SUBJECT: Airport Employment Growth District Study – Terms of Reference (PED07153/PW07068) (City Wide)

RECOMMENDATION:

(a) That staff be authorized and directed to issue a Request for Proposal to engage the services of a consulting team to conduct Phase 1 of the Airport Employment Growth District Study per the attached Terms of Reference outlined in Appendix B of Report PED07153/PW07068.

(b) That the General Managers of the Planning and Economic Development Department and the Public Works Department be authorized and directed to negotiate with the selected Phase 1 Consultant Team to continue with Phase 2 of the Study provided that performance expectations for Phase 1 are met or exceeded and costs are reflective of the expected work.
(c) That staff be authorized and directed to establish a Community Liaison Committee that will provide input to the Airport Employment Growth District Study throughout Phases 1 and 2 and report back to Committee of the Whole for their approval.

(d) That decisions regarding the Airport Employment Growth District Study be presented and decided at special Committee of the Whole meetings for the duration of the project.

EXECUTIVE SUMMARY:

Significant employment growth is required in Hamilton to create a balanced community in which opportunities are provided for residents to work within the municipality. Council has identified increased employment and non-residential assessment growth as a strategic priority and the inclusion of employment lands in the City’s Growth Related Integrated Development Strategy (GRIDS) facilitates this objective.

Economic Development and Public Works staff have worked together to establish the Terms of Reference for a land use and servicing Study for the Airport Employment Growth District (AEGD). The AEGD is illustrated on the map attached as Appendix A to Report PED07153/PW07068 and the Request for Proposal is attached as Appendix B to Report PED07153/PW07068. The Study will include the preparation of a Secondary Plan and Financing Strategy/Phasing Plan as well as a Transportation Master Plan, a Sub-watershed Study and Master Drainage Plan and a Water/Wastewater Master Plan. The project will be completed in a coordinated fashion and will follow the requirements of the Planning Act for the Secondary Plan and the Municipal Engineers Association’s Municipal Class Environmental Assessment (EA) Process (June 2000) for the Master Servicing Plans.

The AEGD Study will be completed in two phases: Phase 1 will identify issues related to the development of the AEGD and will result in a project scoping document, and Phase 2 will develop land use options, recommend a preferred option and finalize the
required planning and master planning documents. The two phase approach is recommended due to the complexities of development surrounding the Airport, and the need to build community support for the final land use/servicing plan.

Public consultation will be a key component of the Study and will, at a minimum, fulfill the requirements of the Planning Act and Municipal Class EA document.

Public consultation will be achieved through several initiatives, including:

- Community Liaison Committee
- Dialogue with First Nations
- Consultation with other potentially affected parties
- Public Information Centres/Public Meetings
- City Web Site
- Community/Council Newsletters

Phase 1 of the AEGD Study is expected to be completed ten (10) months following Study commencement. The final completion of the Secondary Plan and Master Servicing Plans and minimum 30 day review (Phase 1) is expected to be completed in 14 months thereafter.

**BACKGROUND:**

**Introduction**

The Ontario Municipal Board (OMB) decision of September 25, 2006 has allowed the City to move forward with the required studies for lands surrounding the John C. Munro Hamilton International Airport. As part of the OMB order, an additional 1,000 acres of land was added to the original Study area. Appendix A to Report PED07153/PW07068 is a map of the Airport Employment Growth District.

**The Significance of the Airport Employment Growth District**

Airport master-planned communities are becoming key employment drivers in local economies. They generally target time-sensitive companies for distribution such as computer hardware/software, electronics, telecommunications equipment, apparel, automotive components, industrial equipment and healthcare/biotechnology products.

Emerging Airport master-planned communities, such as the Dallas Fort Worth International Airport, are retaining and expanding business while investing millions to ensure that their communities benefit from this economic engine’s results. Increased employment and non-residential assessment growth has been identified by City of Hamilton Council as a strategic priority and the inclusion of employment lands in the City’s Growth Related Integrated Development Strategy (GRIDS) facilitates this objective. To create a balanced community, in which opportunities are provided within the community for residents to work, Hamilton will require significant employment growth to balance the projected population growth. Population growth must be more deliberately linked to employment growth to create the type of community envisioned in
Vision 2020, that being a City that supports a population that maintains “our environmental integrity together with our social quality and economic prosperity”. In this regard, the Places to Grow Plan notes that where a municipality proposes an urban boundary expansion then, amongst other criteria, that “the proposed expansion provides a balance between population and employment growth (target ratio of 2:1)”. 

Purpose of this Request for Proposal

Economic Development Division staff and Public Works (Capital Planning and Implementation Division) staff worked together to develop the draft Request for Proposal (RFP) for the Airport Employment Growth District (AEGD) Study. The purpose of the RFP, attached as Appendix B to Report PED07153/PW07068, is to retain the services of a consulting team to prepare a Secondary Plan and Financing Strategy/Phasing Plan as well as a Transportation Master Plan, a Sub-watershed Study and Master Drainage Plan and a Water/Wastewater Master Plan for the Airport Employment Growth District. The project will be completed in a coordinated fashion and will follow the requirements of the Planning Act for the Secondary Plan and the Municipal Engineers Association’s Municipal Class EA Process (June 2000) for the Master Servicing Plans. The details of these initiatives, as well as deliverables are described below.

The goals of the Secondary Plan and Master Servicing Plans are to:

- Develop a policy framework to support land-use designations and implementation strategy
- Identify appropriate land use designations for the lands
- Identify an internal transportation network, including roads, transit, bike lanes and pedestrian walkways taking into consideration the City’s overall Transportation Master Plan
- Identify potential external transportation corridors, such as links between the Airport Employment Growth District and the Red Hill Valley Parkway and the proposed GTA-Niagara corridor
- Provide a comprehensive storm water management/drainage scheme for the lands
- Locate/size water and wastewater servicing

The objectives of the Secondary Plan and Master Servicing Plans are to:

- Meet Provincial legislation and regulations i.e. Places to Grow, Provincial Policy Statement, Bill 51
- Prepare a background report, OPA/Secondary Plan, draft Zoning regulations, Subwatershed Study and Master Drainage Plan, Urban Design Guidelines, Transportation Master Plan and Water/Wastewater Master Plan
- Prepare a development phasing plan for the Airport Employment Growth District, identifying the optimum sequencing and timing of development
- Prepare an implementation plan which includes a financing plan for the infrastructure
Apply the following environmental assessment planning principles:

- Consultation with potentially affected parties including, but not limited to, the general public, community and industry groups, Provincial and Federal agencies, First Nations, and meetings with a Community Liaison Committee
- Identification and consideration of all reasonable alternatives
- Identification and consideration of the effects of each alternative on all aspects of the environment
- Systematic evaluation of the alternatives in terms of their advantages and disadvantages to determine their net environmental (natural, social and economic) impacts including the consideration of appropriate mitigating measures
- Provision of clear and complete documentation of the Study processes to provide a traceable decision making process
- Fulfil all Phase 1 and 2 Municipal Class EA requirements. Further work would be required to fulfil Phases 3 and 4 of the Municipal Class EA for any identified Schedule C projects.

**Study Phasing**

The Study will proceed in a two-phase approach. Phase 1 will be an issue identification, information gathering and preliminary analysis exercise that will result in a project scoping document. Phase 2 will build on Phase 1 and develop land use options, recommend a preferred option and finalize the planning and master planning documents required for such undertakings. The two-phase approach is recommended due to the complexities of development surrounding the Airport, and the need to build community support for the final land use/servicing plan. Phase 1 will identify opportunities and constraints related to development of the AEGD. This will allow for a thorough understanding of the Study area prior to moving into Phase 2. The Phase 2 component of the attached RFP is in a draft format presently and will be finalized when Phase 1 is nearing completion.

**Public Consultation**

Public consultation will, at a minimum, fulfil the requirements of the Planning Act and Municipal Class EA document. The consultant will be made aware that the City’s process for this Study will exceed the minimum requirements set out by the either the Ministry of Municipal Affairs and Housing and the Ministry of the Environment.

Public consultation will be achieved through several initiatives:

- Community Liaison Committee
- Dialogue with First Nations
- Consultation with other potentially affected parties
- Public Information Centres/Public Meetings
- City Web Site
- Community/Council Newsletters
Community Liaison Committee (CLC)

The purpose of the CLC is to provide a forum for in-depth discussion of project issues with a representative group of interested stakeholders. The CLC will help to identify contentious issues and assess the possible reaction of the public.

The CLC will meet monthly (evening meetings) during Phases 1 and 2 of the Secondary Planning and Master Servicing Planning process to provide input to the Study Team. Meetings will be run by a professional facilitator who will be part of the Consultant Team.

A draft Terms of Reference and membership list has been developed for the CLC. This simply provides a starting point. The OMB decision identified some of the membership for the CLC, staff will advertise for other members and will have City Council approve membership. Once the CLC has been established, staff will work with the CLC to complete the Terms of Reference for the Committee as well as ensure that the membership is adequate. City Council will then approve the CLC Terms of Reference.

Public Information Centres (PICs)

Public Information Centres are held to disseminate Study information to the interested public using an informal process. They allow for one-on-one discussions between members of the Project Team and members of the public. PICs will generally run from 6:30 p.m. to 9 p.m. with a presentation at 7 p.m. followed by questions and answers.

Committee of the Whole Special Meetings

Due to the complexity of this Study, as well as its City-wide implications, staff recommend that presentations will be made at Special Committee of the Whole meetings to provide updates during the Secondary Planning and Master Planning process, at key decision points as well as at the completion of the process. Endorsement of the Secondary Plan will be required from Council prior to filing the Master Servicing Plans for the minimum 30-day review period.

City Web Site

A Study web site will be developed and maintained by City staff. The web site information will include background information, presentation materials from PICs and draft/final reports as well as a frequently asked questions page.

Study Schedule

Phase 1 is expected to be completed ten (10) months following Study commencement. The final completion of the Secondary Plan and Master Servicing Plans and minimum 30 day review (Phase 1) is expected to be completed in 14 months thereafter. Phase 2 milestones will be developed at a later date.
Study Administration

The Study will be administered jointly with Planning and Economic Development Department staff and Public Works Department staff. Mr. James Goodram will be the City's Senior Project Manager responsible for the Secondary Plan, and Ms. Jill Stephen will be the City’s Senior Project Manager responsible for the Master Servicing Plans. Together, they will coordinate the day-to-day contact and regular liaison with the Consultant and external stakeholders on behalf of the City. Mr. Guy Paparella will be the City's Project Director, responsible for the coordination of the Study with other initiatives being undertaken by the City. Mr. Chris Murray and Mr. Tim McCabe will be Project Advisors. Other City staff will participate on the Technical Steering Committee, as required. The Project Team will consist of City and consultant staff involved directly or indirectly in the Study.

The Consultant Team will allow for regular meetings with the City's Senior Project Managers and the Technical Steering Committee at City offices. The consultant will be responsible for preparing the agendas and minutes and any other materials required for these meetings on a bi-monthly basis.

Please refer to Appendix C to Report PED07153/PW07068 for the Study administration organization chart.

ANALYSIS/RATIONALE:

Planning Context

Both the City of Hamilton and the Province of Ontario have identified the John C. Munro Hamilton International Airport (HIA) as an economic development priority:

- Places to Grow identified the Airport as Hamilton’s top economic priority by stating growth should “take advantage of the economic opportunities provided by the Airport.”
- The Hamilton Airport Gateway Opportunities Study stated “a strong industrial base in the vicinity of the Airport will support and solidify its function as an important part of Southern Ontario’s transportation infrastructure”.
- The Provincial draft terms of reference for the Niagara to GTA Corridor state, “John C. Munro Hamilton International Airport is a future economic growth centre and major development area in the region.”
In order for us to realize the full economic development potential of the employment lands surrounding the HIA it will be necessary to expand the urban boundary for employment purposes.

Growth Related Integrated Development Strategy

Total employment in Hamilton is projected to increase by 90,000 jobs and, as part of GRIDS, Council directed that based on the results of the “Hamilton Airport Gateway Opportunities Study” (HAGOS) and the “Providing Employment Lands in Hamilton - Financial Options” report, to support long-term Airport operations and to stimulate economic development in and around the Airport/Airport Industrial Business Park, between 830 - 1,295 ha (2,050 - 3,200 acres) of land are required to be evaluated for employment related uses.

On May 18, 2006, City Council endorsed GRIDS (Growth Related Integrated Development Strategy) which identified the preferred “Nodes and Corridors” scenario for future growth to the Year 2031. Included in the preferred growth scenario was the Airport Employment Growth District which addresses the City's need for employment lands to the Year 2031.

The GRIDS process included the development of master plans for water/wastewater, transportation and stormwater. The Integrated Water and Wastewater Master Plan for the Lake Based Systems identifies “the water and wastewater servicing strategy for the lake based systems to address existing servicing commitments, water quality issues in Hamilton Harbour and to support growth for the next 30 years”. It also provided the preferred water and wastewater servicing strategies for the AEGD area. The Hamilton Transportation Master Plan developed policies and strategies for the City’s transportation network (including roads, transit, cycling and pedestrian facilities, and connections to the Port, rail facilities and the Airport) for the next 30 years. One of the central recommendations of the Transportation Master Plan is the “need to improve transportation access to existing and future employment lands in order to support existing businesses and attract new ones”. The Stormwater Master Plan was completed to “identify, enhance and mitigate the adverse impacts of development on water quality, erosion, flooding and aquatic and terrestrial environment” and to “identify a Preferred Stormwater Strategy for the next thirty years”. Alternative Management Strategies were selected for each watershed within the City “based on existing and proposed land uses, existing environmental conditions and issues within the watershed, Remedial Action Plan requirements, and the ability of each Alternative Strategy to meet the Study objectives”.

Ontario Municipal Board Decision

The Ontario Municipal Board (OMB) issued a decision on September 25, 2006 with respect to the Airport Employment Growth District. The decision of the OMB was to allow Official Plan Amendments to the Regional Municipality of Hamilton-Wentworth, Town of Ancaster and the Township of Glanbrook Official Plans to identify a Special Policy Area in which to consider an Airport Employment Growth District centred around the John C. Munro International Airport. The Amendment is to recognize, protect and
capitalize on the long-term economic importance of the Airport and its unique role as a catalyst for Airport related and other employment uses. The effect of the Amendment is two-fold:

- To protect John C. Munro International Airport’s 24 hour operation by restricting incompatible and noise sensitive land uses from encroachment into Airport noise sensitive areas; and,
- To provide for the development of a future employment land growth centre.

Further Study is required to demonstrate such matters as the amount of land required for the Airport Employment Growth District, the nature of the proposed employment uses, the infrastructure (particularly storm, sewage, water and transportation) needed to service the lands, provisions required to maintain the key functions of the Airport, including the minimization of land use conflicts related to existing/planned Airport operations, and the cost and method of financing the Employment District.

This further Study is to be undertaken in consultation with the Ministry of Municipal Affairs and Housing (MMAH), Ministry of Public Infrastructure Renewal (MPIR) and Hamiltonians for Progressive Development (HPD) along with other interested stakeholders. The City will create and invite HPD, TradePort International Corporation and Swisscan Properties Inc. along with others including Six Nations Council representatives and City Councillors to participate in a Community Liaison Committee.

Official Plan

The justification of the need of employment lands will be undertaken through an Amendment to the Official Plan for the City of Hamilton. Therefore, this Request for Proposals (RFP) will focus on the development of an Integrated Secondary Plan for the Airport Employment Growth District and it is not a requirement of this RFP to justify the need for employment lands.

**ALTERNATIVES FOR CONSIDERATION:**

The alternative includes not endorsing the recommendations above. This would result in the City not being able to comprehensively Study the Airport Employment Growth District in terms of providing future employment uses. This would result in the City’s inability to accommodate future employment opportunities as per the Province’s population and employment growth forecast.

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

Financial: The costs associated with undertaking the Airport Employment Growth District Study have been approved through past Capital Budget processes. To this end, $1,245,000 has been allocated as an up set limit for all the studies, facilitation and public consultation (Phase 1 and 2).
Staffing: The City will retain the services of a consulting team to undertake the Study. City staff will work with the consulting team in this regard and have addressed this Study in their work plans for 2007 - 2009.

Legal: Legal Services will provide assistance as required. The attached Terms of Reference address the requirements of the Ontario Municipal Board decision of September 2006. The secondary plan component of the Study will be carried out in accordance with the Planning Act.

Municipal undertakings such as road improvements, water and wastewater projects are subject to Ontario’s Environmental Assessment Act. The Act allows for the approval of Class Environmental Assessments and the municipality has the option of following the planning process set out in the Municipal Engineers Association Class Environmental Assessment (June 2000). This Study would follow Master Plan Approach #2 in Appendix 4 – Master Plans, of the Municipal Engineers Association Municipal Class Environmental Assessment document (June 2000). A Master Plan Class EA document for these studies will be completed and will fulfill Phase 1 and 2 of the Class EA process. Upon completion, the City will be required to file the reports on the public record for a minimum 30-day review period. Only Schedule B projects and not the Master Plan itself will be subject to the Part II Order appeal process (bump-up). Schedule C projects must complete Phase 3 and 4 of the Class EA process, prior to filing on public record.

POLICIES AFFECTING PROPOSAL:

GRIDS

As noted above, City Council endorsed GRIDS which identified the preferred scenario for future growth to the Year 2031. Included in the preferred growth scenario was the Airport Employment Growth District which addresses the City’s need for employment lands to the Year 2031.

City-wide Master Plans

The GRIDS process also included the development of master plans for water/wastewater, transportation and stormwater. The master plans identified the preferred servicing framework/strategies to the Year 2031 and beyond. The intent of this process is to build on the work completed as part of the master plans, and to identify the local infrastructure requirements within the Study area.

RELEVANT CONSULTATIONS:

The Terms of Reference for the Airport Employment Growth District were prepared by Planning and Economic Development Department and Public Works staff. The following Divisions provided comment:
• Planning and Economic Development Department – Long Range Planning Division; Development and Real Estate Division including Zoning By-law Reform and Community Planning Sections.

• Public Works Department – Capital Planning and Implementation Division; Red Hill Valley Project Office and the Water/Wastewater Division.

**CITY STRATEGIC COMMITMENT:**

By evaluating the “Triple Bottom Line”, (community, environment, economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

**Community Well-Being is enhanced.** ☑ Yes ☐ No

The Airport Employment Growth District Study will involve extensive community consultation. The community will have many opportunities to express their views in relation to this City initiative.

**Environmental Well-Being is enhanced.** ☑ Yes ☐ No

The Airport Employment Growth District Study will involve comprehensive review taking into account environmental issues. Staff and the consulting team will work closely with the Conservation Authorities and the Province as part of the Greenbelt Plan is within the Study area.

**Economic Well-Being is enhanced.** ☑ Yes ☐ No

Ultimately, investment in Hamilton will be enhanced and supported and the City’s economic base will become more diversified.

**Does the option you are recommending create value across all three bottom lines?**

☑ Yes ☐ No

**Do the options you are recommending make Hamilton a City of choice for high performance public servants?**

☑ Yes ☐ No

Such initiatives are professionally stimulating and result in Hamilton being a choice for employment for those interested in bettering community life.

JG/JS

Attachs. (3)
REQUEST FOR PROPOSAL
FOR CONSULTING SERVICES
FOR
THE DEVELOPMENT OF A SECONDARY PLAN AND ASSOCIATED
MASTER PLANS FOR THE AIRPORT EMPLOYMENT GROWTH DISTRICT
IN THE CITY OF HAMILTON

Proposals are due by:

4 p.m. on Monday__________.
1.0 GENERAL

1.1 Introduction

The John C. Munro Hamilton International Airport is an important economic engine for the City of Hamilton. With the North American Free Trade Agreement (NAFTA), Free Trade Area of the Americas (FTAA), European Community and evolving Asia/Pacific Community, the Airport will be part of our future for employment and assessment growth as well as distribution development. The growth of other industry sectors in Hamilton is dependent on ready access to the airport and the servicing of lands for future development in the surrounding area. Refer to Appendix A for a map of the Airport Employment Growth District (AEGD).

1.2 Purpose of this Request for Proposal

The City of Hamilton will be retaining the services of a consulting team to prepare a Secondary Plan and Financing Strategy/Phasing Plan as well as a Transportation Master Plan, a Subwatershed Study and Master Drainage Plan and a Water/Wastewater Master Plan for the Airport Employment Growth District. The Secondary Plan will be completed in accordance with all relevant requirements of the Planning Act. The Transportation Master Plan, Water/Wastewater Master Plan and the Subwatershed Study and Master Drainage Plan will be completed in accordance with the Municipal Engineer’s Association Municipal Class Environmental Assessment Process (June 2000), including satisfaction of Phases 1 and 2 requirements for all identified projects.

The Airport Employment Growth District is an important economic engine for the City of Hamilton. Proper land use and infrastructure planning is paramount in this area. Because of its geographic location, and because of its role in goods movement and Hamilton’s economy, there are many complex issues that must be properly scoped prior to proceeding with the development of Secondary Plans and Master Plans. This work will comprise Phase 1, which is the basis of this Request for Proposal. The requirements for Phase 2 have been included in this Request for Proposal for reference purposes only; these requirements may be revised to reflect the findings of Phase 1. Bidders are to submit their proposals based on Phase 1 only.

Facilitation will be required as part of both phases of this study in order to assist with project communication to the public and the Community Liaison Committee (to be established). The
details of these initiatives, as well as deliverables are described below.

PLEASE NOTE: The project will be conducted in two phases. For the purposes of this RFP, consultant teams are asked only to submit proposals for Phase 1 only. A separate RFP will be issued for Phase 2 at a later date.

1.3 Goals and Objectives

The goals of the Secondary Plan and Master Plans are to:

- Establish a policy framework to support the land-use designations and implementation strategy;
- Identify appropriate land use designations for the lands;
- Identify an internal transportation network, including roads, transit, bike lanes and pedestrian walkways taking into consideration the City’s overall Transportation Master Plan;
- Provide a comprehensive stormwater management/drainage plan for the lands, in accordance with the City’s Stormwater Master Plan;
- Provide a comprehensive water and wastewater servicing strategy (including infrastructure location and sizing), in accordance with the City’s Integrated Water and Wastewater Master Plan for the Lake Based Systems.

The objectives of the Secondary Plan and Master Plans are to:

- Meet Provincial legislation and regulations i.e. Places to Grow, Provincial Policy Statement, Bill 51;
- Prepare a background report, OPA/Secondary Plan, draft Zoning regulations, Urban Design Guidelines, a Transportation Master Plan, a Water/Wastewater Master Plan and a Subwatershed Study and Master Drainage Plan;
- Prepare a development phasing plan for the Airport Employment Growth District, identifying the optimum sequencing and timing of development;
- Prepare a implementation plan which includes a financing plan for the infrastructure;
- Apply the following environmental assessment planning principles:
  - Consultation with potentially affected parties including, but not limited to, the general public, community and industry groups (i.e. Hamilton Cycling Committee, Southern Ontario Gateway Council), Provincial and Federal agencies, First Nations, and meetings with a Community Liaison Committee;
  - Identification and consideration of all reasonable and feasible servicing alternatives;
  - Identification and consideration of the effects of each servicing alternative on all aspects of the environment;
  - Systematic evaluation of the alternatives in terms of their advantages and disadvantages to determine their net environmental (natural, social and economic) impacts including the consideration of appropriate mitigating measures;
• Satisfaction of Phases 1 and 2 of the Municipal Class EA;
• Identification of other Environmental Assessment requirements, e.g. Canadian Environmental Assessment Act relevant to the AEGD study; and
• Provision of clear and complete documentation of the study processes to provide a traceable decision making process.

2.0 BACKGROUND

2.1 The Significance of the Airport Employment Growth District

Airport master-planned communities are emerging around airports. Services include, but are not limited to, airport, major highways, rail, port connections, mass transit service, airport industrial development, and commercial/spin-off development. Airport lands offer Internet access, sanitary, water, natural gas, electrical, phone and cable services. Airports are targeting time-sensitive companies for distribution such as computer hardware/software, electronics, telecommunications equipment, apparel, automotive components, industrial equipment and healthcare/biotechnology products.

Airport master-planned communities are retaining and expanding business while investing millions to ensure that their communities benefit from this economic engine’s results. Increased employment and non-residential assessment growth has been identified by City of Hamilton Council as a strategic priority and the inclusion of employment lands in the City’s Growth Related Integrated Development Strategy (GRIDS) facilitates this objective. To create a balanced community, in which opportunities are provided within the community for residents to work, Hamilton will require significant employment growth to balance the projected population growth. Population growth must be more deliberately linked to employment growth to create the type of community envisioned in Vision 2020, that being a City that supports a population that maintains “our environmental integrity together with our social quality and economic prosperity”. In this regard, the Places to Grow Plan notes that where a municipality proposes an urban boundary expansion then, amongst other criteria, that “the proposed expansion provides a balance between population and employment growth (target ratio of 2:1)”.

2.2 Planning Context

Both the City of Hamilton and the Province of Ontario have identified the John C. Munro Hamilton International Airport as an economic development priority:
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- Places to Grow identified the Airport as Hamilton's top economic priority by stating growth should "take advantage of the economic opportunities provided by the airport."
- The Hamilton Airport Gateway Opportunities Study stated "a strong industrial base in the vicinity of the airport will support and solidify its function as an important part of Southern Ontario's transportation infrastructure.
- The Provincial draft terms of reference for the Niagara to GTA Corridor state, "John C. Munro Hamilton International Airport is a future economic growth centre and major development area in the region."

In order for us to realize the full economic development potential of the employment lands surrounding the HIA it will be necessary to expand the urban boundary for employment purposes.

2.2.1 Forecasted Employment Growth

Since 1986, employment levels have fluctuated in the 190,000-205,000 range while population growth has continued at a far more rapid rate. As a result, the amount of out-commuting from Hamilton to other employment locations has accelerated.

To create a balanced community in which opportunities are provided within the community for residents to work, Hamilton will require significant employment growth to balance the projected population growth.

The forecasted employment growth to 2031 for the City of Hamilton is more extensive than historic trends but nonetheless provides targets the City must address. Broken down by category, the forecasted employment growth is as follows:

- Major Office: 17,000 new jobs
- Population Related: 81,000 new jobs
- Employment Land: 49,000 new jobs

The Official Plan directs new office employment to the Downtown and the Downtown Secondary Plan and Zoning By-law 05-200 presently allow for new office development in the downtown core.

Population related employment growth is driven by local needs in new neighbourhoods. As
new neighbourhoods are planned and developed, these needs will be addressed.

Employment Land must be planned for and opportunities for industrial development must be created - the Airport Employment Growth District will help create these opportunities.

The Provincial growth forecasts recognize the importance of industrial-type development. As noted in the Hemson report prepared for the Province as part of the work in developing the Places to Grow Plan.

"The basic industrial orientation of the GGH economic region, centered on the GTA-H, also does not appear to be significantly changing. The largest category of employment in the GTA-H remains manufacturing, followed by trade. The GTA-H is in fact one of the most heavily industrialized metropolitan economies in North America."

2.2.2 Accommodating Growth

Based on the Hemson forecasts, total employment on employment lands in the City of Hamilton will increase by approximately 49,000 jobs in the 2001-31 time period.

Based on the GTA-H standard of 37 workers/ha (15 workers/acre), approximately 1,270 ha (3,100 acres) of employment lands are required to accommodate projected growth.

2.3 Growth Related Integrated Development Strategy

As previously noted, total employment in Hamilton is projected to increase by 91,000 jobs and as part of GRIDS, Council directed that based on the results of the "Hamilton Airport Gateway Opportunities Study" (HAGOS) and the "Providing Employment Lands in Hamilton - Financial Options" report, to support long-term airport operations and to stimulate economic development in and around the airport/airport IBP, between 830 - 1,295 ha (2,050 - 3,200 acres) of land are required to be evaluated for employment related uses.

On May 18, 2006, City Council endorsed GRIDS (Growth Related Integrated Development Strategy) which identified the preferred "Nodes and Corridors" scenario for future growth to the Year 2031. Included in the preferred growth scenario was the Airport Employment Growth District (AEGD) which addresses the City’s need for employment lands to the Year 2031.
The GRIDS process included the development of master plans for water/wastewater, transportation and stormwater. The Integrated Water and Wastewater Master Plan for the Lake Based Systems identifies "the water and wastewater servicing strategy for the lake based systems to address existing servicing commitments, water quality issues in Hamilton Harbour and to support growth for the next 30 years". It also provided the preferred water and wastewater servicing strategies for the AEGD area. The Hamilton Transportation Master Plan developed policies and strategies for the City's transportation network (including roads, transit, cycling and pedestrian facilities, and connections to the Port, rail facilities and the Airport) for the next 30 years. One of the central recommendations of the Transportation Master Plan is the "need to improve transportation access to existing and future employment lands in order to support existing businesses and attract new ones". The Stormwater Master Plan was completed to "identify, enhance and mitigate the adverse impacts of development on water quality, erosion, flooding and aquatic and terrestrial environment" and to "identify a Preferred Stormwater Strategy for the next thirty years". Alternative Management Strategies were selected for each watershed within the City "based on existing and proposed land uses, existing environmental conditions and issues within the watershed, Remedial Action Plan requirements, and the ability of each Alternative Strategy to meet the study objectives".

The work to be completed as part of the Secondary Planning and associated infrastructure Master Plans for the AEGD will build on the City-wide Master Plans to identify external infrastructure needed to support the development of the Airport Employment Growth District and local infrastructure requirements within the study area.

Copies of GRIDS and the Water/Wastewater, Stormwater and Transportation Master Plans have been furnished on CD Rom and included as Appendix B of this document.

2.4 Ontario Municipal Board Decision

The Ontario Municipal Board (OMB) issued a decision on September 25, 2006 with respect to the Airport Employment Growth District. The decision of the OMB was to allow Official Plan Amendments to the Regional Municipality of Hamilton-Wentworth, Town of Ancaster and the Township of Glanbrook Official Plans to identify a Special Policy Area in which to consider an Airport Employment Growth District centered around the John C. Munro International Airport. The Amendment is to recognize, protect and capitalize on the long-term economic importance of the Airport and its unique role as a catalyst for airport related and other employment uses.
The effect of the Amendment is two-fold:

- To protect John C. Munro International Airport’s 24 hour operation by restricting incompatible and noise sensitive land uses from encroachment into Airport noise sensitive areas; and,
- To provide for the development of a future employment land growth centre.

Further study is required to demonstrate such matters as the amount of land required for the Airport Employment Growth District, the nature of the proposed employment uses, the infrastructure (particularly storm, sewage, water and transportation) needed to service the lands, provisions required to maintain the key functions of the airport, including the minimization of land use conflicts related to existing planned airport operations, and the cost and method of financing the employment district.

This further study is to be undertaken in consultation with the Ministry of Municipal Affairs and Housing (MMAH), Ministry of Public Infrastructure Renewal (MPIR) and Hamiltonians for Progressive Development (HPD) along with other interested stakeholders. The City will create and invite HPD, Tradeport International Corporation and Swisscan Properties Inc. along with other stakeholders, Six Nations Council representatives and City Councillors to participate in a Community Liaison Committee.

2.5 Official Plan

The justification of the need of employment lands will be undertaken through amendments to the Regional Municipality of Hamilton-Wentworth, Town of Ancaster and the Township of Glanbrook Official Plans. Therefore, this Request for Proposals (RFP) will focus on the development of a Secondary Plan for the Airport Employment Growth District and it is not a requirement of this RFP to justify the need for employment lands.

3.0 GENERAL SCOPE OF SERVICES

The Secondary Plan shall conform to the requirements of the Planning Act. The Master Plans will satisfy Phases 1 and 2 of the Municipal Class Environmental Assessment process, by following Master Plan Approach #2 in Appendix 4 – Master Plans, of the Municipal Engineers Association Municipal Class Environmental Assessment document (June 2000). The project will develop a comprehensive secondary plan and system servicing plan for the Airport
Employment Growth District.

Through this project, the Consultant team will also identify all other applicable environmental assessment requirements, such as Canadian Environmental Assessment Act (CEAA) requirements, other Class EA requirements (e.g. Ontario Realty Corp. Class EA), etc. if applicable. The Consultant’s proposal shall state the minimum requirements that will be fulfilled for all other EA requirements, such as a screening under CEAA. This project should be prepared incorporating any CEAA requirements, if necessary.

3.1 Land Use

The Airport Employment Growth District has been the subject of planning and transportation studies over the past number of years. Recently, there has been increased investment from both the public and private sector throughout the Airport Employment Growth District. Examples of public initiatives include property acquisitions required for Hamilton International Airport to expand its air-side cargo handling as well as the lengthening of one of the runways. The Province recently constructed the new Highway #6 from Highway #403 to Airport Road to provide direct highway access to the airport lands. On the private sector side, Orlick Industries is moving forward with their industrial subdivision plans along Upper James Street (formerly Highway #6).

3.1.1 Phase 1: Scope of Work

The overall goal of the land use study is to determine the amount of land that may be developed within the Airport Employment Growth District for employment uses as well as ancillary uses including but not limited to hotels and service commercial uses for the traveling public and district employees (restaurants, banks, day-cares etc.)

Reviews

1. A review of the existing official plan policy and GRIDS as it relates to the Airport Employment Growth District. (Regional, Ancaster, Glanbrook and City of Hamilton Rural Official Plans)
3. A review of the existing operations and proposed plans for expansion. (Hamilton International Airport Gateways Opportunities Study as well as the Master Plan)
5. A review of the Greenbelt plan as a "Natural Heritage Corridor" is located within the Airport Employment Growth District.
6. A review of Natural Heritage features, Environmentally Significant Areas and Archaeological Potential Mapping
7. A review of Places to Grow Growth Plan
8. A review of Transport Canada's rules and regulations with respect to development adjacent to Airports
9. A review of current employment land designations/zoning and market trends
10. A review of Eco-Industrial park development standards from other municipalities
11. A review of the Noise Exposure Forecast (NEF) contours
12. A review of other similar airports for best management practices
13. A review of the City's LEAR Study and the agricultural capability of lands within the Airport Employment Growth District

3.1.2 Scope of Work – Phase 2

1. Based on the scoping document prepared for phase 1, phase 2 requires the refinement, analysis and development of a preferred land use concept.
2. The creation of a development financing and phasing plan.
3. Coordination of the study with the concurrent transportation, servicing and stormwater management studies.
4. Additional studies, if the need is warranted based on the work completed in Phase 1.
5. Recommendations for appropriate zoning regulations surrounding the airport and within the study area.
6. Review and provide recommendations with respect future actions required to address issues surrounding sensitive land uses including agricultural within the study area.

3.1.3 Specific Key Study Outputs for Phase 1

The key output from Phase 1 of the land use study will be a scoping document that includes:

1. Development of Draft Land Use Concepts
2. Documentation and mapping of Opportunities and Constraints
3. A review and evaluation of cultural heritage resources, both built and archaeological, including a Phase 1 archaeological assessment.
5. Review and analysis of Industrial Park development plans and strategies of neighbouring municipalities. The Hemson employment growth forecast is based on the assumption that
GTA employers will migrate outward in greater numbers in the future. Therefore, development performance in AEGD will be affected by what occurs in neighbouring municipalities.

6. A report on Eco-Industrial Park Standards
7. A report on current employment land designations/zoning and market trends
8. A report analyzing the Greenbelt Natural Heritage System and more defined mapping

3.1.4 Specific Key Study Outputs for Phase 2

1. A Secondary Plan

In addition to traditional Secondary Plan policy, the Secondary Plan for the Airport Employment Growth District must contain policy direction relating to:

⇒ The amount of land, types of use and locations to be dedicated to employment uses that require air-side access so that general employment type uses do not locate within this area.
⇒ There are residential areas within and on the periphery of the Airport Employment Growth District. The majority of the area is used for agricultural and rural residential purposes. The land use relationship between Employment land uses and the residential and agricultural uses as well as effects and appropriate buffering from Airport development/Employment uses must be addressed in this study along with recommendations for protecting, buffering or removing such sensitive land uses.

2. Zoning By-law Recommendations

⇒ The Zoning By-laws for the area are the former Town of Ancaster Zoning By-law as well as the former Township of Glanbrook Zoning By-law.
⇒ The consultant must provide zoning recommendations to the City’s Zoning By-law Reform Section so that they may be incorporated into the new City of Hamilton Zoning By-law that is being developed.
⇒ Similar to the policy requirement above, the consultant must provide zoning recommendations to regulate types of use to be dedicated to employment uses that require air-side access so that general employment type uses do not locate within this area.
⇒ The Zoning By-law recommendations must contain Eco-Industrial Park regulations as they affect both public and private lands. i.e. reductions in impervious surfaces, provision of uses such as day-care and banks etc.
3. Industrial Park Design Guidelines

⇒ The study area contains a full range of uses, both public and private. Industrial Park Urban Design Guidelines will be required as part of the study to address issues such as, but not limited to location, design and character of new or renovated buildings, fences and walls, signage etc.
⇒ The Design Guidelines must also include Industrial Park Guidelines for Municipal Infrastructure such as the inclusion of alternative methods of transportation (walking, cycling) in the streetscape, landscaping of streets, creation of public spaces where appropriate, swale stormwater management, district energy, gateways, signage and quality of design etc.

4. Financing Strategy and Development Phasing Plan

⇒ A key component of the study will involve the development of an appropriate financing strategy to service the district, i.e., development charges, Public-Private Partnerships.
⇒ Recognizing that this is a long-term plan, development phasing is required. The consultant must identify areas to be service in the short, medium and long term.

5. An Archaeological/Cultural Heritage Assessment for the AEGD

⇒ A refinement of areas identified as archaeological, historic, natural heritage, environmental significance. As part of this, identify amendments required to Official Plans.
⇒ If identified as a requirement in Phase 1 of the AEGD study, a Phase 2 Archaeological Assessment is to be completed.
⇒ Include Cultural Heritage Resource policies within the Secondary Plan
⇒ An archaeological inventory, including potential impacts and mitigation requirements to meet the Municipal Class Environmental Assessment requirements for the Master Servicing Plans.

3.1.4 Document Review

This information is provided as background information.
3.2 TRANSPORTATION

As a part of this assignment, the successful proponent will be responsible for the preparation of the Airport Employment Growth District Transportation Master Plan. The Transportation Master Plan will include a review and evaluation of the existing transportation system in the study area to determine overall transportation needs over the next 30 years and a "full build-out" scenario.

The study will be to develop an Airport Employment Growth District Transportation Master Plan and will include goods movement, traffic, transit, parking, bicycle and pedestrian movement strategies to be implemented in conjunction with the Land Use - Secondary Plan study. The Airport Employment Growth District Transportation Master Plan must be in sync with the City-Wide Transportation Master Plan.

This project is to develop a comprehensive Transportation Master Plan for the Airport Employment Growth District. The work will be divided into two phases as noted below, and shall include but not be limited to:

3.2.1 Scope of Work - Phase 1
1. A review and summary of the existing transportation conditions and land use in the area;

2. The identification of opportunities and issues related to the proposed Niagara to GTA Corridor that may impact the movement of goods or people in the AEGD area.
3. The identification of opportunities and issues related to any potential new or direct connections between the Port and Airport, including a rail connection.

4. The identification of opportunities and issues, including general corridor locations, for a potential link between the AEGD and the Red Hill Valley Parkway;

5. Qualification and quantification of the extent of the traffic problems identified in the study area.

6. A review of the existing transit service and other alternative forms of transit service, including a review of opportunities for improvements within, and to better service the study area.

3.2.2 Scope of Work - Phase 2

1. Coordination of the study with the concurrent land use, servicing and stormwater management studies.

2. On-site traffic studies, if the need is warranted based on the work completed in Phase 1.

3. Further refinement of opportunities and issues related to the proposed Niagara to GTA Corridor that may impact the AEGD area, including recommendations for policies (if required) to be included in the Secondary Plan.

4. Further refinement of opportunities and issues related to any potential new or direct connections between the Port and Airport, including recommendations for policies and land use designations to be included in the Secondary Plan.

5. Further refinement of opportunities and issues, including more specific corridor locations, for a potential link between the AEGD and the Red Hill Valley Parkway.

6. A study of existing and future projected traffic volumes in the study area. This will include transportation modelling using the City of Hamilton EMME/2 base transportation network. These traffic projections will consider all the various growth scenarios, development/redevelopment opportunities in the immediate study area.

   This traffic projection review must be done at 5-year increments, up to and including the Year 2031 and a “full build-out” scenario.

7. A review of the road network which will include existing and future traffic volumes, traffic level of service at key intersections, perform micro-traffic simulation, as required, truck traffic, vehicle collision history, vehicle speeds, roadway classification and cross section
and the general function of the roadways, etc. This must also include a review of opportunities for improvements in the study area.

8. A more detailed review of the existing transit service and other alternative forms of transit service, including identification of required improvements to routes and/or facilities required to better service the study area.

9. A review of the bicycle network and the identification of any problems, concerns or deficiencies, either within the study area or with connections to areas outside the study area, including identification of required improvements to the bicycle network to serve the AEGD.

10. A review of the current pedestrian network, identification of areas of key demand and identification of required improvements to serve the AEGD.

11. A review of current and designated road allowances, either open, open ended, not opened or not travelled, to determine their future use, right-or-way designation and/or construction requirements.

12. The identification of further Travel Demand Management opportunities within the AEGD.

13. Reviews of specific streets where traffic calming techniques are warranted and can be constructed.

14. The identification of site specific transportation issues which can be dealt with on an individual basis and secondly, identify the transportation issues which are “corridor”-related.

15. An implementation plan, including financing requirements, for all identified works.

3.2.3 Specific Key Study Output – Phase 1

The key output from Phase 1 of the Transportation study will be a scoping document that includes a description of:

- The existing transportation conditions and land use in the AEGD;

- Any issues related to the proposed Niagara to GTA Corridor that may impact the AEGD area.

- Any issues related to the movement of goods or people between the Port and Airport, including identification of any potential new routes or means of travel or goods movement.
Issues related to, and general corridor locations for, a potential link between the AEGD and the Red Hill Valley Parkway;

The extent of existing traffic problems in the study area;

Existing transit service and opportunities to improve transit service within and to the study area.

Any other constraints or opportunities related to transportation in, to or from the AEGD.

3.2.4 Specific Key Study Output – Phase 2

The key study output from Phase 2 will be the development of an AEGD Transportation Master Plan that includes:

1. Coordination of the study with the concurrent land use, servicing and stormwater management studies.

2. On-site traffic studies, if the need is warranted, based on the work completed in Phase 1.

3. Further refinement of opportunities and issues related to the proposed Niagara to GTA Corridor that may impact the AEGD area, including recommendations for policies (if required) to be included in the Secondary Plan, and fulfilment of Phases 1 and 2 of Municipal Class EA.

4. Further refinement of opportunities and issues related to any potential new or direct connections between the Port and Airport, including recommendations for policies and land use designations to be included in the Secondary Plan, and fulfilment of Phases 1 and 2 of Municipal Class EA.

5. Further refinement of opportunities and issues, including more specific corridor locations, for a potential link between the AEGD and the Red Hill Valley Parkway.

6. A study of existing and future projected traffic volumes in the study area. This will include transportation modelling using the City of Hamilton EMME/2 base transportation network. These traffic projections will consider all the various growth scenarios, development/redevelopment opportunities in the immediate study area.

This traffic projection review must be done at 5-year increments, up to and including the Year 2031 and a “full build-out” scenario.
7. A review of the road network which will include existing and future traffic volumes, traffic level of service at key intersections, perform micro-traffic simulation, as required, truck traffic, vehicle collision history, vehicle speeds, roadway classification and cross section and the general function of the roadways, etc. This must also include a review of opportunities for improvements in the study area.

8. A review of the existing road classifications and arterial network, identifying changes that may be required, in order that the long range transportation system and road allowance requirements can be incorporated into the Secondary Plan Policies in the Official Plan for the City of Hamilton (former Town of Ancaster and Township of Glanbrook Official Plans).

9. Identification of any required new local, arterial and/or collector roads. This is to include the identification of corridors, priorities, time frames, costs and funding sources.

10. A more detailed review of the existing transit service, proposed transit service extensions, and other alternative forms of transit service, including identification of required improvements to routes and/or facilities required to better service the study area. This is to include the identification of priorities, time frames, costs, funding sources and provision for integrated strategy for public transit system within the Airport Employment Growth District.

11. A review of the bicycle network and the identification of any problems, concerns or deficiencies, either within the study area or with connections to areas outside the study area, including identification of required improvements to the bicycle network to serve the AEGD. This is to include the identification of corridors, priorities, time frames, costs and funding sources.

12. A review of the current pedestrian network, identification of areas of key demand and identification of required improvements to serve the AEGD. This is to include the identification of priorities, time frames, costs and funding sources.

13. A review of current and designated road allowances, either open, open ended, not opened or not travelled, to determine their future use, right-of-way designation and/or construction requirements.

14. Accommodation of travel demand at an acceptable level of service and development of operational improvements.

15. Reviews of specific streets where traffic calming techniques are warranted and can be constructed.

16. The identification of site specific transportation issues which can be dealt with on an individual basis and secondly, identify the transportation issues which are "corridor"-related.
17. Fulfillment of Phases 1 and 2 of the Class Environmental Assessment Process for all relevant projects (including the potential Airport to Red Hill Valley link), including all documentation required to satisfy the requirements for Schedule B projects and identification of all Schedule C projects for which Phases 3 and 4 will need to be completed.

18. Development of an Implementation Plan, including financing requirements, for all identified works.

The recommendations of the study shall also comply with the transportation policies developed during Phase 2 of the City-wide Transportation Master Plan (adopted by Council in November 2004) and the findings of Phase 3 of the Hamilton Transportation Master Plan, as applicable. As such, the Consultant in charge of the Class EA will be provided with the relevant documents at the beginning of the study.

3.2.5 Transportation Master Plan Document Review

The Consultant will be responsible for reviewing the following studies in order to report on matters pertaining to these studies:

⇒ City-Wide Transportation Master Plan (included in Appendix B) and Policy Papers
⇒ Growth Related Integrated Development Strategy (GRIDS)
⇒ Official Plans — Regional Municipality of Hamilton-Wentworth, Town of Ancaster, Township of Glanbrook, City of Hamilton
⇒ Vision 2020
⇒ Places to Grow
⇒ The Greenbelt Act
⇒ Shifting Gears, A New Cycling Plan for Hamilton Wentworth (1999)
⇒ Previous Transit Studies and recommendations
⇒ Regional Transportation Review (1996)
⇒ Goods Movement Study
⇒ Relevant documentation regarding the proposed Niagara to GTA Corridor

3.3 STORMWATER MANAGEMENT AND SUBWATERSHED PLANNING

The AEGD is a unique area in that it is at the headwaters of a number of watercourses and the lands within the study area boundaries are under the jurisdictions of 3 different Conservation Authorities. The management of stormwater will play an important role in developing the ultimate servicing plan for the AEGD and must consider external effects outside the AEGD. The study is to provide detailed information regarding the existing watercourses and related
ecosystems, requirements for management of stormwater and of natural areas, as well as storm drainage opportunities and constraints.

This project is to develop comprehensive Subwatershed Study and Master Drainage Plan for the Airport Employment Growth District. The work will be divided into two phases as noted below, and shall include but not be limited to:

3.3.1 Scope of Work – Phase 1
1. A detailed review of all relevant studies, documents and policies related to the development and servicing of the Airport Employment Growth District, including but not limited to:
   ➢ the City’s Stormwater Master Plan
   ➢ mapping (flood plain, hazard lands, wetlands, ESAs, contours, drainage areas, etc.)
   ➢ GIS databases
   ➢ watershed and subwatershed studies, including those for Twenty Mile Creek, Spencer Creek and the Welland River
   ➢ stormwater management reports
   ➢ master drainage plans
   ➢ natural areas inventories
   ➢ soils and erosion studies
   ➢ water quality monitoring (surface and groundwater)
   ➢ municipal, provincial and federal regulations and guidelines relating to:
     ➢ stream classification (intermittent, perennial)
     ➢ flow monitoring
     ➢ buffers
     ➢ fish habitat classification (warm water, cold water) and
     ➢ groundwater recharge areas.

2. An analysis of the existing storm drainage infrastructure in the study area, including sewers, stormwater management facilities and roadside ditches.

3. Consultation with the Conservation Authorities (Hamilton, Niagara, Grand River) to determine their requirements, regulations and restrictions for stormwater management and storm drainage in the Airport Employment Growth District.

4. Preliminary identification of sizes and locations of high, medium and low priority streams and buffers within the AEGD

3.3.2 Scope of Work – Phase 2
1. Coordination of the study with the concurrent land use, servicing and transportation studies
2. Continued documentation review (see Item 1 in Phase 1).

3. Completion of required studies identified in Phase 1 related to:
   ⇒ stormwater management
   ⇒ natural areas inventories
   ⇒ soils and erosion studies
   ⇒ water quality monitoring (surface and groundwater)
   ⇒ flow monitoring
   ⇒ aquatic or terrestrial habitat.

4. Detailed analysis of the existing storm drainage infrastructure in the study area, including sewers, stormwater management facilities and roadside ditches. This task shall include a review of the storm drainage system to identify any areas that are at or above capacity based on existing land use, as well as any changes in storm flows that will result from any proposed land use changes. The majority of the study area is not currently serviced with storm sewers.

5. Continued consultation with the Conservation Authorities (Hamilton, Niagara, Grand River) to determine their requirements, regulations and restrictions for stormwater management and storm drainage in the Airport Employment Growth District.

6. A stormwater management assessment based on consultation with appropriate City and Conservation Authority staff regarding proposed land uses and redevelopment and infill opportunities and constraints identified in this study.

This assessment shall include at least the following:
   ⇒ Descriptions of existing and ultimate development conditions (based on the proposed Land Use Plan) including land uses, drainage areas and percent impervious.
   ⇒ Development of stormwater management strategies based on the Alternative Management Strategies developed as part of the Stormwater Master Plan.
   ⇒ Descriptions of the existing watercourses and of each existing and proposed sewer outlet.
   ⇒ Review of any relevant Source Water protection work currently underway.
   ⇒ Summaries of the requirements for stormwater management outlined in municipal, provincial and federal guidelines
   ⇒ Summaries of the requirements for stormwater management outlined in previous reports and studies and from consultation with the each of the relevant Conservation Authorities
   ⇒ An investigation of the existing natural features, fisheries and aquatic habitat within the study area.
   ⇒ Description of level of stormwater quality control required
3.3.3 Specific Key Study Output – Phase 1

Because the AEGD area is so complex in terms of existing watercourses and drainage, the key output from Phase 1 of the Subwatershed Planning and Master Drainage Plan study will be a scoping document that includes a description of:

- The existing watershed conditions (including infrastructure, watercourses, natural heritage, terrestrial and aquatic habitats) and land use in the AEGD;

- Any watershed or stormwater management issues related to the watercourses under the jurisdiction of the Niagara Peninsula Conservation Authority that may impact the AEGD area.

- Any watershed or stormwater management issues related to the watercourses under the jurisdiction of the Grand River Conservation Authority that may impact the AEGD area.

- Any watershed or stormwater management issues related to the watercourses under the jurisdiction of the Hamilton Conservation Authority that may impact the AEGD area.

- The Alternative Management Strategies (from the Stormwater Master Plan) for the watersheds in the AEGD area, including preliminary identification of the components of the Alternative Management Strategies that need to be implemented either within or downstream of the AEGD.

- The preliminary location of any recommended stormwater management facilities.

- The preliminary sizes and locations of high, medium and low priority streams and buffers within the AEGD.

- Any other constraints or opportunities with respect to watershed or stormwater management within or downstream of the AEGD
3.3.4 Speciﬁc Key Study Output – Phase 2

The key output from this stage will be a Subwatershed Study and Master Drainage Plan for the Airport Employment Growth District that:

1. Builds on the Scoping Document developed in Phase 1
2. Identifies and addresses any watershed or stormwater management issues related to the watercourses under the jurisdiction of the Niagara Peninsula Conservation Authority that impact the AEGD area or lands or watercourses downstream of the AEGD.
3. Identifies and addresses any watershed or stormwater management issues related to the watercourses under the jurisdiction of the Grand River Conservation Authority that impact the AEGD area or lands or watercourses downstream of the AEGD.
4. Identifies and addresses any watershed or stormwater management issues related to the watercourses under the jurisdiction of the Hamilton Conservation Authority that impact the AEGD area or lands or watercourses downstream of the AEGD.
5. An analysis of the alternative solutions for providing stormwater management facilities to this area. For each alternative, the analysis is to include a detailed description of the advantages and disadvantages of each option as well as an Engineer’s estimate to complete the required works.
6. Includes a Sub-Watershed Plan to the satisfaction of the affected Conservation Authorities including a complete inventory of all water and related resources (terrestrial and aquatic) to develop priorities and policies on which a comprehensive stormwater management plan may be based.
7. Selects the preferred method of providing stormwater management facilities to the Airport Employment Growth District based on the completed analysis and cost estimates and in consultation with appropriate City and Conservation Authority staff.
8. Fulfills of Phases 1 and 2 of the Class Environmental Assessment Process for all relevant projects, including all documentation required to satisfy the requirements for Schedule B projects and identiﬁcation of all Schedule C projects for which Phases 3 and 4 will need to be completed.
9. Includes an implementation and ﬁnancing plan for the infrastructure.

The recommendations of the study shall also comply with the City of Hamilton Storm Drainage Policy and the ﬁndings of City-wide Stormwater Master Plan, as applicable. As such, the Consultant in charge of the Class EA will be provided with the relevant documents at the beginning of the study.

3.3.5 Stormwater Management and Sub-watershed Planning Document Review

The Consultant will be responsible for reviewing the following documents in order to report on matters pertaining to these studies:
⇒ City-wide Stormwater Master Plan
⇒ Growth Related Integrated Development Strategy (GRIDS)
⇒ Official Plan – Regional Municipality of Hamilton-Wentworth, Town of Ancaster, Township of Glanbrook
⇒ Official Plan – City of Hamilton
⇒ City of Hamilton Storm Drainage Policy
⇒ City of Hamilton Criteria and Guidelines for Stormwater Infrastructure Design (draft)
⇒ Vision 2020
⇒ Places to Grow
⇒ The Greenbelt Act
⇒ Remedial Action Plans for Hamilton Harbour and the Welland River
⇒ The Grand Strategy
⇒ Twenty Mile Creek Watershed Study
⇒ Niagara Water Quality Protection Strategy
⇒ Spencer Creek Watershed Study
⇒ “Hamilton Airport Servicing Study”, December 2001 revision, S. Llewellyn & Associates Limited
⇒ “Red Hill Creek Sanitary Interceptor Capacity Review”, April 1999, Planning & Engineering Initiatives Limited,
⇒ “Hamilton International Airport Master Servicing Plan”, May 1999, Tradeport International Corporation
⇒ “Highway 6 (New) Highway to Caledonia Bypass, Storm Drainage Study”, September 1995, McCormick Rankin

3.4 WATER AND WASTEWATER SERVICING

Scope of Work – Water and Wastewater Servicing

This project is to develop comprehensive Water and Wastewater Servicing Master Plan for the Airport Employment Growth District. The work will be divided into two phases as noted below, and shall include but not be limited to:

3.4.1 Scope of Work - Phase 1
1. A detailed review of all relevant studies, documents and policies related to the development and servicing of the Airport Employment Growth District, including but not limited to:
   ➢ Integrated Water and Wastewater Master Plan for the Lake Based Systems
   ➢ relevant documents from Sections 3.14, and 3.3.12.4 of this terms of reference
2. A review of the Hamilton International Airport's overstrength agreement with respect to discharging water containing de-icing fluid (glycol) into the sanitary sewer system. The intent of this review is to quantify the amount discharged annually to the sanitary sewer, not to recommend any changes to the current agreement. It is the responsibility of the Hamilton International Airport (Tradeport) to develop and implement alternatives to the current agreement.

3. the identification of constraints and opportunities with respect to water and wastewater servicing for the AEGD

3.4.2 – Scope of Work - Phase 2

The scope of work will include but not be limited to the following tasks:

1. Coordination of the study with the concurrent land use, transportation and stormwater management studies

2. Determination of external water and wastewater servicing requirements to support the development of the Airport Employment Growth District. Reference to the City's Water/Wastewater Master Plan, and determination of timing and phasing of new external infrastructure as well as opportunities to utilize existing infrastructure and impacts/upgrades to provide servicing are required. Note: the City developed hydraulic models of the trunk sewer system (In MOUSE) and water system (in WaterCAD). These will be made available to the successful proponent for use on this assignment.

3. Determination of water demand and wastewater generation from the Airport Employment Growth District. Ensure water services meet maximum day and maximum hour conditions as well as meet the fire flows for the proposed land use as specified in the Fire Underwriters Guidelines, 1999.

4. A plan for local servicing including sizing of local services, phasing, identification of triggers for upgrades, and cost implications.

5. Identification of the proposed location for the new airport sewage pumping station as per the City's master plan and identification of opportunities for combining/decommissioning existing pumping sewage stations in the Mount Hope Area.

6. A review the area serviced by the existing English Church sewage pumping station and a review the opportunity to redirect the flow or decommission the facility.

7. Further refinement of the work completed in Phase 1 with respect to the existing overstrength agreement between the City of Hamilton and Hamilton International Airport (Tradeport), including identification of constraints (if any) that the current agreement has on the proposed servicing for the AEGD.
3.4.3 Specific Key Study Outputs – Phase 1
The key study output from Phase 1 will be a Scoping Document that identifies all constraints and opportunities with respect to water and wastewater servicing for the AEGD, including all items identified in Section 3.4.1.

3.4.4 Specific Key Study Outputs – Phase 2

1. Identification of servicing requirements, alignments, sites for key facilities, staging, priorities, time frames, costs and funding sources for any proposed or upgraded infrastructure
2. Identification of the timing or triggers for upgrades to existing or new infrastructure
3. Preparation of a Water/Wastewater Master Plan for the AEGD.
4. Fulfillment of Phases 1 and 2 of the Class Environmental Assessment Process for all new/upgraded infrastructure, including all documentation required to satisfy the requirements for Schedule B projects and identification of all Schedule C projects for which Phases 3 and 4 will need to be completed.
5. Preparation of an implementation plan which includes timing and a financing plan for the infrastructure.

3.4.5 Water and Wastewater Document Review

Relevant documents are listed in Sections 3.1.4, 3.3.1 and 3.4.1 of these Terms of Reference.

4.0 Additional Requirements Common to All Master Plans and the Secondary Plan (Phase 1)

4.1 Define Environment
The Consultant shall define the environment within and adjacent to the Airport Employment Growth District. This will assist in defining opportunities and constraints. These will form the basis of the evaluation of alternative development options.

5.0 Additional Requirements Common to All Master Plans and the Secondary Plan (Phase 2)

5.1 Evaluate Land Use Options and Associated Infrastructure
The consultant shall systematically evaluate the advantages and disadvantages of each alternative solution, to determine net environmental impacts. Environmental conditions can be
used to develop criteria for evaluating the options.

The tasks to be completed by the consultant during the assessment and evaluation of the alternative solutions shall include but not be limited to the following:

- Develop Problem/Opportunity statements for the Master Servicing Plans
- Develop an environmental constraints map showing features that may determine the technical and environmental feasibility of an alternative solution (scale 1:10,000);
- Collection and analysis of the public’s comments;
- Develop a list of primary and secondary criteria for consideration during the initial generation of and screening out of alternative solutions;
- Develop a list of evaluation factors for the alternative solutions;
- Assess the anticipated net environmental effects of each alternative solution;
- Undertake the assessment and evaluation of alternative solutions and document in a form suitable for public display and for inclusion in the project documentation;
- Review previous decisions for each alternative solution Schedule (i.e. Schedule A, B or C).

This process may require a number of iterations before the preferred option and is identified. Assessment and evaluation of alternative solutions may need to be repeated.

5.2 Identify Land Use Option and Supporting Infrastructure

The Consultant shall prepare land use designation/development options based on an understanding of the existing environment and the need to solve specific issues or optimize opportunities. The Consultant shall prepare a physical description of areas where various alternative solutions are to be implemented. The Consultant shall also complete a general inventory of the natural, social and economic environments to be considered when assessing and evaluating the alternative solutions in the study area. At this point, the Consultant will be required to review the previously identified Schedule A alternative solutions; if any solution is likely to have significant environmental impacts then the City may conclude that the solution be designated as a Schedule B or C undertaking.

The consultant shall identify the impacts of natural, social and economic environments on each alternative identified.

5.3 Environmental Issues

The assessment of environmental effects should consider all relevant aspects of the natural, social, economic and cultural environments, in accordance with standard practice. Information
on the environment in the City of Hamilton is available from a variety of sources. The Consultant's understanding of the project and the study area should be reflected in the work plan for the environmental work.

6.0 PHASE 2 – NOTICE OF COMPLETION FOR CLASS EA AND NOTICE OF ADOPTION OF THE SECONDARY PLANS AS AN OPA AND ZONING BY-LAW REGULATIONS.

A presentation to Committee of the Whole must be completed and endorsement from Council must be received prior to issue any notices of completion or adoption. An OPA Notice of Adoption to meet the Planning Act and Notices of Completion to meet the Municipal Class EA requirements will be placed in the newspaper.

The Class EA process includes a minimum 30 day public review period during which the City will attempt to negotiate a resolution to any major concerns raised regarding the Class EA projects. If the issues remain unresolved, there is the opportunity to request the Minister of the Environment, by order, to require the City to comply with Part II of the Environmental Assessment Act before proceeding with the Schedule "B" projects. Schedule "A" projects and are not subject to Part II orders. Schedule "C" projects will proceed to Phases 3 and 4 of the Municipal Class EA.

7.0 FACILITATION

As noted, this RFP includes the requirement for a professional facilitator as a member of the consultant team, to facilitate the question and answer period following presentations at Public Information Centres, as well as meetings with the Community Liaison Committee and the public. It is the facilitator's responsibility to draft meeting agendas (to be finalized based on discussions with the City's senior project managers), to distribute agendas, take minutes of CLC meetings, distribute draft copies and revise as required. The facilitator will be required to attend monthly CLC meetings for a period of up to 10 months (Phase 1) and 14 months (Phase 2).

Bidders are to submit their proposals based on Phase 1 only.
8.0 CONSULTATION

In addition to the requirements outlined in Section 4.0, the Consultant will also be required to attend one-on-one meetings (Phase 1 - minimum 3, Phase 2 - minimum 7), stakeholder meetings (Phase 1 - minimum 3, Phase 2 - minimum 7), First Nations (Phase 1 - minimum 3, Phase 2 - minimum 7), the Public Information Centres (Phase 1 - minimum 1, Phase 2 - minimum 2) as well as public meetings (Phase 1 - minimum 1, Phase 2 - minimum 2). The response to this RFP should provide the fee for a minimum of 50 such meetings as well as a charge for anything above and a deduction for anything below.

Public consultation will, at a minimum, fulfil the requirements of the Planning Act and Municipal Class EA document. The consultant should be aware that the City's process for this study will exceed the minimum requirements set out by the either the Ministry of Municipal Affairs and Housing and the Ministry of the Environment.

The consultant will assist with the preparation draft newspaper notices at:
- study commencement; and
- completion of the Master Plans and Secondary Plan.

The City will be responsible for publishing the notices in the newspaper and undertaking further distribution, as they see fit.

Public consultation shall be encouraged through several initiatives:
- Community Liaison Committee
- Public Information Centres/Public Meetings;
- City Web Site
- Community/Council Newsletters

The Consultant is to prepare a consultation plan that meets or exceeds the requirements set out in both the Planning Act and the Municipal Class EA document, and includes a section dedicated to First Nations consultation.

Bidders are to submit their proposals based on Phase 1 only.

8.1 Community Liaison Committee (CLC):

The purpose of the CLC is to provide a forum for in-depth discussion of project issues with a
representative group of interested stakeholders. The CLC will help to identify contentious
issues and assess the possible reaction of the public.

The Consultant shall be responsible for attending CLC meetings and prepare presentation
materials. The CLC shall meet monthly (evening meetings) during both Phases 1 and 2 of the
process to provide input to the study team. The independent professional facilitator will
facilitate the meetings.

The Consultant shall identify in their work plan, appropriate timing for meeting with the CLC. If
the consultant feels that the project would benefit by additional meetings with the CLC at key
milestones, the Consultant should identify this in their work plan and substantiate the benefit.
The Consultant shall also include a deduction should fewer meetings be required.

8.2 Public Information Centres (PIC’s):

Public Information Centres are held to disseminate study information to the interested public
using an informal process. They allow for one-on-one discussions between members of the
Project Team and members of the public.

A minimum of three PIC’s are envisioned for this project, including one PIC in Phase 1 and 2
PIC’s in Phase2, however the number of PIC’s required will be reviewed throughout the course
of the study. PIC’s will generally run from 6:30 p.m. to 9 p.m. with a presentation at 7 p.m.
followed by questions and answers. The consultant will be responsible for preparing and
assisting the City’s Senior Project Managers in delivering a presentation at the PIC, as well as
preparing draft display materials that the consultant, in consultation with the City’s Senior
Project Managers, deem appropriate. These materials must be prepared and delivered to the
City’s Senior Project Manager at least 10 business days prior to the PIC.

The Consultant shall provide a provisional cost to attend an additional PIC in Phase 1. An
additional PIC may also be required in Phase 2.

The City shall prepare Notices for all PIC’s and will be responsible for advertising in local
newspapers, and distribution of Notices to individuals and groups on the Study Mailing List.

8.2.1 Public Information Centre #1
The following information is to be presented at Public Information Centre #1:

- Details regarding study processes (Planning Act and Class EA requirements)
- Information collected to date, including identified opportunities and constraints
- Opportunities for public input
- Next steps, and proposed Phase 2 approach

8.2.2 Public Information Centre #2

The following information is to be presented at Public Information Centre #2:

- Details regarding study processes (Planning Act and Class EA requirements)
- Information collected to date, including identified opportunities and constraints
- Problem/opportunity statements for the Master Servicing Plans
- Presentation of alternative solutions for infrastructure (transportation, water/wastewater, stormwater) and land use
- Evaluation criteria to be used in evaluating each alternative solution
- Opportunities for public input
- Next steps

8.2.3 Public Information Centre #3

Public Information Centre #3 is to fulfil Phase 2 requirements for public consultation under the Municipal Class EA. The following information is to be presented at Public Information Centre #3:

- Details regarding study processes (Planning Act and Class EA requirements)
- Problem/opportunity statements
- Information collected to date, including identified opportunities and constraints
- Presentation of the alternative solutions for infrastructure (transportation, water/wastewater, stormwater) and land use
- Presentation of the evaluation (including evaluation criteria) of alternative solutions for infrastructure (transportation, water/wastewater, stormwater) and land use
- Presentation of the preferred alternatives for infrastructure (transportation, water/wastewater, stormwater)
- Presentation of the preferred Secondary Plan and Zoning By-law regulations
- Presentation of the Class EA schedule (A, B, or C) for the preferred infrastructure
- Identification of any projects for which further study is required (i.e. Phases 3 and 4 of the Class EA)
- Presentation of the Industrial Park Design Guidelines, and the Financing and Phasing Plan
- Opportunities for public input
- Next steps
8.3 Special Committee of the Whole Meetings:

Presentations will be made at Special Committee of the Whole meetings to provide an update during the Secondary Planning and Master Plan process, at major decision points and at the completion of the process. Endorsement of the Secondary Plan will be required prior to filing the plan for the 30-day appeal period. The Consultant shall attend a minimum of 4 Committee meetings.

8.4 City Web Site

A Project web site will be developed and maintained by City staff. The consultant will provide input to the web site as required. This input shall include background information, presentation materials from PICs and draft/final reports. Adobe Acrobat (PDF) format will be used for posting on the web site. PDF files for posting on the City's website shall be 1 MB or smaller in size. The consultant will assist with the preparation of the "frequently asked questions" page and shall respond to messages sent to the Project Team.

8.5 Project Newsletter

A Project Newsletter is to be prepared at key points and distributed to individuals and groups on the Study Mailing List. The newsletter is to summarize the project status, as well as all items listed as items to be presented at each PIC.

9.0 CONSULTANT TEAM

The consultant's proposal shall identify the prime consultant or proponent who will enter into an agreement with the City of Hamilton. If the prime consultant has a number of offices, identify which office will be the point of contact for the duration of this assignment. Identify and provide a brief description (years in business, services provided, number of employees, etc) of each of the member firms, their role in this undertaking and the office from which their work will be conducted. A summary table format is acceptable. The proposal shall include an organizational chart illustrating the reporting structure of the various firms. Include, in an appendix, letters of commitment from each of the member firms on their company letterhead and signed by an officer of the company reaffirming their role in this project (i.e. which discipline they are responsible for). Substitutions or deletions or alternating the role of the firms who make up the Consultant Team shall not be allowed without written authorization from the
City of Hamilton. Do not submit corporate brochures or project sheets. Preference will be given to consulting firms and member firms that are presently on the City’s roster.

9.1 Key Personnel - Qualifications and Experience

The consultant’s proposal shall include a project team organization chart detailing the key consultant staff and sub-consultant staff responsible for the various areas of work (most importantly, identify each discipline and its lead). Resumes for each staff person shall be provided in an appendix (maximum 2 pages per person).

For key team members who will be directly involved/assigned to project tasks, supply the following information (summary table format is acceptable):

- Qualifications - including professional status i.e.: MCIP, RPP, P.Eng., C.E.T., etc., project role and years of experience (including years with company) and current company position and duties
- Expertise - including specific speciality or area of extensive experience
- Experience – including recent projects and level of responsibility (differentiate between projects completed with current employer and projects completed with previous employers).

To maintain the project schedule and budget, the proposed Project Lead must be sufficiently empowered to make timely decisions on behalf of the Project Team. The Project Lead will attend committee meetings and workshops on behalf of the Project Team. Project Lead’s resume and references should confirm and reflect that capability. Provide reference information including telephone numbers for three (3) recent, relevant projects for the Project Lead. Provide a list of the project lead’s current commitments, when these commitments will be completed and expected availability throughout the duration of the project.

Note: Submit, in an Appendix to the proposal submission, copies of presentation materials (boards and handouts) from a Public Information Centre for a project of similar size and scope which the proposed Project Lead was responsible. Preferred format is 8½ x 11 or 11 x 17. This information is required

Substitutions or deletions or altering of roles of key personnel will not be allowed without written authorization from the City of Hamilton.
The Consultant shall ensure they have identified all disciplines required to complete a comprehensive Secondary Plan and have reflected this in their organizational chart.

9.2 Project Understanding and Approach

9.2.1 Start Up

After the City has selected the consultant, the consultant shall prepare a detailed work plan outlining all tasks, resource allocation and project management plan for the Stage 1 start up meeting. Samples of a biweekly project status report without fees (include a listing of each task from the work plan, % completion and expected date of completion) and a similar project status report with fees for inclusion with monthly invoices shall be prepared by the consultant for approval at the Stage 1 start up meeting. Biweekly status reports without fees and monthly status report with fees (to be included with monthly invoices) will be required throughout Phases 1 and 2.

The Consultant’s Team shall prepare a list of documents/data requirements to the start up meeting. The Technical Steering Committee will identify what information is readily available and make arrangements for it to be delivered to the Consultant through the City’s Senior Project Managers.

9.2.2 Data Collection and Review

Background information on the study area is to be collected from all available sources. Previous, relevant studies and data available for the consultant to review during the proposal period include:
- Previous Plans;
- Existing modelling data files;
- Current development applications, secondary plans and other development plans;
- Previous Major Class and Individual Environmental Assessments;
- Infrastructure database(s) and graphics;
- Capital Program and Development Charges Study.

The Planning and Economic Development Department of the City of Hamilton will provide existing land use data. The Public Works Department will provide background information on
ieten infrastructure characteristics. Refer to Appendix D for a list of documents available for viewing during the Request for Proposal period.

9.3 Master Plan and Secondary Planning Coordination:
The City is completing the public consultation portion of the Class EA in a coordinated fashion with the Secondary Planning Process. In order to coordinate the works with the various City departments, the Consultant and their leads for the various disciplines will be expected to prepare for and attend 8 coordination meetings.

9.4 Final Report Recommendations/Implementation Plan

The Final Reports must receive Council endorsement prior to being placed in public record for a minimum 30-day review period. The Secondary Plan component is subject to the Planning Act and therefore may be appealed to the Ontario Municipal Board.

9.5 Reporting Requirements

The Consultant shall prepare presentations/agendas/minutes for review, approval and distribution by the City’s Senior Project Managers for the duration of this assignment.

An outline will be prepared and discussed with the Technical Steering Committee in advance of the preparation of the draft master plan. Interim deliverables such as technical memos, and presentations/agendas/minutes for all meetings, as appropriate, shall be incorporated into the document. All reports/studies shall have an executive summary intended for a general audience.

The draft and final reports will be submitted in hard copy and electronic formats (MS Word and PDF for posting on the web). Ten (20) bound copies of the draft report and fifteen (30) copies of the final report will be submitted to the City following approval. An unbound original of both the draft and final reports must also be submitted. Include digital copies of all models.

9.6 Quality Control/Quality Assurance

The consultant shall outline its QA/QC program to ensure deliverables are to the highest standard.
9.7 Study Schedule

The study schedule will be submitted in MS Project format. The schedule shall reflect the tasks in the approved work plan and will be updated on a monthly basis to reflect project progress and shall be submitted to the City's Senior Project Manager with the consultant's monthly invoice and status report.

The Consultant shall recommend milestones in their schedule and the timing of meetings with the Project Team.

The Consultant shall allow a minimum of 3 weeks for the review of draft documents and 4 weeks for the review and acceptance of final documents.

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Award of Contract – Phase 1</td>
<td>September 2007</td>
</tr>
<tr>
<td>First Public Information Centre</td>
<td>January 2008</td>
</tr>
<tr>
<td>Submission of Draft Phase 1 Report</td>
<td>May 2008</td>
</tr>
<tr>
<td>Submission of Final Phase 1 Report</td>
<td>June 2008</td>
</tr>
<tr>
<td>Project Completion (Phases 1 and 2)</td>
<td>September 2009</td>
</tr>
</tbody>
</table>

9.8 Software Requirements

The consultant shall utilize WaterCAD for analysis of the water distribution network and MOUSE for analysis of the wastewater and stormwater collection system. Any other software packages the consultant intends to utilize during this assignment must be specified in the proposal. The consultant must own the appropriate software licenses for the programs. The City of Hamilton will supply its existing modelling data files. Any changes that the consultant makes to the modelling data files during this assignment must be documented, including the reasons for the changes.

The City's standard CAD program is Bentley Microstation, Version "J". Mapping must be compatible with this system and incorporated into the City's GIS. The standard GIS are Intergraph Geomedia and Geomedia Pro. If the consultant does not use Microstation, it is their responsibility to ensure that the mapping is converted to Microstation format.
The City's other principal software is Microsoft Office, including MS Project, Excel, Access, Word and Outlook. Written reports must be in Microsoft Word format as well as Adobe Acrobat (.pdf) format. The project schedule must be produced in MS Project 2000 format.

9.9 Relevant Experience of the Member Firms

The proposal shall include a summary of the relevant experience of each member firm of the consultant's team as it relates to their role in this assignment. The summary shall include but not be limited to the following:
- preparation of secondary plans
- preparation of urban design guidelines;
- experience in cultural heritage planning and archaeology;
- preparation of water and wastewater servicing plans;
- preparation of development staging and financing plans;
- preparation of sub-watershed studies;
- preparation of transportation needs studies and networks;
- modelling of water and wastewater systems;
- development of servicing policies;
- preparation of municipal class environmental assessments;
- design and implementation of public consultation programs;
- preparation of water and wastewater feasibility studies and financial analyses.

The proposal shall include at least three (3) examples of recent projects as well as three (3) letters of reference. The consultant must be able to demonstrate that the project team has an in depth knowledge of provincial planning act and environmental assessment processes and experience with federal/provincial acts and agencies, commissions, etc. The purpose of this information is to demonstrate the consultant's experience and ability to complete similar projects, develop creative solutions, resolve complex issues and communicate effectively with various parties and audiences.

10.0 STUDY ADMINISTRATION

The study will be administered jointly with Planning and Economic Development Department staff and Public Works Department staff. Mr. James Goodram will be the City's Senior Project Manager responsible for the Secondary Plan, and Ms. Jill Stephen will be the City's Senior Project Manager responsible for the Master Servicing Plans. Together, they will coordinate the day to day contact and regular liaison with the Consultant and external stakeholders on
behalf of the City. Mr. Guy Paparella will be the City’s Project Director, responsible for the coordination of the study with other initiatives being undertaken by the City. Mr. Chris Murray and Mr. Tim McCabe will be Project Advisors. Other City staff will participate on the Technical Steering Committee, as required. The Project Team will consist of City and consultant staff involved directly or indirectly in the study.

The Consultant will allow for regular meetings with the City’s Senior Project Managers and the Technical Steering Committee at City offices. The consultant will be responsible for preparing the agendas and minutes and any other materials required for these meetings. Please budget for a minimum of bi-monthly meetings.

As previously noted, the consultant shall prepare bi-weekly status reports without fees for the City’s Senior Project Manager, as well as monthly status reports including expenditures, to be included with monthly invoices.

11.0 PROPOSAL INSTRUCTIONS

11.1 Cost Proposal

Each copy of the Technical Proposal (1 original and 10 copies) shall include a copy of the Cost Proposal in a separate sealed envelope. The Form of Proposal Pricing Sheet is to be included in the sealed envelope. The envelope containing the original copy of the Cost Proposal shall be marked as “Original”.

A person-hours matrix including fees shall be submitted (see sample in Appendix E), identifying the tasks included in the proposed work plan and schedule, associated staff and their time to complete each task, disbursements, and the total cost for each task (excluding GST). All other applicable taxes are to be included. The Consultant is also to provide an overall total hours and fees for the entire project as well as the total hours and fees for each member of the team.

11.2 Technical Proposal

The Technical Proposal shall include the Form of Proposal and a transmittal letter. Technical proposals are limited to 25 pages, excluding forms, schedule, person-hours matrix, transmittal
letter, addendums and appendices. A page is defined as a single-sided sheet of 8.5" by 11" paper. The only exceptions to this will be the project schedules, flowcharts and/or person-hours matrix, which may be submitted on 11" by 17" paper. Provide one (1) original (clearly marked as “Original”) and ten (10) copies of your submission.

Proposals are to be typed using a font size no smaller than 11 pt (with the exception of footnotes and endnotes). Column format is not to be used.

No project data sheets or company brochures are to be submitted. Resumes may be referred to in an appendix. The proposal should contain the following sections:

- Transmittal Letter;
- Form of Proposal;
- Acknowledged Addenda;
- Introduction;
- Project Team – identify prime consultant (with whom the City will enter into an agreement), brief description for each member firm and include an organizational structure chart;
- Key Personnel – identify key personnel, provide a brief description of experience, their guaranteed availability and role in this assignment (ensure each discipline lead has been identified), include a reporting structure chart and reference name/phone number for three (3) recent assignments completed by the proposed overall project manager or lead;
- Project Understanding and Approach – description of the tasks in the proposed work plan to complete the assignment, approach to public consultant, project management approach and QA/QC program;
- Schedule – provide a proposed schedule in Microsoft Project format to complete the tasks in the proposed work plan as well as a person-hours matrix without fees (see sample in Appendix E), outlining the hours each team member has allocated to each of the tasks in the proposed work plan;
- Relevant Experience – list similar projects undertaken by each member firm of the Project Team;
- Fees (separate sealed envelope, bound with proposal) – include the Form of Proposal Pricing Sheet and a person-hours matrix with fees (see sample in Appendix F), outlining the hours and fees each team member has allocated to each of the tasks in the proposed work plan;
- Commitment Letters – appended, letters of commitment from member firms on their own letterhead and signed by an officer of the company reaffirming their commitment to this assignment and their role;
- Curricula Vitae – appended, 2 page maximum per person;
- Sample of Public Information Centre presentation material appended, 8 ½ x 11 or 11 x 17 format. Note: this must be a project which the proposed project lead was responsible for

Refer Evaluation of Proposals for information pertaining to optional interviews.
11.3 Proposal Schedule

The proposal must be received by the City of Hamilton’s Manager of Purchasing at the offices of the Finance and Corporate Service Department, Purchasing Section located on the 9th Floor, Standard Life Building, 120 King Street West, Suite 900, Hamilton, Ontario by:

4:00pm local time on __________

Proposals received after this time will be returned unopened.

NOTE: A mandatory consultant briefing for this project will be held on __________ at 10:00 a.m. in the offices of the __________. Attendance will be taken. Failure of a representative of the prime consultant for a Project Team to attend will result in disqualification of the team. Minutes of the meeting will be issued as part of an Addendum to prime consultants in attendance only.

Questions for clarification of the Terms of Reference will be answered at that time. Questions may also be submitted in writing until the end of the business day on XXXXXX. All queries related to this Request for Proposals are to be directed to the Manager of Purchasing, Angela Boakes. Contact with any other members of City Staff to provide clarification on this project during the proposal process may result in disqualification.

Answers to clarification questions will be provided within 5 business days of receipt and will be provided to all consultants invited to submit a proposal.

11.4 Proposal Evaluation and Consultant Selection

Proposals will be evaluated based on the following criteria:

Evaluation of Proposals and Interviews

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Minimum Score Required</th>
<th>Total Points Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>A: Corporate Experience &amp; Project Team</td>
<td>13</td>
<td>20</td>
</tr>
<tr>
<td>• Team's Experience in Secondary Planning, Infrastructure Master Planning and Environmental Assessments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Technical Resources to Address all aspects of the Study</td>
<td></td>
<td></td>
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</tbody>
</table>
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- Local Experience and Knowledge
- Consultant and member Consultants on the City’s Roster

<table>
<thead>
<tr>
<th>B: Project Manager/Lead Qualifications</th>
<th>20</th>
<th>30</th>
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</thead>
<tbody>
<tr>
<td>PM’s experience in Secondary Planning, Infrastructure Master Planning and Environmental Assessments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>References</td>
<td></td>
<td></td>
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<tr>
<td>Guaranteed Availability</td>
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<tr>
<td>Communication skills and Public Participation Experience</td>
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<tr>
<td>Evaluation of Public Consultation Materials Submitted</td>
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<tr>
<td>PM’s experience in Managing Large Projects</td>
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<table>
<thead>
<tr>
<th>C: Comprehension and Understanding of the assignment and study area</th>
<th>28</th>
<th>40</th>
</tr>
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<tbody>
<tr>
<td>Presentation of understanding, including overall scope and objectives, identify key tasks, noting any specific challenges that may exist</td>
<td></td>
<td></td>
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<tr>
<td>Demonstrated Innovation in approach</td>
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<tr>
<td>Evidence of a work plan which is specific to this assignment</td>
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<tr>
<td>QA/QC Program</td>
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</table>

<table>
<thead>
<tr>
<th>D: Scheduling and Planning</th>
<th>n/a</th>
<th>10</th>
</tr>
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<tbody>
<tr>
<td>Presentation of time is realistic</td>
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<td></td>
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<tr>
<td>Schedule supports the work plan</td>
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<tr>
<td>Milestones are clearly stated</td>
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<tr>
<td>Meetings have been identified</td>
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<td></td>
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<tr>
<td>Conforms with specified timelines</td>
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<table>
<thead>
<tr>
<th>Total Points</th>
<th>100</th>
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Consultant teams must attain the minimum marks indicated above for A, B and C, and a minimum total of 80 points to proceed to Stage 2

11.4.1 Stage 1 - Evaluation of Technical Proposals

During Stage 1 of the evaluation process, all proposals will be reviewed initially to determine compliance with the RFP requirements. Any proposal not complying with the requirements of the RFP shall not be accorded any points or evaluated further, subject to the exercise by the City, in its absolute discretion, of any right or privilege it may have in this RFP, including without limitation its right to waive irregularities. The City may exercise its rights and privileges under the RFP and reject a proposal in accordance with same notwithstanding that it may be compliant with the remaining requirements of this proposal.
The Evaluation Team will evaluate compliant (or deemed compliant as a result of the waiver by the City of any non-compliance) technical proposals, which have not been rejected by the City in accordance with a right or privilege of the City, and assign points up to a maximum of 100 points. Proposals will be scored on the basis of their response to evaluation criteria. Proposals receiving an evaluation score of 80 points or higher (Benchmark) as set out in the table above and meeting the minimum score in each criteria as set our in the table above, in will proceed to Stage 2.

An initial determination of compliance (including deemed compliance at Stage 1) shall not preclude a finding by the City of non-compliance at Stage 2, particularly with respect to non-compliance with the requirements for the Form of Proposal – Pricing Information (Part 2) or any other discovered non-compliance with the RFP requirements.

11.4.2 Stage 1 – Optional Interviews

Prior to Stage 2, the City at its sole discretion, reserves the right to conduct interviews with proponents. Interviews may be held for the sole purpose of verifying the Evaluation Team scores applied to those proponents being interviewed. The interviewers will ask questions relating to the criteria set out in Stage 1, the RFP Documents, and the proponent’s proposal. Proponents are not permitted to present any information not previously included in their Proposal.

The project leader and key members of the project team, as named in the proposal must be in attendance at the interview. Proponents shall keep the number of presenters to the interview to no more than three (3) people.

No scoring will be given directly to the interview. The Evaluation Team will consider its prior scoring of the Proposals and adjust any, all, or none of the criteria up or down as the Evaluation Team agrees in consensus.

Any interviewed Proponent falling below the Benchmark will not move on to Stage 2. All interviewed Proponents whose scores remain at or greater than the Benchmark will move on to Stage 2.

11.4.3 Stage 2 – Evaluation of Cost Proposals
Proponents shall submit their Cost Proposals in a separate sealed envelope.

Only those proponents who have achieved the minimum overall score of 80 points in Stage 1 (Table 1) will proceed to Stage 2. Cost proposal envelopes from those proponents will be opened and the arithmetic checked/corrected.

All proposals succeeding through Stage 1 and receiving an evaluation score, as adjusted after the interview (if at all) at or greater than the Benchmark and the minimum required scores in each evaluation category (table above), will have their Form of Proposal - Pricing Information envelope marked “PART 2” opened and evaluated during Stage 2. The arithmetic will be checked and corrected and the lowest acceptable bid shall be awarded the contract.

**Evaluation Team**
Guy Paparella
Chris Murray
James Goodram
Jill Stephen
Christine Lee-Morrison
Bill Janssen

The successful bidder will be required to enter into a contract satisfactory to the City’s Corporate Counsel upon ten (10) days notice.

**Appendices**

Appendix ‘A’ - Map of Airport Employment Growth District
Appendix ‘B’ – Copies of the water/wastewater, stormwater and transportation master plans on CD Rom – GRIDS
Appendix ‘C’ – Documents available for viewing during RFP process
Appendix ‘D’ – Sample person hours matrix, with and without fees

**12.0 COMMUNICATIONS**

Questions related to the intent of the proposal request are to be directed in writing (via fax or
e-mail) no later than Monday, XXXXX, 2007, 12:00 PM, to:

Angela Boakes  
Manager  
City of Hamilton Finance and Corporate Services Department  
Financial Services Division  
Purchasing Section  
Fax: 905-546-2424 extension 2796  
E-mail: aboakes@hamilton.ca

All questions will be responded to (if necessary) via addenda issued by the Purchasing Section, no later than five (5) days prior to the proposal closing date.

13.0 REVIEW OF BACKGROUND DOCUMENTS

Documents identified in this RFP that are relevant to this study will be available for review at the following locations:

Contact: James Goodram  
Business Development Consultant  
Industrial Park and Airport Development  
905-546-2424 ext. 6109  
Planning and Economic Development Department  
Economic Development Division  
One James Street, South, 8th Floor  
Hamilton, ON

Discretionary Interviews, if required, will be held in the office of Economic Development, One James Street South, 8th Floor (Boardroom). Firms selected for an interview will be notified by XXXXXXX.