges, such as subconsultants; travel, accommodations and meals; project-specific printing of deliverables; consumables; usage charges for specialized field equipment and company-owned, leased or rented project vehicles; external testing lab charges and other external services charges; specialized computer software costs; and other significant project-specific expenses will be invoiced in addition to labor fees and to the FRD.

Reimbursable expenses:

Refer to Proposal dated, November 29, 2021 – Affordable/Attainable Housing Community Improvement Plan for the Town of Goderich

Stantec reserves the right at any time to direct fees and invoices to the Client for builder related work including plot plan approvals, grading inspection, and other services related to the builder program, for which the Client must rely on Stantec to carry out in the subdivision development process.

Project specific subconsultant, contractor, lab and other similar third party service charges will be charged as invoiced to Stantec with a ten percent (10%) markup.

When fees are computed as a percentage of construction costs, the "Construction Value" or "Cost of Work" shall mean the total value of the actual construction costs and maintenance costs with respect to the items listed below plus any other items for which Stantec provides Design Services and / or Field Services. The Construction value or the Cost of Work shall be based on the tender submitted by the contractor to which a contract is awarded plus the construction costs related for all design additions that may occur after award of the construction contract. This fee shall not be reduced by any reduction in the Contractor's price that occurs through negotiation after tender submission.

Whenever the Client furnishes material, equipment, labor, or other service that is incorporated in the work, the fair market value of the materials or equipment as though they were purchased new, and current prices of labor or other service when the work was executed, shall be included in the total construction value of the work.

Stantec reserves the right at any time to direct fees and invoices to the Client for builder related work including plot plan approvals, grading inspection, and other services related to the Builder program, for which the Client must rely on Stantec to carry out in the subdivision development process.

Unless otherwise noted, the fees in this agreement do not include any value added, sales, or other taxes that may be applied by Government on fees for services. Such taxes will be added to all invoices as required.

Where the Services or services conditions as per Attachment "A" change, Stantec shall submit to the Client in a timely manner, documentation of the revisions to Attachment "A" and Attachment "B" adjusting the Contract Services Time and Price as required.

Unless otherwise specified, charges for Services are based on Stantec's hourly billing rate table ("Rate Table"), attached hereto. The Rate Table is subject to escalation and is negotiated at the beginning of each calendar year.

Refer to Proposal dated, November 29, 2021 – Affordable/Attainable Housing Community Improvement Plan for the Town of Goderich

ADDITIONAL CONDITIONS:

The following additional conditions shall be read in conjunction with and constitute part of this Agreement:

COVID-19: The Parties acknowledge the ongoing COVID-19 pandemic and agree that the CONTRACT PRICE and CONTRACT TIME is based on what is currently understood. Where conditions change, the parties may have further discussions to manage and mitigate the impact of this evolving situation on the Project.

ADDITIONAL ATTACHMENTS:

The following additional attachments shall be read in conjunction with and constitute part of this Agreement:

N/A

INSURANCE REQUIREMENTS:

Before any services are provided under this agreement, Stantec shall procure, and maintain insurance coverage in effect during the term of this agreement.



**Response to Request for
Proposal:**

**Affordable/Attainable
Housing Community
Improvement Plan for The
Town of Goderich**

TABLE OF CONTENTS

1	COMPANY OVERVIEW	1
2	PROJECT MANAGER & SUPPORT STAFF	2
3	CIP EXPERIENCE	4
4	PROJECT UNDERSTANDING	6
5	APPROACH & METHODOLOGY	9
6	CONSULTATION APPROACH	13
7	SCHEDULE	15
8	BUDGET	16
9	CONCLUDING REMARKS	17

Appendix A – Curricula Vitae

Appendix B – Person-Hour Matrix and Pricing Form

Appendix C - Respondent's Declaration



November 29, 2021

File: 161499000_PL_2021_44

Attention: Andrea Fisher

Clerk
Town of Goderich
57 West Street
Goderich, ON N7A 2K5

Dear Andrea Fisher,

Reference: The Corporation of the Town of Goderich Request for Proposal (RFP) for a Affordable/Attainable Housing Community Improvement Plan

The enclosed Submission is submitted in response to the above-referenced Request for Proposal. On behalf of our entire project team at Stantec Consulting Ltd., we thank you for the opportunity to present our team's capabilities on this exciting project with a proposal to develop a Town of Goderich CIP with a focus on attainable and affordable housing. As you will see from our submission, we are enthusiastic about this opportunity and have therefore put a lot of thought and energy into creating an appropriate team and efficient work plan for the project.

Recognizing the importance of this project and its potential to support the on-going growth in the community, we have put extra care into the development of a thoughtful proposal, efficient approach, and innovative, proven team. We are eager to be the team chosen to prepare The Town of Goderich CIP, and we are pleased to offer:

- A proven approach with clear direction;
- Significant and award-winning experience;
- Expertise in incentive tools that support investment and improvement;
- An understanding of the local context and priority areas;
- Expertise in public and stakeholder engagement;
- A commitment to innovative ideas; and
- Passion and enthusiasm.

We understand the significance of this assignment, which we believe represents an opportunity to help the Town of Goderich shape the community's Vision for the future, and, more broadly, to contribute positively to a unique and important part of Southern Ontario and the west coast of Lake Huron. As such, we believe you need a strong team with experience in the development of comprehensive, strategic, and flexible CIP programs. We note the following in this regard:

- **We know Goderich.** We have recently undertaken an assessment of all affordable/attainable housing CIP's within Southern Ontario and compared these to the policies existing within Town of Goderich and Huron County Planning Policy. We have a first-hand experience of the benefits that a CIP can bring to creating housing affordability for a community.
- **We know how to offer incentive programs** strategically and to determine phasing strategies for the implementation of programs based on priority.

- **Members of our team have prepared 10 CIPs for similar-sized populations since 2017 including:** the Municipality of Southwest Middlesex, the Town of Red Lake, the Village of Millbrook within Cavan Monaghan, the Town of Erin, Township of Guelph-Eramosa, the Township of Wellesely, Township of Mapleton, County of Wellington, the Township of Minden Hills, and the Township of Puslinch 'Our Corridor' CIP
- **Our CIPs address a wide range of improvement needs and issues,** including (but not limited to) affordable housing, growth management, redevelopment, economic development, agricultural diversification, energy efficiency, heritage conservation, waterfront development, walkability, accessibility, streetscapes, urban design, and brownfield remediation.

As detailed in our proposal, we offer a proven approach to community improvement planning based on five key principles that we've used to develop some of the most innovative and successful CIPs in southern Ontario – and we are excited to share them with Goderich and apply them as appropriate.

Thank you for the opportunity to submit this proposal, and please do not hesitate to contact us should you wish to discuss any of the elements of our proposal further.

STANTEC CONSULTING LTD.



Moira Davidson, BES
Planner
Phone: 289-244-8222
moira.davidson@stantec.com

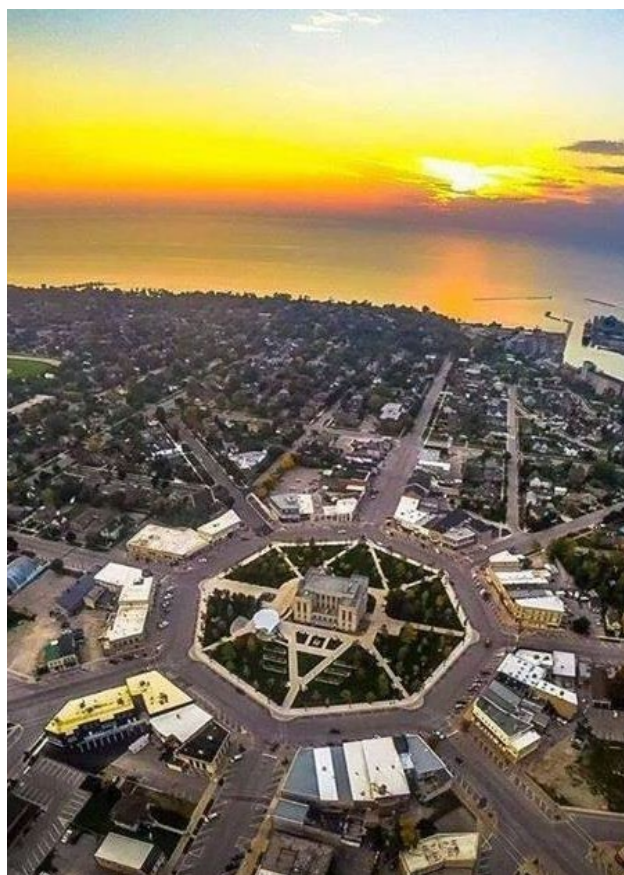


Jacob Petro, PhD, ECng, PMP
Managing Leader
Community Development
Phone: 437-855-5439
Jacob.Petro@stantec.com

1 COMPANY OVERVIEW

On behalf of the offices of Stantec Consulting Ltd. in London, Ontario and Waterloo, Ontario, we are thrilled to submit this proposal to The Town of Goderich for the preparation of a Community Improvement Plan (CIP). The CIP is a vital tool under Section 28 of the Planning Act that will allow the Town to contribute financially to private landowners, to help motivate, facilitate, and support reinvestment, restoration, and redevelopment projects that will allow for more affordable and attainable housing options for Goderich residents. More than a set of financial incentives, CIPs provide the opportunity to engage the community in a collaborative approach to improving the Town's social, cultural, and economic standing.

We commend the Town for taking this step forward. Now is the time for Goderich, with support from local stakeholders and business owners, to create a set of powerful incentive programs that will support the unique vision and values of Goderich.



Company Profile

We are active members of the communities we serve. That's why at Stantec, we always **design with community in mind**. Established in 1954, Stantec Consulting Ltd unites approximately 22,000 employees working in over 400 locations across six continents. We collaborate across disciplines and industries to bring buildings, energy, and resource, environmental, infrastructure, and community development projects to life. Our work – planning, engineering, architecture, interior design, landscape architecture, environmental sciences, project management, and project economics, from initial project concept and planning through to design construction and commissioning – begins at the intersection of community, creativity, and client relationships. Stantec's power and diversity as a global organization is matched by our **responsiveness and commitment** to our local municipal partners. Our London and Waterloo offices have a long history in central and southwestern Ontario, and are well positioned, able, and committed to responding to the Town's requirements.

Through years of experience our team has developed a comprehensive project management framework to address challenging project issues and establish clear communication lines for maintaining schedules and budgets. At the same time, our methods remain flexible to meet specific community and project needs. We recognize that each community has its own culture and each solution we propose endeavors to further enhance the specific communities.

Community participation is a priority for us; we will communicate and interact with staff, council, stakeholder groups, and the public as a project moves forward.

2 PROJECT MANAGER & SUPPORT STAFF

Summary - Our Passion

Community is our team's passion. Our team is made up of Planners who have worked within small to medium-sized communities throughout Canada. Our Project Manager has been involved in a number of innovative CIPs across Ontario in the past five years, which have served to revitalize downtown areas and communities in Ontario, including, the Town of Erin, Red Lake, Guelph Eramosa, Lighthouse Cove, and Southwest Middlesex. As a team, our Planners and Urban Designers have worked together on a number of CIPs, affordable housing projects, and Streetscape Designs.

A good CIP effectively identifies unique tools that help reflect a community's distinct character and vision. We never take a 'cookie cutter' approach to preparing CIPs, which we feel is evident in our portfolio. In fact, we have created our own method to developing CIPs that can help municipal clients think creatively and 'out of the box' when it comes to designing incentive programs and determining how they are made available within a community improvement project area.

We have a thorough understanding of how Section 28 of the Planning Act can be implemented, and we are pleased to share some of our creative ideas with The Town of Goderich.

Core Project Team

The following is an introduction to the members of our team, who will contribute to the project on a regular and on-going basis. **Curricula vitae are provided in Appendix A, and a summary of our team's qualifications and expertise is provided in Table 1 on the following page.**

PROJECT MANAGER

Moira Davidson, BES Moira is a Planner at Stantec Consulting Ltd with extensive experience in the creation of CIP documents, and has been heavily involved in public consultation and engagement events to facilitate their development. She will serve as the Project Manager and the primary liaison with Municipal staff and will manage and participate in all background tasks, engagement events, presentations, and will oversee the preparation of all deliverables. She will be responsible for ensuring the project is completed on-time, and on-budget. Moira has diverse planning experience, including the preparation of CIPs, and actively applies provincial and local municipal planning policy to development and

infrastructure projects. Most recently, Moira has managed the preparation of the Southwest Middlesex CIP, which included both COVID-recovery and affordable housing focused grants.

PROJECT ADVISOR

Amelia Sloan, M. Sc., MCIP, RPP is a Planner at Stantec Consulting Ltd. with over eight years of experience in land use planning, urban, and rural development. Through her work in the public and private sector, she has developed a thorough understanding of the application of provincial planning policy. Amelia also has been heavily involved in public consultation and engagement events to facilitate their development. She is a skilled policy analyst and writer, and will assist the team in completing extensive background research, creating innovative engagement materials, administering consultation events, and preparing clear and comprehensive CIP documentation.

URBAN DESIGN TEAM

Emily Clark, MSc Arch, is a skilled urban designer with many years of combined experience working across Canada and internationally. She is part of Stantec's innovative Urban Places team with skills honed to deliver thoughtfully crafted environments that are contextual, connected, and resilient. Her graphic design, geo-spatial representations, and site renderings have been integral to many long-range master plans, streetscape plans, and public realm strategies. Proficient in software such as AutoCAD, Revit, Sketch-up and the Adobe Suite allows her to graphically communicate planning and design scenarios.

Value-added Technical Expertise

In addition to the services and expertise of the team members identified above, we are pleased to offer the assistance of a wide range of experts in an array of disciplines, subject to the needs and requirements of the project at any given point in the process, notably our GIS experts.

Technical experts from Stantec will be available to respond to specific requests from the Town with respect to a wide range of technical subject areas, to assist in the evaluation of various community improvement approaches and options, or to provide additional detailed information about implementation. Some examples of experts can draw from include those specializing in cultural heritage, active transportation, stormwater/shoreline management, and landscape architects who can be engaged in the project, as needed.

CIP Experience Overview

Our firm offers extensive contemporary experience in the development of strategic, forward-thinking CIPs. While collectively our team has extensive experience in the completion of unique and innovative CIPs, we believe that what sets our team apart **is our unique perspectives and diverse planning experience.** We bring together our unique expertise in planning policy, stakeholder engagement, heritage planning, urban design, landscape architecture, and community development, and economic development to develop a CIP framework that is focused on realistic objectives and resources.



Core Team Member	Community Improvement Plans	Policy Planning	Brownfield Development	Sustainability	Stakeholder Consultation	Municipal Work Experience	Design Guidelines	Streetscape/Landscape Architecture	Heritage Planning	Economic Development	Affordable Housing
Amelia Sloan, RPP	✓	✓	✓	✓	✓	✓			✓	✓	✓
Moira Davidson, BES	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Urban Design Team		✓		✓	✓	✓	✓	✓	✓	✓	

Table 1: Skills and Experience of the Core Project Team

3 CIP EXPERIENCE

Highlights

Collectively, our team brings significant experience in the development of CIPs. The following are some notable highlights about our experience:

Stantec has led may CIPs for similar-sized populations since 2017 including: the Municipality of Southwest Middlesex, the Town of Red Lake, the Village of Millbrook within Cavan Monaghan, the Town of Erin, Township of Guelph-Eramosa, the Township of Wellesely, Township of Mapleton, the Township of Minden Hills, and the Township of Puslinch 'Our Corridor' CIP. As a result of this experience, we are familiar with the type of programs that work at the Municipal level, the value of grant and loan programs that are feasible given the available budgets, and ways in which upper-tier level governments can contribute to programs.

The key to our team's success is **our diversity**. Our specialized CIP experience is complemented by a range of other planning and design work. This includes Streetscape Designs, Official Plans, Zoning By-Laws, Heritage Conservation District Studies, various land development assignments, Secondary Plans, Urban Design Guidelines, Open Space Master Plans, Public Engagement, Infrastructure Planning, Environmental Assessments, and the list goes on. This diversity gives us a unique perspective on the development and implementation of CIPs. Our Project Manager, for example, has consulted on the implementation of CIPs on behalf of stakeholders, property owners, and local business groups. Being 'on the other side of the table' provides valuable insight into how to effectively engage stakeholders on aspects that matter most to them.

Our team also recently undertook an assessment of all affordable/attainable housing CIP's within Southern Ontario. We have a first-hand experience of the benefits that a CIP can bring to creating housing affordability for a community.



Table 2: CIP Experience – Issues & Tools

CIP	Issues Addressed										Tools Implemented				
	Downtown Revitalization	Economic Development	Brownfield Redevelopment	Infill and Intensification	Affordable Housing	Agriculture Diversification	Waterfront/Shoreline	Energy Efficiency	Heritage Conservation	Pedestrian Realm/Accessibility	Grants and Loans	TIEGS	DC Rebates	Other Rebates	Municipal Programs
Southwest Middlesex CIP (2021)	✓	✓	✓	✓	✓	✓				✓	✓	✓			✓
Minden Village CIP (2019)	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓			✓
Lighthouse Cove CIP (2021)		✓	✓	✓			✓	✓	✓	✓	✓				✓
Elgincentives Industrial CIP Update (2019)		✓	✓	✓				✓	✓		✓	✓	✓	✓	
Town of Erin CIP (2018-19)	✓	✓		✓	✓	✓			✓	✓	✓	✓		✓	✓
Township of Guelph-Eramosa (2019)	✓	✓		✓	✓			✓	✓	✓	✓	✓		✓	✓
Municipality of Red Lake CIP (2017)	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓		✓	✓
Township of Wellesley (2017)	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓		✓	✓
Township of Mapleton CIP (2016)	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓		✓	✓
Township of Puslinch 'Our Corridor' CIP (2016)	✓	✓		✓	✓				✓	✓	✓	✓		✓	✓

References

As requested, we have provided client references that can attest to our qualifications, dedication, and professionalism.

Client	Contact Information	Project Reference
Municipality of Southwest Middlesex	Sheila McCahon Economic Development & Communications Officer 153 McKellar Street Glencoe ON N0L 1M0 Phone: 519-287-2015 x8107	Southwest Middlesex CIP
Township of Guelph Eramosa	Brenda Tilley Executive Administrative Assistant, Office of the CAO 519-856-9596 ext. 108 b.tilley@get.on.ca	Township of Guelph Eramosa CIP
Town of Lakeshore	Tammie Ryall, RPP, MCIP, Director of Community and Development Services 519-728-1975 ext. 292 tryall@lakeshore.ca	Lighthouse Cove CIP

4 PROJECT UNDERSTANDING

The following is a discussion of our understanding of project's purpose and goals, based on our review of the Town's RFP and our understanding of the current economic development and planning contexts. In addition, we proudly present some of our innovative and forward-thinking ideas about contemporary community improvement planning, and our proposed work program for The Town of Goderich CIP project.

Understanding of the Project

As a lower tier municipality within County of Huron, a CIP may be prepared for nearly any environmental, economic development, or social issue – provided that the programs in the CIP deal with the use of land and buildings within an identified Community Improvement Project Area. The opportunities are diverse and flexible under Section 28 of the Planning Act.

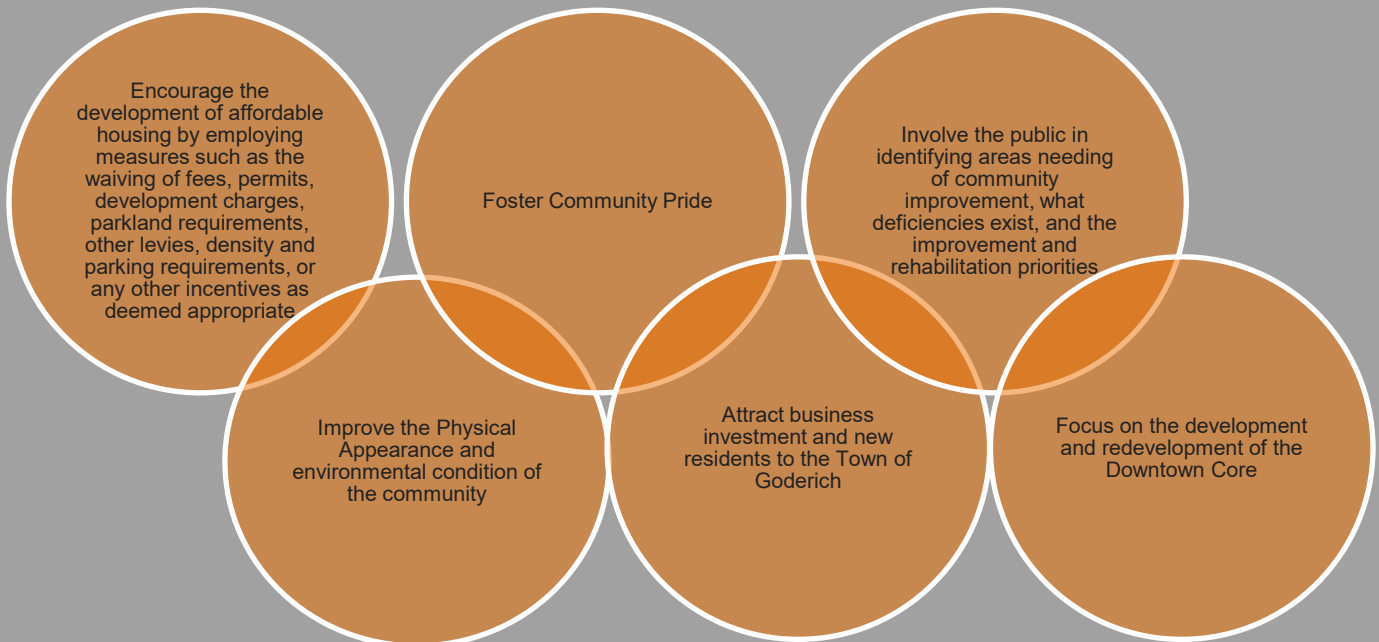
The Municipal Official Plan currently contains a number of Community Improvement Planning policies, including general CIP goals outlined below. This provides a flexible starting point for the CIP.

Also, we recognize that the Town has chosen to address some key considerations in this CIP Project, which are identified as the "CIP Purpose". While the CIP will address the entire Town, the provision of financial assistance for affordable/attainable housing projects is the intended focus for the development of the CIP. As part of the CIP development process, we will also review the potential for identifying additional areas or types of assistance that could be targets for investment.

We believe that CIPs are more than a set of financial incentives; they provide the opportunity to collectively develop and articulate a vision for the community. This vision can inform more than just private investment but can be used to inform other public realm improvements. We believe that our multi-disciplinary team and comprehensive approach truly give us an advantage.

We also propose to make full use of virtual engagement tools and platforms. Considering our current COVID-19 situation, we are fully prepared to host all of our engagement program virtually and have a number of virtual tools to ensure stakeholders are effectively engaged.

Community Improvement Goals and Objectives Goderich Official Plan



Our Contemporary Approach

We are very proud to share our contemporary approach to the preparation of CIPs with the Town. Our approach is based on five key principles that we've used to develop some of the most innovative and successful CIPs in Ontario – and we are excited to share them with the Sarnia and apply them (as appropriate) to the local context.

Be Comprehensive. In the past, a traditional approach to developing CIPs was to look at one targeted geographic area (i.e. an industrial area, a downtown area, a brownfield site, a heritage conservation district) and to create one focused CIP for that area. We think our clients can and should think more comprehensively about local needs and priorities by developing a comprehensive CIP. We have the ability to look at a range of areas and land uses within the CIP.

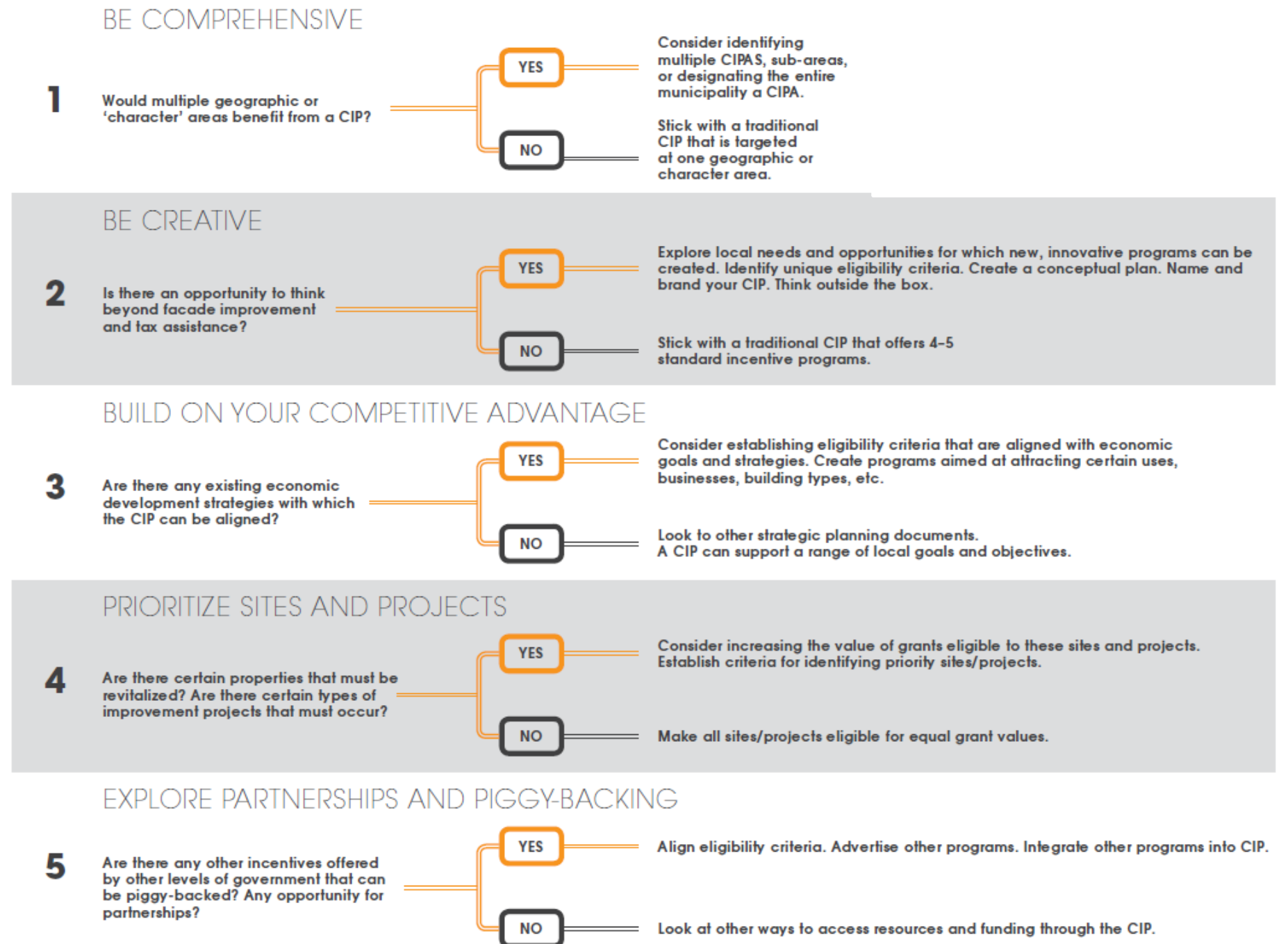
Be Creative. A 'One Size Fits All' approach to Community Improvement Planning isn't effective. A set of incentives that work well in one community may not encourage local investment in another. CIPs and their programs should be tailored to unique local conditions and respond to the needs, opportunities, and assets within that community. Our CIPs are always creative and include a unique set of incentives and programs.

Build on your advantage. We think that CIPs can be powerful economic development tools by aligning programs with local economic development strategies. When we undertake a CIP assignment, we take a careful look at existing economic development strategies to determine: what are the target sectors? Where does the Town want to grow and diversify? How can incentives help?

Prioritize projects and sites. Municipalities can be even more flexible and strategic by prioritizing certain key redevelopment sites or certain types of improvement projects, based on a set of criteria that are established in the CIP. If a proposal is received for a priority site or for a project that meets the criteria, the value of incentives can be increased/new incentives may be available.

Explore partnerships. Upper tier/regional governments (including the County of Huron) can and should participate in CIPs and the local municipalities should encourage this. Ideally, local municipalities should work with upper tier municipalities to identify the extent to which they will contribute financially to individual incentive programs.

The following flow chart has also been prepared to demonstrate how we use our approach to prepare CIPs with our clients.



Goderich's CIP Program Purpose & Intent

Applying our Contemporary Approach to fulfill the intended purpose of the Town's CIP, with significant regard to community stakeholders and provision of funding for affordable/attainable housing opportunities, is the main goal of the Project.

Affordable/Attainable Housing

Affordable

In the case of rental housing, the Goderich Official Plan defines affordable as the least expensive of:

- a unit for which the rent does not exceed 30 percent of gross annual household income for 'low and moderate income households'; or
- a unit for which the rent is at or below the average market rent of a unit in the regional market area.

Attainable

In the case of Huron County:

- The County defines "attainable" as someone earning \$17.55 an hour spending no more than 30 per cent of their income on housing. (Huron County, 2021)

In summary, attainable housing refers to the ability for people in any housing category to find new types of housing.

Other Relevant Guiding Policy

The CIP will also be guided by the County of Huron Long-Term Affordable Housing and Homelessness Plan, which encourages local municipalities to amend their Official Plans to include a phrase such as "Council shall promote a full range of housing types, in terms of density, unit size, tenure and price, that will meet the diverse needs of residents, including special needs housing and housing that is affordable to low and moderate income individuals and families." The Long-Term Housing and Homelessness Plan also encourages local municipalities to include the provision of affordable housing as a community benefit in Community Improvement Plan policies.



5 METHODOLOGY & APPROACH

Phase One: Kick-off Meeting and Background Review/Study

The purpose of the first phase is to complete a background review of Goderich planning policy work and economic development initiatives and undertake an assessment of existing conditions, opportunities, and needs. A comparator analysis will also be conducted to review CIPs from communities of a similar nature and size, to support the Town in providing similar tools to the Goderich community.

TASKS

- Host Project Team Kick-off Meeting
- Data Collection and Review of background materials including but not limited to the Town Official Plan, Town design guidelines, County Long-Term Affordable Housing and Homelessness Plan, comparable Affordable/Attainable Housing CIP's and other policy documents deemed relevant by the Town
- Review of relevant legislation and regulations, including but not limited to the National Housing Strategy, Housing Services Act, Ontario's Long-Term Affordable Housing Strategy and other policy documents deemed relevant by the Town
- Host Council/Staff Brainstorming Session
- Host Stakeholder Brainstorming Session
- Review trends and best practices and undertake SWOT assessment

DELIVERABLES

- Needs Assessment, Best Practices, and Environment Scan

Phase Two: Proposed Policy Direction & Incentive Program

The intent of this Phase will be to identify incentive program options and define a CIPA, in order to provide a clear, recommended approach and direction on the CIP including value-added economic benefits to the Town from the dollars invested through the proposed initiatives.

The key tasks of the second stage of the Project will be to determine economic revitalization opportunities for the Town, through a SWOT Analysis and Economic Opportunity Assessment. We will also provide information on the implementation of the plan, and provide additional insight into the implementation, marketing and monitoring strategies which are standard requirements of the CIP process.

We will develop Marketing, Monitoring and Implementation Plan, as well as Implementation Resources, such as application forms, brochures, and an economic benefits memo, outlining proposed direction and proposed incentive programs. These marketing and implementation resources will be based on the background review/analysis memo completed in Phase 1 and the SWOT Analysis.

TASKS

- Complete SWOT Analysis and Economic Opportunity Assessment
- Identification of Draft CIP Options and improvements (CIPA, Municipal Programs, Incentives and Eligibility, Implementation)
- Staff Review of Draft Incentive Options and Cost Benefit Analysis of Options
- Develop Draft Marketing, Monitoring, and Implementation Plan
- Create Implementation Resources (application form, brochure, poster/social media template)
- Create Stage 2 Summary/Progress Update Memo

DELIVERABLES

- Memo including SWOT Analysis and Economic Opportunity Assessment
- Draft Incentive Programs and CIPA
- Draft Marketing, Monitoring, and Implementation Plan
- CIP Application Form
- CIP Marketing Brochure/Social Media Poster Template
- Stage 2 Progress Memo

Phase Three: Public Engagement & Key Stakeholder Consultation

In Phase three, the Recommended Community Improvement Options will be taken to staff and council, as well as the public, the business community and key community stakeholders via an engagement website for review and will be refined and improved based on community feedback.

The website is where the Recommended Community Improvement Options and the Draft Design Guidelines will be circulated for review. Stantec will work with Town staff to prepare a project website that can be the main source of information for obtaining public and stakeholder input once the draft incentive programs are determined. The website will be used to obtain feedback on elements to inform updates to the CIP Implementation and Marketing Resources. This information will be used to inform the preparation of the Draft Community Improvement Plan.

Please see Section 7 for more information on our approach to engagement.

TASKS

- Prepare guided presentation, survey, feedback survey, and Google Jamboard or Mural software programs to receive feedback on the Community Improvement Options, CIPA, and Marketing/Implementation Resource

- Summarize Engagement

DELIVERABLES

- Engagement and Feedback Summary



Phase Four: Draft CIP

Based on the input received up to this point, we will prepare a draft CIP Framework and design guidelines (as necessary) for The Town of Goderich CIP.

A Draft CIP will be circulated to the project team for an internal staff review, and revisions will be made accordingly.

A Draft will be finalized upon circulation to agencies and stakeholders to receive feedback. At this time, a Notice of Statutory Public Meeting will be prepared, and the draft CIP will be made available for business owner and stakeholder review via the Municipal website for twenty (20) days prior to the statutory public meeting in accordance with the Planning Act.

We will prepare a presentation which will include a summary of the CIP process, engagement program and overview of feedback received, and a summary of the incentive programs.

Feedback from the public and council will be reviewed, and updates made to the CIP as required.

TASKS

- Preparation of Draft Community Improvement Plan and Design Guidelines (if necessary)
- Circulation to agencies for final feedback
- Notice of Statutory Public Meeting
- Statutory Public Meeting
- Revisions to Final Draft CIP

DELIVERABLES

- Draft Community Improvement Plan, including Design Guidelines (if necessary)
- Draft Marketing, Monitoring, and Implementation Plan



Examples of Design Guidelines and a Community Improvement Plan completed by Stantec within the last year.



Phase Five: Final CIP, Design Guidelines, and Implementation Supports

Once any refinements are incorporated into the CIP from Stage Four, the Community Improvement Plan will be circulated to staff in preparation for the CIP to be presented to Council in accordance with the Planning Act. It should be noted that should there be no revisions or requests from the public or Council during the Statutory Public Meeting, the CIP can be adopted by Council directly following the Statutory Public Meeting.

We anticipate that the CIP framework will address all the standard requirements for a CIP, as follows:

- A Vision, Goals, and Objectives for Community Improvement
- Identification and mapping of a Community Improvement Project Area
- Detailed Financial Incentive Programs
- Town of Goderich Initiatives
- Design Guidelines to the detailed necessary
- An Implementation Strategy
- A Marketing Strategy
- A Monitoring Strategy
- Evaluation Guidelines

While this may be the final stage in the development of the CIP, **it is only the beginning for the Town.** We want to provide the Goderich with the tools they will need to successfully implement the Plan. Successful implementation requires a well-defined marketing plan since a CIP can only effective when business owners are encouraged to apply!

The Implementation Guidelines will include recommendations for a CIP implementation committee and/or CIP Administrator – the **CIP Champion**. It will also include a template for a CIP Brochure that the Town can modify depending on which incentives are available in a given year, a template application form, and a framework for an evaluation matrix that can be used in evaluating CIP applications.

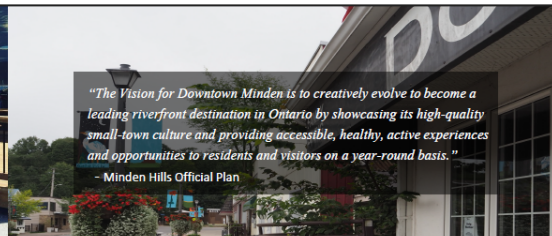
TASKS

- Complete standard requirements for CIP framework
- Complete Implementing Strategy and Guidelines
- Notify stakeholders of Council Adoption
- Assist in the preparation of CIPA and CIP By-law text

DELIVERABLES

- Final Draft Community Improvement Plan and Design Guidelines (in Microsoft Office and PDF files)
- Final Implementing Guidelines and Design Guidelines (in Microsoft Office and PDF files)
- Adoption of CIP by Council

Criteria	Applicant									
	Reviewer		Reviewer		Reviewer		Reviewer		Reviewer	
	ES	FS	ES	FS	ES	FS	ES	FS	ES	FS
Part 1	5									
Overall quality of the application *see Definitions tab for detailed description	4	4	4	4	3	3	4	4	5	5
Part 2.1	10									
Contribute to the Physical Revitalization and Beautification of Minden Village	2	4	4	8	3	6	3	6	2	4
Part 2.2	10									
Support and Encourage the Growth of Existing Business and Economic Development Opportunities	3	6	4	8	4	8	4	8	4	8
Part 2.3	10									
Attract More Visitors and Residents into the Downtown *see Definitions tab for detailed description	1	2	3	6	4	8	3	6	1	2
Part 2.4	10									
Support Minden as a vibrant, diverse, and accessible community *see Definitions tab for detailed description	1	2	3	6	4	8	3	6	1	2
Part 3.1	10									
Improve the overall attractiveness/aesthetic quality of the subject property and/or buildings, through a high quality of urban design.	3	6	4	8	4	8	4	8	4	8
Part 3.2	10									
Enhance the value of the property and provide a return on investment.	3	6	4	8	4	8	3	6	4	8



The Township of Minden Hills has developed a Community Improvement Plan (CIP). The CIP is a tool that allows the Township to contribute financially to private business and landowners to help fund physical improvements to their properties.

Our Goal..

- Attract more visitors and residents to the community
- Contribute to the physical revitalization and beautification of Minden Village
- Support and encourage the growth of local business and economic development opportunities
- Support Minden as a vibrant, diverse, and accessible community

Who is Eligible to Participate?

Property and business owners in the Minden Hills community are eligible to apply. Please contact the Township of Minden Hills Planning Services division to verify if your property is eligible.

What Incentives are available?

Grant programs offer up to 50% of eligible project costs, up to \$2,500-\$7,500*

✓ Façade and Signage Grant

How to Apply?

- ✓ Meet with the CIP Administrator
- ✓ Fill out an application form
- ✓ Get cost estimates
- ✓ Submit your application

Application forms and more information can be found online: <https://mindenhills.ca/> (TBA).

More Information

6 CONSULTATION APPROACH

Our Approach to Engagement

A good engagement plan does not simply disseminate information for public acceptance but serves to integrate community priorities into the decision-making process and articulate benefits, challenges, and opportunities. It is cross-education. We know that to develop a CIP program that will be implemented and celebrated by local stakeholders, it needs to be the product of collaboration. Engagement will therefore be a big component of our work program, and our objectives are:

- To generate awareness of local planning initiatives, process, and the importance of a CIP;
- To ensure that the CIP framework is reflective of local policies, goals, and values;
- To obtain support from local officials (councils, staff, etc.);
- To obtain support from the local business community and development community, who are vital to the success of the CIP and provision of affordable/attainable housing within the Town; and
- To establish realistic expectation regarding what is feasible under Section 28 of the Planning Act, and also municipal budgets.

Our team prides itself on our approach to stakeholder engagement which includes careful attention to the different levels of engagement and consultation, and well-thought out engagement activities with clear objectives.

Virtual Engagement

Considering our current COVID-19 situation and social distancing measures, virtual forms of engagement play an important role in encouraging and ensuing meaningful community engagement. As it is unknown how long social-distancing measures will last, it is important to prepare for the likelihood that all stakeholder workshops will need to be held virtually. There are a wide range of applications and technologies available to ensure that these virtual engagement sessions are lively and interactive. This includes Adobe Connect, Zoom, Global Meet, and others that allow participants to fully collaborate in the discussion, and even design together.

In the past, we have hosted several stakeholder meetings through various software platforms. They offer an alternative to the traditional public meeting and provide a number of different functions to allow multiple presenters, moderated discussions, and Q&A.

We recognize that not all community members may feel comfortable using or have access to the online software, so these platforms can also incorporate dial-in features and presentation transcripts. While we are optimistic that in person engagement sessions will be possible in the future, we are proposing to bring our engagement program online, and have considered the logistics for promoting accessibility and access.

Since our engagement program is fully integrated with our workplan, consultation tasks have been outlined within each phase of our workplan discussed above. We have provided a summary of key elements of our plan below:

Key Stakeholder Brainstorm Session

We have included a key stakeholder brainstorm session within Stage 3, when recommendations have been developed for incentive programs. These workshops will be focused on exploring the proposed incentive programs, funding amounts, and priorities.

Staff/Council Brainstorming Meeting

Staff and Council represents a very important key stakeholder in the preparation of the CIPs. It will be crucial to get their buy-in on incentive programs since they will ultimately be responsible for approving CIP budgets and potentially approving applications. We recommend that a member of Council be appointed to the project team, and Council will also be encouraged to review the virtual engagement material posted to the project website in Phase 3. We propose to conduct these brainstorm sessions virtually.

Project Team Meetings (2 Meetings)

We have incorporated team touchpoints at milestones through the project to review progress and have also dedicated time throughout each stage for staff review of deliverables.

Public Survey

This survey will be hosted on the main project webpage and advertised through the Town's social media platforms. It will be designed to solicit information on the general public's perception of the current improvement needs within the Town, and identify key themes to help target grant and funding programs moving forward.

Virtual Engagement Website

Stantec will work with Town staff to prepare a project website that can be the main source of information for obtaining public and stakeholder input once the draft incentive programs are determined. Stantec will prepare website materials, including a simplified, graphic-focused CIP project process, FAQ, a guided video presentation, survey, and a Google Jamboard* link where stakeholders and members of the public can provide their input through an interactive experience.

**Google Jamboard is a free interactive whiteboard system that allows for online, cross-platform collaboration.*

Statutory Public Meeting

We understand the current challenges with hosting these sessions virtually, however, believe we have a wide range of tools that can allow for thoughtful and inclusive public engagement through a virtual public meeting. The virtual public meeting using a platform such as Global Meet or Zoom, would include a narrated PowerPoint presentation, where all participants are muted, followed by a Question and Answer session, where individual participants can submit text questions or 'raise their hand' to ask questions.

We will provide the Town with appropriate text for notifications associated with public and stakeholder events. We have assumed that the Town will cover all costs of large-scale property owner mailouts, as well as advertising.



7 SCHEDULE

Our proposed Schedule is shown below. Time commitments in weeks are shown from the proposed project start date in December 2021 to Council adoption of the CIP in April 2021, as per page 6 of the RFP. This schedule has been based on our experience on similar projects, and realistic timelines.

It should be noted that our ability to meet the proposed schedule will be dependent upon Council meeting dates, the availability of stakeholders, staff schedules, and any unforeseen events.



Goderich Affordable/Attainable Housing CIP Work Program and Schedule

	2021		2022			
	December	January	February	March	April	
STAGE ONE - KICK-OFF AND BACKGROUND REVIEW						
Project Team Kick-off Meeting	■					
Data Collection and Review	■ ■					
Council/Staff Brainstorm Session	■					
Stakeholder Brainstorm Session		■				
Virtual Public Survey		■ ■ ■ ■				
Needs Assessment, Best Practices, and Environment Scan (Stage 1 Memo)		■ ■ ■ ■ ■				
STAGE TWO - PROPOSED POLICY DIRECTION AND INCENTIVE PROGRAM						
SWOT Analysis and Economic Opportunity Assessment			■ ■			
Draft Incentive Programs and CIPA			■ ■			
Staff Review and Cost Benefit analysis			■			
Draft Marketing/Monitoring/Implementation Plan			■ ■			
Implementation Resources (application form, brochure, Poster/social media template)			■ ■			
Stage 2 Summary Memo			■ ■			
STAGE THREE - VIRTUAL CONSULTATION						
Prepare Engagement Materials (including guided presentation, survey, and feedback form on draft incentives)			■ ■ ■			
Posting Engagement Material to website				■ ■ ■		
Engagement Summary (Stage 3 Summary)					■	
STAGE FOUR - DRAFT COMMUNITY IMPROVEMENT PLAN & DESIGN GUIDELINES						
Prepare draft CIP and design guidelines based on Stakeholder Feedback for Municipal Review				■ ■ ■ ■ ■		
Final draft CIP and Design Guidelines (accommodating municipal feedback)					■	
Statutory Public Meeting					■ ■ ■ ■ ■	
Revise Draft CIP, Design Guidelines, and Implementation Plan based on public feedback for Staff Review						■ ■ ■ ■ ■
STAGE FIVE - FINAL COMMUNITY IMPROVEMENT PLAN & DESIGN GUIDELINES						
Finalize CIP and Implementation Plan						■ ■ ■ ■ ■
Final Team Meeting - Final CIP						■ ■ ■ ■ ■
Council Adoption of CIP						■ ■ ■ ■ ■

■ ■ ■ ■ ■ Statutory Review Period
 ■ Meetings

8 BUDGET

The estimated professional fees, inclusive of disbursements and contingency, exclusive of HST, have been estimated to be **\$25,910.00**. Canadian dollars for the consulting services work outlined within our proposal. Our fee estimate including HST is provided below. As virtual consultation and meetings are assumed, printing costs have been excluded from this budget. A detailed breakdown of task allocations and hourly rates are provided in Appendix B. This total project cost will be considered an upset limit and would not be exceeded without the prior approval from the Town.

Fees for professional services on this assignment will be invoiced monthly on an hourly basis for actual time spend on the project to the upset limit identified above. This estimate was prepared based on our experience in similar projects and our understanding of the Town's specific requirements for this assignment. Hourly rates to the upset limit, and for future additional work associated with this project above that identified within the work program above will be undertaken in accordance with the rates identified in Appendix B.

Clarifications

The following have been assumed within our work program and fee estimate:

- Invoices shall include the project title, a description of the work completed and a billing summary. The summary shall include the tasks set forth in the financial submission and shall indicate the budgeted cost, percentage invoiced to date and a total of these amounts for each task.
- This estimate was prepared based on our experience in similar projects and our understanding of the Town's specific requirements for this assignment.
- Should additional meetings be required other than those identified herein and within the Time-Task Matrix, or the Town modify interim and final reporting requirements during the term of the contract to address specific ongoing needs, the cost of such services would be extra to the scope of work and billed on an hourly basis as per the hourly rates provided.
- Work undertaken as part of this project will be based on freely available information provided by the Town and/or supporting agencies (e.g. CMHC)
- Due to the ongoing COVID-19 Pandemic and changing COVID-19 restrictions, all internal meetings, including 'face-to-face' team meetings, internal and external consultation, including the various brainstorming sessions, will be held virtually via Microsoft Teams and using other virtual engagement tools to be confirmed with the Town at the Project Kick-off Meeting.
- Prior to the commencement of any work, Town Staff will provide Stantec with a contact list of all perceived stakeholders to be consulted as part of the Attainable/Affordable Housing CIP project, including the contact information for Town Staff, Town Council, and any Town's partner's, including the County, that are involved, to some capacity, in the provision of affordable housing the Town.
- The scope includes the creation of high-level Urban Design guidelines that are assumed to be a supporting chapter of the final CIP. The Urban Design guidelines will solely focus on supporting the implementation of the Affordable/Attainable Housing CIP. Should the Town, an additional scope of work can be provided to the Town based on the hourly rates provided within this proposal.
- For the initial project webpage set-up and subsequent project webpage updates, Stantec will create and provide the necessary content to the Town project team but Town staff will be required to implement the web page updates provided by Stantec, as well as post the provided project updates on the Town's social media platforms.
- Email will be used wherever possible to distribute project information to stakeholders.
- Fieldwork is not included in this work program. If detailed archaeological, cultural heritage, natural hazard, agricultural, hydrogeological, or infrastructure assessments become necessary to determine grant programs or focus areas, a separate work plan and fee can be provided.
- Our workplan assumes one round of revisions of Project Deliverables based on consolidated comments from the Town.

9 CONCLUDING REMARKS AND REFERENCES

In Summary

We have reviewed your proposed RFP/contract terms and believe that should we be selected for this assignment, we will be able to conclude a mutually satisfactory contract with you.

We would like to conclude our proposal with the following:

- Our team includes Registered Professional Planners specializing in policy development, community improvement, and public consultation
- We are inspired by and enthusiastic about this project and have put extra care into the development of a thoughtful, efficient, and innovative proposal
- We are able to start immediately and have the resources to complete the work on time and on budget
- We are committed to our Clients and their communities and our references will verify our professionalism and commitment to excellence
- We offer the benefit of multiple perspectives on the implementation and effectiveness of community improvement tools in different parts of Ontario
- We are committed to technical accuracy and political acumen to prepare quality deliverables that are sustainable, flexible, current, well-crafted, and lasting
- We make sure our work is relevant to the local context, responsive to community input, and forward thinking
- We will use a collaborative approach to achieve success and consensus on this project

Consideration of Pandemic

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 to 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.



Thank you for the opportunity to submit our proposal for The Town of Goderich Affordable/Attainable Housing Community Improvement Plan. We have prepared the proposed workplan based on our knowledge and experience of the CIP process and the requirements set out in the RFP. We look forward to the opportunity to discuss our approach to this project further and to growing our relationship with the Town of Goderich.

A

Appendix

Amelia (Amy) Sloan

B.Sc. (Hons), M.Plan., MCIP, RPP

Urban Planner · 9 Years of Experience · London, Ontario

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

Official Plans and Policy Planning

County of Oxford Comprehensive Review*, Oxford County, Ontario (Project Manager, 2020)

Client: Oxford County

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 (Policy Planner, 2020)

Client: Oxford County

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, Lighthouse Cove, Lakeshore, ON, Canada

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.

* denotes projects completed with other firms

Amelia (Amy) Sloan B.Sc. (Hons), M.Plan., MCIP, RPP

Urban Planner · 9 Years of Experience · London, Ontario

Corporate Strategic Planning: Process Design and Facilitation

Brockton Servicing Review, Walkerton, ON, Canada (Project Coordinator)

Amelia was a key contributor of the Community Development team undertaking the review of the land use and development process for the Municipality of Brockton. With experience in municipal and provincial approvals, she used her knowledge to develop recommendations that result in the delivery of a streamlined and integrated review of new development, providing a transparent and predictable environment for the public and the development industry to partake in the development review process.

Review of Bruce County Land Use Planning Division: Structure, Service Delivery Model, Roles and Responsibilities, Bruce County (Planner , 2020)

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.

Strategic Sustainability Planning

Municipality of Lakeshore - Shoreline Management Plan , Lakeshore, ON, Canada (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 (Planner, 2013)

Though 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 (Planner, 2019)

Client: Oxford County

As a project 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.

** denotes projects completed with other firms*

Amelia (Amy) Sloan B.Sc. (Hons), M.Plan., MCIP, RPP

Urban Planner · 9 Years of Experience · London, Ontario

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
(Committee Member, 2017-2019)

Client: Oxford County

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
(Review Committee Member, 2016-2019)

Client: UTRCA

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.

Master Plans and Class Environmental Assessments

County of Oxford Transportation Master Plan*,
Oxford County, Ontario (Land Use Planner, 2017-2019)

Client: Oxford County

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.

COMMUNITY INVOLVEMENT

Panel Member, London Urban Design Peer
Review Panel, London, Ontario 2019-2020

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

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

Committee Chair, Ontario Trillium Foundation -
Grant Review Team

** denotes projects completed with other firms*

Moira Davidson BES

Urban Planner · 4 Years of Experience · Waterloo, Ontario

Moira is an Urban Planner with over four 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, United Kingdom, 2019

MEMBERSHIPS

Candidate Member, Ontario Professional Planners Institute

Candidate Member, Canadian Institute of Planners

PROJECT EXPERIENCE

Policy Planning

Southwest Middlesex Community Improvement Plan (Project Manager, 2020-2021)

Client: Municipality of Southwest Middlesex

Total Construction Cost: CAD 15k

Stantec's proposed Community Improvement Plan (CIP) served to funnel key municipal investment into area of Southwest Middlesex. Moira acted as Project Manager and was also a key content creator and public consultation facilitator for the project. Moira ensured content was delivered on-time to keep the project on schedule and on budget.

Centre Wellington Growth Management Strategy, Township of Centre Wellington, Ontario (Analyst, 2018)

Moira assisted the Project Manager during the final phases of the project confirming planning policy and recommendations listed within the Managing Strategy and drafting the final Management Strategy tables and figures.

** denotes projects completed with other firms*

Moira Davidson BES

Urban Planner · 4 Years of Experience · Waterloo, Ontario

Guelph Eramosa Community Improvement Plan, Guelph Eramosa Township, Ontario (Project Assistant , 2018)

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.

Lighthouse Cove Secondary Plan, Lighthouse Cove, Lakeshore, ON, Canada (Policy Planner, 2019-2021)

Moira was involved in the review and completion of the Lighthouse Cove Secondary Plan, which intended 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. Moira assisted in completing the above relevant studies as well as provided engagement coordination for the project. Moira assisted in creating public consultation materials, collected engagement data, drafted engagement reports and provided recommendations as a result of the engagement feedback.

Invest Well Community Improvement Plan, County of Wellington, Ontario (Analyst, 2018)

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.

Municipality of Lakeshore - Shoreline Management Plan , Lakeshore, ON, Canada (Policy Planner, 2019-2021)

Through a joint study with Zuzek Inc., Moira was part of a Stantec team that worked to investigate the costal erosion and flooding hazard potential on the south coast of Lake St. Clair along the Town of Lakeshore shoreline. Moira acted as both a policy planner and consultation coordinator for this project. Moira prepared various community engagement materials, facilitated virtual public engagement events, facilitated stakeholder engagement, collected engagement data, drafted engagement reports and provided recommendations as a result of the engagement feedback.

Downtown Millbrook Community Improvement Plan, Township of Cavan Monaghan, Ontario (Junior Planner, 2017-2018)

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.

** denotes projects completed with other firms*

Moira Davidson BES

Urban Planner · 4 Years of Experience · Waterloo, Ontario

Mapleton Community Improvement Plan, Township of Mapleton, Ontario (Junior Planner, 2018)

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, 2017-2018)

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.

Township of Cavan Monaghan Comprehensive Zoning By-Law Review, Township of Cavan Monaghan, Ontario (Project Assistant, 2018)

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.

Puslinch Comprehensive Zoning By-Law Review , Township of Puslinch, Ontario (Project Analyst , 2017)

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.

Town of Wasaga Beach Age-Friendly Project*, Wasaga Beach, Ontario (Junior Analyst, 2015)

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, 2017-2018)

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.

Town of Erin Community Improvement Plan, Town of Erin, Ontario (Analyst, 2017-2018)

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.

** denotes projects completed with other firms*

Emily is an architectural and urban designer with six years of international work experience. She has practiced in the Netherlands, the UK, the US and now at home in Toronto. Her focus is on delivering thoughtfully crafted environments that are contextual, connected, and resilient.

Emily couples her design development experience with strong project coordination, graphic and communication skills. As part of Stantec's innovative Urban Places team she has recently contributed to Waterloo Uptown Public Realm Strategy, Orillia Streetscapes Plan, and the new South Niagara Hospital Campus Plan.

EDUCATION

Master of Science in Architecture, TU Delft, Delft, The Netherlands, 2016

Honours Bachelor of Architectural Studies, University of Waterloo, Cambridge, Ontario, Canada, 2013

PROJECT EXPERIENCE

Master Planning / Urban Design

Master Innovation Development Plan, Quayside Development, Sidewalk Labs, Toronto, ON, Canada (Project Coordinator, 2018-2019)

Stantec collaborated closely with Quayside's architects and landscape architects from start to finish. Consistent with Sidewalk Labs' mission, our team re-imagined the development process from the ground up and explored a range of pioneering approaches to infrastructure. As a member of the integrated project design team, Emily supported the Stantec team as a project coordinator, helping to manage deliverables, discipline coordination, and communications with the client.

Orillia Streetscape Master Plan, Orillia, Ontario (Urban Designer, 2018)

Client: City of Orillia

Stantec Urban Places and Landscape Architecture collaborated on a streetscape design and master plan for the historic main street of Downtown Orillia. Emily contributed to the project visioning and participated in consultant team workshops.

Downtown Area Redevelopment Plan, Fort McMurray Downtown, Alberta (Urban Designer, 2020)

Client: Regional Municipality of Wood Buffalo

Contributing to the development and design of the ARP visioning, engagement, and priority initiatives for the redevelopment of Fort McMurray's Lower Town Site.

Uptown Public Realm Strategy, Waterloo, ON, Canada (Urban Designer, 2018)

Emily contributed to the Public Realm Strategy for Uptown Waterloo, which identifies opportunities to highlight, build upon and connect existing assets of the Waterloo public realm and built environment, in order to provide the community with year-round connections to their urban landscape and a range of great places to walk, ride, play, meet and rest.

Healthcare Campus Planning and Design

Weeneebayko General Hospital Redevelopment (PDC Services), Moosonee, ON, Canada (Urban Designer, 2021-Present)

Client: Weeneebayko Area Health Authority

Stantec is providing planning, design, and conformance (PDC) services for the redevelopment of the Weeneebayko General Hospital and Health Centre in Moosonee, Ontario. The Stantec team is providing the illustrative schematic design, as well as detailed output specifications for the full range of design and construction requirements for the construction of a new mixed-use health campus featuring a hospital, long term care home, hostel, mental health clinic, and residential. Emily is the urban designer for the project.

Emily Clark BAS, MScArch

Urban Designer · 6 Years of Experience · Toronto, Ontario

South Niagara Hospital, Niagara Falls, ON (Urban Designer, 2020-Present)

Client: Niagara Health System

Stantec is providing planning, design, and conformance (PDC) services for the new South Niagara Hospital in Niagara Falls, Ontario. Having previously completed the campus plan for Niagara Health, the Stantec team is now providing the illustrative schematic design, as well as detailed output specifications for the full range of design and construction requirements. Emily is the urban designer for the project.

Niagara Health Welland Site Campus Plan, Welland, ON, Canda (Urban Designer, 2021)

Client: Niagara Health

Emily contributed to the campus planning for the renewal and expansion of the Welland Hospital in Welland, Ontario. The campus plan accommodates the operational needs of the existing hospital while planning for growth and renewal of the campus over a 15 year build out.

South Niagara Hospital Campus Plan, City of Niagara, Ontario, Canada (Urban Designer, 2019)

Client: Niagara Health Services

Emily contributed to the campus planning of future South Niagara Hospital in Niagara, Ontario. Set within a rural landscape, this future campus of health and wellness will be a gateway development for the Grand Niagara Secondary Plan area.

B

Appendix



Goderich Community Improvement Plan (CIP) Detailed Fee Schedule and Time Commitments

Moira Davidson Project Manager & Policy Planner	Amelia Sloan, RPP Project Advisor	Urban Designer	Administrative Support	SUB-TOTALS (hrs)
9	12	10	7	
\$ 127.00	\$ 143.00	\$ 134.00	\$ 120.00	

STAGE ONE - KICK-OFF AND BACKGROUND REVIEW

Task	Moira Davidson	Amelia Sloan, RPP	Urban Designer	Administrative Support	SUB-TOTALS (hrs)
0.1 Project Management	5	1		1	7
1.1 Project Team Kick-off Meeting	1	1	1		3
1.2 Data Collection and Review	7		4		11
1.3 Council/Staff Brainstorm Session		2			2
1.4 Stakeholder Brainstorm Session	2				2
1.5 Virtual Public Survey	2				2
1.6 Needs Assessment, Best Practices, and Environment Scan (Stage 1 Memo)	7	1	2	1	11

STAGE TWO - PROPOSED POLICY DIRECTION AND INCENTIVE PROGRAM

Task	Moira Davidson	Amelia Sloan, RPP	Urban Designer	Administrative Support	SUB-TOTALS (hrs)
2.1 SWOT Analysis and Economic Opportunity Assessment	7	2.5	1		10.5
2.2 Draft Incentive Programs and CIPA	7	3	10		20
2.3 Staff Review and Cost Benefit analysis	1	1			2
2.4 Draft Marketing/Monitoring/Implementation Plan	7	3			10
2.5 Implementation Resources (application form, brochure, Poster/social media template)	7	1	3		11
2.6 Stage 2 Summary Memo	2			1	3

STAGE THREE - KEY STAKEHOLDER CONSULTATION

Task	Moira Davidson	Amelia Sloan, RPP	Urban Designer	Administrative Support	SUB-TOTALS (hrs)
3.1 Prepare Engagement Materials (including guided presentation, survey, and feedback form on draft incentives)	6	1	4	1	12
3.2 Posting Engagement Material to website	2				2
3.3 Engagement Summary (Stage 3 Summary)	4				4

STAGE FOUR - DRAFT COMMUNITY IMPROVEMENT PLAN

Task	Moira Davidson	Amelia Sloan, RPP	Urban Designer	Administrative Support	SUB-TOTALS (hrs)
4.1 Prepare draft CIP and design guidelines based on Stakeholder Feedback for Municipal Review	17	3	16		36
4.2 Final draft CIP and Design Guidelines (accommodating municipal feedback)	6	1	6	1	14
4.3 Statutory Public Meeting	5	3			8
4.4 Revise Draft CIP, Design Guidelines, and Implementation Plan based on public feedback for Staff/Project team Review	4		4	1	9

STAGE FIVE - FINAL COMMUNITY IMPROVEMENT PLAN

Task	Moira Davidson	Amelia Sloan, RPP	Urban Designer	Administrative Support	SUB-TOTALS (hrs)
5.1 Finalize CIP, Design Guidelines, and Implementation Plan	2	1	2	1	6
5.2 Final Team Meeting - Implementation	1	1	1		3

Sub-total Hours	102	25.5	54	7	188.5
Sub-total Cost	\$12,954.00	\$3,646.50	\$7,236.00	\$840.00	\$24,676.50

5% Flat Rate Disbursements	\$647.70	\$182.33	\$361.80	\$42.00	\$1,233.83
Travel Costs and Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
FINAL TOTAL	\$13,601.70	\$3,828.83	\$7,597.80	\$882.00	\$25,910.33

TOTAL FIXED FEE = \$25,910.33

C

Appendix

APPENDIX A

THIS PAGE MUST BE RETURNED AS PART OF THE PROPOSAL SUBMISSION

RESPONDENT'S DECLARATION

The Respondent has care fully examined the conditions attached to this Request for Proposal and is prepared to perform the work as outlined in this document in an expedient, professional and workmanlike manner, promptly and as directed by the Town.

No person, firm or corporation, other than the Respondent, has any interest in this proposal or in the proposed services for this proposal.

This proposal is made without any connection, comparison of figures, or arrangements with, or knowledge of any other corporation, firm or person making a proposal for the same Service and is in all respect fair and without collusion or fraud.

No member of the staff of the Town of Goderich is, or will become interested directly or indirectly; as a contracting party, partner, shareholder, surety or otherwise; or in the performance of the Service; or in the supplies, service or business to which it relates; or in any portion of the profits thereof; or in any of the monies to be derived there from.

The content and requirements of this RFP have been read and understood.

All prices are quoted in Canadian funds.

DATED AT Kitchener, ON THIS 29 DAY OF November 2021



SIGNATURE OF WITNESS



SIGNATURE OF RESPONDENT
