



Strathcona County

RFP #14.0084

**Mature Neighbourhood
Urban Form and Architectural
Character Assessment**

Submitted By:

MMM Group Limited

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In Association With:

EIDOS Consultants Incorporated

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3.0

Executive Summary

MMM Group Limited (MMM) has partnered with EIDOS Consultants Incorporated (EIDOS) to create a comprehensive experienced team, in response to the RFP 14.0084 issued by Strathcona County for Planning and Development Services, for the preparation of a Mature Neighbourhood Urban Form and Architectural Character Assessment (Background Study). Our Project Manager Shree Shinde, Senior Urban Designer/Landscape Architect Stefan Johansson, and team members, have a thorough understanding and extensive experience with mature neighbourhood planning, infill redevelopment, land use bylaw, overlays, urban design background studies and public realm community planning for both municipal and private sector clients. We have significant local knowledge of Strathcona County and the Capital Region from both a personal and professional perspective; and each team member brings a particular skill set and area of expertise to the team. We have worked together on previous projects and understand the important role of each discipline for the successful preparation of the Background Study.

We understand that planning for mature neighbourhoods will present many different opportunities and challenges. At a preliminary level, we have identified some unique community characteristics, as well as some challenges

the area may pose. We believe that we can effectively assess the eleven mature neighbourhoods and prepare a comprehensive Background Study that lays the foundation for Stage 3 of the County's Mature Neighbourhood Strategy, creating a mature neighbourhood overlay. By drawing upon our past experiences, investigating innovative solutions (what has worked and what hasn't) and by ensuring the entire process is collaborative, we will successfully identify mature neighbourhood characters and policy direction / guidelines to successfully preserve and incorporate these characters through the future Mature Neighbourhood Overlay. We also have the experience to identify other potential issues early on in the project to ensure it continues to run smoothly. In addition to the scope of work outlined in the RFP, we have included some optional items that we believe can add significant value to the final product, such as a Sustainable Development Checklist and high quality illustrations.

Our process is transparent and involves consistent communication that is clear and concise. We are proposing an aggressive six month process for this project with a **total budget of \$49,775.04** (inclusive of disbursements) excluding GST and optional tasks.



4.0

Experience

4.01 Corporate Profile

MMM Group Limited

The founding corporation of MMM was established in 1952 and incorporated in 1957 as Marshall Macklin Monaghan Limited. Renamed MMM Group Limited in 2007, the firm's head office is in Thornhill, Ontario. MMM's success in central Alberta is a result of our commitment to building long-term partnerships in the area, and growing alongside clients who can depend on the efforts of our responsive team to help them achieve their project objectives. Our partnerships succeed because we offer technically effective solutions and because our experienced planners, landscape architects, and engineers are passionate about building relationships that are based on trust, honesty, dependability, and responsiveness. We don't focus on the size of the job; we care about meeting our clients' needs on every project, and we utilize our industry expertise, resources, and insights to assist them in making informed decisions that ensure they are best positioned to achieve their long-term goals. This encourages the collaboration of skills, knowledge and competencies across our firm and facilitates greater efficiencies by removing barriers and promoting sharing of work and resources.


MMM works as a cohesive team that can draw upon any of our services offered for a project, to ensure that it is of the highest quality, is innovative and meets the needs of our client. This includes both technical skills and project support skills. For each project, we identify up front any potential areas that may require specific expertise and put together a project team that has the capacity to efficiently and successfully complete the project. This guarantees that all aspects of the project are covered and the final product is accurate, functional and readable (plain language) to the end user. In addition to our technical skills and expertise, we have in-house report editing, formatting and graphic design. We understand that for documents, plans and designs to be implemented effectively, they must be well written and laid out for a variety of end users. MMM understands that each project has different needs and continuously strives to provide all services necessary to address them.

The project and MMM team members will be led by Senior Planner / Urban Designer Shree Shinde. Shree has over eight years of planning, urban design and architecture experience

and has successfully completed many residential planning-design projects. As a project manager, she understands the importance of resource management, staying on budget and most importantly, quality assurance. One of Shree's more recent and notable projects is the Saline Creek Design Guidelines in Wood Buffalo which looked closely at housing built form, architectural styles and neighbourhood design. For more information on Shree's experience please see **Appendix A**. The MMM team has a wide variety of urban design experience across Canada that includes the *Lake County Streetscape Revitalization*, the *Trail Downtown Action Plan*, the *Bayview Station Area Community Design*, the *Callaghan Residential Community* and the *North Grenville Integrate Community Trails Strategy*.

The team members proposed for this project have both the experience and work capacity to take on the project. Upon reviewing the RFP, we undertook an assessment of key team member availability to ensure each person has adequate time to complete the required scope of work. Please see **Table 1** in Section 4.02 for our Project Team capacity.





At MMM we believe in building relationships with our clients and as such understand the vast importance of maintaining

EIDOS Consultants Inc.

EIDOS Consultants Incorporated (EIDOS) is an Edmonton based firm with extensive experience in landscape architecture, urban design, environmental planning and public consultation. Since its inception in 1985, EIDOS brings specialty knowledge in the areas of:

- ▶ The Urban Village
- ▶ Sustainable Design
- ▶ Green Spaces
- ▶ Environmental Planning
- ▶ Cultural landscapes

EIDOS has gained national and provincial recognition for our planning and design work and our ability to work successfully with our clients and multidisciplinary project teams. We are able to assemble and adapt specialized resources to meet the challenges of increasingly larger and more complex assignments, larger scales of endeavor, and a broader diversity of cultures in different geographic

locations. EIDOS is a corporate member of the Canada Green Building Council and has extensive experience in LEED certified projects. The firm's diversity, creativity and dedication to collaboration and ecological responsibility have led us to become a leader in landscape architecture and shaping landscapes for a greener future. Our accomplishments over the past three decades create a mosaic of project experience and knowledge. Within that mosaic, the main strength of EIDOS can be seen. That strength is our diversity—our diverse educational backgrounds, our wide range of experience, our broad knowledge, our creativity and aesthetic talents and our work in varied geographies throughout Canada and the USA.

Our staff of landscape architects and technologists work in a creative environment that encourages their support and input and the exchange of experience and talent at all times. We try to foster an attitude that values creativity, research capabilities, and the importance of being investors in knowledge and new ideas.



4.02 Team Member Profiles



Workload and Capacity

Table 1: Project Team Workload and Capacity provides an accurate depiction of all team members' capacity to work on this project, commitments to current projects and role/expertise to this project. We understand that some team members will need to be more dedicated to the project than others and we have ensured that those persons are available to do so. At the onset of every proposal and

project we undertake an internal analysis of capacity and expertise to identify if and who can be dedicated to a new project to ensure it will be successful. We do not believe in overcommitting to multiple clients or projects because we believe in building relationships and a positive reputation that will last.

Table 1: Project Team Workload and Capacity

Project Team Member	Bill Out Rate	% of Work	% of Work Capacity
Shree Shinde (Project Manager, Senior Urban Designer/Architect)	\$140	20%	35%
Donal Farrelly (Planner/Urban Designer)	\$120	16%	30%
Scot Carnall (Project Planner)	\$105	23%	40%
Stefan Johansson (Senior Urban Designer/ Landscape Architect)	\$175	15%	30%
Kerys Miller (Landscape Architectural Technologist)	\$78	12%	25%
Nathan Zuk (Visual Communications Specialist)	\$108	14%	30%



Shree Shinde, B.Arch, MEdes (Project Manager, Senior Planner / Urban Designer)

Shree is a Senior Planner and Urban Designer with MMM, Edmonton. Shree has over eight years of experience in Planning, Urban Design and Architecture. Her planning experience includes rural and urban planning, statutory plans, feasibility studies, First Nation's community planning, land use planning, urban design and land development. However, her educational background and professional experience in the fields of Architecture and Urban Design, her understanding of land development in the Capital Region and her eye and passion, for design make her a perfect fit for this project. Her recent architectural and urban design guidelines experience includes Keyano College and Saline Creek Inc. Development's outline plans in Fort McMurray, design guidelines for Rosenthal Neighbourhood in Edmonton, contemporary architectural housing designs for Beaverbrook Developments in Edmonton and implementation of architectural control in Stone Creek Development in Fort McMurray. As a Project Manager and Coordinator for these diverse projects, Shree has worked closely with both the public and private sector clients. Shree has strong writing and presentation skills, and extensive experience in planning and facilitating public and stakeholder consultation sessions and workshops. Shree brings strong design, analytical, and problem solving skills to the MMM team. Shree is a Candidate member with Alberta Professional Planners Institute (APPI).

Donal Farrelly, MSc (Planner / Urban Designer)

Donal is a Planner and Urban Designer with MMM. His experience includes urban design, policy planning, streetscape design, the development of area structure plans and neighbourhood structure plans, site planning, the development of various land use districts, subdivision design, and public consultation. He is currently working as an urban designer on the development of an Urban Village in Spruce Grove and the Cambrian Crossing Town Centre in Sherwood Park. Design elements being considered in Cambrian include the integration of the built form with surrounding land uses, parking constraints, the relationship of the main street to the built form, and the arrangement of open space. The focus is to achieve a narrower street feel and a variety in the built form to avoid the large massing of street blocks. Donal also teaches urban design at the University of Alberta and has presented on urban design topics at different planning conferences and speaking engagements across Canada. Donal is also a Candidate member with Alberta Professional Planners Institute (APPI).

Scott Carnall, MCP (Project Planner)

Scott is a Project Planner with MMM Group. In 2012, Scott completed his Master in Civic Design in Town and Regional Planning from the University of Liverpool and has since worked on various policy planning projects in the form of amendments to land use bylaw districts, growth study reports for land annexations, business case plans and public consultation within the Edmonton Capital Region. During Scott's Master's degree his projects focused on community building through the use of urban infill, sustainable design, and the reuse and repurpose of existing buildings and spaces to develop cohesive and socially fused communities. Scott's Thesis at Liverpool was entitled "Lighting the Way - The role of lighting strategies in planning the public realm of Northern Cities". He has had a variety of experience in municipal and policy planning; conceptual design; Land Use Bylaws and Area Structure Plans; liaising with public and private sector clients and public consultation. Scott is also a Candidate member with Alberta Professional Planners Institute (APPI).

Stefan Johansson, BLA, MLA, AALA, CSLA (Senior Urban Designer/Landscape Architect)

Stefan is a Principal Landscape Architect and full Partner at EIDOS, having worked both in Canada and the United States. He brings a diverse range of expertise in the creative development process including conceptual design through detail design to construction implementation. Stefan is a Senior Urban Designer/Landscape Architect for this engagement, having successfully led a wide range of urban design and transportation assignments such as: LID ('Green') streetscapes; downtown revitalizations; TOD neighbourhood developments; LRT rights-of-way projects; transit garage and LRT station design; supportive substation infrastructure; as well as multi-use trail, public realm and linear park design projects. Stefan adds leadership and imaginative solutions to all aspects of this consulting assignment including: landscape architecture, urban design, parks planning and integration with other architectural or engineering initiatives where warranted. He will also be actively involved throughout all project stages and be primarily responsible for incorporation of innovative public realm and open space enhancements including LID, LEED CPTED site design principles, as well as integrating winter city design, place-making and way-finding initiatives within the proposed project boundaries.

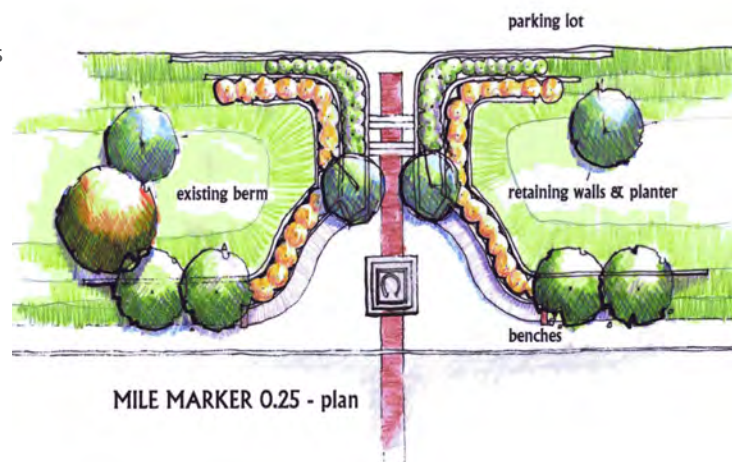
Kerys Miller (Landscape Architectural Technologist)

Kerys graduated and earned her diploma in Landscape Architectural Technology through NAIT. Since her graduation, Kerys has been working as a Landscape Architectural Technologist at EIDOS Consultants, gaining first-hand experience and knowledge in the various aspects of Landscape Architecture and Project Management. Kerys' passion to pursue the landscape industry came from her childhood, growing up in a small town, where the urban lifestyle wasn't overly busy and the multi-use trails were abundant. During her adolescent years, she spent most of her time focused on school, family and friends, but she always took a special interest in gardening and hiking with her mom. Realizing that, she wanted to make her career in a profession that would allow her to make a difference in the landscape and include her gardening interests, Kerys decided to leave her receptionist job and enroll at NAIT. By utilizing the skills she developed as a receptionist, such as organization, and detail attention, Kerys has been combining them with her Landscape Architectural

Technologist skills to produce accurate legible landscape drawings and designs. Professional interests for Kerys consist of projects related to reclamation, streetscape retrofits, park development, green wall and green roof design. Kerys' project experience includes LEED based projects, parks and recreation development, corporate and civic projects and community planning and design.

Nathan Zuk (Visual Communications Specialist)

Nathan Zuk is a Visual Communications and Branding specialist with EIDOS Consultants. He is tasked with branding and marketing for EIDOS as well as its clients. Nathan's diverse experience also has him in charge of the company website, proposal submissions and all marketing and promotional materials. Upon graduating from Graphic Communications at the Northern Alberta Institute of Technology in 2006, Nathan started his career in the Architect/Engineering field and has been involved in that industry ever since. This experience has proved valuable for Nathan and has given him insight into many diverse projects and helped him tackle multiple projects with ease. Nathan was selected to be on the Board for the 2007 Edmonton Urban Design Awards and continued with the branding and marketing for the 2009 and 2011 publications. Nathan's urban design experience includes logo and branding for the Rosenthal neighbourhood in Edmonton, the Downtown Area Redevelopment Plan in St. Albert, and the Stony Plain Road Business Redevelopment.



4.03 References

Below in **Table 2: Project Team References**, is a list of references for work our team has completed on similar projects. A more detailed list of relevant projects for both MMM and EIDOS is included in **Appendix A**.

Table 2: Project Team References

Name: Mary Ann Debrinski	Company: City of Edmonton - Urban Renewal	Title: Director	Contact Information: PH: 780.442.4528 E: maryann.debrinski@edmonton.ca
Description of Services / Value of Work: The Quarters Downtown Urban Design Public Realm Improvement Strategy and Master Plan			
Reference For: EIDOS Consultants Incorporated			
Name: Russell Dauk	Company: Rohit Group of Companies	Title: Vice President	Contact Information: PH: 780.436.9015 E: russell.dauk@rohitgroup.com
Description of Services / Value of Work: MMM is currently preparing a range of Direct Control districts for the Cambrian Crossing neighbourhood. These land uses will provide a variety of housing options which will help create an inclusive community for a range of different income groups. MMM is also preparing a main street design with a strong emphasis on the relationship of the built form and open space, while minimizing vehicular movement through the street. 10+ years of service.			
Reference For: MMM Group Limited			
Name: Tracey Tester	Company: Regional Municipality of Wood Buffalo	Title: Planner III/ Development Officer	Contact Information: PH: 780.792.5962 E: Tracey.Tester@woodbuffalo.ab.ca
Description of Services / Value of Work: Keyano College and Rotary Outline Plan and Design Guidelines (2013).			
Reference For: Shree Shinde, MMM Project Manager			

Our team understands the importance of illustrative graphics, effective maps and narrative supporting text to convey specific architectural and urban design features.



5.0

Services

5.01 Project Understanding

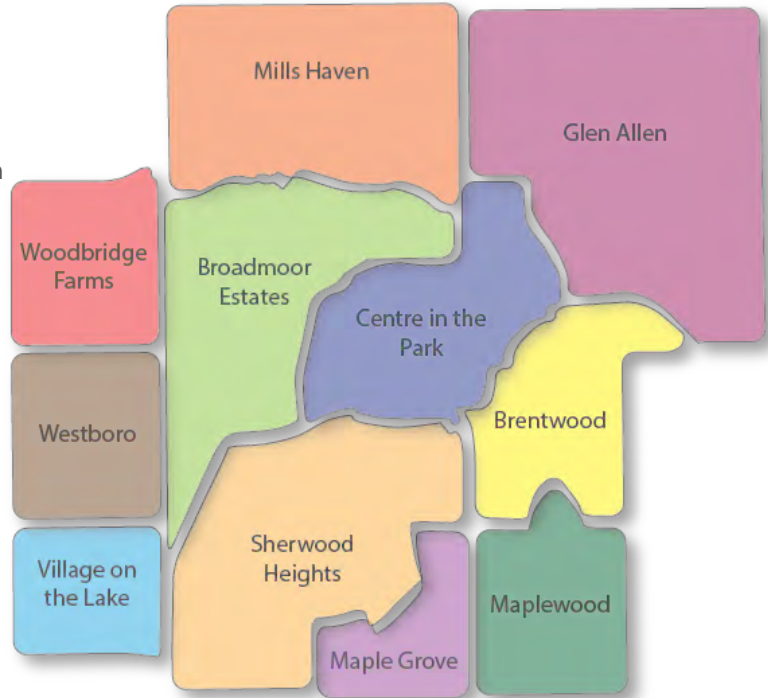
Strathcona County (the County) is seeking a qualified project team to provide planning and architectural consulting services for the preparation of an Urban Form and Architectural Character Assessment as identified in the Request for Proposals (RFP 14.0084) Eleven Mature Neighbourhoods within the Hamlet of Sherwood Park.

These mature neighbourhoods include:

1. Mills Haven
2. Glen Allan
3. Woodbridge Farms
4. Westboro
5. Village on the Lake
6. Broadmoor Estates
7. Centre in the Park
8. Maple Grove
9. Brentwood
10. Maple Wood
11. Sherwood Heights

The Assessment will provide guidance for the creation of a mature neighbourhood overlay, within the County's Land Use Bylaw (LUB) to address an existing gap in County policy to manage re-development pressures (with the exception of Centre in the Park).

The County has a unique community composition that ranges from rural and agricultural development to the urban service area of Sherwood Park. Sherwood Park itself has a population of over 64,000, with many of these residents living within a mature neighbourhood. The majority of the mature neighbourhoods within the Hamlet were built out by 1980, with residential development starting as early as the 1950's. This is very evident through the architectural style of homes ranging from colonial, tudor cottage, ranch style, prairie, bungalow and more. The most notable aspect of the architectural styles within the mature neighbourhoods is each home is very unique and has its own character, whether it be housing form or a style (such as semi-detached or single detached housing, tudor, ranch



or tuscan), garage orientation (front of the home, side-by-side or at the rear of the home), and features including distinctive rooflines, balconies, verandas, patios and even courtyards. Different lot widths and building heights also add to the diversity. Many neighbourhoods are built around some kind of communal amenity such as an open space, lake or a golf course, which helps shape the character of these neighbourhoods. Having many distinct homes is a large contributor to the uniqueness of the mature neighbourhood and validates the importance of well thought out contextual infill/redevelopment guidelines.

Curvilinear streets, rather than a more modern grid style; larger public park spaces versus the modern 'pocket park' design; vehicular oriented streets with narrow sidewalks, the placement of Centre in the Park, and larger public amenity areas, located centrally within a concentric circle of residential development, reinforces the sense and experience of mature neighbourhoods in Sherwood Park. One of the best features within the mature neighbourhoods is the connectivity and access to green space. The existing trail system, large natural areas and green active park spaces significantly enhance the neighbourhoods, both in terms of livability / quality of life, as well as aesthetically. These

areas also contribute significantly to the mature feel of the neighborhood as the trees and vegetation are fully grown.

Urban Form and Architectural Character Assessment is part of Phase Two of the County's Mature Neighbourhood Strategy. Phase One took place in 2012 – 2013 and was mainly a consultation program designed to listen to the community and obtain their input on the potential redevelopment of Sherwood Park's mature neighbourhoods. A summary of the consultation program was prepared that provides a detailed overview of the process, responses and feedback by neighbourhood. This feedback is very important to Phase Two and will provide guidance to the Assessment, in addition to the input from the Citizen's Task Force. The main purpose of Phase Two is 'Coming up with a Strategy' for redevelopment within the mature neighbourhoods. The final Assessment will provide the framework required for the County to move to Phase Three, which is implementing the strategy by preparing the future mature neighbourhood overlay.

A key influencer in this project will be the history of Sherwood Park and within each neighbourhood. Each community has a unique story and the most prominent way of keeping it alive is to preserve it through each neighbourhood's unique characteristics. This history begins in the 1950's with Sherwood Heights, the first new residential development in Sherwood Park (once referred to as Cambelltown) which boasted of high quality distinctive looking housing. Our team will explore this history and dig deeper into each individual neighbourhood in terms of notable and influential residents, developments of specific significance to a person or intended use, and historical trends that helped shape the built form.

Our team members have extensive experience working on similar projects throughout Canada, including preparing detailed background documents, updating land use bylaws

and creating overlays. Recently, EIDOS was a key member of the project team that completed The Quarters Downtown Urban Design Plan & Public Realm Improvement Strategy and Master Plan for the City of Edmonton. This project combined a long-term vision of a vibrant and attractive neighbourhood with a series of urban design principles, streetscape improvement and sustainable development guidelines into a single comprehensive document. This allowed the City and private developers to move from vision to reality. The final Master Plan responds to, and is adaptable to, future contextual changes within the project area. This project also won the AAA Edmonton Urban Design award in 2010. In 2007, EIDOS was also retained by the Heritage Mile Society and Strathcona County to prepare the Heritage Mile Master Plan. The Master Plan defines, illustrates and shapes a future shared vision for the Heritage Mile that physically links and brings attention to key areas of interest for the corridor. This Master Plan is also within the RFP study and as such EIDOS is extremely



familiar with the context of the area, significant historical aspects of the community and has a working relationship with the County. Other key relevant projects completed by EIDOS include the Yellowknife Smart Growth Urban Design Initiative; the Community Revitalization Vision Plan in Inuvik, Northwest Territories; the Central LRT Station & Jasper Avenue Streetscape Rehabilitation in Edmonton; the Lakeshore Drive Redevelopment, Waterfront Residential District and the 50th Street Area Redevelopment Plan in Sylvan Lake; the Prince Albert Downtown Strategic Plan in Saskatchewan; and the 105 Avenue Trail Corridor / Green Street Preliminary Detail Design Study in Edmonton. For more information on these projects and other EIDOS projects please see **Appendix A**.

MMM has led many similar projects including the Nodes and Corridors Urban Design Guidelines and Uptown Public Realm Study for the City of Waterloo. This project included preparing a set of urban design principles and guidelines, incorporating height and density restrictions; analyzing the existing urban fabric and urban design precedents within a report; and stakeholder consultation. Massing models were created for each study area and sections taken from those were used to inform the physical aspects of developing the urban design guidelines. MMM also regularly prepares Area Structure Plans, Neighbourhood Structure Plans, Urban Design Guidelines, and Site Specific Zoning districts for our private clients. Key projects in this realm include, but are not limited to: the Windermere Area Structure Plan amendments (Edmonton), Glenridding Heights Neighbourhood Structure Plan amendments (Edmonton), the South East Area Structure Plan (Leduc), the South of Devon Industrial Area Structure Plan (Leduc County), and Meadows Neighbourhood 5 Neighbourhood Structure Plan. MMM also recently prepared the Glen Abbey Community Master Plan for the Town of Oakville, Ontario. This project



is very similar to this RFP as it undertook the preparation of a masterplan for a suburban community, looking at the urban design, recreation, planning, land use, environmental, economic and transportation aspects. For this project, modern techniques of new community development within North America and Europe were examined. For more information on these projects and other MMM projects please see **Appendix A**.

We believe that understanding the user, which in many cases can be our private clients, provides a fundamental understanding of the level of detail required for this project and the important role it plays in the development and implementation of the future mature neighbourhood overlay.

We have identified some preliminary key challenges that may arise during the preparation of the Background Study:

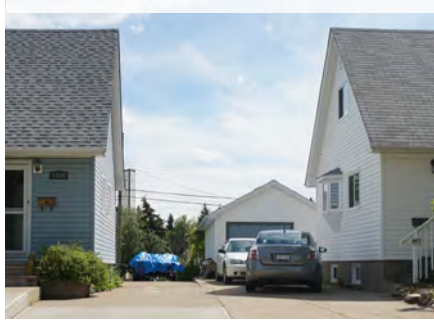
- ▶ Identifying a distinctive community character within neighbourhoods that display varying housing style and architectural features.
- ▶ Ensuring that all historical aspects have been properly identified and applied to their respective neighbourhoods in an effective way.
- ▶ Creating policy and development regulations that encourage good design and limit developments that would be to the detriment of the neighbourhood.
- ▶ Strategically weighing all the input received from Phase One, as well as during the Phase Two process, from both internal stakeholders and the Public.

Together, MMM and EIDOS can effectively access all items listed in the RFP such as architectural style, housing typology, housing density, exterior finishes and more, as well as prepare a final Urban Form and Architectural Character Assessment Background Study that is comprehensive, effectively integrates illustrations with supportive text and encompasses a process that communicates well with the County's Project Manager, the Priority Committee and Council. Our strategically assembled team of planners, architects and urban designers brings an unbeatable and unquestionable level of skills and experience together that will prepare a stellar final product.

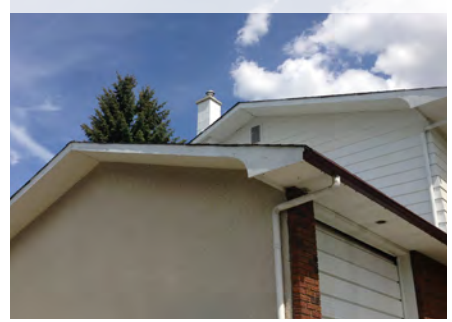
Trail Connections



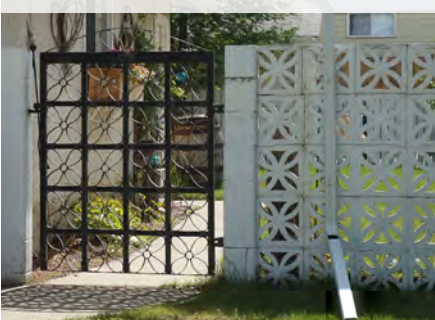
Separation Space / Rear Garage



Roof Lines



Courtyard / Fencing



Front Garage / Townhousing



Entrance Feature / Gate



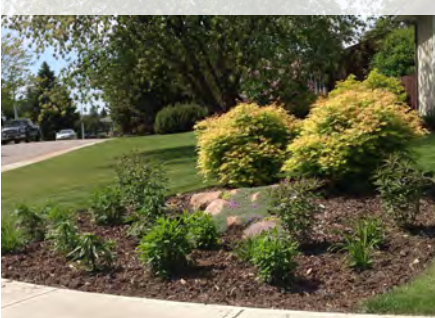
Recreation / Amenities



Retail / Commercial



Landscaping



5.02 Approach and Methodology

5.02.1 Project Approach

We understand that this is a unique project to Strathcona County. Hence, our approach to preparing the Urban Form and Architectural Character Assessment Background Study is to partner with the County, identifying, defining and analyzing the residential urban and architectural form, while incorporating stakeholder and public feedback to create the framework for the future mature neighbourhood overlay. This partnership concept goes beyond a typical municipality-consultant relationship and creates a process where both parties work together and take ownership over the final product. We understand that the final Assessment will be a County document and serve as the foundation for future planning initiatives. As such, we want to ensure that the County is not only happy with the final product, but has a clear understanding of the content and how it was prepared. From our perspective, we take pride in the work we accomplish and regularly reflect on past projects to facilitate continuous learning and professional growth.

An important part of our approach to this project includes providing high quality illustrative graphics, maps and example imagery within the report. From our experience, design based projects such as these are much more successful when a balance of the graphics and text are used to convey messages. We have found that people tend to relate more and gain a deeper understanding of design concepts when they are portrayed visually with key word messaging in support. One picture really can speak 1,000 words.



Most importantly, our approach is centered on **building on what we know**. Our team has experience working in the County and in very similar projects, but we also understand that each project is unique in terms of visions, scope and desired outcome. Our team believes the success of this project will be largely attributed to the building upon the skills and expertise our team and County staff possess, as well as information already available that pertains to this project, such as Phase 1 of the Mature Neighbourhood Strategy. We understand the role that this Phase of the strategy plays and are confident that we can pick up where Phase 1 left off, and produce a high quality comprehensive Background Study.

Our tools to implementing the approach above lies within our detailed and well thought out proposed work plan, as well as within the following goals we believe are essential to this project:

- ▶ We want to be client-driven – that is, we want to be informed by the interests and needs of those who will actually use, operate and maintain the space.
- ▶ We want to stay nimble – with our design and planning by being highly collaborative, adaptive, and seamless.
- ▶ We want to communicate, coordinate and connect scope and project delivery – within the schedules required.
- ▶ We want to provide for a sustainable implementation strategy that doesn't compromise important values – through an iterative design process involving qualified professionals who have the local knowledge and design expertise.
- ▶ We want to deliver a product that is innovative and balances aesthetic function with operation.

We have found that these five goals make us collaborative and integrated in our concept design approach – fundamentally important in how we want to work with you. Coordination, connection and communication will be carefully translated into an innovative design approach.

5.02.2 Methodology

We have carefully reviewed the RFP scope of work and requirements, and have prepared a methodology that we believe will exceed the County's expectations for the Urban Form and Architectural Character Assessment Background Study. A detailed project schedule of key milestones and dates is also included as **Table 3**.

Stage 1: Background Review and Investigation

At the beginning of the Background Review and Investigation Stage, our Project Manager Shree Shinde will have a project start-up meeting with the County's Project Manager Janna Widmer to finalize the contract, develop protocols and communication strategies that will be followed during the assignment (including project management, quality assurance and progress reporting) and finalize deliverables and key dates. We anticipate this meeting will occur immediately following the award of the contract in person at the County's office. In conjunction with or soon after the meeting, we will schedule a site visit to the mature neighbourhoods with the County's Project Manager to get a more in depth feel for the area. Many of our team members are familiar with these neighbourhoods, but we believe that a site visit with the County's Project Manager will provide an insightful perspective.

This Stage will also include a comprehensive document review of County and relevant plans within the Capital Region: the list of documents that will be reviewed include the following (as set out in the RFP):

1. Capital Region Growth Plan (CRGP)
2. County's Strategic Plan and Vision
3. Municipal Development Plan, Bylaw 1-2007
4. County's Sustainability Frameworks
5. Land Use Bylaw 8-2001
6. Preliminary Consultation Summary Report
7. 2013 Mature Neighbourhoods Survey Research Results
8. GIS related data, property files, and development permits

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MATURE NEIGHBOURHOOD CHARACTER
ASSESSMENT
Background Study | February 2014

MMM and EIDOS have had extensive experience working in Strathcona County, as well as within the Capital Region and as part of past projects (as well as during the preparation of this proposal) have already reviewed many of these documents in detail. This has provided us a solid foundation for this task and a thorough understanding of the documents to be able to fully analyze their potential impact, guidance and restrictions for the final Background Study.

The final part of Stage 1 will be creating a photographic record of the mature neighbourhoods. These photos will visually represent the existing neighbourhoods and breakdown housing character by decade period (i.e., 1920 – 1940, 1950 – 1970, etc.) and housing types (i.e., semi-detached, ground-oriented townhomes, and apartments). This record will be incorporated into the final Background Study to demonstrate the character of the existing neighbourhoods and to serve as a baseline for future assessment, analysis and recommendation.



We also propose having the first Priority Committee Meeting (PCM) with our team at the completion of Stage 1, to discuss any background information PCM members possess, review the layout of the Background Study and review the project schedule, finalizing future PCM meetings. We also understand that there may be additional meetings with the Citizen’s Task Force (CTF), in addition to other meetings. Therefore, we have included three additional meetings for the CTF, one in Stage 1, and one in Stage 2. Should additional PCM or CTF meetings be required, this will be in addition to the scope of work outlined in this proposal. We are also happy to re-allocate meetings listed for another purpose with the County to accommodate these (i.e., combining a County meeting with a PCM or CTF meeting).

The County’s role for this Stage will be to provide background documents for review (if not readily available); arrange the project start-up meeting and first site visit; arrange PCM and CTF meetings; and to review the Photographic Record.

Deliverables:

- ▶ Finalized Contract
- ▶ Summary of Project Start-up Meeting and Site Visit #1 (meeting minutes within five working days)
- ▶ Background Study Layout and Table of Contents
- ▶ Completed Background Review and High Level Summary for Background Study
- ▶ Site Visit #2 and Photographic Record for Background Study
- ▶ Attend at PCM #1 (meeting minutes within five working days)
- ▶ Meeting with CTF #1 (meeting minutes within five working days)

Stage 2: Draft Background Study

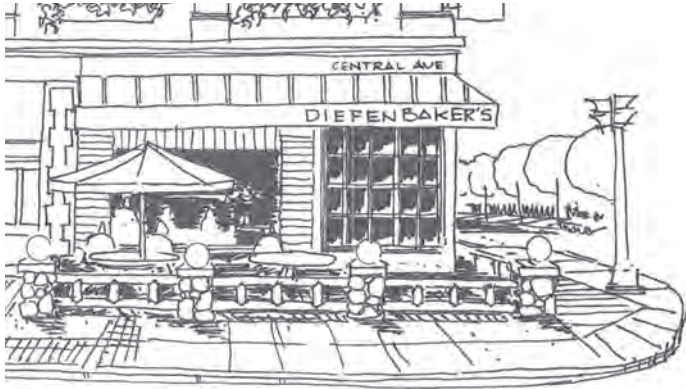
To begin Stage 2, we will compile a **Neighbourhood Assessment Matrix** table, summarizing the following aspects for each mature neighbourhood. The purpose of this table is to identify each neighbourhood's specific features in detail and then to analyze these features and their contribution to the neighbourhood character. An example of this exercise is shown on the right.

Once the table has been completed, our team will have a complete account of each mature neighbourhood and all the information to begin fully analyzing them. This analysis will include a detailed look at neighbourhood arrangements, street layouts, housing trends, block arrangements, movement patterns and gateways. The result of the analysis will be specific recommendations for each neighbourhood and category listed above. These recommendations may include: specific architectural and build styles that should be encouraged; ways to further implement the history of the neighbourhood; the scale and density of housing that would fit within the mature context; strategies to improve and connect the public realm between adjacent neighbourhoods; building proportion and rhythm; the siting of buildings and yard space; and strategies for adapting to contextual change. We will then summarize the recommendations into higher level recommendations for each neighbourhood and those that can apply for all neighbourhoods for the County's consideration, in preparation of the future mature neighbourhood overlay. Through the amendment and update of land use bylaws, our team members have prepared overlays as well as content to be included in overlays. Our strategy for this project is to assess specific recommendations relating to building form and the public realm, and then to translate those into a textual form that can be used either for all the mature neighbourhoods or on a neighbourhood basis at a higher level. The true objective of these recommendations will be to provide direction on architectural style and urban design for the mature neighbourhoods, while still providing flexibility for good design and high quality redevelopments.

Stage 2 will also include: two meetings with the County's Project Manager, one to review the neighbourhood features identified by our team and another once we have completed our analysis of these features; and a presentation to the Priority Committee of the mature neighbourhood analysis and draft recommendations.

At this stage, the Background Study will contain some preliminary illustrations and diagrams to convey findings and recommendations. Our intention is to demonstrate the direction we intend the illustrations to take, review these with the County's Project Manager and the PCM. High quality and effective illustrations require careful thought, time to prepare and should be tied to specific messaging. Existing neighbourhood characters will be expressed through the photographs and mapping exercises. We have also allocated time to prepare conceptual, yet effective illustrations, depicting how these features could be included

Neighbourhood (name)	Comments:	Options for Consideration by Strathcona County	History / Historical Features
1. Housing Typology	What types of housing is prominent within the neighbourhood?	Example Recommendation: Larger numbers of town housing and semi-detached housing may not be appropriate for the area however some should be provided in new development to increase the diversity of the housing stock.	
Architectural / Structural Style	What is the architectural style of the building? What time period was this type of architecture used? What are the structural features of the homes (i.e. height/stories)? What type of roof design is prominent within the neighbourhood (i.e. peaked, flat, A-frame, etc.)?	Example Recommendation: Preserve and enhance historic elements of the neighbourhood including listed buildings and conservation areas. Ensure that any new development does not compromise the strong historic character of the neighbourhood.	
Building Age	When were the majority of houses developed (i.e. 1940 – 1970)? When was the neighbourhood complete? Are there new homes or homes that have been significantly renovated?		
Exterior Conditions/Weathering	What is the overall exterior condition of the homes (i.e. well maintained, needs minor improvement or needs significant improvement)? What type of materials are prominent on the exterior of homes?		
Window Siting/Placement (Yard)	Where are homes placed within the property (on side, closer to the road, etc.)? How much area is provided for front, side and rear yards?		
Window Placement	Where are windows placed on homes? What type of windows are used, how large are they and what is their relation to the public realm (i.e. facing sidewalks, public parks, etc.)?		
Exterior Finishes	Are there other exterior finishes aside from the building siding and materials? Do homes feature unique designs such as courtyards or specific designs?		
Accessory Developments (Garage, Shed, Pool, etc.)	Where are garages and other accessory developments placed on property and in relation to the house (i.e. to the side, rear of property, on a lane, etc.)? What is the style and placement of porches or verandas?		
2. Land Use	Land Uses within the neighbourhood.		
3. Housing Density	What is the density of neighbourhood?		
Tenure / Occupancy (optional)	What is the tenure and occupancy of the neighbourhood? Is it prominently younger families, or retirees? Are there rental properties within the neighbourhood? Is there affordable housing available?		
Lot Size / Dimensions	What are the range of lot sizes and overall lot size within the neighbourhood? What are the lot dimensions?		
4. Vacant or Redevelopment Opportunities	Are there any properties within the neighbourhood that may be redevelopment opportunities? If so, what is the existing user?		
5. Public Realm & Community Linkages	What are the neighbourhood public realm features (parks, trails, schools, etc.)? Are there community linkages to these features and/or other neighbourhoods?		



into the Mature Neighbourhood Overlay. These illustrations may focus on aspects such as architectural style and building forms, house siting and yard dimensions, potential house and accessory development features to enhance design, public realm connections, etc. We can also create some high quality detailed graphics and examples of these types of illustrations can be found in the EIDOS materials within **Appendix A**. An estimate of the time and cost for undertaking these additional graphics work is included as an optional item in this proposal and budget.

The Background Study will also include a map of the mature neighbourhoods and a map for each neighbourhood that highlights the focal points, neighbourhood attractions, community anchors, and connections and movement patterns. Other tables, charts and graphs will be used as needed and example imagery and photos will also be utilized in the report to convey key messaging. Once we have revised the Draft Background Study with illustrations, we propose presenting this Draft to County Council for their input. At this stage we propose providing the twelve printed and bound 8.5 x 11 copies of the draft report (including a digital copy in PDF form).

In addition, we propose that public engagement events #1 and #2 occur during Stage 2. The first one would occur once the neighbourhood features have been identified, to consult the public and to provide the opportunity to see the mature neighbourhoods through an architectural and urban design lens, as well as garner additional feedback on these features that may not have been included. The second event would also consult the Public and would occur at the end of Stage 2 once the draft document has been prepared (the same version presented to Council). Our team will provide copies of all graphics prepared to-date for the events and

at a minimum will have our Project Manager, Shree Shinde, attend the events. We assume that the County will prepare event notices, advertisements, sign-in sheets, comment surveys and presentation boards, as well as the venue and refreshment cost and a summary of the event.

The County's role for this Stage will be to review the Matrix and Historical Investigation as well as provide input; arrange County meetings; arrange PCM and CTF meetings; review the Draft Background Study and illustrations; provide comments on draft materials; arrange and facilitate public events #1 & 2; and arrange the presentation to Council.

Deliverables:

- ▶ Neighbourhood Assessment Matrix (Analysis of Community Features and Neighbourhood Arrangement)
- ▶ Neighbourhood Historical Investigation
- ▶ Two Meetings with the County (meeting minutes within five working days)
- ▶ Draft Recommendation Summary and Partial Illustrations (include policy and development recommendations)
- ▶ Attend/Present at PCM #2 (meeting minutes within five working days)
- ▶ Meet with CTF #2 (meeting minutes within five working days)
- ▶ Revisions to Background Study and Draft Illustrations
- ▶ Provide Twelve Printed and Bound Copies of the Draft Report (including one digital in PDF form)
- ▶ Present Draft to Council
- ▶ Public Consultation #1 & #2

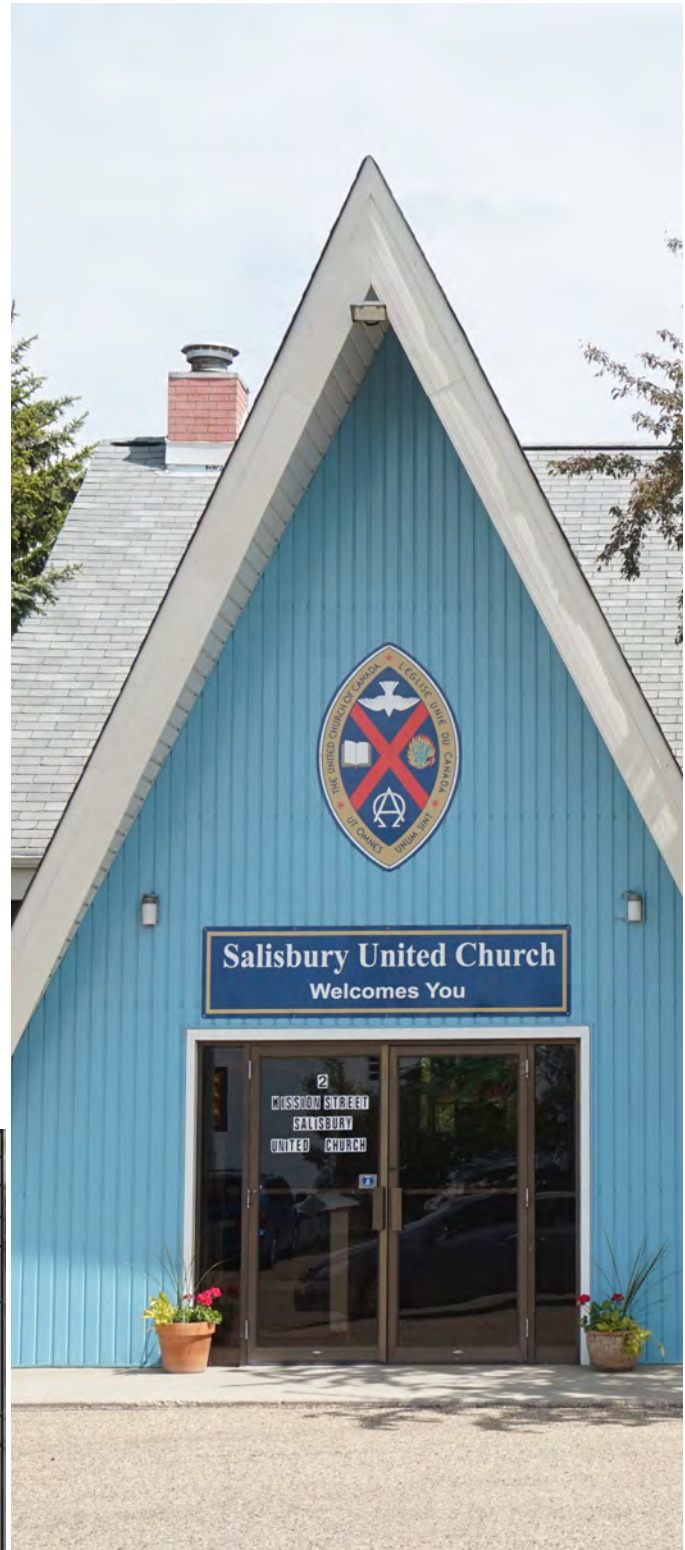
Stage 3: Finalize Background Study and Project Closeout:

The finalization of the Background Study Stage will begin with a revision to the report including comments from Council, County staff, the PCM and the CTF. Once the Background Study has been revised we propose having a final review process by the County' Project Manager and potentially the PCM and CTF, to garner final comments on the document. We anticipate that by this stage revisions would be minor. Our group will make the minor revisions, prepare the final Background Study and present the document to Council. At this stage we will provide the twelve printed and bound 8.5 x 11 copies of the final report (including two digital copies in PDF form).

We also propose holding the final public engagement event at the end of Stage 3. This event would provide a final copy of the background study to inform the public of the final analysis and recommendations for the Mature Neighbourhood Overlay. Our team will provide copies of all graphics prepared to-date for the events and at a minimum will have our Project Manager, Shree Shinde, attend the events. We assume that the County will prepare event notices, advertisements, sign-in sheets, comment surveys and presentation boards, as well as the venue and refreshment costs and a summary of the event.

As an optional item, we propose adding a **Sustainable Development Standard Checklist**. This was a key part of the Quarters Downtown Urban Design Plan & Public Realm Improvement Strategy and Master Plan. This list would be utilized by County staff when reviewing redevelopment applications within the mature neighbourhoods.

Sustainable Development Standard Checklist		
Design	Points	Submission Requirements
1 <input type="checkbox"/> Building orientation should respond to solar patterns in order to create opportunities for passive solar heating and shading for cooling.	1	<ul style="list-style-type: none"> Site Plan
2 <input type="checkbox"/> Apply passive design principles that improve efficiency of mechanical systems by maximizing natural ventilation and day lighting and enhancing envelope efficiency.	1	<ul style="list-style-type: none"> Floor Plans Elevation Drawings
3 <input type="checkbox"/> Ensure that the design provides for reduced light pollution by minimizing light trespass from the building site and using targeted lighting to improve visibility of the night sky. This can be achieved if the design meets or exceeds the requirements of the Illuminating Engineering Society of North America (IESNA RP-33-99).	1	<ul style="list-style-type: none"> Site Plan Lighting Plan
4 <input type="checkbox"/> Ensure that the design of the main building entrance and the first level parkade lobby entrance to the building addresses universal accessibility and universal design as follows: <ul style="list-style-type: none"> Main entrance doors should meet universal design standards; Level changes from the sidewalk to the main entrance of apartment buildings should be minimized, and Landscaping elements should be located out of the travel path to ensure they are not obstacles in apartment building access. 	1	<ul style="list-style-type: none"> Site Plan Floor Plans Underground Parking Plan Elevation Drawings
5 <input type="checkbox"/> Design 3% of residential suites to be fully wheelchair accessible.	3	<ul style="list-style-type: none"> Floor plans
6 <input type="checkbox"/> Ensure that the design of the building provides a diversity of dwelling types as follows: <ul style="list-style-type: none"> Bachelor One-bedroom Two-bedroom Three or more bedrooms Co-housing Live-Work 	4	<ul style="list-style-type: none"> Floor Plans Simpson's Diversity Index calculations (Refer to section 7.6 for details)



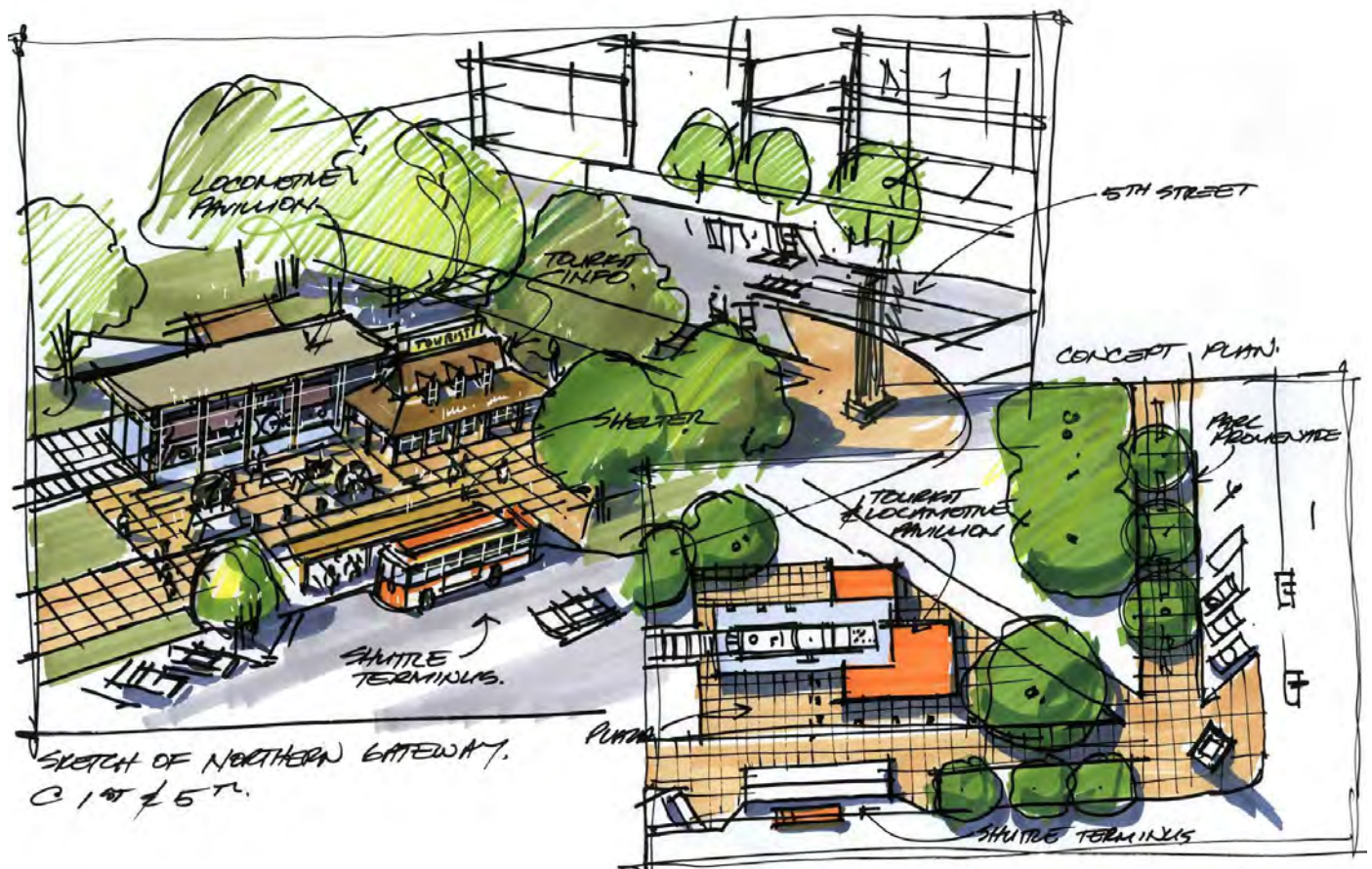
It is a simple and effective way to raise the standard of redevelopment and infill projects for both County staff and developers.

As part of our standard project completion protocol, we will turn all project related documents back to the County for their records. This will include the full photographic record in JPEG form, the final report in Microsoft Word format, the final report in PDF format, all editable map files (in GIS or AutoCAD) and copies of any correspondence as a result of public engagement.

The County's role for this Stage will be to review the revised Draft Background Study; arrange the County meeting; arrange PCM and CTF meetings; arrange the final Council presentation; and arrange and facilitate the final public event.

Deliverables:

- ▶ Meeting with County's Project Manager
- ▶ Minor Revisions to Background Study
- ▶ Background Study Finalization
- ▶ Provide Twelve Printed and Bound Copies of the Final Report (including two digital in PDF form)
- ▶ Present at PCM #3 (meeting minutes within five working days)
- ▶ Meet with CTF #3 (meeting minutes within five working days)
- ▶ Present Final Report to Council
- ▶ Public Consultation #3
- ▶ Document Turnover



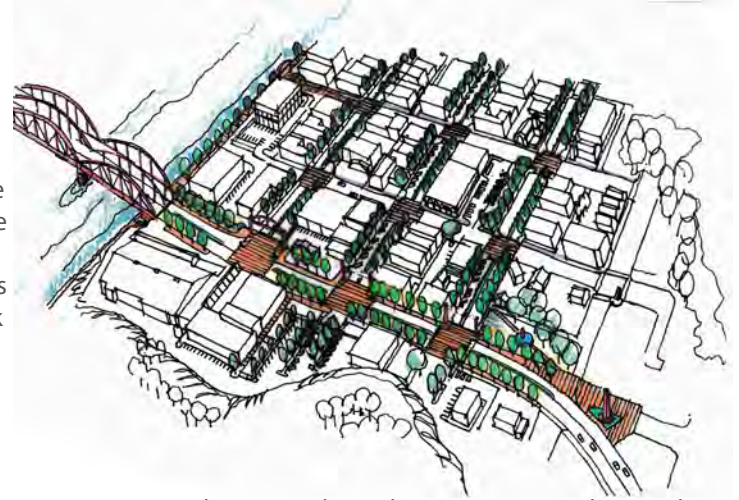


5.02.3 Assumptions

- ▶ MMM will provide copies of all correspondence received from the public, landowners, agencies, officials and staff.
- ▶ MMM will provide 12 printed bound copies and one PDF digital copy of the draft report and 12 printed bound copies and two PDF digital copies of the final report.
- ▶ MMM will provide all original and editable data back to the County, including a Microsoft Word version of the report, GIS and AutoCAD files, images in JPEG or PNG, etc.
- ▶ MMM will travel to Strathcona County for meetings identified in the proposed budget and project schedule.
- ▶ MMM will provide monthly invoicing.
- ▶ MMM will provide the County with meeting minutes of all project meetings attended within five working days.
- ▶ The County will provide MMM with digital copies of all existing relevant documents and studies pertaining to the project prior to the project start-up meeting.
- ▶ The County will pay the fees on a timely basis to the maximum upset limit.
- ▶ The County will provide MMM with a list of PCM and CTF members.
- ▶ The County will pay for venues and advertising costs necessary to conduct meetings, workshops and public open houses, if applicable.
- ▶ The County will pay for all food and beverages at meetings, workshops and public consultation activities, if applicable.
- ▶ The County will provide feedback within 5-10 working days to stay on schedule.
- ▶ Any changes or expansion to the work plan and budget must be discussed and mutually agreed upon prior to the work taking place.

5.03 Project Schedule

We have proposed an aggressive **six month** Project Schedule with the project beginning the first week of September 2014 and ending late February 2015 (excluding Christmas Holidays). Based on our team capacity, we are confident that we can complete the methodology within the allotted time periods, assuming that the County has the capacity for the review and meeting times. We believe there is room to further condense the schedule should PCM and CTF meetings be able to overlap with certain tasks, whereas in our proposed Project Schedule we have allocated a week to meet with them both at key points in the process. We are happy to review and fine-tune the schedule to better suit the County's needs and preferences as well. Please see **Table 3: Proposed Project Schedule**.



5.04 Project Management

Our teams goal is to provide consulting services in complete conformance with the stated requirements of our clients and to achieve total client satisfaction through delivery of quality product and services on-time and within budget. In order to achieve this objective, MMM establishes, implements and maintains a Quality Assurance (QA) System that references ISO 9001 requirements. Our quality plan includes mechanisms for change control, corrective action and quality assurance. The QA System continuously integrates best management practices throughout the project life-cycle, beginning at project

initiation and carrying through to project completion. The success of the QA System lies in its ability to conform to the constantly expanding, multi-disciplined framework of MMM. Because the ISO Standard is designed for application across different industries, this system is flexible enough to be implemented regardless of project type or complexity. Governed by a combination of the Quality Policy, QA Manual, and Procedures & Forms, this system enables work to be planned, performed and reviewed in conformance with specific project requirements. Control measures are implemented throughout this process, where deficiencies are identified and corrective actions are implemented, resulting in continual improvement.

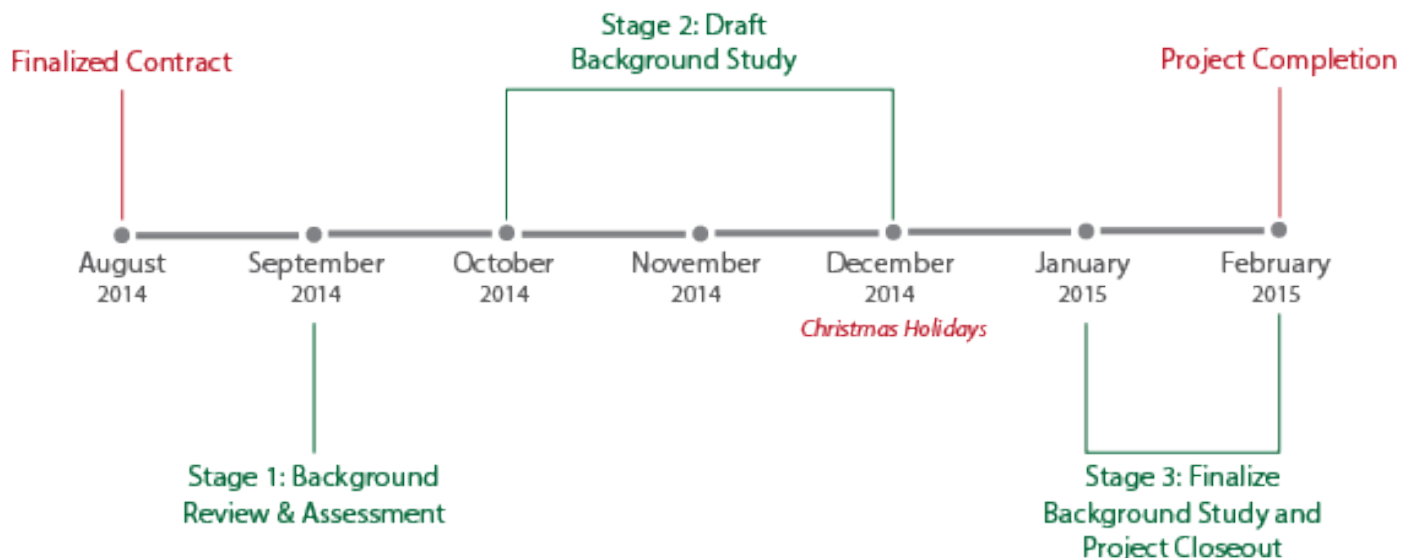


Table 3: Proposed Project Schedule

Stage & Task	Proposed Date(s)
Stage 1: Background Review and Assessment	August 8 - September 26, 2014
Finalized Contract	August 8 - 15
Project Start-up Meeting	September 1 -5
Site Visit #1	September 1 -5
Background Study Layout and Table of Contents	September 8 - 12
Background Review and Summary	September 1 -12
Site Visit #2 and Photographic Record	September 15 - 19
Attend PCM #1	September 22 -26
Meeting with CTF #1	September 22 -26
Stage 2: Draft Background Study	September 29 - December 19, 2014
Analysis of Community Features and Neighbourhood Arrangement	September 29 - October 10
Neighbourhood Historical Investigation	October 13 - 17
County Meeting	October 20 - 24
Public Consultation #1	October 27 - 31
Draft Recommendation Summary and Partial Illustrations	October 27 - 31
Attend/Present at PCM#2	November 3 - 7
Meeting with CTF#2	November 3 - 7
County Meeting	November 3 - 7
Revisions to Background Study and Draft Illustrations	November 10 - 21
Additional 5 Illustrations (optional)	November 10 - 21
Provide Twelve Copies of Draft Report (one digital)	November 21
County Draft Circulation	November 21 - 28
Present Draft to Council	December 8 - 19
Public Consultation #2	December 8 - 19
Stage 3: Finalize Background Study and Project Closeout	January 5 - February 13, 2015
Meeting with County	January 5 - 9
Minor Revisions to Background Study	January 12 - 16
Background Study Finalization	January 19 - 23
Sustainable Development Checklist (optional)	January 19 - 23
Provide Twelve Copies of Final Report (two digital)	January 23
Present at PCM #3	January 26 - 30
Meeting with CTF#3	January 26 - 30
Present Final Report to Council	January 26 - February 6
Public Consultation #3	February 9 -13
Document Turnover	February 9 -13

6.0

Fees



6.01 Fees for Service

Table 4: Proposed Project Budget below provides a general breakdown of the estimated pricing for each Stage (including disbursements) and the enclosed fee schedule breakdown (**Appendix B**) depicts our best estimate of where our key project personnel will focus their efforts during the life of this project on an hourly basis. The proposed Stages have been designed to capture a specific component or milestone within the project.

Pricing is stated in Canadian dollars excluding GST. Proposed pricing is a fixed fee for the contract term. This proposal is valid for 90 days from the date it is received. Our fees and work plan are a working estimate. We are willing to negotiate the final items of scope, as well as specific fee adjustments based on direction set out by staff, prior to the final contract that is requested. Any additional fees required for the project, once it has begun, will be requested through written consent to the County's Project Manager.

Table 4: Proposed Project Budget

Project Stage	Fixed Fee
Stage 1: Background Review and Investigation	\$9,792.00
Stage 1 Disbursements	\$783.36
Stage 2: Draft Background Study	\$27,626.00
Stage 2 Disbursements	\$2,211.08
Stage 3: Finalize Background Study and Project Closeout	\$8,670.00
Stage 3 Disbursements	\$693.60
Total Fee (excluding GST and optional tasks)	\$49,775.04
Optional Tasks	\$5,945.00
GST (5%)	\$2,488.75

Additional Features / Value Added

Our team believes that each new project presents a unique opportunity to be creative, innovative and forward thinking. In addition to understanding the RFP requirements, we have evaluated the additional potential for this project and where we can add value to the final product. We are confident that our approach and methodology will meet the RFP scope of work; however we believe there are additional items that can be added to further enhance the Background Study and exceed the project requirements.

Based on our previous experience on similar projects (listed in **Appendix A**) we have developed some innovative solutions to preparing the Background Study. First, we have proposed a **Photographic Record**. This exercise is unique because it provides an overview of the existing mature neighbourhood conditions, including the housing types, architectural styles, public realm connections, etc. It provides an excellent record for the entire team and for reference later on by County staff, as well as a transparent approach to our observations and analysis of the architectural features. For this task our team will take a variety of photos from each of the eleven mature neighbourhoods that capture different housing style, building typology, density, etc. We will then choose a select group of photos that represent many different aspects of each neighbourhood, to be included in the final Background Study. A copy of all the photos taken during the project will also be provided to the County during the project closeout in Stage 3 of the methodology.

Secondly, we have proposed a **Neighbourhood Assessment Matrix** to assess each mature neighbourhood in a comprehensive, effective and efficient manner. Through past experience we have found this type of assessment focuses on the details and quality of information, rather than a larger quantity of text that is more descriptive than it is specific. This will provide the County with specific recommendations by neighbourhood and feature, and serve as the basis for our high level recommendations that may be included in the future Mature Neighbourhood Overlay. Our goal is to provide a detailed and comprehensive assessment that the County can use as reference and foundation for future development within the eleven mature neighbourhoods.

We have proposed a **Sustainable Development Standard Checklist** an **optional** value added item for the County. As mentioned in our methodology, this was a key component

of the Quarters Downtown Design Plan & Public Realm Improvement Strategy and Master Plan. With the Quarters now being implemented by the City of Edmonton, it serves an excellent example of how the process of redevelopment can be successful. Our team brings first-hand knowledge of the background work that was required during the Quarters process to bring it forward to an implementation and development stage, as such believes this Checklist would be a valuable addition to the County's Mature Neighbourhood Overlay.

We believe that for design projects, simple, clear and effective illustrations are critical to express design ideas. Therefore, we propose self-explanatory and attractive graphics that will support the Mature Neighbourhoods overlay. As an additional **optional** valued added item, we have included a cost estimate for preparing **high quality detailed illustrations** as shown in **Appendix A** and throughout this proposal. Although we believe the amount of illustrations, coupled with other maps and diagrams proposed in our methodology will be sufficient to convey key messaging and information in the Background Study, we understand the added benefit and value of including high quality illustrations demonstrates examples of future development potential.





Detailed Task and Budget Breakdown

Rate / Hour	SS (MMM) Project Manager (Senior Planner / Urban Designer)	DF (MMM) Planner / Urban Designer	SC (MMM) Project Planner	MMM TOTALS	SJ (EIDOS) Senior Urban Designer / Landscape Architect	KM (EIDOS) Landscape Architectural Technologist	NZ (EIDOS) Visual Communication Specialist	EIDOS TOTALS	TOTAL HOURS	AMOUNT							
	\$140	\$120	\$105		\$175	\$78	\$108										
Stage 1 - Background Review and Investigation																	
Finalized Contract	4.00				2.00				6.00	\$ 910.00							
Project Start-up Meeting	3.00				3.00				6.00	\$ 945.00							
Site Visit #1	3.00				3.00				6.00	\$ 945.00							
Background Study Layout and Table of Contents		3.00							3.00	\$ 360.00							
Background Review and Summary	2.00	7.50	15.00		2.00		4.00		30.50	\$ 3,537.00							
Site Visit #2 and Photographic Record		7.50	10.00			7.50			25.00	\$ 2,535.00							
Attend PCM #1	2.00								2.00	\$ 280.00							
Meeting with CTF #1	2.00								2.00	\$ 280.00							
Stage 1 - Sub-total	16.00	\$2,240.00	18.00	\$2,160.00	25.00	\$2,625.00	\$7,025.00	10.00	1,750.00	7.50	\$585.00	4.00	\$432.00	\$2,767.00	80.50	\$9,792.00	
Disbursements																\$783.36	
Stage 2 - Draft Background Study																	
Analysis of Community Features and Neighbourhood Arrangement	10.00	12.00	10.00		7.50	5.00	7.50		52.00	\$ 6,402.50							
Neighbourhood Historical Investigation	2.00	2.00	6.00		2.00				12.00	\$ 1,500.00							
County Meetings (two)	6.00	3.00			3.00				12.00	\$ 1,725.00							
Draft Recommendation Summary and Partial Illustrations	5.00	12.00	18.00		5.00	10.00	12.00		62.00	\$ 6,981.00							
Attend/Present at PCM#2	3.00				3.00				6.00	\$ 945.00							
Meeting with CTF #2	3.00				3.00				6.00	\$ 945.00							
Revisions to Background Study and Draft Illustrations	5.00	7.50	10.00		4.00	7.50	10.00		44.00	\$ 5,015.00							
<i>Additional 5 Illustrations (optional)</i>	2.00				4.00	7.50	20.00		33.50	\$ 3,725.00							
Provide Twelve Copies of Draft Report (one digital)			2.00						2.00	\$ 210.00							
County Draft Circulation	2.00								2.00	\$ 280.00							
Present Draft to Council	3.00				3.00				6.00	\$ 945.00							
Public Consultation #1 and #2	6.00		7.50		6.00				19.50	\$ 2,677.50							
Stage 2 - Sub-total	45.00	\$6,300.00	36.50	\$4,380.00	53.50	\$5,617.50	\$16,297.50	36.50	\$6,387.50	22.50	\$1,755.00	29.50	\$3,186.00	\$11,328.50	223.50	\$27,626.00	
Disbursements																\$2,210.08	
Stage 3 - Finalize Background Study and Project Closeout																	
Meeting with County (one)	3.00								3.00	\$ 420.00							
Minor Revisions to Background Study	2.00	6.00	10.00		2.00	5.00	4.00		29.00	\$ 3,222.00							
Background Study Finalization	2.00	2.00			2.00		4.00		10.00	\$ 1,302.00							
<i>Sustainable Development Checklist (optional)</i>	2.00	4.00			5.00	7.50			18.50	\$ 2,220.00							
Provide Twelve Copies of Final Report (two digital)			2.00						2.00	\$ 210.00							
Present at PCM #3	3.00								3.00	\$ 420.00							
Meeting with CTF #3	3.00								3.00	\$ 420.00							
Present Final Report to Council	3.00				3.00				6.00	\$ 945.00							
Public Consultation #3	3.00		2.00		3.00				8.00	\$ 1,155.00							
Document Turnover			4.00						6.00	\$ 576.00							
Stage 3 - Sub-total	19.00	\$2,660.00	8.00	\$960.00	18.00	\$1,890.00	\$5,510.00	10.00	\$1,750.00	7.00	\$546.00	8.00	\$864.00	\$3,160.00	70.00	\$8,670.00	
Disbursements																\$693.60	
Percentage of Work Share	21%	17%	26%	64%	15%	10%	11%	36%	100%								
Total Hours	80.00		62.50		96.50		239.00		56.50		37.00		41.50		135.00		374.00
Total Fees		\$11,200.00		\$7,500.00		\$10,132.50	\$28,832.50		\$9,887.50		\$2,886.00		\$4,482.00		\$17,255.50		\$46,088.00

Subtotal	\$46,088.00
Disbursements (8%)	\$3,687.04
Optional Tasks	\$5,945.00
Total (excluding Optional Tasks and GST)	\$49,775.04
GST (5%)	\$2,488.75

8.0

Appendix A

- ▶ MMM Group Limited
- ▶ EIDOS Consultants Incorporated
- ▶ Project Sheets
- ▶ Team Member Curriculum Vitae





MMM GROUP

AN INTRODUCTION

MMM GROUP LIMITED

MMM is a multidisciplinary consulting firm creating **vibrant and healthy communities** through innovative planning, engineering, geomatics and project management services. We are an industry leader providing **cutting-edge, personalized, and practical solutions** that help our clients seize opportunities, understand and address challenges and risks, and navigate relevant regulatory systems.

WHO WE ARE

For more than 60 years we have been the consultant of choice to private- and public-sector clients across Canada and around the world.

Through continued strategic acquisitions, MMM is one of the largest building services firms in Canada, a recognized expert in community planning and infrastructure design, a leader in the transportation industry, and a best-in-class sustainability consultant. Composed of several legacy companies, we have combined strengths to offer better resources and a greater diversity of services to our clients.

We care about growing long-term relationships with our clients, relationships that are mutually productive and beneficial, based on trust, honesty, and dependability. With each project we take on, our group of multidisciplinary experts

take pride in exceeding our clients' expectations of performance, quality, value, and responsiveness. Our continued success is contingent on our dedication to thoroughly understanding our clients' unique needs and circumstances, as well as the market and context in which they operate. We are more than just consultants; we are trusted partners providing unparalleled expertise to help our clients to achieve their strategic goals. Our award-winning portfolio demonstrates the commitment of our team to deliver technically superior and integrated service.

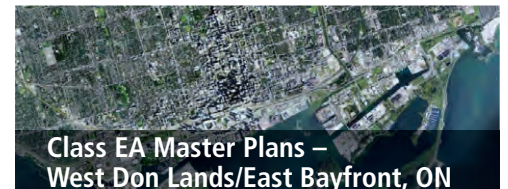
Our strategic relationships with key partners, and our active involvement in organizations that

help to shape and advance the industry as a whole, enable us to provide solutions that are informed and innovative. We continually contribute back to the profession by sharing what we have learned from our work, to help improve industry guidelines, standards, technologies, and processes. And as a firm that has offices in communities across the country, we are aware of how we can use our expertise and energies to directly contribute to the neighbourhoods where we live and work, and enrich the quality of people's lives.



WHAT WE DO

With over 1,800 staff and offices located across the country, MMM specializes in five key business areas: Infrastructure & Environment, Transportation, Buildings, Project Development & Management, and Geomatics.



The **Infrastructure & Environment (I&E)** business unit provides services related to the natural environment, supporting the development of cities and the creation of communities. Typical project types include urban development (greenfields, urban infill / brownfields), official and secondary plans, community revitalization

and sustainability, and municipal infrastructure. Services include Planning & Environmental Design, Environmental Assessment, Landscape Architecture, Water Resources, Ecology, Environmental Management, GIS, Municipal and Development Engineering, Contract Administration, and Energy services.

WHAT WE DO

TRANSPORTATION



Calgary LRT, AB



Sea-to-Sky Highway Improvement, BC



Port Mann, BC



York Region Rapid Transit, ON

The **Transportation** business unit provides services related to the planning, design, and construction of infrastructure for the movement of goods and people. MMM is trusted by senior levels of government and is nationally recognized for expertise in transportation. Services offered include Bridge Design, Highway Design,

Municipal Roads, Transportation Planning, Transit Planning and Design, Intelligent Transportation Systems, Traffic Modelling / Simulation, Electrical Illumination / Traffic Management, Road Safety / Forensics, Noise, Historical Structures / Restoration, Airport Planning and Design, and Security.

WHAT WE DO

BUILDINGS



Sunnybrook Health Sciences Centre, ON



The **Buildings** business unit provides engineering services related to new and existing buildings in the healthcare, hospitality, residential, education, and commercial sectors. With one of the largest commissioning teams in Canada, the Buildings business unit offers

fully integrated service delivery with all engineering disciplines, with the exception of architecture. Services include Mechanical Engineering; Electrical Engineering; Structural Engineering; Specialist IT, Security, and Audio / Visual; LEED and Sustainability; and Commissioning.



25 Dockside Drive, Toronto, ON



West Tower, Bay Adelaide Centre, Toronto, ON

WHAT WE DO

PROJECT DEVELOPMENT & MANAGEMENT (PDM)



CSEC Complex, ON

An established industry leader in alternative project delivery processes, and a founding member of the Canadian Council for Public-Private Partnerships, MMM is a pioneer in the delivery of large-scale, complex P3 projects. Our experienced project development and

management teams lead the pursuit and execution of MMM's major design-build and P3 projects. Specialist expertise offered in this key area includes project advisory, program and project management, and contract management.



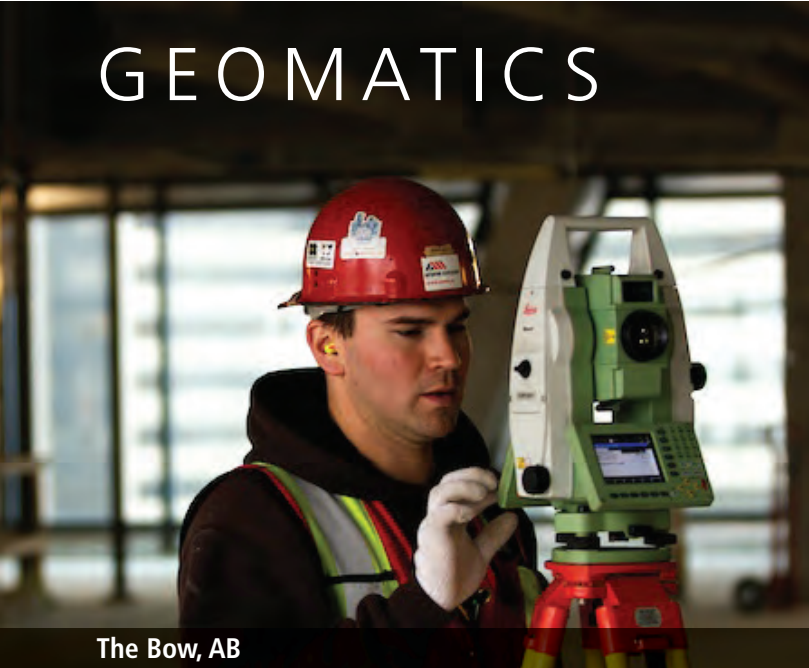
Route 1 Gateway Project, NB



Quito Airport, Ecuador

WHAT WE DO

GEOMATICS



The Bow, AB



Geomatics is the discipline of gathering, storing, processing, modelling, managing, and delivering geographically or spatially referenced information. It encompasses surveying, mapping and related disciplines. Services offered include Cadastral (legal)

Surveys, Canada Lands Surveys, Mapping / Imagery / Lidar, Geodesy, Hydrography / Bathymetry, Geographic Information Systems (GIS), Oil & Gas Surveys, High-rise Structures, Engineering / Construction Surveys, and High Precision Surveys.



Holy Cities of Makkah and Madinah, Comprehensive Plans, Saudi Arabia



Imperial Oil Limited Plants in Cold Lake, AB and Norman Wells, NT

HOW WE WORK

For more than 60 years, MMM Group Limited has been the consultant of choice and trusted partner to private- and public-sector clients across Canada and around the world. MMM's business practice is centered on upholding high standards of ethical management, both in the work undertaken with clients and business partners, and in the fair treatment of MMM employees.



In keeping with its reputation as a firm that is well-respected, trusted, dynamic, financially sound, and constantly growing, MMM is committed to conducting the business of the organization fairly, honestly, ethically, and in compliance with all legal requirements. Through its commitment to business ethics, MMM is dedicated to ensuring the firm builds and maintains strong, lasting relationships with clients and other stakeholders by operating with integrity and respect in its

practice. We approach each project committed to innovative thinking balanced with practicality, to successfully anticipate and address complex technical challenges while ensuring the project is delivered cost-effectively, stays on-schedule, and is completed safely. By combining research and scientific rigour with creative and progressive ideas, we successfully resolve project challenges through fiscally responsible solutions. Although our firm offers a wide range of services,

we offer integrated solutions, and encourage interdisciplinary synergies that optimize productivity and efficiency. By removing barriers, and promoting the sharing of work and resources, we are able to identify otherwise unseen opportunities for cost-savings and improved project performance. Our strength lies in our ability to deliver a full range of in-house consulting services, while providing the convenience and efficiency of a single point of contact for our clients.

WHAT WE CARE ABOUT

At MMM, we strongly believe that our company has a responsibility to give back to communities, and to create healthy legacies for future generations.



Laurier Avenue Bridge
Widening and Rehabilitation, ON



A Grandeur View, MMM's Kitchener office
Triple LEED Platinum certification



Perth Downtown Heritage
Conservation District Study, ON



We are passionate about improving and transforming neighbourhoods across the country through diverse solutions that enhance open spaces and the public realm; preserve local context, character, and heritage; promote the efficient use of land resources; conserve and restore natural systems; and integrate infrastructure through methods that make communities livable, healthy, and vibrant. Our firm believes that

built environments can enhance natural surroundings through conservation of green space and improved air and water quality. Our approach is to ensure sustainability in each project, and our ultimate goal is to bring our clients' project visions to life by producing integrated, sustainable strategies that promote economic, social and ecological viability.

MMM GROUP OFFICE LOCATIONS

CANADA

ALBERTA:

Calgary, AB

Canmore, AB

Cold Lake, AB

Edmonton, AB

Fort McMurray, AB

BRITISH COLUMBIA:

Kelowna, BC

Vancouver, BC

MANITOBA:

Winnipeg, MB

NOVA SCOTIA:

Halifax, NS

ONTARIO:

Kingston, ON

Kitchener, ON

Markham, ON

Mississauga, ON

Ottawa, ON

Thornhill, ON

Toronto, ON

Whitby, ON

QUEBEC:

Montreal, QC

SASKATCHEWAN:

Regina, SK

Saskatoon, SK

UNITED STATES

FLORIDA:

Orlando, FL



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EIDOS

CORPORATE PROFILE

EIDOS Consultants Incorporated (EIDOS) is an Edmonton based firm with extensive experience in landscape architecture, urban design, environmental planning and public consultation. Since its inception in 1985, EIDOS brings specialty knowledge in the areas of:

- The Urban Village;
- Sustainable Design;
- Green Spaces;
- Environmental Planning; and,
- Cultural landscapes.

EIDOS has gained national and provincial recognition for our planning and design work and our ability to work successfully with our clients and multi-disciplinary project teams. We are able to assemble and adapt specialized resources to meet the challenges of increasingly larger and more complex assignments, larger scales of endeavor, and a broader diversity of cultures in different geographic locations

EIDOS is a corporate member of the Canada Green Building Council and has extensive experience in LEED certified projects. The firm's diversity, creativity and dedication to collaboration and ecological responsibility have led us to become a leader in landscape architecture and shaping landscapes for a greener future.

Professional and Corporate Affiliations:

- Alberta Association of Landscape Architects (AALA)
- Canadian Society of Landscape Architects (CSLA)
- Urban Development Institute (UDI)
- Canada Green Building Council (CaGBC)

Safety Certification:

- Certificate of Recognition (COR)

Technological Resources + Research-based Innovations:

- Project Management:

- Integration of project management and communication strategies.
- Technology and Computer Competencies:
- GIS smart mapping; and,
- 3D terrain mapping for planning and visualization.
- Industry leading rendering and graphic skills for precedent images:
- 3D (computer) modeling, illustrations, and maps.

Our staff of landscape architects and technologists work in a creative environment that encourages their support and input and the exchange of experience and talent at all times. We try to foster an attitude that values creativity, research capabilities, and the importance of being investors in knowledge and new ideas. And we all share a vision of a greener future.



EIDOS

SCOPE OF SERVICES

Our accomplishments over the past three decades create a mosaic of project experience and knowledge. Within that mosaic, the main strength of EIDOS can be seen. That strength is our diversity—our diverse educational backgrounds, our wide range of experience, our broad knowledge, our creativity and aesthetic talents, and our work in varied geographies throughout Canada and the USA.

The diversity of EIDOS is unified by a common philosophy and vision - our belief in the power of collaboration and sharing knowledge and ideas. It is a diversity unified by a common goal: to excel at creating unique and innovative projects that address concerns for:

- user needs
- exhibit functionalism
- sound economic planning
- maintain aesthetic
- environmental sensitivity
- harmony

Where warranted, EIDOS provides our clients with a multidisciplinary approach and engage partners and experts from a variety of fields to provide creatively designed, well-planned, and effectively implemented projects.

EIDOS provides our clients with a comprehensive set of services from Conceptual Development to Final Acceptance Certificate and Post Construction Services.

Planning Services

- Conceptual Development
- Resource Assessment
- Feasibility Studies
- Site Selection Studies
- Public Participation and Mediation
- Site Master Planning
- Park, Recreation, Open Space Area Planning
- Visual Impact Assessment
- Tourism Facility Planning

- Urban/Regional Planning
- Historical Landscape Planning
- Environmental Planning
- Guideline Planning

Implementation

- Project Management
- Pre-design and Program Statements
- Schematic and Master Site Plans
- Detailed Design Development
- Contract Document Preparation
- Tender Administration
- Construction Inspection
- Resident Supervision
- Contract Administration
- Post Construction Services

The Quarters is an award winning community within downtown Edmonton, with a rich heritage and culture, and is poised for continued remarkable growth.



SCOPE OF WORK

URBAN PLANNING & DESIGN

- Downtown Revitalization
- Vision Building
- Streetscape Developments
- Thematic Retail Environments
- Urban Parks
- Transit-Oriented
- Neighbourhoods
- Transportation Corridors
- Neighbourhood Rehabilitation
- Municipal Development & Area Structure Planning

COMMUNITY CONSULTATION

- Workshops
- Key Person Interviews
- Open Houses
- Public Meetings
- Surveys
- Public Displays
- Focus Groups
- Media Releases
- Public & Council Presentations

RESIDENTIAL HOUSING & COMMUNITY DESIGN

- Subdivision Landscape
- Subdivision Themes
- Condominiums
- Residences
- Seniors Housing and Lodges
- Waterfront Developments
- Mixed-use Developments
- Entry Monumentation

ENVIRONMENTAL STEWARDSHIP

- Land Stewardship Plans
- Natural Area Management Plans

- Environmental Design
- Environmental Assessments
- Reclamation & Restoration
- Water Course Reclamation
- Habitat Development
- Nature Parks & Interpretation

ECO INDUSTRIAL PARKS

- Site Reclamation
- Tourism & Interpretive Initiatives
- Corporate Image Building
- Community Consultation
- Plant Landscape Development
- Landfill End-Use Plans

TOURISM & RECREATION

- Tourism Attractions & Facilities
- Resort & Interpretive Centres
- Feasibility Assessments
- EcoTourism Initiatives
- Heritage Tourism Initiatives
- Industrial Tourism Initiatives
- Water Parks
- Skateboard/Inline Facilities
- Public Parks & Open Spaces
- Campground & RV Parks
- Urban Park Systems
- Waterfronts and Riverfronts
- Nature & Interpretive Parks
- Golf Courses
- Athletic Parks & Facilities
- Trail Development
- Playground Development

INSTITUTIONAL

- Schools Sites
- Campus Planning
- Health Care Facilities

- Hospitals & Health Centres
- Seniors Lodges & Housing
- Extended & Continuing Care
- Assisted Living
- Libraries
- Remand & Correctional Centres
- Military Centres
- Churches & Religious Centres
- Museum & Interpretive Centres
- Community, Park & Exhibition Centres

COMMERCIAL

- Retail/Commercial sites
- Shopping Centres
- Warehouses
- Hotel/Resorts
- Power Centre/Box Retail
- Business Parks
- Industrial Parks
- Main Street Retail

FIRST NATIONS PROJECTS

- Schools and Health Centres
- Community Physical Development
- Tourism/EcoTourism
- Recreation & Open Space
- Environmental Initiatives

TRANSPORTATION

- Roadside Landscape Plans
- Transit-Oriented Development
- Reclamation & R/W Landscape
- Corridor Design Guidelines
- Visual Assessment



EIDOS was engaged as the prime consultant in the redevelopment of Lakeshore Drive and the development of a vibrant, diverse, attractive and wellplanned environment for both residents and visitors.



AWARD WINNING PROJECTS

2010

- AAA Edmonton Urban Design Award - The Quarters Downtown Urban Design Plan *Edmonton, AB*

2009

- AACIP Award of Merit - Lakeshore Drive Redevelopment *Sylvan Lake, AB*
- CEA Award of Merit + Building Engineering - Valley Zoo Makira Outpost, *Edmonton, AB*

2008

- CSLA National Award - Capital Region River Valley Implementation Plan, *Edmonton, AB*
- CSLA Regional Award - Roper Regional Wetland, *Edmonton, AB*
- UDI Gold medal award for brownfield infill (Brownie Award) - Fort Road Old Town Urban Design Plan, *Edmonton, AB*
- International Downtown Association (IDA) Special Achievement Award - The Quarters Downtown Urban Design Plan, *Edmonton, AB*

2007

- Canadian Assoc. of Zoos + Aquariums (CAZA) Environmental Achievement Award - Valley Zoo Lemur Pavilion, *Edmonton, AB*
- CSLA Regional Award - Community Place-Making Initiative, *Fort McMurray, RM of Wood Buffalo*

2004

- CSLA Regional Merit Award - Spruce Grove Downtown Redevelopment Plan, *Spruce Grove, AB*

2002

- AACIP Award of Excellence - Spruce Grove Downtown Redevelopment Plan, *Spruce Grove, AB*

2000

- AACIP Award of Merit - Sturgeon Valley Area Structure Plan, *Sturgeon County, AB*

1999

- CSLA Regional Award - Grandin Pond Eco-Park, *St. Albert AB*

1997

- CSLA Regional Award - Syncrude Canada Gateway + Wood Bison Trail, *Fort McMurray, RM of Wood Buffalo*

1995

- CSLA National Award - Red Willow Urban Park Master Plan, *St. Albert, AB*
- CSLA Regional Award - Broadmoor Lake Urban Park, *Sherwood Park, AB*

1989

- CSLA National Award - Sulphur Valley Rehabilitation, *Jasper National Park, AB*

1988

- CSLA National Award - Muskoseepi Urban Park Master Plan, *Grande Prairie AB*

Top: Roper Regional Wetland; Edmonton, AB

Bottom: Muskoseepi Urban Park Master Plan; Grande Prairie, AB



EIDOS



BHAGYASHREE SHINDE, B.Arch., MEdes

Senior Planner – Urban Designer

Planning, Landscape Architecture, and Urban Design

PROFESSIONAL EXPERIENCE

Bhagyashree (Shree) has over eight years of experience in planning, urban design and architecture. Coming from an interdisciplinary background, Shree's strengths lie in coordinating with various disciplines to achieve a unified vision for project solutions. Her project accomplishments include a wide range of experience in research and analysis, building, site, and urban design, land use planning, and policy development. Shree has strong written and visual communication skills which enable her to be a highly effect consensus builder and project manager. She brings to the MMM Group team extensive knowledge in the preparation of community plans, statutory plans, design guidelines, urban design concepts, development feasibility studies, and First Nation's community plans. Shree has also organized and participated in numerous public and stakeholders consultation programs.

SELECTED PROJECT EXPERIENCE

- » **Project Manager, South of Devon Industrial Area Structure Plan, Leduc County, AB (2014 – Present):** The Area Structure Plan (ASP) is being prepared to provide a planning framework to promote light and medium industrial development on sixteen quarter sections to the south of the Town of Devon. This project involves extensive stakeholder consultation, market analysis, fiscal impact assessment, and servicing studies to evaluate feasibility and potential of industrial development.
- » **Project Coordinator & Planner, West Area Structure Plan, The Owner's Group, Leduc, AB (2013):** The West Area Structure Plan (ASP) lands are located in Leduc County adjacent to the City of Leduc's west boundary and in the process of annexation. The lands within the ASP area are owned by private owners and the City of Leduc who came together to create a comprehensive plan for the area. The ASP area will be home to a residential development, the City's West Campus, and a business employment district serving as a transition of land use between the Edmonton International Airport and Port Alberta industrial development and the ASP area.
- » **Project Coordinator & Planner, Rotary Lands Outline Plan, Saline Creek Development Inc., Fort McMurray, AB (2013):** The Rotary Lands Outline Plan (245 ha.) articulates design principles, subdivision patterns, servicing strategies, and cost sharing principles for the plan area. This Plan derives lot typology options and design guidelines for secondary suites to address the issue of illegal basement suites and parking associated with it. The

PROFESSIONAL BACKGROUND

Senior Planner, MMM Group Limited, Edmonton, AB (2013–Present)

Planner / Urban Designer, IBI Group, Edmonton, AB (2011–2013)

Planner / Urban Designer, AECOM Canada Ltd., Edmonton, AB (2007–2011)

Architectural Technologist, BKDI Architects, Calgary, AB (2006)

Urban Design Intern, Rohit Group of Companies, Edmonton, AB (2006)

Architect, Spatial Designs Consultants Pvt. Ltd., Mumbai, India (2004–2005)

Architect, H. R. Bhattad & Co Mumbai, India (2003)

planning process included extensive co-ordination with the RMWB staff and land development and transportation engineers.

- » **Project Coordinator & Planner, Keyano College Lands Outline Plan, Keyano College Board of Governors, Fort McMurray, AB (2012 – 2013):** The Keyano College Plan (263 ha.) illustrates subdivision patterns and Village Centre concept as well as articulates design principles, lot typology options, servicing strategies, and cost sharing principles for the area. The process involved extensive co-ordination with the municipal staff and transportation engineers.
- » **Project Coordinator & Planner, Saline Creek Plateau Area Structure Plan Amendment, Keyano College Board of Governors and Saline Creek Development Inc., Fort McMurray, AB (2011 – 2012):** The land use plan and the population statistics of the original Area Structure Plan (ASP) needed to be revised to address servicing and transportation constraints identified in the detailed technical studies. The revised plan accounted for the secondary suites influx in the Fort McMurray region. This plan revision was built on the foundation of the planning principles and the community vision articulated in the original ASP.
- » **Project Coordinator & Planner, Commercial Development Concept, the Enoch Cree Nation, west of Edmonton, AB (2011):** The Enoch Cree Nation's reserve lands are located adjacent to the west boundary of the City of Edmonton. The project involved preparation of a land use concept plan and a 3-D model of a commercial development on these reserve lands to be presented for the band members' feedback.
- » **Project Manager, Downtown Wabasca Outline Plan, M.D. of Opportunity No. 17, AB (2010 – 2011):** The project involved preparation of an urban design and site plan concept and an Outline Plan for Downtown Wabasca. This plan was to be used as the interim planning framework to guide any development until the Area Structure Plan was prepared for the plan area and updates were made to the existing Land Use Bylaw.
- » **Planner, Pine Lake Reserve Concept Plan, Wood Buffalo National Park, Salt River First Nation, Pine Lake, AB (2010 – 2011):** The concept planning for the Pine Lake Reserve involved preparation of site layouts and a concept plan report for the development of cottages on the SRFN's reserve at Pine Lake in Wood Buffalo National Park. The project also involved thorough site analysis, research on “green” on-site servicing technology, and extensive consultation with the band administration.
- » **Planner, Municipal Development Plan, Town of High Prairie, High Prairie, AB (2009):** Contributed in the preparation of the development policies and implementation strategy of this Plan.
- » **Project Manager, The Fort McKay First Nation, Local Planning Area Study, Fort McKay First Nation, AB (2008 – 2009):** The project involved evaluating the development potential of lands adjacent to the existing Fort McKay First Nation's settlement and providing thorough analysis and subdivision layout options for these lands.
- » **Planner, Lodgepole Area Structure Plan, Brazeau County, AB (2008):** The Area Structure Plan (ASP) for the Hamlet of Lodgepole was intended to address an issue of conflicting land uses. A mixed-use district was proposed to accommodate home based businesses in the community. The ASP focused on the quality of living, and considered tourism opportunities, and sustainable development in the Hamlet.

- » **Neighbourhood Structure Plan Amendments**
 - » Project Coordinator & Planner, Windermere Neighbourhood Structure Plan, Beaverbrook Developments Inc. , Edmonton, AB (2012)
 - » Project Coordinator & Planner, Keswick Neighbourhood Structure Plan, VIP Developments Group of Companies, Edmonton, AB (2012)
- » **Land Development Experience**
 - » Land use amendment and subdivision applications for Windermere, Granville, Walker, and Keswick neighbourhoods in Edmonton and for Saline Creek Plateau residential development in Fort McMurray.
- » **Urban – Housing Design Experience**
 - » Architectural designs for contemporary housing products for Beaverbrook’s residential development in Edmonton
 - » Urban Designer, Architectural Reviews and Approvals for the Stone Creek Development, Beaverbrook Developments Inc., Fort McMurray, AB (2012)
 - » Urban Designer, Architectural Design Guidelines for the Rosenthal Neighbourhood, Melcor Developments Ltd., Edmonton, AB (2012)
 - » Urban Designer, Urban Design Guidelines for Downtown Wabasca, M.D. of Opportunity No. 17, AB (2010)
- » **Architectural Experience**
 - » Architect, responsible for detailed design and construction execution of twenty storey residential twin towers in Vasant Vihar, Thane, India.
 - » Architect, responsible for detailed design and construction execution of school (grade one to ten) in Vasant Vihar, Thane, India.
 - » Architect, responsible for designs of high rise residential buildings in Kavesar – Thane, India.
 - » Architect, responsible for conceptual designs for a resort, four star hotels, and multiplex in India.
- » **Public Consultation Experience**
 - » West Area Structure Plan, City of Leduc – Two Public Open Houses And Workshops (2013)
 - » West Area Structure Plan, City of Leduc – Two Stakeholders' Consultation Sessions And Workshops (2013)
 - » Saline Creek Plateau Area Structure Plan Amendment, Regional Municipality of Wood Buffalo – Public Open House (2012)
 - » Keyano College And Rotary Lands Rezoning Application, Regional Municipality of Wood Buffalo – Public Informational Open House (2013)
 - » City of Edmonton – Whitemud Drive and 17 Street Interchange, Public Information Session (2010)
 - » City of Edmonton – West Edmonton Sanitary System Upgrade, Public Information Session (2011)
 - » Canadian National Railway – Rezoning Application for Lands in Sturgeon County, Public Information Session and an Open House. (2009 – 2010)

- » Fort McKay First Nation – Land Use Framework and Community Plan, Stakeholder Consultation (2009)
- » Salt River First Nation – Community Plan and Pine Lake Reserve Concept Plan, Community Consultations (2010 – 2011)
- » Brazeau County – Lodgepole Area Structure Plan, Community Information Session and Planning Workshop (2008)

PROFESSIONAL AFFILIATION

- » Candidate Member of Alberta Professional Planners Institute
- » Candidate Member of Canadian Institute of Planners

EDUCATION

- » Master of Environmental Design (with focus on Urban Design - Planning), University of Calgary, Calgary, AB (2005 – 2007)
- » Bachelor of Architecture, University of Mumbai, India (1998 – 2003)

DONAL FARRELLY, M.Sc. Urban Design

Project Planner and Urban Designer

Planning, Landscape Architecture, and Urban Design Group

PROFESSIONAL EXPERIENCE

Donal Farrelly is a land use planner and urban designer with the MMM Group. Donal has experience in land development practice, development and amendment of statutory planning documents, project management, neighbourhood designs, urban design, liaising with public and private sector clients, and public and stakeholder consultation. Donal also possesses both academic and professional research, writing, and presentation skills. Prior to his planning career in Canada he worked as a regional planner in Ireland. His article on urban design was published in planning journal and he has presented on urban design topics in various conferences across Canada.

PROFESSIONAL BACKGROUND

Project Planner, MMM Group, Edmonton, Alberta (2011 – Present)

Lecturer, University of Alberta, Edmonton, Alberta (2011 – Present)

Planner, IBI Group, Edmonton, Alberta (2011)

Planner, O’Gorman and Associates, Ireland (2010).

SELECTED PROJECT EXPERIENCE

- » **Project Planner, South of Devon Industrial ASP, Leduc County, Leduc County, Alberta (2013 – Present):** Currently developing an industrial ASP for an area of land located south of the Town of Devon. Responsibilities include policy planning, design, public consultation and stakeholder engagement.
- » **Project Planner, The Meadows Neighbourhood 5 Neighbourhood Structure Plan, Qualico Communities and Dundee Developments, Edmonton, AB (July 2012 – Present):** Developing a Neighbourhood Structure Plan for a new 560 ac. neighbourhood in south east Edmonton. Incorporating the ecological system into the neighbourhood is a fundamental part of the design. Responsibilities include developing plan concepts, attending meetings with various city departments, and public consultation.
- » **Project Planner, Tiffany Greenfield/Brickyards Area Structure Plan, Daytona, Stony Plain, Alberta (2013 – Present):** Responsible for an ASP, and subdivision and rezoning applications. Responsibilities also include attending, speaking and cross examination at Council hearings.
- » **Project Planner and Urban Designer, East Pioneer Urban Village, Qualico Communities, Spruce Grove, Alberta (February 2014 – Present):** Designing an urban village which includes a mixed use commercial and residential area, and integrated park spaces. Responsibilities include urban design, conceptual layout and design of the site, and planning input in areas related to parking and land use bylaws.
- » **Project Planner, Joseph Lake Rise ASP, 1741725 Alberta Ltd., Leduc County, Alberta (2013 – Present):** Currently developing a country residential ASP for a quarter section in Leduc County. Responsibilities include policy

planning, public consultation, and presenting the concept to Council.

- » **Project Planner and Urban Designer, Cambrian Crossing, Rohit, Strathcona County, Alberta (2012 – Present):** Developing a range of land use districts, and designing a mixed use town centre for the Cambrian neighbourhood. The concept includes a one way traffic system to reduce distances between buildings, and the creation of a small plaza within the town centre.
- » **Project Planner, Stewart Greens Neighbourhood Structure Plan Amendment, Troika Developments, Edmonton, Alberta (2011 – Present):** Responsible for an NSP amendment, and subdivision and rezoning applications. Responsibilities also include attending City meetings and attending Council hearings.
- » **Project Manager, Stony Plain East Boundary Area Structure Plan, Qualico Communities, Stony Plain, AB (2013 – Present):** Project Manager responsible for the development of an Area Structure Plan in the Town of Stony Plain. Responsibilities include the coordination of the application, the development of planning concepts, project management and liaising with municipal staff.
- » **Planner/Designer, Glenriding, Rohit Communities, Edmonton, AB (2011 – Present):** Developed a concept lotting design for this subdivision. The staging process was identified and implemented. Liaising with City of Edmonton Planners is ongoing with regard to issues that arise through the course of the rezoning and subdivision applications.
- » **Planner/Designer, Wandering River and Grassland ASPs, Alberta Energy Corridor, Athabasca County, AB (2011 – Present):** Developed Area Structure Plans for the Hamlets. Liaised with the County of Athabasca and attended public open houses to present the concept plans and policies. Used urban design concepts to create a pedestrian friendly street network. An interview was given to the local radio station and newspaper.
- » **Planner/Designer, Starling at Big Lake, Rohit Communities, Edmonton, Alberta (2011 – Present):** Currently involved as a planner on numerous subdivision and rezoning applications within Starling. Prepared ASP and NSP amendments for this development.
- » **Planner/Designer, Southeast Leduc ASP, Qualico Communities, Leduc, AB (2012 – 2013):** Developed a concept plan and ASP amendment for a large neighbourhood in south east Leduc. Also involved in public consultation.
- » **Project Planner, West Glen Outline Plan, River Park Estates, Parkland County, Alberta (2011 – 2013):** Developed an outline plan for a country residential subdivision in Parkland County with a significant wetland component. Responsibilities also included speaking at council and cross examination.

SCOTT CARNALL, MCD

Project Planner

Planning, Landscape Architecture, and Urban Design

PROFESSIONAL EXPERIENCE

Scott Carnall is a Project Planner with MMM Group. In 2012, Scott completed his Master in Civic Design in Town and Regional Planning from the University of Liverpool and has since worked on various policy planning projects in the form of amendments to land use bylaw districts, growth study reports for land annexations, business case plans, and public consultation within the Edmonton Capital Region. During Scott's Master's degree, his projects focused on community building through the use of urban infill, sustainable design, and the reuse and repurpose of existing buildings and spaces to develop cohesive and socially fused communities. Scott's Thesis at Liverpool was entitled "*Lighting the Way - The role of lighting strategies in planning the public realm of Northern Cities*". As a northern city, Edmonton spends many of its winter months encompassed by darkness; therefore, the importance of artificial lighting through architectural and sculptural displays can significantly increase the usability of previously abandoned spaces.

SELECTED PROJECT EXPERIENCE

- » **Planner, Growth Study Component: City of Leduc Annexation, City of Leduc, Leduc, Alberta (2012):** * In 2013, the Government of Alberta granted permission to the City of Leduc to annex 1,300 acres from Leduc County effective in 2014. This project involved studying historic population growth, identifying the projected population growth for the City of Leduc, and determining the land use requirements for the growth. Public Open Houses were held in October and November of 2012, along with a non-statutory public hearing.
- » **Planner, Morinville Land Use Bylaw Amendment, Trade Developments, Morinville, Alberta (2012):** * This project involved the preparation of an amendment to the Morinville Land Use Bylaw 3-2012 for the rezoning of a client's property to a new Site Specific Direct Control Mixed Commercial/Residential (DC-4-1) District. This involved: conducting a background and policy review of the existing Morinville Land Use Bylaw; preparing background and summary reports; drafting the new bylaw documents; liaising with municipal staff throughout the process; and the preparation of graphics and reports for presentation at Council.

PROFESSIONAL BACKGROUND

Project Planner, MMM Group Limited, Edmonton, Alberta (2014 – Present)

Database Developer, OML Construction Services Ltd, Edmonton, Alberta (2013 – 2014)

Planner, ParioPlan Incorporated, Edmonton, Alberta (2012 – 2013)

Intermediate Quantity Surveyor, Hanscomb Limited, Edmonton, Alberta (2005 – 2011)

- » **Planner, Francis Winspear Centre for Music Expansion Project, Francis Winspear Centre for Music, Edmonton, Alberta (2012 – 2013):** * In 2011, the Francis Winspear Centre for Music was required to prepare a Business Case Plan in partnership with the City of Edmonton and a Request for Expression of Interest (REI) for the proposed building expansion and additional Performance Theatre to the existing site. The project involved a review of the current City of Edmonton Downtown Plan and related Art and Community plans, Scott was tasked with conducting existing parkade inventory and future parkade requirements within the proximity area, organization of weekly subcommittee meetings and coordination, consultation with municipality staff, the preparation of various graphics and maps for the Plan and REI, attendance and presentation at open houses and consultations, and the preparation of the final plan.
- » **Estimator, Combined Office Tower, Edmonton International Airport, Niko, Alberta (2009 – 2010):** * In 2010, Scott was the Intermediate Quantity Surveyor assigned to provide an independent review of the complete construction cost of the newly built Combined Office Tower. Scott provided full construction cost reports throughout the varying stages of design; this included complete structural and architectural take off, developing complete construction costs based on market evaluation prior to invitation for tender, consultation with clients and consultants, preparation of the final report, and presentation to client.
- » **Estimator, Infrastructure Maintenance Program, Alberta Health Authority, Alberta (2010 – 2011):** * In 2011, Scott was tasked with providing cost analysis and project costs for the Alberta Health's Authority's health centres' upgrades, under the Infrastructure Maintenance Program (IMP). Alberta Health developed a selected list of major upgrades that were assigned to Scott to independently review and provide a projected upgrade cost based on market analysis. This project required Scott to visit every selected site, documentation of existing conditions, coordination of information with internal staff for costing, market analysis and contractor consultation, development of project specific spreadsheets and reporting materials, preparation of draft reports and corrections; and, consultations with client, consultants, and the markets; preparation of final report, and presentation to client.

* Denotes project experience gained prior to MMM.

PROFESSIONAL AFFILIATION

- » Candidate Member, Alberta Professional Planners Institute (APPI)
- » Student Member, Royal Town Planning Institution (RTPI)
- » Canadian Institute of Quantity Surveyors (CIQS)

RECOGNITION

- » Canadian Institute of Quantity Surveyors, Construction Estimator Certified (2007)

EDUCATION

- » Masters Civic Design in Town and Regional Planning, University of Liverpool, Liverpool, UK (2012)
- » Bachelor of Arts (Product Design), De Montfort University, Leicester, UK (2001)



STEFAN JOHANSSON

Principal & Lead Landscape Architect
BLA, MLA, AALA, CSLA

EDUCATION

- Penn State University, State College, PA, Master of Landscape Architecture, 1996
- Utah State University; Logan, UT, Bachelor of Landscape Architecture 1994 - with honours)
- Diploma in Landscape Architectural Technology, Northern Alberta Institute of Technology, Edmonton, AB; 1988

ASSOCIATIONS

- Alberta Association of Landscape Architects (AALA)
- Canadian Society of Landscape Architects (CSLA)

AWARDS

- The Quarters Edmonton Urban Design Plan, Edmonton Urban Design Award; 2009
- IDA Downtown Special Achievement Award; 2008
- Old Fort Road Urban Design Plan, UDI Brownfield ("Brownie") Gold Medal Award; 2008
- Hinton Government Centre Emerald Award for Environmental Excellence; 2002
- Louise McKinney Riverfront Park, Edmonton Millennium Project; 2000
- Spruce Grove Downtown Development Action Strategy, AACIP Award of Distinction; 1998

"THERE IS A WAY THAT NATURE SPEAKS, AND THAT LANDSCAPES SPEAK. MOST OF THE TIME WE ARE SIMPLY NOT PATIENT ENOUGH, OR QUIET ENOUGH, TO PAY ATTENTION TO THE WHOLE STORY."

Stefan is a Principal Landscape Architect and full Partner at EIDOS having worked both in Canada and the United States. He brings a diverse range of expertise in the creative development process including conceptual design through detail design to construction implementation. Stefan is the main point of contact for this engagement having successfully led a wide range of urban design and transportation assignments such as: LID ('Green') streetscapes; downtown revitalizations; TOD neighbourhood developments; LRT rights-of-way projects; transit garage and LRT station design; supportive substation infrastructure; as well as multi-use trail, public realm and linear park design projects.

Stefan adds leadership and imaginative solutions to all aspects of this consulting assignment including: landscape architecture, urban design, parks planning and integration with other architectural or engineering initiatives where warranted. He will also be actively involved throughout all project stages and be primarily responsible for incorporation of innovative public realm and open space enhancements including LID, LEED CPTED site design principles, as well as integrating winter city design, place-making and way-finding initiatives within the proposed project boundaries.

PROJECT EXPERIENCE

D.L. MACDONALD NE LRT TRANSIT GARAGE
Role: Principal Landscape Architect
Scope: Schematic Design to Post
Construction Year: 2009-2012
Client: Mr. Brad Griffiths
(780) 496-6614
Transportation Services
Director, LRT Design + Construction

Client: Mr. Brad Griffiths
(780) 496-6614
Transportation Services
Director, LRT Design + Construction

SOUTH LIGHT RAIL TRANSIT (SLRT) EXTENSION

Role: Principal Landscape Architect
Scope: Schematic Design to Post
Construction Year: 2006-2012
Client: Mr. Brad Griffiths
(780) 496-6614
Transportation Services
Director, LRT Design + Construction

OTHER TRANSPORTATION PROJECTS (GREATER EDMONTON, AB)

- Leger ETS Transit Centre
- 23 Avenue + Smith Crossing
- Yellowhead Trail + 156 Street Interchange Site Improvements
- Jasper Avenue Streetscape/ Central Station Rehabilitation
- Stony Plain Road Streetscape Improvements
- Fort Road Streetscape Improvements
- 105th Avenue Preliminary Detail Design Streetscape
- Greater Edmonton + Highway 2 Corridor Design Guidelines

NORTH LIGHT RAIL TRANSIT (NLRT) EXTENSION

Role: Principal Landscape Architect
Scope: Schematic Design
Year: 2009



EIDOS



KERYS MILLER

Landscape Architectural
Technologist

EDUCATION

- Landscape Architectural Technology Diploma (Northern Alberta Institute of Technology Edmonton, AB; 2013).

PROFESSIONAL AFFILIATIONS

- Alberta Association of Landscape Architects - LAT Member

AWARDS

- Alberta Association of Landscape Architects Scholarship (2013)
- Louise McKinney Post Secondary Scholarship (2012)
- EIDOS Consultants Incorporated Award of Merit Scholarship (2012)

TECHNICAL COMPETENCIES

- AutoCAD 2014
- InDesign CS6
- Illustrator CS6
- Photoshop CS6
- Microsoft Office 2010
- SketchUp Pro 8

Kerys graduated and earned her diploma in Landscape Architectural Technology through NAIT. Since her graduation, Kerys has been working as a Landscape Architectural Technologist at EIDOS Consultants gaining first hand experience and knowledge in the various aspects of Landscape Architecture and Project Management.

Kerys' passion to pursue the landscape industry came from her childhood growing up in a small town where the urban lifestyle wasn't overly busy and the multi-use trails were abundant. During her adolescent years, she spent most of her time focused on school, family, and friends, but she always took a special interest in gardening and hiking with her mom.

Realizing that she wanted to make her career in a profession that would allow her to make a difference in the landscape and include her gardening interests, Kerys decided to leave her receptionist job and enroll at NAIT. By utilizing the skills she developed as a receptionist, such as organization, and detail attention, Kerys has been combining them with her Landscape Architectural Technologist skills to produce accurate legible landscape drawings and designs.

Professional interests for Kerys consist of projects related to reclamation, streetscape retrofits, park development, green wall, and green roof design.

PROJECT EXPERIENCE

LEED - BASED PROJECTS

- LEED Gold - Eastgate Offices Building, Edmonton, AB

PARKS AND RECREATION

- Quarry Park Recreation Centre, Calgary, AB

CORPORATE AND CIVIC PROJECTS

- Jasper Gates Multi-Family Development, Edmonton, AB
- University of Alberta CPOC Building, Edmonton, AB
- ATB Place / Jasper Avenue Plaza, Edmonton, AB

COMMUNITY PLANNING AND DESIGN

- Hillcrest Subdivision, Edmonton, AB
- Sylvancroft Subdivision, Edmonton, AB

URBAN DESIGN

- Ottewell Mall Upgrade, Edmonton, AB
- Highfield Plaza, Edmonton, AB
- Windermere Commercial and Green Roof Development, Edmonton, AB

TRANSPORTATION

- Mistatim Stage 14 Boulevard Development, Edmonton, AB





NATHAN ZUK

Visual Communications Manager

EDUCATION

- Graphic Communications (Northern Alberta Institute of Technology, 2006)

TECHNICAL COMPETENCIES

- InDesign CS6
- Illustrator CS6
- Photoshop CS6
- Dreamweaver CS6
- CSS / HTML
- Marketing Strategies
- Microsoft Office

Nathan Zuk is a Visual Communications and Branding specialist with EIDOS Consultants. He is tasked with branding and marketing for EIDOS as well as its clients. Nathan's diverse experience also has him in charge of the company website, proposal submissions and all marketing and promotional materials.

Upon graduating from Graphic Communications at the Northern Alberta Institute of Technology in 2006, Nathan started his career in the Architect/Engineering field and has been involved in that industry ever since. This experience has proved valuable for Nathan and has given him insight into many diverse projects and helped him tackle multiple projects with ease.

Nathan was selected to be on the board for the 2007 Edmonton Urban Design Awards and continued with the branding and marketing for the 2009 and 2011 publications.

PROJECT EXPERIENCE

URBAN DESIGN

- Rosenthal Logo & Branding Concepts
- DARP St. Albert
- Stony Plain Road Business Redevelopment - Storefront Enhancements

BRANDING

- Graphic Design
- Marketing Strategy
- Brand Development
- Website Development / SEO
- Edmonton Urban Design Awards (Brochure, postcard, logo re brand, booklet publication for 2007, 2009, 2011)*
- Up + Downtown Music + Arts Festival, Edmonton (Logo development, Business Strategy, Website Development, Proposal Submission)*
- The Cheesiry (Logo Development, Branding, Website Development)*
- www.summitvalve.com (website development)*
- www.slurryflo.com (Website Development)*



* Experience prior to EIDOS

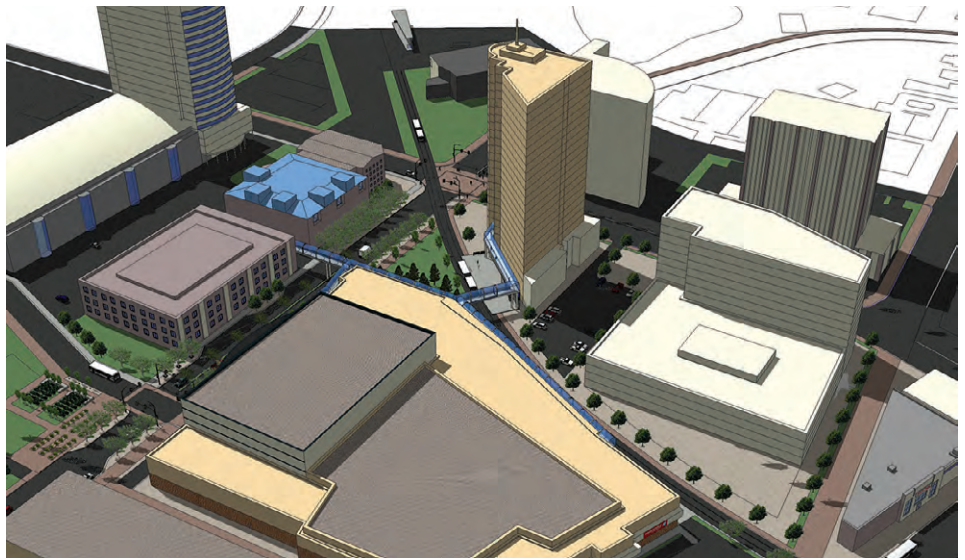
**NODES AND CORRIDORS
URBAN DESIGN GUIDELINES AND
UPTOWN PUBLIC REALM STUDY**

Client: City of Waterloo
 Location: Waterloo, Ontario
 Roles: Urban Design Guidelines
 Site Plan Manual
 Transportation Engineering
 Landscape Architecture

MMM Group Limited (MMM) was called upon to produce a set of urban design principles and guidelines based on proposed height and density restrictions on development by the governing municipality. Analysis of the existing urban fabric and urban design precedents were examined. An analysis report was established. Stakeholder meetings and input from the public helped to drive the process. Each of the urban nodes and corridors were examined with the intent of establishing a set of driving principles to be efficiently applied to future development.

With a view towards long-term development, a study of the Site Plan approvals process was created to facilitate the implementation of the urban design guidelines. Massing models were made of each study area, and sections taken from them to inform the physical aspects of developing a set of urban design principles. The Uptown core was studied further and guidelines specific for the Uptown were created.

The Urban Design Guidelines will help the City of Waterloo to sustain their position as a center for education and technological innovation and commerce in Canada and to further support their designation as an 'Intelligent Community: MMM peer-reviewed the resulting city-wide Urban Design Manual



The public realm implementation plan will define the streets, public parks, open spaces, parking areas that have a character will influence the selection of elements to be enhanced. Street furniture, planting methodology, and the public art program will be refined into a description of the environmental, safety, and technological considerations for public realm improvements for the City of Waterloo.



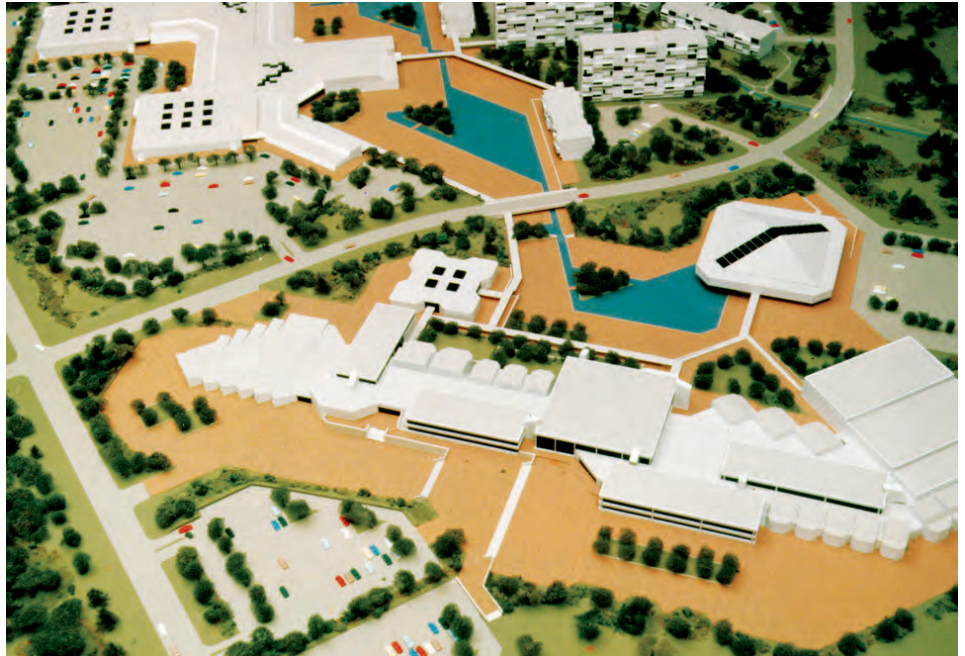
GLEN ABBEY COMMUNITY MASTER PLAN

Client: Town of Oakville
Location: Oakville, Ontario
Roles: Master Plan
Urban Design
Recreation Planning
Environmental Planning
Land Use Planning
Transportation Planning
Municipal Engineering

MMM Group Limited undertook a comprehensive master plan for the development of a suburban community of 36,500 residents on 800-ha of land located in the Town of Oakville. The master plan was prepared using a multidisciplinary approach involving expertise in urban design, recreation planning, environmental planning, land use economics, transportation planning, and municipal engineering.

The community includes many design features aimed at providing amenities for leisure living, such as hotels and a championship golf course designed by veteran golfer Jack Nicklaus that has hosted the Canadian Open on many occasions.

Prior to initiating the design exercise, a comprehensive review was made of available information on the most modern techniques of new community development in North America and Europe.



AREA AND NEIGHBOURHOOD STRUCTURE PLAN AMENDMENTS WINDERMERE AND GLENRIDDING HEIGHTS

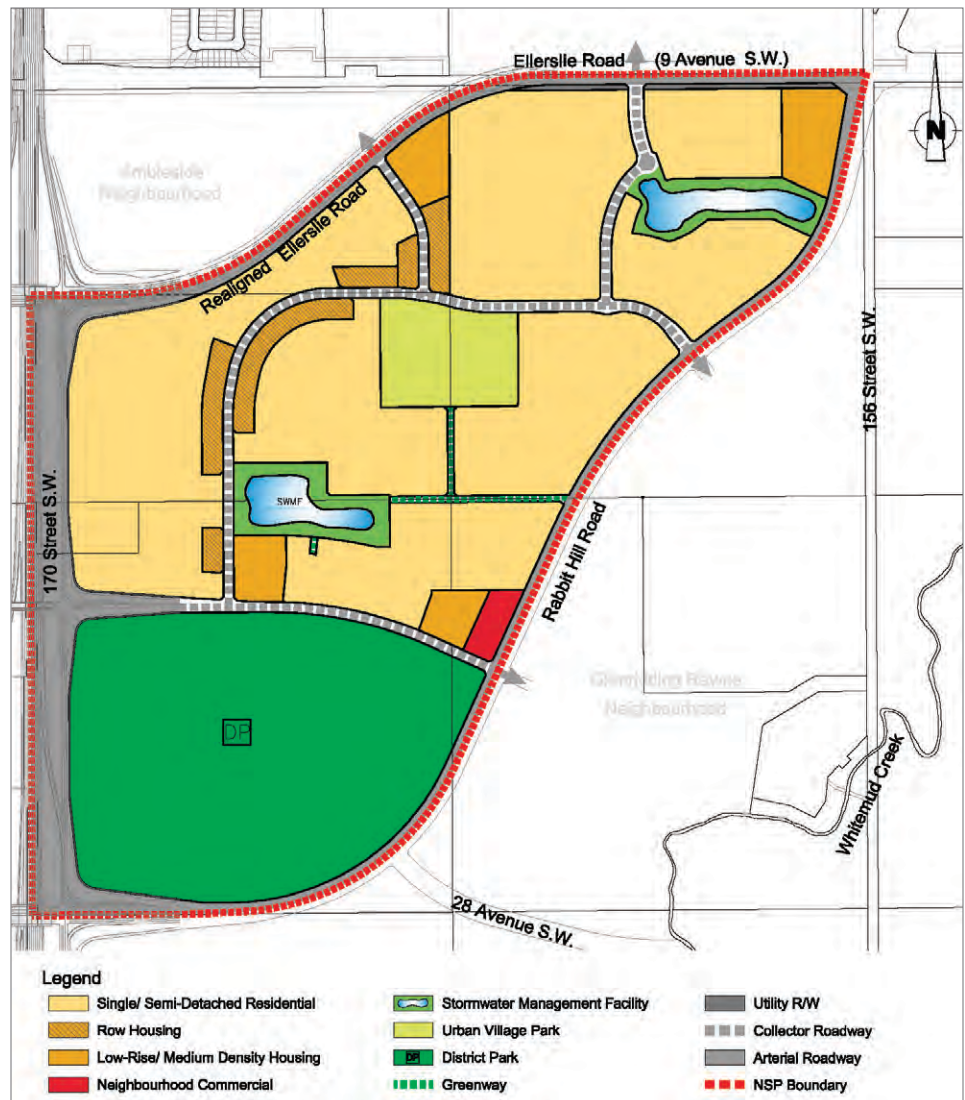
Client: Rohit Group of Companies
 Location: Edmonton, Alberta
 Roles: Project Management
 Land Use Planning and Approvals
 Transportation Planning
 Subdivision Design
 Direct Control District Rezoning

MMM Group Limited (MMM) collaborated with Rohit Group of Companies to prepare and deliver subdivision and rezoning plans which included a DC component, and amendments to the area and neighbourhood structure plans.

MMM provided a full range of planning services, including project management, conceptual design, transportation planning, subdivision design, and rezoning plans.

The objectives of the amendments and subdivision applications were to:

- Provide a smaller stormwater management facility as part of the area structure plan (ASP) and neighbourhood structure plan (NSP) amendments to enable infrastructure efficiencies and increase housing provisions within the neighbourhood
- As part of the ASP and NSP amendments, a portion of a medium density residential site was relocated adjacent to a commercial area to promote walkability and sustainability within the neighbourhood
- Provide a diverse range of housing choices, including single-detached, semi-detached, row housing, and zero lot line
- Minimize front driveways on collectors to meet City of Edmonton transportation requirements



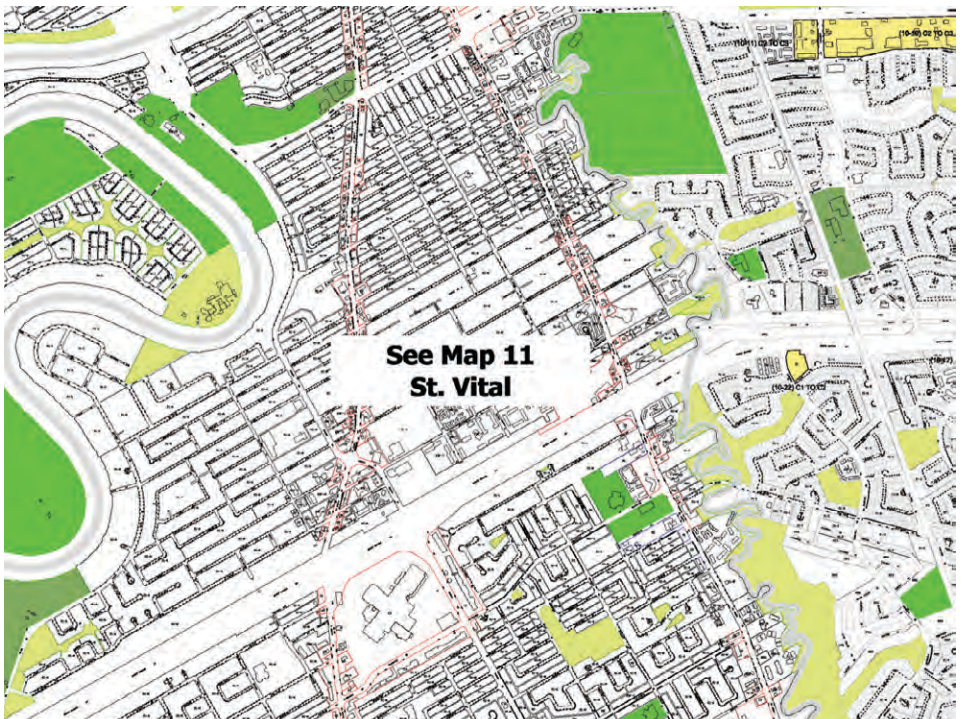
WINNIPEG ZONING BY-LAW UPDATE

Client: City of Winnipeg
Location: Winnipeg, Manitoba
Roles: Public Consultation
Project Management
GIS Mapping

As part of the Clarion Associates team, MMM Group Limited (MMM) was involved in the comprehensive review of the City of Winnipeg Zoning By-law.

The project included a complete re-writing of the by-law, reformatting of the layout, and a mapping update. MMM was responsible for the mapping component of the project and reviewed several thousand zoning parcels to correlate them to new zoning districts. Each commercial site was reviewed in detail to determine the appropriate commercial zoning based in lot size, depth and location.

MMM was also responsible for the consultation portion of the project, coordinating several open houses, workshops and a 20-person steering committee. The consultation was complex, incorporating and balancing diverse interests from the general public, development community, and specific interests such as active transportation and environmental considerations.

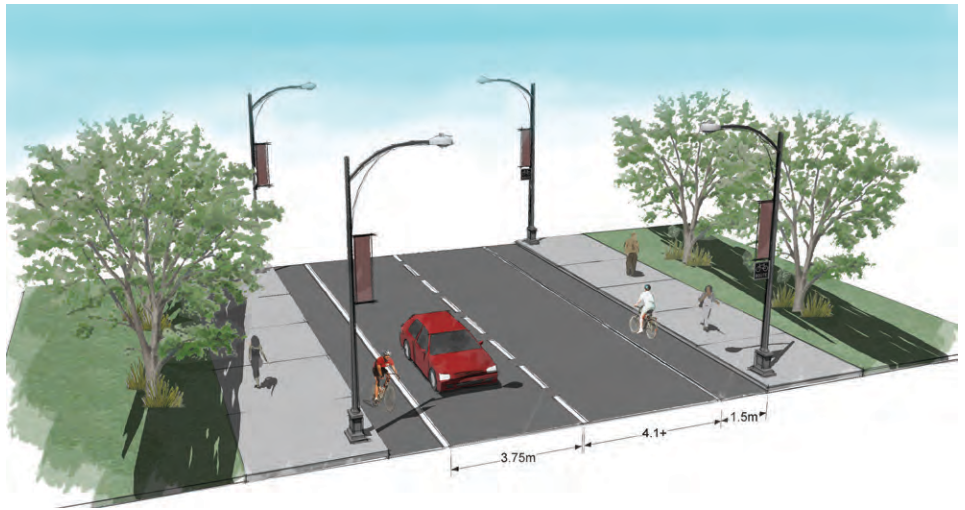


CENTRE WELLINGTON URBAN DESIGN GUIDELINES

Client: Township of Centre Wellington
 Location: Centre Wellington, Ontario
 Role: Urban Design Guideline

With the projection of future growth in the fully serviced settlement areas of Fergus and Elora in the Township of Centre Wellington, MMM Group Limited (MMM) was commissioned to provide a comprehensive Urban Design Guideline for new opportunities for housing, industry, commerce and mixed-use districts in these two communities.

MMM's Landscape Architecture and Urban Design team worked closely with the Township staff to address the key objectives of Land Use Planning, Urban Design and Public Consultation. The Urban Design Guidelines were prepared to develop a desirable community in which to live, work and play, based on the principles of Communicating, Place Making and Linking for the Fergus and Elora neighbourhoods.



SOUTHEAST LEDUC AREA STRUCTURE PLAN AMENDMENT

Client: Qualico Communities

Location: Leduc, Alberta

Roles: Project Management
Land Use Planning
Environmental Planning
Transportation Planning
Public Consultation

MMM Group Limited (MMM) collaborated with Qualico Communities to prepare and deliver an amendment to the Southeast Leduc Area Structure Plan. MMM provided project management, land use planning, conceptual design, transportation planning, environmental planning, and public consultation services.

The objectives of the amendments were to:

- Incorporate transportation planning techniques to reduce vehicular speeds and increase safety within the neighbourhood
- Locate medium-density land use adjacent to the school site to promote walkability
- Provide a diverse range of housing choices, including single-detached, semi-detached, and medium-density housing
- Minimize front driveways on collector roads to meet City of Leduc transportation requirements
- Create an integrated parks and trail system within the neighbourhood
- Incorporate an existing tree stand into the design
- Facilitate an open house



THE QUARTERS DOWNTOWN URBAN DESIGN PLAN & PUBLIC REALM IMPROVEMENT STRATEGY AND MASTER PLAN

Edmonton, AB



The Quarters is a dynamic community within downtown Edmonton, with a rich heritage and culture, and is poised for continued remarkable growth.

The existing urban fabric within the project area is typical of other burgeoning Canadian municipalities - squared off and cut into uncompromising geometric blocks by unrelieved, non-terminated streets and interlaced with back alleys and sidewalks. Collectively, these urban streets comprise a large amount of undeveloped space that is not utilized to its highest purpose or to the fullest extent – as public realm that is alive, vibrant, and accessible and safe for all.

The project area of focus for the Public Realm Improvement Strategy is what is known as The Quarters Downtown. Jasper Avenue bisects the southern portion of the project area, having long served as Edmonton's "main street" – its defacto "civic spine" bonding its citizens to adjoining cultural, commercial, financial or educational districts, tourist amenities and the North Saskatchewan River Valley.

The Quarters Public Realm Improvement Strategy combines a long-term vision of a vibrant and attractive neighbourhood with a series of urban design principles and streetscape improvement and sustainable development guidelines into a single comprehensive document that allows the City of Edmonton and private developers to move from vision into reality. Supportive urban design features of this planning document identifies and plans for a rich mix of alternate transportation routes and roadway 'diets' set amongst an assortment of public open spaces with different characters, roles and typologies.

The Public Realm Master Plan within the Improvement Strategy takes its cue from the future public realm to be realized - the sighting of new buildings and their architectural character, proportion and rhythm, proposed pedestrian/ transportation circulation routes and anticipated vehicular movements within the project area. The Master Plan is able to respond to, and is to be 'adaptable' to, future contextual changes within the project area and able to foresee a pedestrian-friendly and sustainable environment within a welcoming public realm that is inherently connected, both functionally and visually, to the entire road right-of-way.

Client: City of Edmonton

Principal: Stefan Johansson, CSLA

Completion Date: 2011

THE HERITAGE MILE

Strathcona County, AB



Building upon the dedication and energy provided by the Heritage Mile Society and the funding support gratefully received from the Rotary Club of Sherwood Park and County Clothes-Line Foundation.

Client: Heritage Mile Society and Strathcona County

Completion: 2007

A master plan was prepared by EIDOS to define, illustrate and shape a future 'shared vision' for the Heritage Mile that physically links and brings attention to key areas of interest for the corridor.

The Heritage Mile extends along Broadmoor Avenue and contains several key historic buildings and features (Smeltzer House, Ottewell Centre, Salisbury United Church, Monument Park and Smyth Farm) that stand as reminders of Strathcona County's beginnings.

As Broadmoor Boulevard and its surrounding area has grown, the Heritage Mile has diversified its strategic importance by linking the heart of Sherwood Park with primary east-west corridors and expanding growth and development areas to the north.

Key master plan initiatives included:

- Improve the Heritage Mile's visual appearance through an integrated approach that links key areas of interest through a unified and distinct character and theme.
- Identify, protect and interpret significant historical, cultural, environmental features and lands.
- Maintain the corridors strategic importance as a major transportation artery and enhance its economic/ tourism potential as a key historic attraction within the community of Sherwood Park.

Through a 'shared vision' building process with the community, the master plan provides an illustrated view of the Heritage Mile in the year 2025.

YELLOWKNIFE SMART GROWTH URBAN DESIGN INITIATIVE

Yellowknife, Northwest Territories



Since 2008 EIDOS Consultants Incorporated has been leading a multi-disciplinary team of architects, planners and graphic communications specialists to create a comprehensive urban design strategy for the City of Yellowknife.

Client: City of Yellowknife

Completion: 2010

This strategy is part of an overall Smart Growth strategy which seeks to set a sustainable direction for the community over the next 50 years. The work of the Urban Design Initiative is intended to provide design direction for streetscapes and open spaces to embrace sustainability and at the same time capture and celebrate the unique sense of place which is Yellowknife.

EIDOS has also been retained to develop detailed design drawings for the redevelopment of 50th street and Old Airport Road. Currently under construction, this assignment has provided an initial test for many of the concepts related to sustainability and placemaking which are being developed as part of the Urban Design Initiative.



COMMUNITY REVITALIZATION VISION PLAN

Inuvik, Northwest Territories



EIDOS Consultants Inc. was contracted to develop a community revitalization vision plan for the Town of Inuvik. Client: City of Inuvik

The work included on-the-street interviews with the community, a focus group session and a community vision plan workshop. The results from the public consultation process lead to the establishment of several community development strategies and five key short-term actions which included:

- Litter control and waste management
- More effective implementation of a parks and trails network
- Redesign, redevelopment and programming of Jim Koe Park as a community gathering and marketplace
- Develop attractive gateways that give a 'strong sense of place' and arrival to the Town of Inuvik
- Develop and implement a main street revitalization program

CENTRAL LRT STATION & JASPER AVE STREETSCAPE REHABILITATION

Edmonton, AB



Jasper Avenue is the commercial spine of Edmonton's downtown which supports a diversity of land uses and activities – including housing, civic, commercial and cultural amenities.

Our redevelopment goals for the streetscape improvements along Jasper Avenue were to create a 'Great Street' - accessible, attractive, active and authentic. Several Urban Design Principles were established and rigorously followed;

Sustainability

Primarily in the use of durable materials with high recycled content, within a design vocabulary which is timeless and elegant.

Arts and Culture

The unique context and rich heritage of Jasper Avenue will be celebrated through incorporation of public art, and allocation of 'cultural space' for performances, gatherings, etc. The development of feature benches (public art), paving insets and sculptural traffic lights further define artistic expression along Jasper Avenue.

Edmonton's Winter City

Celebrated by ensuring the streetscape is attractive and comfortable year round, by incorporating warm materials, colour palettes and decorative lighting into a well coordinated family of street furnishings.

Durable, Permanent and Timeless

Utilizing materials such as stainless steel, and granite - to stand up to weathering, vandalism and abuse, and are easily maintained. Combined with simple forms and elegant structural logic, to create an elegant and timeless streetscape.

Our design principles were set out by the Towards a New Vision for Jasper Avenue Report where in, the roadway to pedestrian space was required to meet a 60/40% ratio. To achieve this ratio, the existing medians were removed and traffic lanes reduced to two lanes in each direction, greatly increasing the pedestrian right of way.

Client: City of Edmonton

Principal: Stefan Johansson, CSLA

Completion Date: On Going

Project Cost: \$38 M



LAKESHORE DRIVE REDEVELOPMENT

Sylvan Lake, AB



Since the early 1900's the Town of Sylvan Lake has been a haven for residents and tourists alike. Initially developed for its natural forest resource, Sylvan Lake quickly became a tourist destination, known for its hotels, campgrounds, shopping, recreation and culture. Today, Sylvan Lake continues to grow as a community; with increased land values, year-round living, and tourism activity of in excess of 1.3 million visitors yearly. The jewel and key attraction in the community is Sylvan Lake and the lakeshore.

Working with a multi-disciplinary team consisting of Associated Engineering and Armin A. Preiksaitis & Associates, and a project steering committee consisting of representation from municipal, provincial and federal governments, and key community stakeholders, EIDOS was engaged as the prime consultant in the redevelopment of Lakeshore Drive and the development of a vibrant, diverse, attractive and wellplanned environment for both residents and visitors.

Lakeshore Drive is the main link that integrates the lake with the community. Based on the analysis of existing conditions, guiding principles were formed to redevelop and realign Lakeshore Drive as a 'Complete Street', with an integrated roadway, promenade and open space system that promotes safe, year-round pedestrian-oriented activity and movement; compatibility and with existing and future land use; a strong and authentic sense of place that celebrates the Town and regions history, culture and traditions; and an animated waterfront area with opportunities to shop, live, work, gather and do business.

This planning project has been recognized by all levels of government as a well developed and strategic development legacy for the Town of Sylvan Lake. It has created the vision and stimulated the required funding discussion and detailed requirements for moving the project forward and stimulating other local and regional planning and development project initiatives.

Client: Town of Sylvan Lake

Principal: David Brown, FCSLA

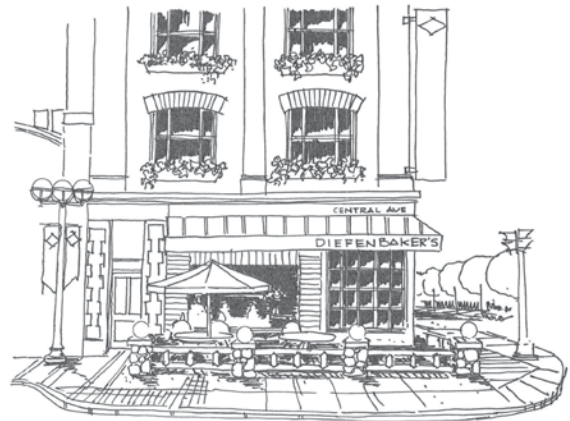
Start and Completion Date: 2008 - On Going
(Stage 4)

Project Cost: \$23 M



PRINCE ALBERT DOWNTOWN STRATEGIC PLAN

Prince Albert, SK



EIDOS Consultants Inc. and Armin A. Preiksaitis & Associates Ltd. were engaged to develop a vision and comprehensive Strategic Plan for Downtown Prince Albert.

Client: Prince Albert

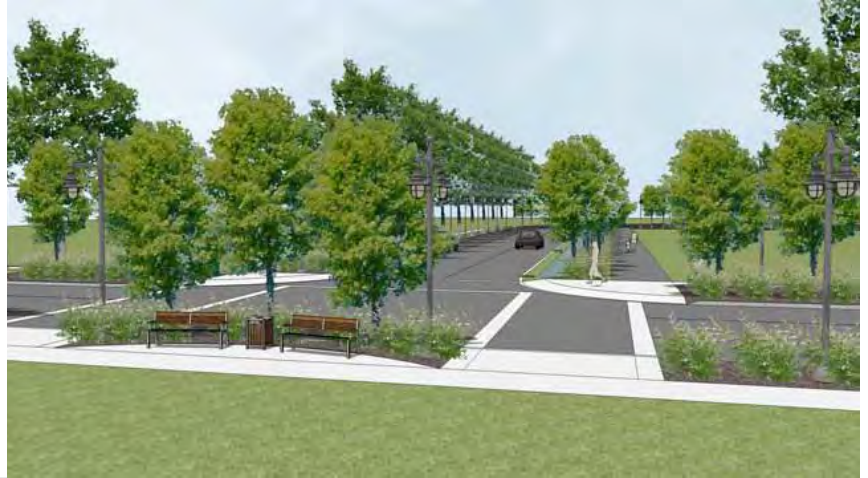
The Plan recommended a variety of urban design, parks and open space, social and economic development initiatives. Community consultation was an integral part of this Plan and helped identify streetscape/ open space improvements and gateway landmarks to enhance downtown's visibility and appeal. Focus groups with a cross-section of community members were held and vision-building workshops resulted in a shared vision and downtown strategic priorities to the year 2020.



EIDOS

WATERFRONT RESIDENTIAL DISTRICT

Sylvan Lake, Alberta



Working with Associated Engineering, EIDOS was responsible for the conceptual development of 'Complete' and 'Green' Street improvements to a section of the existing Waterfront Residential District in Sylvan Lake.

Client: Town of Sylvan Lake

Completion: 2009

The improvement goal is to use 'Complete' and 'Green' Street components to maintain and enhance a sense of community; neighbourhood livability and sustainability; safety and security and comfort. Within the existing 20 meter right-of-way, 'Complete Street' components included bulbed intersections, raised barrierfree crossings, channelization, defined parallel parking, boulevard tree planting and a 3.0 meter multi-use trail development and linkages. 'Green Street' components included rain garden and rain gutter development, curb and permeable pavement design, lighting and other components.

The final submission was completed in Fall 2009, and will be used by the Planning Department in future redevelopment of the Waterfront District.

50TH STREET AREA REDEVELOPMENT PLAN

Sylvan Lake, Alberta



Working with Armin A. Preiksaitis and Associates and Associated Engineering, EIDOS was responsible for the development of greenway, parks, trails and open space, and streetscape recommendations and guidelines for the 50th Street - Area Redevelopment Plan.

Client: Town of Sylvan Lake

Completion: 2009

Based on an inventory of existing land use and surrounding context, recommendations and guidelines were established for the integration of 50th Street with the abandoned CPR rail alignment and the development of a formal and sustainable greenway through the central portion of the community, linking with other greenway and trail system opportunities, and incorporating a hierarchy of trails, trail nodes, way-finding and open space areas. A portion of 50th Street was conceptual designed to provide a 3.0 meter wide multiuse trail, linking the lakeshore and downtown main street to future residential development areas to the south. Other open space enhancements along 50th Street included frontage improvements to Lakeview Cemetery; the development of a park/performance plaza in front of H.J. Cody High School; and pocket plaza/park development at the intersection of 50th Street and the proposed greenway, incorporating future ground level commercial development.

Streetscape guidelines included the development of a 'Complete Street', including narrowed lanes; wide pedestrian walks; formal intersection development and bulbging; barrier-free and universal design features; rain gardens; boulevard trees, complete with LED lighting; Communities in Bloom opportunities; and a complete set of contemporary site furnishings (i.e., benches, waster receptacles, ash urns, bicycle racks, banners, bollards, pots, tree grates trench drains and covers, new stands, utility cabinets, parking control equipment, fences and screens, music, kiosks, signing and other site features).

The Area Redevelopment Plan was presented to Town Council in Fall 2009 and approved.



105 AVENUE TRAIL CORRIDOR / GREEN STREET PRELIMINARY DETAIL DESIGN STUDY

Edmonton, Alberta



The 105 Avenue Study was an initiative to establish a northern edge to Edmonton's Downtown and to provide the "missing urban link" required to connect a citywide multi-use trail system.

Client: The City of Edmonton

Project Completion: 2006

EIDOS prepared preliminary detail design of streetscape improvements in addition to developing highly vibrant, attractive, pedestrian-oriented neighbourhood amenities and open spaces for new residential development and commercial retail growth.

The design emphasis for the 105 Avenue Corridor Preliminary Detail Design Plan promotes walkability and the use of non-motorized transportation modes in a busy, urban setting. Preliminary detail design plans for 22 blocks of continuous streetscape improvements along 105 Avenue from 97 Street to 119 Street were completed in the spring of 2007.

A sequence of highly vibrant, attractive, pedestrian-oriented urban plazas was envisioned within the local road right-of-way to supplement the need for additional open spaces for both the Queen Mary and Central McDougall neighbourhoods and to augment prospective residential and commercial growth occurring simultaneously adjacent 105 Avenue. In addition, reduction of road carriage lane widths and parking stall relocations allowed generous space for a contiguous, linear multi-use trail corridor completing the "missing urban link" required in a citywide regional trail system.

The Corridor was influenced by New Urbanism and Context Sensitive Street design philosophies to create and assess various streetscape design options. The resulting urban design is a unique treatment for the entire road right-of-way that prioritizes travel by pedestrians, cyclists and skaters, creates vital green spaces through road closures, all while maintaining and managing vehicular access along 105 Avenue.



THE GRANGE SUBDIVISION

Edmonton, Alberta



EIDOS Consultants Inc. was asked to prepare landscape development drawings for The Grange Subdivision.

The subdivision is comprised of RSL (front attached garages) and RPL (garages off of back lane) lots. The firm was involved with all aspects of the project's landscape development from conceptual theming through construction implementation, and concluding with contract administration and inspection services.

The Grange is being marketed to first-time home buyers who are cost conscious. Recognizing this fact, our design objectives were twofold. The first, to design a cost effective landscape, and second, develop a unique theme treatment that would attract home buyers and create a livable, attractive neighborhood. Our efforts generated the composition of the logo and formed the framework for the community's one-of-a-kind site features, such as fence-pocket and terminal planting beds, drypond and recreational amenities, and all the entry features.



THE LANDING RESIDENTIAL CONDOMINIUMS

Edmonton, Alberta



This luxury low-rise condominium project fronts onto the North Saskatchewan River, in the valley community of Cloverdale, in downtown Edmonton.

Owner: Vinterra Properties

Completion: 2006

The architectural and landscape treatments have been coordinated as a waterfront community. The landscape enhances the project with gracious livable outdoor spaces and connecting walls. The landscape theming draws its inspiration from wave modified shorelines with sandy beaches, rocky shore edges, forested outcrops and backshore dunes. Internal parking and vehicular curvilinear lines of the water edge theme. A rooftop garden features a sundeck and ornamental pond to enhance the common amenities of the project. EIDOS was responsible for the site design and landscape treatment.

BOYLE RENAISSANCE

Edmonton, Alberta



The urban design and landscape architectural approach for the Boyle Renaissance – Stage 1 project has been arranged to:

- Provide a destination and gathering space for the community and a diversity of uses and events.
- Establish a cohesive site plan that seamlessly integrates the proposed Community Centre, Central Park and Housing Centre.
- Integrate the “Braid concept” into future open space development within both the Boyle Renaissance and The Quarters Downtown projects.
- Complement the pattern, rhythm and function of the surrounding architecture, land uses and community context.
- Establish landscape layers that define and limit movement and views throughout the site.
- Introduce sustainable landscape and site components; and,
- Create a responsive and unique setting for the Boyle Renaissance community.

The central organizing component of the project site is the ‘Braid’ park. This component is intended as the primary destination and gathering space for the community and has been designed to provide a “stage within a stage” for both daily and special community events. The park provides a forecourt to the Community Centre, with access through a series of ramps and stairs to a central open lawn, which also accommodates the amphitheatre; events and seasonal (i.e., winter city) activities; and a storm water collection function for the site.

Encircling the park, along its east side is the ‘Braided Walk’, which provides elevated views into the central park space and links pedestrians northward into the future braided park system (linking the new Community Garden, existing LRT tracks and trail system); future tot.lot park (along 104 Avenue); and to the new Housing Centre development on the east side of the project.

The amphitheatre has been designed to provide barrier-free access and seating around a central stage. The amphitheatre will accommodate approximately 25 people with additional seating, standing room, and viewing opportunities.

Client: City of Edmonton

Project Completion: on-going



FORT ROAD HISTORICAL ENHANCEMENT

Edmonton, Alberta



Iconic Imagery - CN Barrier Patterning



Iconic Imagery - CN Barrier Patterning



Time Capsule & Monument - East Pointe Plaza

Monument - Dwyer Square



FORT ROAD STREETSCAPE IMPROVEMENTS AND OLD TOWN URBAN DESIGN PROJECT Edmonton, AB



EIDOS was assigned to assess and develop a Concept Plan along with schematic streetscape alternatives to redesign existing infrastructure, boulevards, medians as well as open spaces along the Fort Road right-of way and adjacent lands from 66 Street to 129 Avenue.

Client: City of Edmonton

Completion: 2010

The purpose of the Concept Plan was to develop a long range plan that also met immediate road and utility reconstruction requirements to be constructed by the City of Edmonton.

The most prominent urban design initiatives includes a village square serving as both a central urban park and focal point for public and community events. Additionally, a variety of landscaped civic plazas and open spaces within the neighbourhood have also been incorporated to be pedestrian-friendly and attractive settings for residents and visitors.

Public art opportunities, architectural gateways, themed sign blades and enhanced street furnishings and street lighting were introduced. To increase the new community's visual appeal, a contiguous multi-use trail will extend throughout the entirety of the urban village, providing a safe, alternate transportation link for all users.

Upon the urban design project's conclusion, EIDOS was retained to prepare detail design drawings for all streetscape improvements along Fort Road. Revitalizing Fort Road involved two key initiatives:

- introducing streetscape improvements and a landscaped median between 66 Street and 129 Avenue;
- widening the road from 4 to 6 lanes to accommodate future traffic growth and improve pedestrian safety.

