

Town of Fort Erie Community & Development Services

Prepared for: Council-in-Committee
Agenda Date: August 14, 2006

Report No.: CDS-069-06
File No.: 350303-0008

Subject:

NEIGHBOURHOOD PLAN UPDATE - CRYSTAL BEACH, BRIDGEBURG AND RIDGEWAY/THUNDER BAY NEIGHBOURHOODS

Summary of Recommendations:

THAT Report CDS-069-06 regarding the Neighbourhood Plan Update – Crystal Beach, Bridgeburg and Ridgeway/Thunder Bay Neighbourhoods be received for information purposes and forwarded to the Bridgeburg Community Focus Group, the Bridgeburg BIA and Regional Planning and Development Department; and

THAT Council allocate the appropriate Staff resources to immediately commence with the Ridgeway/Thunder Bay Neighbourhood Plan, as detailed in Report CDS-069-06.

List of Stakeholders:

The Town of Fort Erie
Crystal Beach Improvement Area
Friends of Crystal Beach
Bridgeburg Business Improvement Area
Ridgeway Business Improvement Area
Residents of the Crystal Beach, Bridgeburg and Ridgeway/Thunder Bay Neighbourhoods

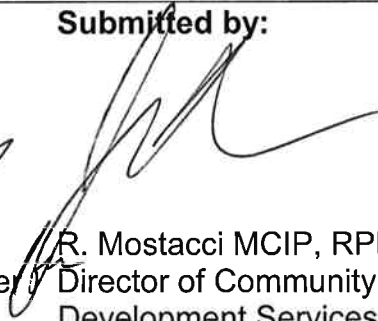
Prepared by:

Submitted by:

Approved by:



T. Villella, MCIP, RPP
Neighbourhood Planner



R. Mostacci MCIP, RPP
Director of Community and
Development Services



H. Schlange, MBA
Chief Administrative Officer

Purpose of Report

The purpose of this report is to provide an update on the status of the Crystal Beach and Bridgeburg Neighbourhood Plans, and to seek Council's approval to commence work on the Ridgeway/Thunder Bay Neighbourhood Plan and allocate appropriate resources to same.

Background

In 2004 the Neighbourhood Plan program was initiated in Fort Erie. The program identifies fifteen (15) distinct urban neighbourhoods where detailed land use planning will occur with the assistance of community stakeholders, in order to provide a guideline and vision for the future growth of each area. The first Plan to be completed was the Spears/High Pointe Neighbourhood Plan in late 2004. Subsequent to that, Council authorized the acceleration of the Program through the secondment of the Planning Officer to the position of Neighbourhood Planner, in order to have a full-time planner work on this initiative. The **Crystal Beach Neighbourhood Plan** was the first Plan completed under the new format, and approved by Council in September 2005. A number of recommendations for further implementation were identified in the Neighbourhood Plan, including the need to comprehensively examine parking to support the Bay Beach/Commercial Core Area. This report will discuss the progress being made on this issue.

In October 2005, Council authorized Staff to begin the planning process for the **Bridgeburg Neighbourhood Plan**. Subsequently, Staff organized Open Houses in order to receive feedback with respect to key issues. As well, two strategic planning sessions with key stakeholders and staff were conducted in December 2005 and January 2006 in order to identify and prioritize future land-use and community improvement issues affecting Bridgeburg.

With the increasing development activity in the Ridgeway area, Council requested Staff to further accelerate the Neighbourhood Plan program and commence with the **Ridgeway/Thunder Bay Neighbourhood Plan** immediately. This report will discuss how this may be accomplished in light of current staffing levels and ongoing work on the Bridgeburg Neighbourhood Plan, which is not expected to be completed until the end of 2006.

Analysis

Crystal Beach Neighbourhood Plan

Council approved the Crystal Beach Neighbourhood Plan in September 2005. The Plan identified a number of prioritized action items required to achieve the goals contained therein. The first tasks expected to be completed were the *Neighbourhood Parking/Transportation Study* and the *Urban Design Guidelines/Community*

Improvement Plan. Once completed, these guidelines would set the stage for the Official Plan and Zoning By-law amendments necessary to make the neighbourhood “shovel-ready” for development and redevelopment initiatives.

Prominent issues identified through the Neighbourhood Plan process included the future use of the Bay Beach property, and concerns respecting the current parking situation in the immediate area. Due to the growing popularity of the municipal beach, peak parking demand has grown in recent years and Council has been asked to provide a solution for visitors and area residents. The Neighbourhood Plan recommended a comprehensive parking/transportation study, specifically concentrating on Bay Beach and the Commercial Core Area. To this end, Staff has initiated a parking study specific to the above areas. The firm of Paradigm Transportation Solutions Ltd. has been retained to conduct the study, which will include inventory and analysis of existing parking facilities, and provide recommendations for future improvements. In advance of the study completion, Council authorized Staff to commence with the construction of a 94-space permanent paid parking facility on the northwest corner of Erie Road and Eastwood Avenue, which is nearing completion. An additional 120 temporary paid parking spaces will be developed on the northeast corner of Erie Road/Eastwood Avenue and on the south side of Erie Road. All of the above is in accordance with Council’s recommendations stemming from Report CDS-153-05 considered on December 5, 2005 outlining a development strategy for the Bay Beach property.

Once the results of the parking study are provided to Staff, a further report will be presented to Council with recommendations. This report is expected to be completed by the end of November 2006. As the next step in the implementation of the Neighbourhood Plan, Staff will commence with the Urban Design Strategy/Community Improvement Plan for Crystal Beach in early 2007, subject to budget approvals. This Plan is expected to include an expanded parking/transportation study for the remainder of the neighbourhood.

Bridgeburg Neighbourhood Plan

Council authorized staff to initiate the Bridgeburg Neighbourhood Plan through adoption of Report CDS-103-05 in September 2005. Some remedial background work has been completed, however the 5 month absence of the Neighbourhood Planner (beginning in January 2006) placed the Neighbourhood Plan program temporarily “on hold” until recently.

Accomplished to Date

The following milestones have been reached as of the writing of this report:

- Two Public Meetings were held in October/November 2005 in order to flesh out the key issues important to the community

- Community Focus Group members were chosen, representing a broad range of interests including residents/businesses/major land owners/other community stakeholders
- Staff and Focus Group Strategic Planning Exercises were held in December/January (detailed later in this report)
- Preliminary Background work has been initiated (i.e. demographic profile, base mapping, sorting and prioritizing of key issues, etc)

Next Steps

Staff is currently compiling the background data on the Bridgeburg Neighbourhood, essential to understanding the composition and needs of the area residents and businesses. Detailed 2001 Statistics Canada information is being obtained, specific to this area, and will be compared with the new Census information when it becomes available. Base mapping is being completed at this time including: Land Use Plan, OP and Zoning Designations Plan, Natural Features Plan, Transportation Plan, Municipal Services Plan, and the Special Places Plan (historic designated properties, important vistas, key nodes and gateways). As well, the results of the January Strategic Planning Exercise with the Community Focus Group are currently being examined. The full report on this session is attached as **Appendix 2**. The Community Focus Group, to articulate the direction of the Neighbourhood Plan, developed the following vision statement:

“In 20 years, Bridgeburg is a safe, clean vibrant neighbourhood with a better quality of life where people choose to live, work, play and stay; with a thriving commercial core providing goods and services to the neighbourhood and visitors, where development is sympathetic to the neighbourhood’s character, and where the use of the waterfront is optimized for recreational and tourist opportunities.”

The following were the top three issues identified by the Community Focus Group as in need of examination through the Neighbourhood Plan process:

- THE NEED TO DEVELOP URBAN DESIGN GUIDELINES REFLECTIVE OF THE VISION (INCLUDING STREETSCAPING STANDARDS WITH THE BIA PROVIDING RECOMMENDED PLANTINGS FOR JARVIS STREET)
- THE NEED TO DEVELOP A SOCIAL SERVICES/CULTURAL/RECREATIONAL PLAN TO DETERMINE THE LEVEL OF SERVICE AND NEEDS (INCLUDING YOUTH NEEDS)
- THE NEED TO DEVELOP A LONG TERM CAPITAL IMPROVEMENT PLAN TO IMPLEMENT THE RECOMMENDATIONS OF THE NEIGHBOURHOOD PLAN

Staff will spend the next month developing all necessary background material and thematic mapping, and will produce a first draft of a **Proposed Neighbourhood Land Use Plan** for discussion purposes. This Plan will be presented to the Community Focus Group in September for comment and recommendations.

The following table represents a guideline for milestone events in the Bridgeburg Neighbourhood Plan process.

DATE	ACTION ITEM	STATUS
Oct 3, 2005	Council adopts CDS-103-01-05 authorizing commencement of the Bridgeburg Neighbourhood Plan Program	COMPLETED
December 5, 2005	Community Focus Group (CFG) members chosen	COMPLETED
January 11, 2006	First meeting of the CFG, SWOT Analysis Session conducted, Vision Statement developed, Key Issues Matrix developed	COMPLETED
July-August 2006	Staff prepares demographic background information and mapping for neighbourhood, develops draft background report and first draft of Land Use Plan	ONGOING
Early September 2006	Second Meeting of CFG, Background Report and Draft Land Use Plan presented to Group	PLANNED
Late September 2006	First Public Open House	"
Early October 2006	Third meeting of CFG, group formally adopts the Background Report and the Key Elements of the Neighbourhood Plan	"
October 2006	Staff develops final Land Use Plan proposal, additional mapping, and Policy Document based on public comments received and CFG input	"
Early November 2006	Second Public Open House	"
November 2006	Agency Circulation of Neighbourhood Plan – 21 day commenting period	"
Early December 2006	Staff finalized Plan, CFG endorses Final Plan	"
Late December 2006	Public Meeting before Town Council <i>Council adopts Neighbourhood Plan by resolution</i>	"

Ridgeway/Thunder Bay Neighbourhood Plan

Development activity in the area has prompted Council to direct Staff to accelerate the Neighbourhood Plan Program by commencing with the **Ridgeway/Thunder Bay Neighbourhood Plan**. The following recommendation was passed by Council at its meeting of June 12, 2006:

Staff be directed to accelerate immediately the completion of the Bridgeburg Station Neighbourhood Plan and commencement of the Ridgeway/Thunder Bay Neighbourhood Plan despite recent staff shortages. (CARRIED)

Under current Staff levels this will be difficult to achieve, considering the present Department workload and absence of the Senior Development Planner. However, staff

is suggesting the following to facilitate the preparation of two Neighbourhood Plans simultaneously:

- That the Service Contract backfilling the Senior Development Planner be extended after the return of the Senior Development Planner on September 5, 2006 to allow the Senior Development Planner to be seconded to the Neighbourhood Plan Program.
- The Service Contract would be extended, in a reduced manner (approximately 2.5 days/week), for approximately six (6) months ending in April 2007. Total cost would be approximately \$15,000. - \$20,000.

Upon Council approval of the above Staff proposal, the Ridgeway/Thunder Bay Neighbourhood Plan can begin while the Bridgeburg Neighbourhood Plan process continues. As with the current methodology of Neighbourhood Plans, Council will select a Community Focus Group (representing a broad range of interests including residents, business owners, major land holders/developers and other community stakeholders) to assist Staff in Plan preparation. Staff will then conduct a Strategic Planning Exercise in order to identify the key issues affecting the neighbourhood. Staff will develop the detailed background information necessary to provide a point of reference, including demographics, land use trends, and service levels for the Neighbourhood Plan area. Finally, Staff will produce a final Neighbourhood Land Use Plan and Development Policy Document for Council consideration and approval.

Staff has developed the following tentative work program as a guide for this project:

DATE	ACTION ITEM	STATUS
August 2006	Council approves the recommendations of Report CDS-069-2006 outlining an Action Plan for production of the Ridgeway/Thunder Bay Neighbourhood Plan	PLANNED
September 2006	Community Focus Group (CFG) members chosen	"
Late September 2006	First meeting of the CFG, SWOT Analysis Session conducted, Vision Statement developed, Key Issues Matrix developed	"
September/October 2006	Staff prepares demographic background information and mapping for neighbourhood, develops draft background report and first draft of Land Use Plan	"
Early November 2006	Second Meeting of CFG, Background Report and Draft Land Use Plan presented to Group	"
Late November 2006	First Public Open House	"
Early December 2006	Third meeting of CFG, group formally adopts the Background Report and the Key Elements of the Neighbourhood Plan	"
December 2006/January 2007	Staff develops final Land Use Plan proposal, additional mapping, and Policy Document based on public comments received and CFG input	"
Early February 2007	Second Public Open House	"
February 2007	Agency Circulation of Neighbourhood Plan – 21 day commenting period	"
Early March 2007	Staff finalized Plan, CFG endorses Final Plan	"
Late March 2007	Public Meeting before Town Council	"

<i>Council adopts Neighbourhood Plan by resolution</i>
--

Following the above guidelines, a Neighbourhood Plan can be in place for the Ridgeway/Thunder Bay area prior to construction season in 2007, and Council will have a clear design policy document to reference when deliberating on development plans proposed for the area.

Financial/Staffing Implications

As per the recommendations of Report CDS-103-05, Council has approved the secondment of the Planning Officer to the position of Neighbourhood Planner and the subsequent backfilling to October 2006. An extension of this arrangement or alternatively creating a permanent position of "Neighbourhood Planner" will be required in order to continue the program in the future. As well, through this report Council is requested to extend the contract for the Planning Service position to April 2007 to a maximum of 25 hours per week in order to accelerate the Neighbourhood Plan program as per Council direction to staff. The cost of this contract extension is expected to be \$15,000. - \$20,000.

Policies Affecting the Proposal

Provincial Legislation

The Planning Act and the Provincial Policy Statement support the development of Neighbourhood Plans. The Provincial Policy Statement notes that municipalities must have regard to the maintenance and development of communities that promote the "efficient, cost effective, development of land use patterns". This is best achieved through the completion of a Neighbourhood Plan exercise.

Municipal Planning Documents

The Town's Official Plan also identifies the need for the completion of Neighbourhood Plans (referred to as Secondary Plans) as a means of implementing the goals and policies of the Official Plan through a more detailed planning approach. Neighbourhood Plans are considered Council policy upon adoption by resolution. Neighbourhood Plans are also part of the "Shovel Ready" program as they represent a proactive approach addressing development issues in advance of a developer's arrival.

Comments from Relevant Departments/Community and Corporate Partners

N/A

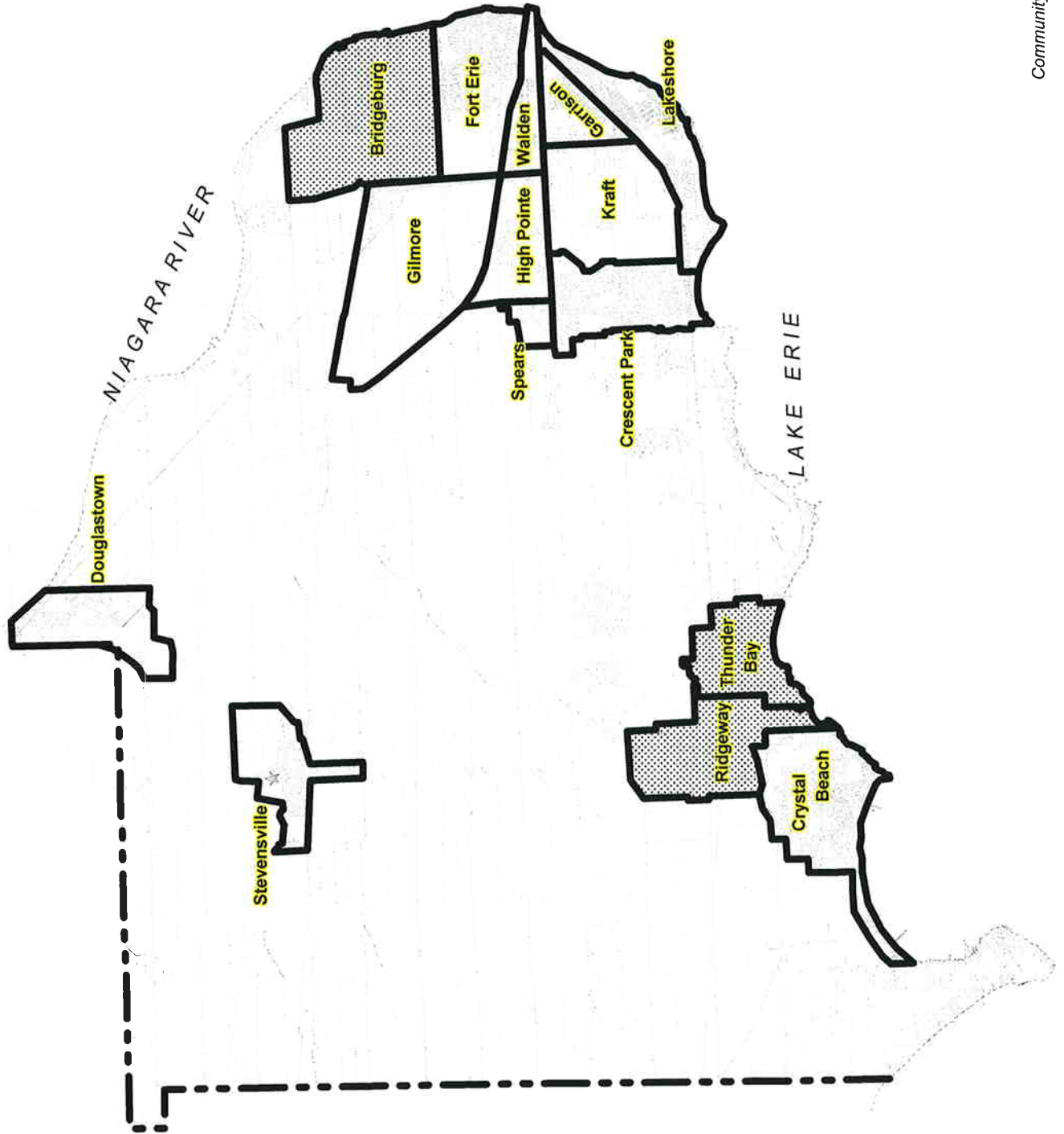
Alternatives

Council could choose not to proceed with the Ridgeway/Thunder Bay Neighbourhood Plan at this time, and have it wait until the Bridgeburg Neighbourhood Plan is completed. A decision to proceed with the Plan now is contingent upon the allocation of proper Staff resources.

Attachments

Appendix "1" – Neighbourhood Plan Area Map
Appendix "2" – Bridgeburg SWOT Analysis Results Report

TOWN OF FORT ERIE NEIGHBOURHOOD PLAN AREAS



TOWN OF FORT ERIE
BRIDGEBURG
COMMUNITY FOCUS GROUP STRATEGIC PLANNING EXERCISE
FOR
BRIDGEBURG NEIGHBOURHOOD PLAN
January 11, 2006

**Ron Marini and Associates Inc.
Hamilton, Ont.**

Town of Fort Erie
Community Focus Group Strategic Planning Exercise
For
Bridgeburg Neighbourhood Plan

Executive Summary

Ron Marini and Associates Inc. was retained by the Fort Erie Community Planning & Development Services Department to facilitate a strategic planning exercise with a group of community representatives and elected and town staff designed to identify key and important actions needed in the preparation of the neighbourhood plan for the Bridgeburg neighbourhood. This exercise was conducted in a one-day session on Wednesday, January 11, 2006 at Town Hall. Utilizing a SWOT (strengths, weaknesses, opportunities and threats) analysis, various elements were identified by the participants and documented by the facilitator. Identified strengths of the community included Bridgeburg's location and its traditional downtown core, while a perceived weakness was the lack of essential retail in the neighbourhood. Participants saw the rail lands as an opportunity for future industrial development while large format commercial development was seen as a threat to main street commercial areas.

The group then developed the following vision statement for Bridgeburg neighbourhood:

“In 20 years, Bridgeburg is a safe, clean, vibrant neighbourhood with a better quality of life, where people choose to live, work, play and stay, with a thriving commercial core providing goods and services to the neighbourhood and visitors, where development is sympathetic to the neighbourhood's character and where the use of the waterfront is optimized for recreational and tourist opportunities.”

Subsequently, the group articulated a series of actions that would assist in bringing about improvements to the neighbourhood and put it on the path toward achieving the vision. The

group then prioritized the various undertakings. The first recommended action by the group was for the Town to develop urban design guidelines including streetscaping standards and as part of the exercise, the Bridgeburg Station Business Improvement Area recommending plantings for Jarvis Street. A full listing of the identified actions is included in this report together with the ranking of the top priorities by the participants.

Once again, Ron Marini and Associates Inc. wishes to thank Rino Mostacci, MCIP, RPP, Interim Chief Administrative Officer, for this challenging assignment. Under the guidance of the Town's professional planning staff, this day's work will assist the town in its efforts to prepare a strategic and meaningful long-term plan for the Bridgeburg community. We make this comment in confidence after having seen the quality and leading edge work done by the Fort Erie Planning Staff in the development of the Crystal Beach Neighbourhood Plan in which we participated in 2004 and 2005. We also wish to thank Mr. Tom Villella, CPT, MCIP, RPP, for his invaluable guidance and assistance in making the exercise a successful undertaking. And finally, we extend a sincere thanks to all of the community participants who gave so generously of their time to make their community a better place.

Ronald M. Marini, MCIP, RPP

Ron Marini and Associates Inc

January 18, 2006

BRIDGEBURG NEIGHBOURHOOD PLAN COMMUNITY FOCUS GROUP EXERCISE

Overview:

The Town of Fort Erie Community Planning and Development Services staff reported in December 2004 to the Town of Fort Erie Council-in-Committee concerning the neighbourhood plan program of the Town. On October 3, of 2005, the Council of the Town of Fort Erie authorized the preparation of the neighbourhood plan for Bridgeburg noting that this is an historic and important community in the Town. The neighbourhood plan is an effort to develop a distinct neighbourhood that will guide development and design and help stimulate urban regeneration in the community.

As an initial step, Ron Marini and Associates Inc, a planning and communication firm with experience in both the private and public sectors, was retained to undertake a strategic planning exercise with community and elected members and those town staff who would be involved with the Bridgeburg neighbourhood plan's preparation. This exercise was an appropriate vehicle to elicit comments and issues that would need to be addressed as the neighbourhood plan preparation moved forward.

The Exercise:

The Bridgeburg Community Focus Group, His Worship, Mayor Wayne Redekop, Councillor Ric Gorham and Town staff together with the facilitator from Ron Marini and Associates Inc, participated in a SWOT analysis. This exercise identified strengths, weaknesses, opportunities and threats within the Bridgeburg neighbourhood. This assessment was critical because it will

focus the town planning staff in specific areas as they proceed with the neighbourhood plan preparation. Upon completion of the SWOT analysis, participants were asked to formulate a vision statement for Bridgeburg. Subsequently, participants suggested actions that would be needed in order to achieve the group's vision for the neighbourhood. Finally, participants ranked the suggested actions in order to identify priority actions relative to the neighbourhood plan preparation. The following reports on the results of the exercise.

It is important to note that prior to the undertaking of the exercise, certain ground rules for the meeting were discussed and agreed upon by all participants. One of the rules was that of consensus and that meant that ideas advanced and which are in this report were supported on a consensus basis. Succinctly stated, the participants agreed with putting the issue forward, and they could support it, even if it wasn't their preferred idea.

SWOT Analysis:

The following is the result of the staff input into the exercise.

Strengths:

The following are the identified strengths of the Bridgeburg community:

1. Location
2. History
3. Downtown Core
4. River
5. Potential for development
6. Adequate /well-serviced
7. Maturity of residential areas
8. Development land available

9. Tremendous redevelopment opportunities
10. Diversity/mixture of land uses
11. Well serviced with amenities/services such as parks, recreation, schools, court house/post office, banks and lawyers
12. Tourism: museum, parkway, destinations
13. Broad community interest representing significant organizations
14. Neighbourhood:
 - Maturity
 - Well-serviced including emergency services and schools within walking distance
 - Potential for walking to services
 - Sidewalks
 - Affordability
 - Housing quality
 - Supporting services
 - Lot sizes/tree lined streets
 - Opportunity for investment
 - Good mix of age groups
 - Healthy ethnic/racial mix
 - Reasonable level of comfort in safety in residential areas
 - Business Improvement Area, (BIA)-building blocks to advance the BIA's growth through reaching out to the neighbourhood, and creating associate members

Weaknesses:

The following are the identified weaknesses of the Bridgeburg community:

1. Lack of essential retail in the neighbourhood
2. Directional signage/promotional gateway features
3. Remote in town/regionally, physically and psychologically
4. Jarvis Street not a main street from a commercial perspective
5. Older buildings mean properties are more difficult to maintain
6. Property neglect due to absentee landlords
7. Buildings not owned by business operators
8. Socio-economic conditions on the decline
9. Lower property values are encouraging absentee ownership
10. Lack of housing for the continuum of life.
11. Lack of police presence
12. Significant brownfield lands
13. Insufficient population to support commercial district
14. Underpasses at Thompson and Niagara Parkway
15. Railway as a barrier

Opportunities:

The following are the identified opportunities for the Bridgeburg community:

1. Rail lands as future industrial development
2. Intermodal potential-transshipment
3. Coal docks development
4. Transient docking

5. Niagara Parks Commission
6. Opportunity to link trail systems
7. Use of schools for after-hours community programs
8. Education expansion
9. Opportunity for Jarvis Street to evolve
10. Opportunity to diversify the housing mix and the retail mix
11. Opportunity to connect Jarvis Street-needs to go somewhere
12. Empty buildings/lands for redevelopment and reuse
13. Well-positioned to exploit the opportunity of growth direction from the province and from the region
14. Opportunity for way finding
15. Use façade program
16. Ambassador bridge

Threats:

The following are the identified threats to the Bridgeburg community:

1. Large format commercial a threat to main street commercial areas
2. Ambassador Bridge-uncertainty
3. Undesirable heavy industry reoccupying sites
4. Lack of youth recreational facilities and programs
5. Decreasing socio-economic conditions
6. On-going speculation
7. Lands not used for long-term intent
8. Parking may not be appropriately provided to accommodate renewal/regeneration

Vision Statement:

With the completion of the SWOT analysis, the group was asked to focus on the creation of a vision statement for the Bridgeburg Neighbourhood. The following is the result of that discussion.

“In 20 years, Bridgeburg is a safe, clean and vibrant neighbourhood with a better quality of life where people choose to live, work, play and stay, with a thriving commercial core providing goods and services to the neighbourhood and visitors, where development is sympathetic to the neighbourhood’s character, and where the use of the waterfront is optimized for recreational and tourist opportunities.”

Actions Arising From Analysis and Vision Statement:

Following the SWOT analysis and the articulation of the vision statement, the participants were asked to study the various elements identified in the exercise and then to formulate actions that the town could follow in the plan’s preparation. The actions would move the neighbourhood toward the achievement of the vision. The results of that work follow.

1. Business Improvement Area (BIA) /the Town working closely (including EDC)
2. Review of the zoning by-law
3. Develop urban design guidelines reflective of the vision (including streetscaping standards with the BIA providing recommended plantings for Jarvis Street)
4. Review property standards
5. Council approved incentive plan
6. Complete the Niagara Parks Commission recreation trail
7. Upon approval of the plan, develop a long-term capital improvement plan
8. Town staff to inventory vacant lands/unused lands to determine potential land uses

9. Social services/cultural /recreational plan to be prepared to determine level and needs (including youth). (Conduct a survey of property owners)
10. Set up a task force (Clean and Safe) for Bridgeburg Neighbourhood
11. Implement the way-finding plan
12. The Peace Bridge Authority, Niagara Parks Commission and the Town work together to develop the Coal Docks Property Plan.
13. Revisit the BIA strategic plan (prepared in 2000)
14. Participate in a parks/open space master plan
15. Prepare a community improvement plan.

Once the list of action items was identified, the participants were then requested to identify their top three priority actions. These actions are:

- 1. Develop urban design guidelines reflective of the vision (including streetscaping standards with the BIA providing recommended plantings for Jarvis Street)**
- 2. Social services/cultural /recreational plan to be prepared to determine level and needs (including youth). (Conduct a survey of property owners)**
- 3. Upon approval of the plan, develop a long-term capital improvement plan**

Conclusions and Next Steps:

While these were identified as the top three priorities, they are not exclusive of the other identified actions. From the exercise, it is clear that a neighbourhood plan is needed to allow the community to focus on the neighbourhood planning and social issues and to help dispel the current degree of uncertainty. The top three actions identified through the staff exercise demonstrate clearly that Bridgeburg is a valued place and that there are significant opportunities

today that if implemented, will achieve the vision for tomorrow. In addition, these top priorities show that the community wants an articulation of the vision through urban design guidelines and the preparation of plans that address both the social and physical elements of the Bridgeburg Neighbourhood. What this exercise has also shown is the importance of the Town's Neighbourhood Planning Program as a functional vehicle to address the array of issues that confront each neighbourhood.

Town Planning Staff will now need to implement the work program for the neighbourhood plan's preparation using this strategic planning exercise for direction and to ensure the action plan is accounted for as the plan moves forward.

Ronald M. Marini, MCIP, RPP

Ron Marini and Associates Inc

January 18, 2006

Appendix A

List of Participants

Council Representatives

Wayne Redekop Mayor

Ric Gorham Councillor

Community and Development Services

Rino Mostacci Interim Chief Administrative Officer

Joe Mrozek Manager of Development Approvals

Dave Heyworth Senior Policy Planner

Tom Villella Neighbourhood Planner

Infrastructure Services

Ron Tripp Director of Infrastructure Services

Community Focus Group

Colleen Hardie Resident

Mike Hebbourn Resident

Dave Renshaw Resident

Cristy Spencer Resident

David Dimberio BIA

Costa Koutroulakis BIA

Leigh White BIA

Dave Gillis Community Partner

Dale Hirons Community Partner

Ron Rienas Community Partner

Facilitator

Ron Marini Consulting Planner