

LAND USE ASSESSMENT, SIX NATIONS RESERVE
BRANTFORD

Department of Indian Affairs
and Northern Development

February 1972

TO BE RETURNED TO ROOM 609

RESOURCES DEVELOPMENT SECTION,
DEVELOPMENT SERVICES DIVISION, 203
INDIAN-ESKIMO ECONOMIC DEVELOPMENT BRANCH,
DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN
DEVELOPMENT, CENTENNIAL TOWER.

WHY NOT RETURN IT, YOU WILL THEN
KNOW WHERE TO BORROW IT AGAIN.

E78
.05
L36
c. 1

KATES, PEAT, MARWICK & Co.

E+8
05
L36
C.1

LAND USE ASSESSMENT, SIX NATIONS RESERVE
BRANTFORD

Department of Indian Affairs
and Northern Development

February 1972

RESTRICTED

DEPT. OF INDIAN AFFAIRS
AND NORTHERN DEVELOPMENT
MAR 22 1993
MINISTÈRE DES AFFAIRES INDIGÈNES
DU QUÉBEC

KATES, PEAT, MARWICK & CO.

PRUDENTIAL BUILDING
4 KING STREET WEST
TORONTO 1, ONTARIO
362-2371

February 2, 1972.

Mr. S. C. Knapp,
Regional Superintendent of Economic Development,
Ontario Region Department of Indian Affairs
and Northern Development,
22 College Street,
Toronto 101, Ontario.

Dear Mr. Knapp:

Land Use Assessment , Six Nations Reserve, Brantford

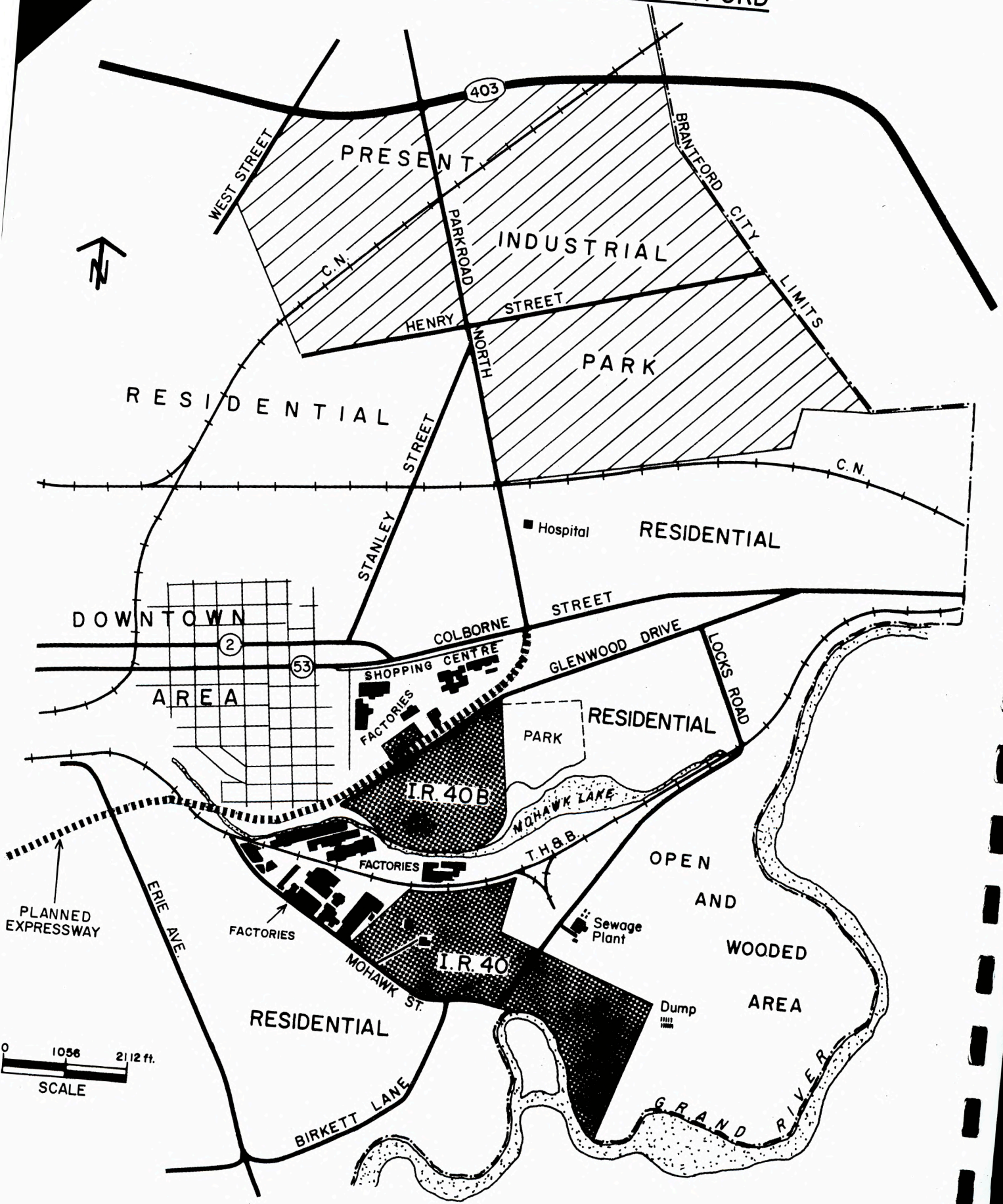
We are pleased to submit a proposal for the Land Use and Development study in response to your letter of January 17, 1972, and its attached terms of reference.

BACKGROUND

As the terms of reference imply, the Six Nations Indian Band has passed a Band Council Resolution to have the Regional Office assist the Band in planning the future use and development of the property referred to as Glebe Farm. Our firm has been involved in the preparation of this project through the participation of Mr. Peter Lyman who revised the original draft terms of reference, and of Mr. Thibault who undertook a preliminary investigation of the land in question and prepared a brief background report outlining the factors effecting the utilization of Glebe Farm for the Department.

Mr. Thibault's preliminary investigation concluded that in the long term, Glebe Farm has a favourable geographic location with

FIGURE I
 LAND USE ASSESSMENT
 SIX NATIONS RESERVE - BRANTFORD



Mr. S. C. Knapp

February 2, 1972

respect to Brantford and the surrounding region, and can benefit from the economic growth of the area.

Figure 1 opposite shows the outline of the property (Labelled I.R. 40 B and I.R. 40) and some of the significant aspects of the surrounding land.

The total property is clearly divided into a Northern and a Southern Portion, and the broad physical aspects of each portion are already known through Mr. Thibault's report.

Some parts of the property have already been tentatively identified as having commercial, residential or industrial potential, while others are low-lying and may not be suitable for buildings.

There remain a number of important questions with respect to any proposed development, including the hydro line extension, the planned expressway across the northern edge, the historical site, the ownership status of various parcels, and the timing and scope of major future developments in the surrounding region. (ie: by the O.H.C. and by Stelco)

OBJECTIVE

The objective of the study is to determine the long term prospects for development of the total land at this site, consistent with the Band's objectives, and ultimately to prepare detailed plans and an implementation program to develop the land to its best use.

Mr. S. C. Knapp

February 2, 1972.

OVERALL APPROACH

We understand that the study will encompass both parcels of lands shown on figure 1 and that this first study represents part of a continuing effort to bring to fruition the best use of the land.

In recognition of this continuing effort we term this first study as Stage I, with the understanding that the probable follow-up to Stage I would be a second stage to include the preparation of servicing, land-use and sub-division plans to develop the land in the desired fashion.

This proposal is essentially only for Stage I, which would carry the planning process to the point where a decision will be taken as to what kind of development should take place on the land, and will provide sufficient guidance to begin the detailed design and implementation of Stage II.

We would endeavour to proceed with the study at a pace that is dictated by the Six Nations Indian Band so that we would be in a position to make development recommendations that have been agreed to and fully understood by the Band. To this end, we suggest that there should be reasonable spacing between meetings with the Band. To allow for this approach, as shown in the later section on timing, we would leave the elapsed time flexible, although the man-hours expended on our part would be determined by the budget.

The output of the study will be in the form of specific strategic recommendations following an analysis of the long-term prospects for the development of the land. We believe that it is

Mr. S. C. Knapp

February 2, 1972

critical to the planning phase of development for the Band to be committed to the objectives of the development with the full backing of the Department. This position may not be reached at the conclusion of this study, but is an essential pre-condition to the next phase.

An overriding concern in analysing the long term prospects for development is that only realistic projects are to be considered. In addition, the timing of any land development is recognized as one of the important aspects of successful development, and will be carefully assessed as part of the appraisal of development opportunities.

WORK PROGRAM

In this section we outline the major steps in our proposed work program within the framework of the overall approach as discussed above.

Step 1 - Background Preparation

The first step is the preparation of background for the first discussion with the Band regarding their objectives for the use of Glebe Farm. We will meet internally to draw conclusions from Mr. Thibault's preliminary survey and formulate some generalized development concepts for the Bands. We will then familiarize ourselves with the lands through the use of photo interpretations and a brief visit to the site.

In this early stage, we would meet with selected Ontario Region and Brantford District Officials to discuss several aspects of the proposed development of this site. This will include the following:

Mr. S. C. Knapp

February 2, 1972

1. history of the Band's interest in developing the site
2. illustration by way of example re progress of development studies and implementation of projects on other Southern Ontario Reserves, (e.g. Georgina Island, Christian's Island, Rankin)
3. land lease-time possibilities and their degree of attractiveness to prospective developers

To assist in communicating our initial findings to the Band, we will prepare maps and sketches and other visual materials for presentation purposes.

Step 2 - Initial Assessment of Band Objectives

The purpose of Step 2 is to prepare initial assessment of the Band's objectives for the development of Glebe Farm. This will be determined through a meeting with the Band Council and other Band members as appropriate.

To bring out what the Band wants to have done with its land we will present our initial findings and raise questions such as the following:

- does the Band want intensive use of the land by outsiders or does it wish to retain it primarily for the use of the Band members
- does the Band want to emphasize maximum revenue as its primary objective as opposed to possibly conflicting objectives of using development opportunities as a means of training Band members in various economic activities.
- to what degree does the Band want to exercise control over development projects and to what degree do Band members want to become involved in this control capacity

Mr. S. C. Knapp

February 2, 1972

- what type of development are Band members thinking of and what parts of Glebe Farm do they want to have developed.

In listening to the discussion and points of view raised by Band members, we will try to obtain an assessment of the trade-offs of objectives and to establish what priorities are being considered by the Band. These will be documented in a written statement to be submitted to the Department and Band as we proceed with the study.

Step 3 - Formulate and Assess Development Concepts

Following an assessment of the Band's objectives we will proceed to formulate more specific development concepts and undertake a preliminary assessment of development potential of the lands. We will examine and classify development concepts in terms of scale, land use, markets, single or mixed use, open space, transportation requirements, (staging of development, and type: commercial, industrial, residential, and institutional). The development concepts will be in the form of different packages that can be considered separately.

We will examine the site and parcels in the site which have particular advantages to certain developments and assess the constraints to development. We will provide an overall evaluation of the development concepts in terms of the planned and / or required regional transportation and servicing links, and in terms of the prospects for development as a result of market conditions of the Brantford area. Part of the market assessment would be based on discussions with the important private sector groups involved in land development in the area.

Mr. S. C. Knapp

February 2, 1972

This will involve an assessment of the timing and scope of the industrial and new town development at Nanticoke. From information that is already available and site inspection, we will determine the land capability in relation to each development concept.

With an understanding of the Band's objectives and of the land potential we will meet with City Officials to determine the immediate and long term objectives for Brantford growth and development and to determine how the official plan affects the future development of the property. We have already reviewed the new land use proposal which is to be the basis for the Brantford Official Plan revision.

From discussions with City Officials, we would expect to assess the present and future availability of Municipal services for any proposed development on Glebe Farm, and to recommend to the Band, their negotiating position with respect to acquiring these services, particularly in view of the fact that the city will require a strip of land across the northern boundary of the property, for the planned expressway.

Following this initial analysis, we would provide rough estimates of the major costs and benefits of the significant development alternatives. The results of our analysis at this stage would be drawn up into presentation format for discussion with the Band Council.

Step 4 - Band Agreement on Objectives and Concepts

With the use of rough sketches and through brief verbal presentations we would discuss the major development alternatives with the Band Council.

Mr. S. C. Knapp

February 2, 1972

The objectives of this second meeting with the Band Council would again be to raise questions about the Band's own position with respect to any proposed development for Glebe Farm. The areas to be discussed would include at least the following:

- whether the alternative development concepts suggested that the Band might revise their original objectives for land use
- the form of Band control over the planning, design, and development of Glebe Farm
- the possible methods for soliciting development proposals
- the methods for financing and organizing development (e.g. joint ventures) depending on the concepts that would be finally chosen.

Step 5 - Draft Final Report

As a result of the discussions during Step 4, we would be in a position to carry out the final assessment and prepare a draft final report. The report would include the following elements.

- a statement of our interpretation of the Band's choice of alternative development concepts
- a description of the most promising development concept (or concepts) in a form that will provide a basis for the more detailed programming and design phase to follow.
- Rough cost estimates and recommendations as to financing
- organizational arrangements for managing the developments
- statement of possible impact of the development on the Band and the remaining part of the Reserve plans.

LAND USE ASSESSMENT, SIX NATIONS RESERVE, BRANTFORD

STUDY SCHEDULE

<u>Steps</u>	<u>Each Step is anticipated to be completed by the end of week number:</u>
1. Background Preparation	1
2. Initial Assessment of Band Objectives	3
3. Formulate & Assess Development Concept	5
4. Band Agreement on Objectives & Concepts	7
5. Draft Final Report	9
6. Review of Draft Final Report	10
Final Report Handed In	12

Total elapsed time for the study: 12 weeks

Mr. S. C. Knapp

February 2, 1972

The development concept (or concepts) will be illustrated in sketch form supported by the analyses leading to our recommendation and the proposed development program for the site as a whole.

Step 6 - Review of Draft Final Report

The draft final report will be submitted to both the Department and to the Band for their consideration. A final meeting will be held with the Band Council at which the report will be briefly presented and discussed. We will attempt to incorporate the comments of the Department and Band into the final version of the report, to be submitted shortly after this third and final meeting.

TIMING

The table on the page opposite shows the six steps of the project and the anticipated completion time for each step, in terms of the number of weeks following the beginning of the study. Since we place considerable importance on the review of the project by the Band Council, we will schedule our activities according to the timing that will be acceptable to the Council for the three meetings.

We feel that the study should not extend beyond 3 months in terms of the total elapsed time. This period should allow the Band and the Department ample opportunity to react to our presentations and documents particularly since we will have continuing contacts throughout the study.

To allow for our own staff scheduling, we would be prepared to begin the study within 2 weeks of the approval of the contract.

Mr. S. C. Knapp

February 2, 1972

STAFFING

The staff that would be assigned to the study are discussed in this section, and detailed biographic information is provided in Appendix A.

Mr. Neal Irwin, partner with national responsibility for our planning practice, will be responsible for the project and act as an advisor with special reference to the development prospects of the region surrounding Brantford. Mr. Irwin is currently directing a large scale project to determine the strategy for development and transportation in the Greater Hamilton area.

Mr. Larry Thibault, an economist with several years of experience on our professional staff will be the project manager. Mr. Thibault undertook the preliminary survey of the property requested by the Department. He has directly comparable experience in property appraisals for private sector clients, and direct exposure to working on economic development projects with Indian Bands through the Walpole Island Marina Feasibility Study.

Mr. P. Lyman, will assist Mr. Thibault on the organizational and program development aspects of the alternative concepts. As a result of his recent experience as the Environmental Planning Consultant to the Ontario Region, he will also attend band meetings and advise on interaction between the Department and the project.

Mr. Russel Gwilliam, a Town Planner with post graduate studies and senior consultant responsible for the Resources and Regional Development division in our firm will advise on the preparation of alternative development concepts and their subsequent evaluation. Mr. Gwilliam has considerable knowledge of all of the Southern Ontario region area through his work in evaluating alternative sites for the New Toronto Airport and has practical experience in air photo interpretation, development planning and site planning.

Mr. Laurence Sherman, Senior Architect Planner responsible for our Urban Design and Facilities Development division, will also assist in developing and assessing the development concepts.

Mr. Jerry Straus, a recent addition to the firm who has considerable experience as a real estate broker and developer in the Toronto area and elsewhere, would provide input particularly in the area of realty considerations, financing, and markets for various possible developments.

Mr. S. C. Knapp

February 2, 1972

To ensure that we have complete local knowledge of development prospects, we intend to engage the advisory services of key real estate and development expertise in Brantford. We are also informed by Mr. William Thompson, an advisor to both the Band and the Department, that he will be available for our meetings with the Band and on an informal basis to meet with our study team.

We would also expect that the Regional Office will review the content of our work through informal meetings and by reacting to our written material.

COST

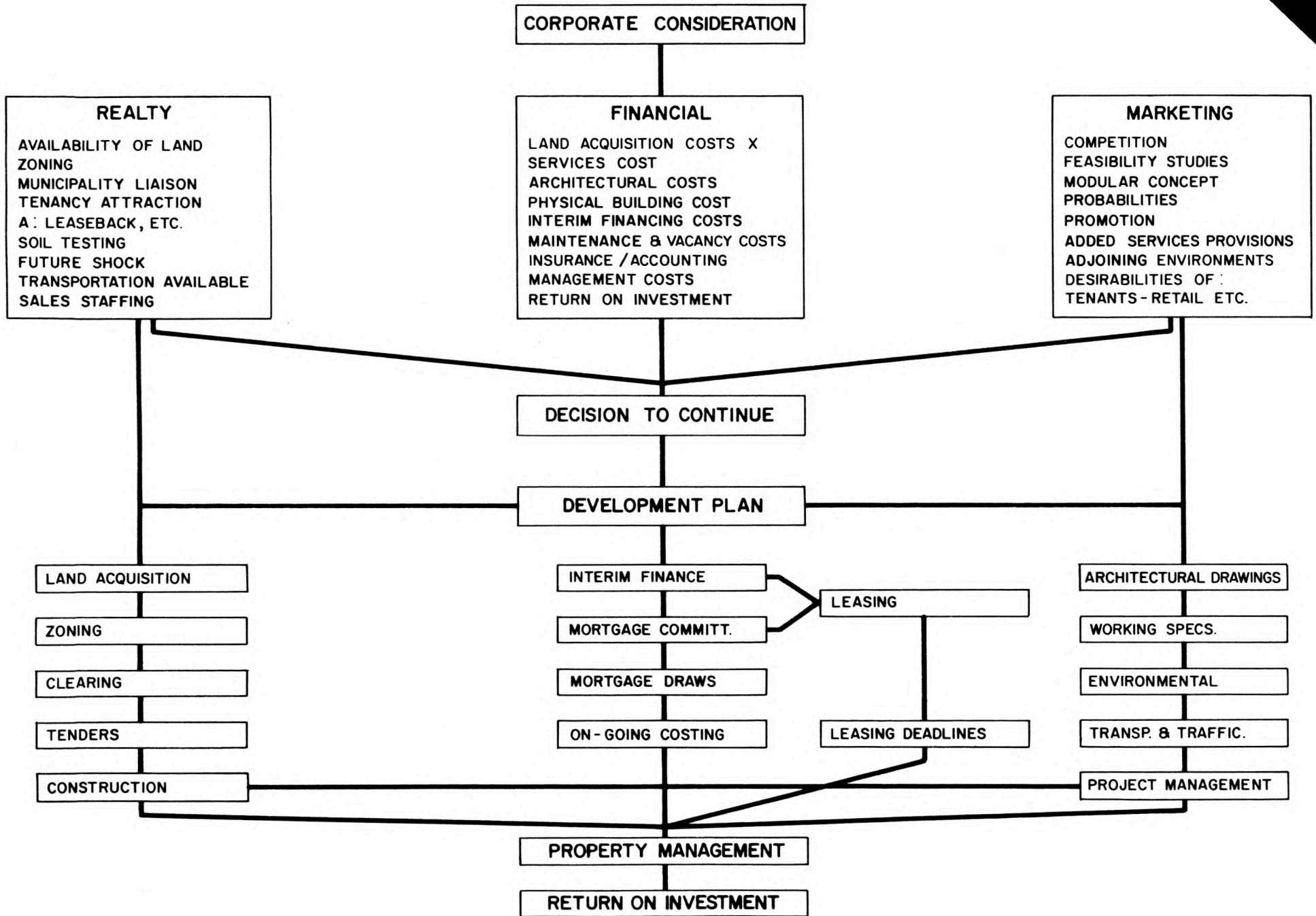
We estimate that the Stage I of the land development projects, to which this proposal is addressed, will cost \$ 7,000. This includes our professional fees and expenses.

We would invoice the Department \$ 2,500 at the end of each of the first two months and \$ 2,000 on submission of the final report. Although we have scheduled three meetings during the study, we would gladly prepare for and attend additional meetings at cost.

QUALIFICATIONS

Kates, Peat, Marwick & Co. has had extensive experience in all aspects of planning for the design and construction of physical developments. This includes assessment of the development potential of individual land parcels and feasibility evaluations, regional planning in the sense of the impact of future private and public developments on both land value and development potential of individual

**FIGURE 2
LAND USE ASSESSMENT
SIX NATIONS RESERVE - BRANTFORD**



Mr. S. C. Knapp

February 2, 1972

parcels, specific site and land use planning, and financial, organizational and market planning related to major development projects.

Figure 2 opposite shows an example of the kind of integrated approach that we have taken in a previous project for a private developer.

Through our various assignments we have also acquired very specific planning and development knowledge required for evaluating the Glebe Farm property in the context of the Brantford area. Through the Land Management project with the Ontario Committee on Government Productivity and the current Hamilton Development and Transportation Strategy Study we are closely informed about the future prospects of development in the Region, and are in contact with the provincial and private sector officials who could provide further information.

For example, we have recently discussed the proposed scope and timing of major development initiatives by Dofasco and Stelco at Port Burwell and Nanticoke; we will also be kept informed about O.H.C.'s plans for new town development at Saltfleet. Through Mr. Thibault's initial work on the particular site, we are acquainted with the municipal and local development interests in the City of Brantford.

Qualifications for Stage II

The extent and scope of our practice have provided us with the experience necessary to undertake both stages of the development planning process for the property. Should we be engaged to undertake the initial Stage of determining the long-term prospects for development, we would be prepared, at the conclusion of Stage I, to offer our services also for the next Stage.

Mr. S. C. Knapp

February 2, 1972

The project staffing for this second phase would be adjusted to reinforce the planning effort required. In particular our architectural staff would be more deeply involved. In addition, we have maintained working associations with several engineering firms, so that the engineering aspects could be covered as required in the more detailed site and sub-division planning.

The following is a list of selected projects which indicate our background experience with respect to both Stages of this project. A summary of each engagement is provided in Appendix B.

Feasibility Studies

- 1. Year-round tourist complex Cape Breton Island
- 2. A proposed chain of vacation resorts
- 3. A major land development

Plan Concept Development

- 1. Tourist complex concept study, St. Lucia
- 2. Vacation resort, Midwestern U. S. A.
- 3. Hotels and Motels
- 4. Montreal International Airport Study

Toronto Region
Planning Studies

- 1. Metropolitan Toronto and Regional Transportation Study
- 2. Oshawa Area Planning and Development Study
- 3. Government of Ontario Land Management Study
- 4. Hamilton Transportation and Development Strategy Study
- 5. Toronto Area Airports Studies
- 6. Regional Municipality of Niagara.

Mr. S. C. Knapp

February 2, 1972

Facilities Development

1. Spadina Interchange Project
2. Dawson College Study
3. A large property owner.

Indian Affairs,
Ontario Region

1. Highbanks Park, Marina Feasibility Study
2. Environmental Planning Program On-line Assignment
3. Report on Preliminary Investigation of Glebe Farm.

We welcome the opportunity to offer our services to the Department of Indian Affairs and to the Six Nations Indian Band Council in this important task of planning the future development of the specified Band lands. We recognize the importance to the Band of the very valuable asset that the land represents, and feel confident that we could make a substantial contribution. Should you have any questions about the proposal, please do not hesitate to contact us at any time.

Yours truly,

KATES, PEAT, MARWICK & CO.



Neal A. Irwin
Partner

DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN DEVELOPMENT

LAND USE ASSESSMENT

SIX NATIONS RESERVE - BRANTFORD

APPENDIX A

BIOGRAPHICAL INFORMATION

KATES, PEAT, MARWICK & CO.

APPENDIX A

BIOGRAPHICAL INFORMATION

TABLE OF CONTENTS

	<u>Page</u>
N. A. Irwin.	A-1
L. T. Thibault	A-4
P. F. Lyman.	A-7
L. C. Sherman.	A-10
R. Gwilliam.	A-12
J. Straus.	A-14

BIOGRAPHICAL SKETCH

NAME: Neal Alexander Irwin

POSITION: Partner

EDUCATION: B.A.Sc., Engineering Physics (Electronics), University of Toronto

PROFESSIONAL QUALIFICATIONS: Professional Engineer

AREAS OF SPECIALTY: Transportation, Urban Development Resource Management, Systems Analysis, Economic Studies, Management Sciences

MEMBERSHIPS & PUBLICATIONS: Member - Association of Professional Engineers of Ontario
 - Engineering Institute of Canada
 - Institute of Traffic Engineers
 - Canadian Transportation Research Forum
 - Association of Consulting Engineers of Canada
 - Ontario Institute of Management Consultants
 - Operations Planning Association of Canada
 - Canadian Operational Research Society

Mr. Irwin has written many articles which have been published in management and trade journals.

INDUSTRY EXPERIENCE: In addition to undergraduate work in engineering, Mr. Irwin took an academic year in liberal arts studies, majoring in economics and political science. After graduating, he spent two years on an Industrial Scholarship in England, studying the design, construction and control of power generating plants.

Mr. Irwin has been special lecturer in Urban Transportation Planning to graduate students in the Department of Civil Engineering, University of Toronto.

CONSULTING EXPERIENCE: Mr. Irwin joined KCS Limited early in 1960 as a Senior Project Engineer with the firm's subsidiary, Traffic Research Corporation. In 1961, he was appointed Vice-President in charge of U.S. operations, stationed in New York. During the period 1961-66, the U.S. firm grew from one person to a staff of over 60 with office in New York, Boston, Washington and San Francisco.

Late in 1966, Mr. Irwin returned to Toronto as Executive Vice-President of KCS Limited. He became a Partner of the Toronto

CONSULTING
EXPERIENCE: (con't)

office of Kates, Peat, Marwick & Co., following the firm's merger in January 1967. In this capacity, he concentrates particular attention on operations of the Transportation, Management Sciences, and Urban/Regional Planning Divisions.

He has directed a large number of transportation, resource planning, regional development, economic studies and traffic engineering projects on behalf of such clients as:

- the Department of Highways, Ontario
- Metropolitan Toronto Planning Board
- Canadian National Railways
- Atlantic Development Board (Ministry of Housing)
- Canadian Department of Transport
- Canadian Council of Resource Ministers
- Central Mortgage and Housing Corporation
- Corporation of Metropolitan Winnipeg
- Science Council of Canada
- Canadian Federation of Mayors and Municipalities
- National Capital Transportation Agency
- U.S. Department of Commerce Northeast Corridor Project
- City of New York
- Port of New York Authority
- Bureau of Public Roads
- Tri-State Transportation Commission
- Nassau County Department of Transportation and Franchises
- Regional Plan Association, New York
- Massachusetts Department of Public Works
- Penn-Jersey Transportation Study
- U.S. Department of Housing and Urban Development.

During the course of this work, Mr. Irwin has pioneered in the development of mathematical models for estimating future traffic flows and future urban and regional distribution patterns, and their application as planning tools. He has applied marketing models to forecast market shares on behalf of transportation companies and manufacturing concerns, and has developed information systems for urban planning organizations. He has written and lectured widely in these fields.

Some of Mr. Irwin's recent engagements include the following:

Science Council of Canada. A study of proposed research and development to improve urban transportation.

Pennsylvania Economy League, Inc. A study of improved organization for a major planning body.

Canadian Ministry of Transport. Strategic planning studies for the Toronto Airport System.

CONSULTING

EXPERIENCE: (Cont'd.) Canadian Ministry of Transport. Traffic safety analyses on behalf of the Motor Vehicles Traffic Safety Bureau.

Canadian Ministry of Urban Affairs and Housing. Urban strategy and related studies.

Canadian Federation of Majors and Municipalities. A survey report on urban transportation problems and priorities in Canadian municipalities.

Toronto Area Airports Studies. An extensive on-going project for the Ministry of Transport to plan the development of major airport facilities to serve the Greater Metropolitan Toronto Region.

Hamilton Transportation and Development Strategy Study. A study design involving determination of expected outputs, objectives, methodology, and operational requirements of the study.

BIOGRAPHICAL SKETCH

NAME: Laurent J. Thibault

POSITION: Consultant

EDUCATION: M.A., Economics, University of Toronto
B.A., Economics, Laurentian University

AREAS OF SPECIALTY: Goods Transportation, Regional Economic Studies

MEMBERSHIPS: Canadian Economics Association
National Geographic Society
American Economic Association

INDUSTRY EXPERIENCE: While attending University, Mr. Thibault worked on the following projects as summer employment:

- Research Assistant on an economic survey of the City of Sudbury, Ontario
- Economic Study of the Province of British Columbia for the Economic Research Department of the Toronto-Dominion Bank
- Analysis of Manpower Statistics for Research Branch, Ontario Department of Labour
- French Translation.

CONSULTING EXPERIENCE: Since joining KPM&Co., Mr. Thibault has completed a wide variety of assignments, including:

Canadian Transport Commission. Investigation of the feasibility of a deep water harbour facility in the Atlantic Provinces, using a cost-benefit approach.

Port of Halifax Commission. Participation in a study to evaluate container unit train services from Halifax to Central Canada. Included studies of market opportunities, cost of system elements and possible revenue structure.

Laurent J. Thibault

CONSULTING

EXPERIENCE: (Cont'd)

Department of Economic Growth, Government of N.B.

Cost-benefit analysis of the economics of a proposed New Brunswick super port and of other possible industrial developments.

Industry Association. Estimate of the direct and indirect economic impact of two major industries in the Province of Quebec, including inputs, outputs, production, employment and government revenue, as part of a brief to a commission of enquiry.

A Major Chemical Company. Assessment of the potential of a large recreational and a large industrial property in terms of the possible costs and expected return of several alternative strategies. Included land values, regional development outlook, development alternatives and servicing costs.

Oshawa Area Planning and Development Study. Costing and assessment of alternative public and private future transportation systems postulated for the planning area.

Regional Municipality of Niagara. Detailed study design for a two-year planning process resulting in an official plan for the region. Major study elements included economic base, environment, land-use, transportation, services, financing and implementation. The suggested study included an intensive public participation program, a land-use allocation model, and an ongoing planning information system based on computerized assessment data.

Canadian Council on Urban and Regional Research. A major project to determine the information sources and needs of urban information users. Included extensive detailed interviews to identify information needs; methods of improving the gathering, storing and dissemination of urban information throughout Canada; major problem areas; detailed costs of present procedures; current and proposed improvement projects; and use of computers. An outline of the possible role and function of a new information service was suggested.

Major Developer. Case study of a large professional firm to outline the personal and business considerations affecting the locations of offices in a downtown or suburban location. Included interviews with senior management personnel and the preparation and use of a detailed questionnaire to sample staff attitudes.

Laurent J. Thibault

CONSULTING

EXPERIENCE: (Cont'd) Apartment Developers. Economic Analysis to determine the feasibility of erecting an apartment building on a site of several acres in Metropolitan Toronto.

Oshawa Harbour Commission. Market survey, regional economic analysis and assessment of relative transportation costs by mode to determine the outlook for volumes of commodities moving through the port and for new commodities. The implications for port utilization were also derived.

Federal Department of Indian Affairs and Northern Development. Feasibility of developing a marina for pleasure craft. Included market survey, site analysis, services required, approximate costing and alternative sources of finance.

BIOGRAPHICAL SKETCH

NAME: Peter F. E. Lyman

POSITION: Consultant

EDUCATION: B.A., McGill University
M.B.A., Harvard University.

AREAS OF SPECIALITY: Urban/Regional Planning, Land Management, Project Management, Institutional Planning, Indian Affairs.

INDUSTRY EXPERIENCE: Prior to joining Kates, Peat, Marwick & Co., Mr. Lyman in 1968-'69 was Assistant to the Director and Research Associate of the Institute for Environmental Studies at the University of Pennsylvania; this included duties as:

- Co-ordinator of a week-long international conference on "Urban Poverty Leadership Styles in the Americas," sponsored jointly by U.S. Dept. of State and Central Mortgage and Housing Corp. (Can.). Conference included several local black leaders and representatives from Latin America, U.S. and Canadian universities.
- Consultant to Edmund N. Bacon, (then) Executive Director of the Philadelphia City Planning Commission (PCPC) assisted in recruiting management personnel to PCPC staff including recommending strategy for recruitment and selection of new Executive Director. Primary research responsibility and joint authorship for PCPC "Staff Organization Study"
- Assistant to Director of Institute for Environmental Studies in direction and control of planning and architectural research projects undertaken by Institute faculty members; also assisted in soliciting grants for research.

Previous experience (summer 1967) with Institute for Environmental Studies as research assistant in an OEO project. Co-ordinated and participated in extensive field interviews to assess socio-political structure of Baltimore's anti-poverty programs.

Peter F. E. Lyman

INDUSTRY
EXPERIENCE:
(Cont'd.)

Research Assistant (summer 1966) for Chevalier Associates, Montreal, on a study of "Social Constraints to Water Pollution Abatement in Brome County". Co-ordinated interview program, including leading group discussions, and joint author of final report.

Research Assistant (1964-'66) for Public Service Division of Royal Commission on Bilingualism and Biculturalism on projects including:

- Analysis of Federal Language training program
- Analysis of Federal university recruitment program
- Analysis of Federal Public Service adaptation to bilingualism-biculturalism through action-research study of 17 Federal agencies and departments. Primary responsibility in co-ordinating group discussions among senior public servants and preparation of initial draft of "Dynamics of Adaptation".

CONSULTING
EXPERIENCE:

Mr. Lyman joined Kates, Peat, Marwick & Co., June 1969 and has been involved in:

Montreal International Airport Project

1. Project Co-ordination: Prepared overall critical path networks for design and construction of airport; reported weekly to Project Director progress toward completion of master plan and monitored progress of individual assignments; assisted in the design and writing of manual for project co-ordination in design and construction phases.
2. Land Management: Research and report preparation responsibilities for "Land Management Structure" study for future management of airport land bank; subsequent on-line assignment to assist Manager of Airport Support Programs with primary responsibility to prepare Cabinet Document for Federal Cabinet decisions regarding Federal role and position vis-a-vis the Province of Quebec in the management of the airport land bank.

CONSULTING
EXPERIENCE:
(cont'd).

Committee on Government Productivity

Deputy Project Director in Land Management assignment for the Government of Ontario to review and analyze Provincial departments' and agencies' management of provincial land, including Crown land and land for resources and urban/regional development (highways, housing, parks, agriculture, etc.); primary responsibility in co-ordination of Task Force of senior government officials and KPM professional staff and preparation of draft final report.

Newfoundland Department of Community and Social Development

Preparation of background paper on Development Co-ordination, stressing provincial necessity for development co-ordination and proposing alternative organizational units.

Federal Department of Indian Affairs and Northern Development

Acted as an Environmental Planning Consultant, a three-month on-line assignment to initiate the Master Planning Program for the Ontario Region of DIAND. Establishment of the Environmental Planning Concept for the planning of some 88 active Indian Bands in the Province, co-ordination of Development's Community Affairs, Economic Development, and Educational Planning programs, and management of outside consultants as well as Departmental headquarters planning staff.

Provincial and Federal Political Parties (Private)

Speech-writer, advisor on urban/regional development for Political Party leaders during Federal and Provincial elections.

BIOGRAPHICAL SKETCH

NAME: Laurence Sherman

POSITION: Senior Architect Planner

EDUCATION: Bachelor of Architectural Engineering, Washington State University
Master of Architecture, University of Pennsylvania
Master of City Planning, University of Pennsylvania

PROFESSIONAL QUALIFICATIONS: Town Planner and Registered Architect, Commonwealth of Pennsylvania

PROFESSIONAL EXPERIENCE: Philadelphia City Planning Commission.
Staff Director, Physical Environment Task Force, Federal Model Cities Program.

The organization of a new unit within the Commission, its staffing, direction of staff output co-ordination with other related city, state and federal agencies, and liaison with related private and specific organizations.

Project Director, Urban Redevelopment Projects:

Nicetown, Ontario, Germantown, and North Philadelphia area redevelopment plans.

Vincent G. Kling and Associates, FAIA.
Project Planner, Central City Urban Renewal Project, Providence, Rhode Island.

Architectural Design and Project Co-ordination.
Herbert Bayer, Architect
Frederic Benedict, AIA
James S. Sudler Associates, AIA

University of Montreal.
Associate Professor of Urban Design, Faculty de L'Amenagement.

Preparation of a program of graduate studies in Urban Design, Institut d'Urbanisme.

Research in urban educational facilities in mass transportation, sponsored jointly by education facilities, laboratories and Central Mortgage and Housing Corporation.

Drexel Institute of Technology, Philadelphia.
Assistant Professor of Architecture and City Planning.

University of Pennsylvania, Philadelphia.
Visiting Professor of City Planning.

Laurence Sherman

CONSULTING

EXPERIENCE:(cont'd) Mr. Sherman joined Kates, Peat, Marwick & Co. in January, 1970, and has been involved in:

New Montreal International Airport. At the request of the General Manager, Mr. Sherman has served as a consultant in charge of the development, planning and land managements staff for the federally exporpriated land adjacent to the airport. This assignment has involved:

- acquisition and management of the 70,000 acre federal land bank surrounding the airport
- land use and transportation planning for the land bank
- social relocation
- staff management and project co-ordination.

Ontario Department of Highways. Review of criteria for the evaluation of the environmental impact of transportation facilities.

Physical Programming and Urban Design. Mr. Sherman is currently involved in the development of a new area of professional service within the Environmental Management Division of KPM&Co. This service is known as physical programming and design/analysis, and involves the determination of spatial form and development plans using management science and town planning techniques.

BIOGRAPHICAL SKETCH

NAME: Russell Gwilliam

POSITION: Consultant

EDUCATION: B.Sc. (Hons.), King's College, London
Post Graduate Diploma (Town Planning), Victoria University, U.K.

AREAS OF SPECIALTY: Regional and Resource Planning, Urban Planning

MEMBERSHIPS: Fellow of the Royal Institute of Chartered Surveyors
Member of the Town Planning Institute

INDUSTRY EXPERIENCE: Mr. Gwilliam worked with Her Majesty's Overseas Civil Service in Sarawak for 16 years. Experience gathered during this career was extensive and varied. The following is a summary of major areas of activity:

Overall Planning.

As Superintendent of Lands and Surveys, progressing to Chief Planning Officer, responsible for formulating planning policy and for building of the Planning Branch to undertake broad resource and development planning at state and regional levels. Participated in advising the State Cabinet on all physical aspects of planning, and responsible for liaising with the Economic Planning Unit of the Prime Minister's Department and with Federal Ministries.

Development Planning.

Responsible, during 1961-63, for preparing model Divisional Development Plan, and assisting Divisional Development Committees in preparing their plans.

Rural Development.

Land use and resource data mapping; identification of areas of high potential for development; preparation of regional development proposals; planning new villages; directly involved in formation of new State Land Development Authority.

Urban Planning.

Preparation of urban plans; preparation of town development schemes for commercial and industrial projects undertaken by Government either independently or in co-operation with statutory development authorities, local authorities or private developers; full financial responsibility for implementation of these projects; wide experience of low cost housing projects, both urban and rural.

Russell Gwilliam

INDUSTRY

EXPERIENCE: (con't)

Training.

Preparation of training program, organization of in-service training seminars; lecturing at the Technical College, Kuala Lumpur, the Natural Resources Training Centre and the Sarawak Government In-Service Training Centre.

Other.

Delivering radio talks and interviews on various aspects of the Development Plan and the work of the Department.

CONSULTING

EXPERIENCE:

Mr. Gwilliam joined KPM&Co. in October, 1969, and since that time has been engaged in:

MacLaren Atlantic Ltd. for the City of St. John. A multiple use study of a proposed water catchment/major Provincial Park in New Brunswick.

Ontario Law Reform Commission. Development of a major computerized land registration system.

Federal Government Department of Regional Economic Expansion. Recreation and tourism studies at Provincial, regional and local levels.

Ontario Department of Municipal Affairs. A seminar on new planning techniques and their data requirements.

Toronto Area Airports Studies. Specific involvement in strategic planning and the land management study.

BIOGRAPHICAL SKETCH

NAME: Jordan D. Straus

POSITION: Consultant

EDUCATION: B.A., University of Toronto

AREAS OF SPECIALTY: Property Development, Real Property Planning, Land Bank, Lease Backing, Study Acquisition, Evaluation of Realty Portfolios.

INDUSTRY EXPERIENCE:

Prior to joining Kates, Peat, Marwick & Co., Mr. Straus for the past 9 years was President of Jerrel Group, highly specialized management group which conducted studies on behalf of the insurance industry across Canada and in the United States with regard to their realty portfolios, environmental studies of new projects, executive search, lease backing arrangements, site location, and evaluations of insurance agencies and companies.

Mr. Straus is also President of Straus Realty Limited, a real estate brokerage firm, with extensive experience in all phases of realty development.

Prior to 1957, Mr. Straus was President of Jordan D. Straus Associates, a major insurance brokerage firm in Toronto which concentrated on real property insurance such as lease backs, shopping plazas, high-rise apartments.

CONSULTING EXPERIENCE:

Mr. Straus has wide experience in realty and insurance consulting to most of the major Canadian insurance companies.

He has recently been appointed to the Real Estate Committee of Kates, Peat, Marwick & Co.

DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN DEVELOPMENT

LAND USE ASSESSMENT

SIX NATIONS RESERVE - BRANTFORD

APPENDIX B

SELECTED RELEVANT PROJECTS

KATES, PEAT, MARWICK & CO.

APPENDIX B

SELECTED RELEVANT PROJECTS

TABLE OF CONTENTS

	<u>Page</u>
<u>FEASIBILITY STUDIES</u>	B-1
Year-Round Tourist Complex Cape Breton Island	B-1
A Proposed Chain of Vacation Resorts	B-1
A Major Land Development	B-2
 <u>PLAN CONCEPT DEVELOPMENT</u>	 B-2
Tourist Complex Concept Study, St. Lucia	B-2
Vacation Resort, Midwestern U.S.A.	B-3
Hotels and Motels	B-3
Montreal International Airport Study	B-4
 <u>TORONTO REGION PLANNING STUDIES</u>	 B-5
Metropolitan Toronto and Regional Transportation Study	B-5
Oshawa Area Planning and Development Study	B-6
Government of Ontario Land Management Study	B-7
Hamilton Transportation and Development Strategy Study	B-8
Toronto Area Airports Studies	B-8
Regional Municipality of Niagara	B-9
 <u>FACILITIES DEVELOPMENT</u>	 B-10
Spadina Interchange Project	B-10
Dawson College Study	B-11
A Large Property Owner	B-11

TABLE OF CONTENTS

- 2 -

<u>INDIAN AFFAIRS ONTARIO REGION</u>	B-12
Highbanks Park, Marina Feasibility Study	B-12
Environmental Planning Program On-Line Assignment	B-13
Report on Preliminary Investigation of Glebe Farm	B-14

FEASIBILITY STUDIESYear-Round Tourist Complex
Cape Breton Island

This study examined the seasonal, off-season, and shoulder-season markets for a tourist complex to include hotels/motels in Cape Breton Island. It suggested that properly designed facilities could attract a significant proportion of the convention/conference market in the shoulder seasons, and analysed both the physical and market potential for a ski operation in the winter season. The study concluded that such an operation is practicable, and that it would make an important contribution to improving occupancy rates in the off-peak season.

A Proposed Chain
of Vacation Resorts

We recently completed a preliminary appraisal of the feasibility of a proposed international chain of vacation resorts. The study involved estimating market potential proposing broad development concepts, postulating typical capital and operational costs, and developing the anticipated cash flow situation.

A Major Land Development

For this client, we assessed the characteristics of 2,500-acre site near Toronto, along with relevant planning and political considerations affecting development of the property. We also carried out a financial feasibility analysis which consisted of estimating all revenues, expenditures and anticipated rate of return from developing the property into a residential subdivision. A number of alternatives were considered and their implications considered.

In addition, we helped the client in outlining a marketing package designed to find investors who are prepared to contribute a substantial amount of capital and management experience for developing the land.

PLAN CONCEPT DEVELOPMENT

Preparing a balanced development program for a tourism and recreation project requires selection of the appropriate approaches to the determination of project economic and financial feasibility, and estimation of the effect of forecast volumes of tourist activity. Financial, organizational and physical plans are all essential facets of a development strategy that will ensure healthy growth in a competitive world.

Tourist Complex Concept Study, St. Lucia

This study, undertaken for a large tourist hotel in St. Lucia,

examined the potential for the creation of a tourist complex in St. Lucia based on economic, marketing, legal, architectural, and financial considerations.

The study included the production of preliminary layouts of a master plan and an organization chart complemented by statistical charts of St. Lucia's growth of tourism.

Vacation Resort
Midwestern U.S.A.

This study has involved preparing a phased 20-year conceptual development plan for approximately 4,000 acres of lake-oriented recreation facilities and second homes, and providing consulting services during the implementation of the basic physical facilities.

The service provided includes a regional market analysis of recreational potential, preparing cash flow analyses, developing estimates on future long-term capital requirements based on the market forecasts, budgeting current working capital and preparing cash flow analyses.

Hotels and Motels

We have conducted numerous assignments to establish the nature of the demand and the economic feasibility of both hotel and motel projects, including a conceptual plan for a new type of hotel complex in the centre of Washington.

Recommendations were made relating to the operation of the lounges, bar and dining room, the provision of entertainment, room rates, and general standards of housekeeping. We also proposed a revised management structure for operation of the hotel.

Montreal
International Airport Study

Kates, Peat, Marwick & Co. have developed for the Civil Aviation Branch of the Federal Department of Transport a master plan for the Montreal International Airport. Phase I of this study included the preparation of forecasts, for a 20-year period, of aviation operations, taking into consideration related technical, economic, geographic, climatic, social and industrial factors. Interface effects were analyzed in the areas of:

- aircraft and ground transportation vehicles
- present and future route structures
- airline passengers
- airline activities
- aircraft movements
- cargo volumes
- general aviation movement.

During Phase 2, cost/benefit analyses were conducted in the areas of:

- airport runway configurations
- air cargo facilities
- passenger terminal
- general aviation
- airport maintenance.

The work involved Kates, Peat, Marwick & Co. in a variety of fields, including urban and regional planning (the orderly growth of the airport in its environment), physical planning (of the airport complex itself) and project management.

TORONTO REGION
PLANNING STUDIES

We have been involved with several planning studies in the Toronto Region. The two main ones are summarized below:

Metropolitan Toronto and Region
Transportation Study (MTARTS)

A major Home Interview Study was undertaken in 1964 in the MTARTS Region, an area encompassing Hamilton, Guelph, Barrie, and Oshawa/Whitby. A total of 24,000 householders were interviewed, and basic travel and population facts were obtained to represent the characteristics of the persons living in the Study area. The survey indicated that close to 4.0 million person trips were made daily by the residents of the Region. The trip data collected included household information, trip origins and destinations, travel mode, previous residential address, attitudes towards all modes available for making trips, etc. The results of this and subsequent surveys were used to calibrate a regional traffic prediction model which described the basic trip-making potential and characteristics of travellers by both private automobile and public transit, within the MTARTS Region.

A major area of work for MTARTS Study was the development of a three-way modal split which described both the underlying reasons for travel mode choice of residents within the region, and the sub-modal split or diversion of trips between alternative carriers within the public transite mode.

These calibrated models were used to forecast patronage on the proposed GO Transit Commuter Rail Service. Extensive forecasts and analyses of travel demand for the year 1980 in the MTARTS Region were prepared as part of our work for this agency.

Oshawa Area Planning and
Development Study - Ontario

KPM was recently the prime contractor and team manager for the development of a regional government and physical/economic development plan for the Oshawa-Centered Region located immediately east of Metropolitan Toronto.

The six major study components - land use, economic base, transportation, public services, financial capability, and local government structure and implementation - ensure that all important facets of political, economic, social, and physical environment planning are taken into account.

The inclusion of detailed regional government structure and financial capability studies, coupled with the other study components, allows the study to produce a practical implementation program based on the realities of government, finance, and economic development.

The purpose of the study, as given in the terms of reference,
is to:

- investigate and analyze the areas of existing population, employment, land use, services, transportation, community facilities, costs, financing, and other characteristics
- undertake an economic base study to determine the area's potential and prepare a population, employment, and land requirement forecast
- prepare alternative development plans for the area to accommodate the anticipated land use needs and to provide for the required services, transportation, and other community requirements
- evaluate the alternative development plans against the area's defined goals and objectives and select the most acceptable plan
- develop a comprehensive transportation plan for integration with the adopted development plan
- design methods of programming and implementation of the integrated plan.

Government of Ontario
Land Management Study

Our firm was engaged to review and analyze the manner in which the Government manages land for which it is directly responsible. As the direct management of land involves three main activities - planning and deciding what land to use for each purpose; managing the land for each specific purpose; and performing a support service - our many recommendations were designed to strengthen and improve these three areas.

The study entailed extensive research to ascertain the many programs undertaken by Provincial Departments and agencies which involve land owned or rented by the Government of Ontario. In many cases, policies which gave rise to these programs relate to, or have a bearing on, social policy development.

Hamilton Transportation and
Development Strategy Study

We are presently engaged by the City of Hamilton to define a study approach. This first phase includes determination of expected study outputs, definition of objectives, recommendation of methodology, as well as operational aspects of conducting the study. Through this on-going work, we have gained considerable experience of the transportation patterns and development trends of Greater Hamilton Region. The main study will eventually include socio-economic considerations, all modes of transportation, strategies and policies, and alternative costs.

Toronto Area
Airports Studies

Kates, Peat, Marwick & Co. have been providing professional consulting services to the Ministry of Transport on the major developments of airport facilities to serve the Greater Metropolitan Toronto Region. These services have included:

- strategic planning
- financial planning
- land management study

- Malton passenger survey
- project co-ordination
- studies of non-aviation related support developments
- air passenger distribution and airport assignment study
- forecasting of demand
- outline of approach to airport master planning and land use development.

Regional Municipality
of Niagara

The Regional Municipality is an amalgamation of 24 municipalities in the Niagara Peninsula. The decision was made by the Ontario Government to amalgamate these into one regional municipality, and Kates, Peat, Marwick & Co. was asked to assist in producing an Official Plan by producing the study design for a major planning effort of several years.

The Official Plan, like many others that have been or are being developed throughout Ontario, will provide a blueprint for the development of the area, including guidelines and regulations for the various types of land use, as well as such matters as use of natural resources, pollution control, population density, the balanced development of industrial, commercial, agricultural and other activities, and, where appropriate, transportation development.

FACILITIES DEVELOPMENT
PLANNING STUDIES

Spadina Terminal
Interchange Project

Following the cancellation of the Spadina Expressway project, Metropolitan Toronto engaged Kates, Peat, Marwick & Co. to determine the best use of the partially-completed portion of the route. This site contains 50 acres of land which will be adjacent to both the new rapid transit line and the completed section of the expressway. It was determined that a car/rail interchange in this area would be particularly desirable.

A number of alternative configurations of park-and-ride supply were examined, ranging from surface parking in an open lot, through a low-rise, two-storey linear garage stretching the length of the prepared right-of-way, to the nodal high-rise structure proposed in the recommendation. The evaluation of these alternatives considered capital and operating costs, level of service provided to the user, environmental impact, and site development flexibility. The recommended configuration of parking, in six-storey structures concentrated at the north end of the prepared right-of-way, ranked high in relation to all of these criteria and, overall, was rated significantly higher than all other alternatives. A staging plan for the facility was worked out which recommended that approximately one-half of the ultimate capacity be available by the opening date.

Dawson College Study

For this client, we have an on-going study to help them plan their space requirements and a physical development plan. The approach includes an analysis of the major activities that will be carried out, and determination of the level of service that physical facilities should provide. The impact of changing technology is specifically taken into account.

The methodology included postulating and evaluating alternative concepts and describing them in operational and physical terms. This approach was found to be a more dynamic and relevant successor to the traditional and rigid "Master Plan".

A Large
Property Owner

For a corporation holding a tract of several thousand acres of land on Georgian Bay, we carried out a market study to determine the potential of the property for recreational use. Our analysis included land price trends; projections of these trends for a decade, taking into account, supply and demand of recreational land in the area; analysis of the alternatives including disposal and probable selling price; feasibility of developing a recreational complex; and the rates of return anticipated from each course of action. We also investigated recent tourism and recreational developments and estimated the demand for such developments in the area.

INDIAN AFFAIRS
ONTARIO REGION

Highbanks Park Marina
Feasibility Study

Conducted for the Federal Department of Indian Affairs and Northern Development, this study looked into the feasibility of a marina on the Walpole Island Indian Reserve.

The study:

- analyzed the pleasure boat traffic in the Lake St. Clair - Detroit River - St. Clair River waterway system
- analysed the number and types of marinas in this system
- analyzed the market by types of boaters (individuals, travelling groups) and by types of trips (long trips, short trips)
- estimated the market share that the proposed marina could obtain.

From the market analysis, we determined the requirements of the potential clients, and also the minimum facilities and recreational attractions needed at the proposed marina site. Having defined the marina (excavating, walls, docks, piles, building, landscaping, as well as water, sewage, and electrical systems), we also estimated annual operating costs, and revenues based on the key assumption of the occupancy rate of boat-wells. This financial information was integrated into a cash flow analysis which permitted us to determine the feasibility under different assumptions. The use of a computerized model facilitated the sensitivity analysis.

In addition, we examined possible government sources of funds, analyzed non-economic aspects of the feasibility such as required skills, organization, level of service, marketing, and broad design considerations, and estimated the overall benefits to the Walpole Island Band.

Environmental Planning
Program On-Line Assignment

A member of our staff has recently completed a three-month on-line and systems development assignment as the Environmental Planning consultant for the Ontario Region of the Department of Indian Affairs and Northern Development.

There is increasing involvement by the Department in a financial and program review with the physical, social, and economic development of Indian Communities. The urgency for an effective planning program grows with the complexity and magnitude of this development.

In recognition that "Master Planning" may not sufficiently emphasize the human, sociological, economic, and cultural aspects of the Indian Community, our services were engaged to develop systems and procedures for implementing and developing an "Environmental Planning Program" in the Ontario Region. This approach emphasizes concepts such as: full Band participation, sensitivity to expressed Band needs, and flexibility in approach and phasing.

Preliminary Investigation
of Glebe Farm - Brantford

For the Department, we carried out a very brief study to identify the factors affecting the utilization of the property. The exercise included a visit to the site, a brief assessment of the recent economic growth of Brantford, and gathering of data on the City Official Plan, availability of services, and land values.

The report included a description of the physical aspects of the property and a brief discussion of the major strategic factors related to the land itself, or to the immediate region that could affect the future potential utilization of the property.