

Streetscape Enhancement Plan for Bridge Street

Proposal

Response to RFP 2023-009
Town of Tillsonburg

May 9, 2023



Submitted by **SHIFT Landscape Architecture Co. Inc.**
Contact: Michael Barker, OALA, CSLA
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SHIFT
landscape architecture

Town of Tillsonburg
10 Lisgar Avenue
Tillsonburg, ON

May 8, 2023

Dear Selection Committee,

It is with great pleasure that SHIFT send this proposal for the exciting task of serving as designers for the Streetscape Enhancement Plan for Bridge Street.

This is an opportunity we would relish to be involved with; an opportunity that we are more than ready for. We are innovative and rigorous designers and we endeavour to deliver great projects for our clients. We think big and bring forward ideas that add value to projects. We are experienced project managers and have extensive knowledge of both urban public spaces and streetscapes.

In this proposal, we will present our team's abilities to undertake this work along with our approach to design, engagement, and project administration. We will introduce you to our collaborators and colleagues with whom we will work.

We have worked in many smaller Southern Ontario towns and understand the potential importance of a project such as this to the Town of Tillsonburg. We do not shy away from suggesting it is time to move away from business as usual or as our name suggests it is time to SHIFT our collective thinking. This will take leadership and bold thinking from developers, municipalities and designers. SHIFT was built to work on projects such as this and we would expect to be challenged by you and in return we will bring forward ideas that may challenge the thoughts you have had to date. We believe our job is to do more than simply provide the service of creating drawings. The drawings must be the outcome of creative and critical thought, that understands the realities of budgets and market desires. We may bring forward bold ideas, but they are never untenable.

For this assignment, we have carefully composed a group within SHIFT that has great experience with the creation of top-quality public environments. Our goal is to create spaces, which originate from the unique identity and existing qualities of their context. We aim to strengthen these qualities to create both utility and amenity value for everyone. This project will specifically require a team which can efficiently move between big ideas and pragmatic needs while also being able to communicate both things to a disparate group of stakeholders. Our experience designing complex, urban public spaces will allow us to do this effectively. We have added talented engineers to our team so that infrastructure challenges and possibilities can be realistically understood. We work with both firms consistently and have a very good working relationship with them.

We are:

SHIFT: Michael Barker, OALA, CSLA, OALA, CSLA, David Duhan, OALA, CSLA, Mackenzie Fantini, OALA, CSLA and Christian Stewart, BLA, MLA; Fortech Engineering and WT Infrastructure.

On behalf of our entire team thank you for this opportunity,



Michael Barker, OALA, CSLA
Principal

SHIFT Landscape Architecture Co. Inc.

S H I F T

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Pollinator Cubes designed by SHIFT
Downsview Park, Toronto, ON 2021

A detailed architectural rendering of a bustling street market. The scene is set on a paved plaza with a brick pattern. In the foreground, a woman in a black dress sits on a modern white chair, looking towards the camera. To her left, a woman in a patterned dress walks away. In the center, a woman pushes a stroller with two children, and another woman walks nearby. To the left, two women in long, patterned dresses walk away. The background is filled with more people, including a man in a white shirt and a woman in a blue shirt. There are several white tents, some with colorful balloons (red, blue, yellow) attached. Large, leafy green trees frame the scene, and strings of white lights hang across the sky. A small airplane is visible in the upper left. The overall atmosphere is lively and community-oriented.

Background Information

Introduction and Profile

SHIFT Landscape Architecture is an award-winning landscape architecture practice based in Guelph, Ontario. We work with a belief that quality public environments can positively affect people and contribute to meaningful experiences through daily life. It is our belief that time spent at the design stage consulting with clients, stakeholders and user groups leads to projects that best serve their intended needs and have value on multiple levels: culturally, socially, environmentally, and economically. We are excellent communicators and build upon this in all our work. Through practice and execution, we have developed reliable communication strategies that will ensure this project truly meets the needs of the Tillsonburg community.

Our detailed design process is research-focused and regardless of how often we work on a certain typology of project, we begin by investigating the latest information about a given topic, field or project context. Through research, we are able to bring forward ideas and recommendations which demonstrate how solutions can be achieved and even test these solutions out first-hand.

Founded in 2010, we are an office of seven passionate professionals coming from a variety of backgrounds that we draw from in all of our work. Currently, SHIFT is actively working with many public clients including: the Town of Fort Erie on the Douglas Park project, University of Toronto on the Urban Farm Master Plan at the Scarborough Campus; the City of Waterloo on 3 projects, including the Laurel Greenway Feasibility Study, Brighton Street Trailhead and Heritage Green; the City of Kitchener on 5 separate park projects, the City of London on a 2 acre park, a public square and a city wide tree planting plan, the Municipality of North Perth providing public engagement, concept design and contract documents for 3 parks and the City of Barrie on St. Vincent Park. We are also the landscape architects for EVE Park, a highly innovative net-zero residential development in London, Ontario. Once complete, EVE Park will be one of the most progressive and ecologically sensitive developments in the country.

Last year construction was completed on Albert Street and Spears Parks with the Town of Fort Erie and Battle of Beaverdams Park with the City of Thorold. We also completed the Heritage Park Master Plan for the City of Barrie which proposes an \$11 000 000 renewal of this important public space. On this project we worked closely with City Staff and various stakeholders to ensure a plan was created that provides tenable possibilities, without sacrificing creative thought. In 2018, we worked with the City of Cambridge and the Region of Waterloo designing two urban parks along Hespeler Road. Tender documents including drawings and specifications were completed in late 2018 and the project is currently nearing substantial completion. Through late 2018-2019, we developed a master plan for Barrie's Wyman Jacques Arboretum.. In 2017, we were 1 of 5 offices selected from 50 international applicants to work with the City of Detroit developing designs for a city park; as well, in 2017 we completed a project with The Toronto and Region Conservation Authority designing and providing contract administration for pathways and outdoor classrooms at one of their nature centres located in Claremont, Ontario. Over the last six years we have worked closely with the City of London to complete public engagement and design for a \$3 000 000 public square within the SoHo neighbourhood and we are currently undertaking contract documents in preparation for tender in 2023.

95% of SHIFT's work is with public or institutional organizations including municipalities, federal agencies, conservation authorities and post secondary institutions and a significant number are repeat clients.

Michael Barker, OALA, CSLA, will be the project director and lead for the SHIFT team for the duration of this project. Michael excels at design development, brings a creative and innovative approach to all of SHIFT's work, and is well versed and experienced in bringing high-level plans through to implementation. As discussed further under the description of our team, Michael is supported by an exceptional group of colleagues at SHIFT, including other experienced landscape architects and young, progressive thinkers. On this project, David Duhan, OALA, CSLA, will play a significant role supporting Michael in the management of the day to day activity. David will be a secondary contact for Town staff.

How we execute innovative design for the 21st Century

Creating an exciting and feasible vision for Bridge Street will take a clear process and an intentional approach. To achieve this, we plan to apply the following specific methodologies to this scope. All are well tested and applied to all of our work across context and program requirements.

Design Matters

We believe that all public spaces should be thoughtfully planned and studied so that all possibilities are investigated. Whether it is a multi-million-dollar urban square, a streetscape, a recreational space, or a public garden, there are opportunities to provide design elements which inspire, make people laugh, introduce productive green infrastructure, and provide for education and a connection to nature. Of course, the budget matters and must guide decisions, but we start with an open mind-set and work diligently to bring forward often unthought of ideas. By avoiding a preconceived approach, our design method allows us to provide creative ideas to all sizes and types of projects. We test our ideas with models, mock-ups and multiple iterations of designs. Good design is easy; great design is messy, time consuming and challenging. We embrace these points and jump in with both feet.

Accessible and Safe for All

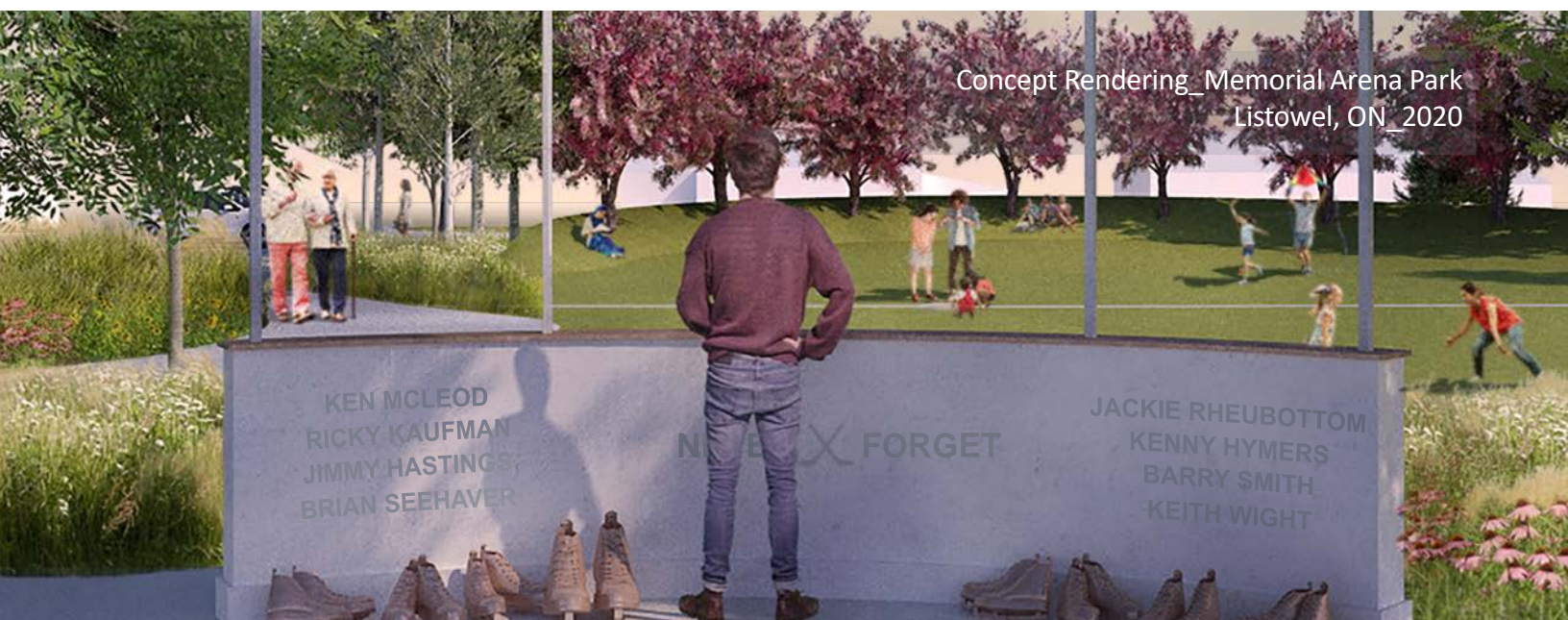
The spaces and places that we design are creative, unique and bold; however, they are safe and accessible, adhering to OBC, AODA and CPTED requirements and beyond. We develop ideas and constantly test them against standards to ensure designs are functional for all users, for years to come. We work closely with our partners and clients to understand their specific experiences, both good and bad, so that we can develop designs that respond to the needs of each community and not just assume a one-size-fits-all approach. The spaces we aim to create must also respond to the needs of diverse communities that these spaces support. In order to do this, we aim to understand and learn from the communities we work within.

Nature Creates Value

In all of our projects, we believe that integrating thoughtful, manageable and bold planting along with other green infrastructure is critical to creating a humane and welcoming space. Attracting birds, insects and butterflies is a way to stimulate the imaginations of both young and old, but also assists communities to build their green infrastructure inventory. This does not require a large area, just an intelligently developed strategy. With a thorough, applied knowledge of plant materials we are able to create the desired effects appropriate for each site. Similarly, when soil conditions allow, we can use natural processes to manage storm water through collection and infiltration.

Highest Level of Client Service

We realize that without attention to client needs and wants, none of our ideas or talents have much value. We undertake all projects, big or small, with the same level of enthusiasm and professionalism with the ultimate goal of developing great public spaces and places for living. We are prompt with responses, and work to fit into our client's existing views around materials, maintenance and form. That is not to say that we don't question or suggest alternatives, but we appreciate the complexity of public space development and strive to understand the unique requirements of each separate project so that we not only provide great design, but great service as well.



Maintenance

Working in coordination with the benefits of nature noted above, we understand and plan for the maintenance requirements of spaces. We believe that the value of landscape is more than the excitement of the built outcome on opening day; the true value is realized as a space is used. Changing needs and wants, sustainable maintenance approaches, and smart management can support the evolution of a space, allowing it to grow along with the community it serves. This is why we always seek to understand the maintenance requirements of our design and the current approach that our clients are using to maintain other facilities. Keeping planting and materials simple will be imperative to ensure that maintenance can be undertaken in an efficient fashion.

Beauty and FUN!

Public landscapes should be beautiful and fun. We aim to create green, ecologically focused designs, but we are realistic about what individual spaces can do at a regional or global scale. To that end we aim to develop spaces that help people relax, enjoy time with family & friends and find a place of respite from the stress of daily life. We take what we do very seriously but we don't want our public spaces to be too serious. People in public spaces should be laughing, moving, playing, lounging and resting. Design should also be beautiful. Although this is a subjective point, we think quality materials and thoughtful detailing are things that resonate with everyone. Moments of whimsy and humour combined with sophisticated design will make public spaces iconic and timeless and this can be achieved even in the face of limited budgets.



Concept Rendering_Memorial Arena Park
Listowel, ON_2020

Team Experience and Qualifications

The SHIFT team has the knowledge, demonstrated experience and initiative to complete this project for the Town of Tillsonburg to a high standard of design, functionality, inclusion, and performance longevity. In addition to the information below, CVs for the SHIFT team and all subconsultants are included within the Appendices of this proposal.

SHIFT Landscape Architecture _Project Lead

SHIFT Landscape Architecture is an award-winning practice based in Guelph, Ontario. Working in both urban and rural environments, we approach design with intention, generating solutions that are pragmatic, innovative, and impactful. The SHIFT team brings a wide range of individual experiences to the studio and these backgrounds contribute to our collaborative design approach between staff, clients, project partners and the public. We generate value by creating landscapes that meet project goals and exceed client expectations.

SHIFT will lead all phases of work for this project, ensuring timely execution and a consistent approach to both design and contract administration activities. Further detail on how we will execute this project can be found in the Methodology section.

Key Personnel and Roles (SHIFT)

Michael Barker, OALA, CSLA _Founding Principal

Role in this project: Project director, design lead

Michael is the founding principal of SHIFT Landscape Architecture. He is an award-winning landscape architect and urban designer who has Twenty-two years of experience in design and project management. He is equally comfortable on large urbanism projects as he is on smaller landscape architectural interventions. Noted for his forward-thinking ideas regarding progressive design, he has built a reputation for design that shows creative and innovative ways forward for often ignored typologies. His experience includes design and project management of parks, community initiatives, sports fields, primary and secondary school design, streetscape design, urban design guidelines, public landscapes, campus master planning, institutional facilities, temporary installations, and private gardens.



Previously, Michael has been a sessional professor at the University of Guelph in the Landscape Architecture program, teaching construction courses. He has taught design studios at Guelph, was an instructor in the Architectural Technology program at Georgian College teaching Site Planning and Landscape, and a sessional professor at the University of Waterloo teaching an Urban Design studio. He remains connected and is consistently invited as a studio and guest critic at the University of Waterloo and University of Guelph. He also served a two-year term as a member of the City of London's Urban Design Peer Review Panel. He is also a past member of the City of Guelph's Public Art Advisory Committee, serving as Vice-Chair, and the City of Burlington's Urban Design Review Panel.

Michael will direct and oversee the project, leading concept design, and ensuring coordination and communication with the Town Project Team, and others as needed. Michael will be one of the main points of contact at SHIFT.

Joining Michael for this project will be three other SHIFT team members to round-out an experienced and effective group: David Duhan, OALA, CSLA is an Associate landscape architect at SHIFT with over 7 years of experience providing design and project management on public space projects; Mackenzie Fantini, OALA, CSLA, has been at SHIFT since graduating with a BLA in 2019 and has worked closely with Michael and David on several public projects; Christian Stewart, BLA, MLA, a landscape and graphic designer and trained photographer with 5 years experience in landscape architecture.

David Duhan OALA, CSLA_Associate Landscape Architect

Role in this project: Project management, concept design, public and stakeholder engagement

David is an Associate landscape architect at SHIFT who collaborates with staff to develop conceptual and detailed design, contract documents and provide project administration. He has over seven years of public and private experience in project management, consultation, review, and implementation, having successfully coordinated a high volume of development projects with Canada's largest school board (TDSB) as well as one of North America's fastest growing municipalities (Milton). At both of these jobs David spent much of his time developing standards for playgrounds, parks and other park environments. David understands the challenges that can come up through the design and implementation process and is able to collaborate effectively to see projects succeed on time and on budget. Building on experiences with larger organizations, he is able to engage diverse groups of stakeholders, staff, and contractors to reach consensus and mutual understanding in challenging situations while maintaining project goals. Having a high standard for detail and design execution, he will ensure that the finer aspects of the project are upheld throughout all phases.

Along with his work at SHIFT, David was a Sessional Professor in the University of Guelph Landscape Architecture program for five years, where he taught landscape and site analysis. He is a member of the OALA Examining Board where he reviews new applications to the Association and making recommendations to Council.

On this project, David will work with Michael and facilitate the day-to-day project management. He will coordinate analysis with the consultant team and will have significant involvement in the development of concept designs. David will also be heavily involved in engagement with the public and specific interest groups to facilitate meaningful dialogue and ensure feedback informs decisions appropriately. Conveying information effectively will be critical and David will work with other SHIFT staff to make sure processes are clearly outlined and upheld. In addition to Michael, Dave will be one of the main points of contact at SHIFT.

Mackenzie Fantini, OALA, CSLA, Landscape Architect

Role in this project: Support throughout project, concept and graphic design, public engagement

Mackenzie is a landscape architect at SHIFT who works closely with senior staff to take projects from high level and master planning to a clear, detailed level that can be built. She is extremely skilled in the production of detailed drawings, technical schematics, models and presentation graphics at all project stages. For recent projects including Listowel's Memorial Arena Park, Pelham Civic Space, and Douglas and Albert Street Parks in Fort Erie, she developed plans and perspective drawings for public engagement and Council review. Over the last 18 months Mackenzie has been heavily involved in the development of concepts and contract administration on a 5 park project with The City of Kitchener. She works well with communities and demonstrates a strong interest in understanding their needs to effectively deliver suitable and exciting public spaces. Mackenzie is a licenced landscape architect in the Province of Ontario.

Mackenzie will work with the entire SHIFT team to develop creative concept designs and be involved in composing the final streetscape enhancement plan and recommendations. She will produce clear visualization graphics to effectively communicate the designs. During preparation of public engagement, she will be a key team member, assisting with various coordination and facilitation tasks as well as communication panels and graphics.

Christian Stewart, BLA, MLA_Landscape and Graphic Designer

Role in this project: Support throughout project, concept and graphic design

Christian is a landscape designer at SHIFT Landscape Architecture. With a Master's in Landscape Architecture, he has a strong research background that adds considerable value to many SHIFT projects. Christian is a trained photographer and uses his skillful detailed eye to consider the experiential quality of how a designed space or element will be experienced when implemented in the landscape. He has extensive experience in the development of graphic elements such as signage, wayfinding, and interpretive pieces for SHIFT's projects.

Christian will work with the entire SHIFT team in the analysis and research components of the project. Christian will be involved in the development of analysis graphics and visualizations. His skillset in material sourcing and custom detailing of site furnishings will serve well for providing recommendations for policies and standards for paving surfaces, signage, streetlights and poles, and street furnishings, as indicated in the RFP. As well he will assist with engagement activities and graphic production as required.

Sub-Consultant Introductions

The consultant team will be led by SHIFT. Based on the scope of work determined in the RFP, SHIFT recognizes the potential benefit of having a supporting team of experts to engage as needed. SHIFT has composed a team of sub-consultants that includes two firms with the knowledge and project-specific expertise to ensure that the team can respond to the Streetscape Enhancement Plan for Bridge Street scope effectively and efficiently. SHIFT also has an ongoing working relationship with both of the firms having worked with them in the past as well as several ongoing projects.



Fortech Engineering _Electrical Engineering

Fortech Engineering Ltd. has been a consistent partner with SHIFT on many recent projects. With expertise in electrical engineering and lighting design, specializing in energy efficiency, Fortech will help the team achieve sustainable, functional and enduring solutions. Their portfolio includes a range of project scales and clients throughout Southwestern Ontario, including many park and site designs, as well as several public space projects with SHIFT. Principal Jordan Acri also has significant experience in public space lighting design including the Wingham Streetscape, Waterloo Town Square and Gaiser Park.

Jordan and his team are familiar with SHIFT's approach and are effective collaborators, responding to the needs of clients and the design team throughout the design process. For this project, Fortech will use their expertise to evaluate the feasibility of burying or relocating public utility services, assess electrical servicing, and provide streetlight recommendations.

Key Personnel and Roles (Fortech)

Jordan Acri, P.Eng. _President, Managing Engineer

Role in this project: Consulting on electrical servicing and lighting design recommendations.

Relevant Work (Fortech)

- **Laurel Trail Pedestrian Lighting & Brighton Street Trailhead Improvements**, Waterloo ON (Current with SHIFT)
 - > *Lighting design for a 800m run of a major public use trail.*
- **Downsview Park Urban Farm**, North York ON (with SHIFT)
 - > *Site servicing and lighting design, utility coordination, and contract administration for a 10-acre farm site and associated public spaces*
- **Witmer Park**, Cambridge ON (with SHIFT)
 - > *Site servicing design, utility coordination and contract administration to support a neighbourhood park redevelopment.*
- **Battle of Beaverdams Park**, Thorold ON (with SHIFT)
 - > *Electrical servicing, lighting design and utility coordination for an existing park site with historic significance to the City. The scope also involved working with outdated infrastructure and inventorying unknown services throughout the site.*
- **Lorne Avenue Park**, London ON (with SHIFT)
 - > *Site lighting, electrical design and photometrics study for a 1.5-acre park*
- **Elora Gorge Washrooms**, Elora ON
 - > *New washrooms and showers to accommodate increases in tourism at the conservation area.*
- **Wingham Downtown Revitalization**, Elora ON
 - > *New roadway lighting along downtown Wingham.*
- **Steckle Heritage Farm and Homestead**, Kitchener ON
 - > *Site lighting design for historic farm project.*

WT Infrastructure Solutions Inc._Civil Engineering

WT Infrastructure Solutions Inc. (WT) was founded in February 2019, out of a team of project leaders and design experts that have more than 60-years of combined municipal infrastructure experience working for clients across Ontario. We pair our decades of design and construction experience with the dedicated and approachable customer service expected of a start-up to ensure efficiency and success throughout every stage of our projects. SHIFT has worked with them on: Kitchener Multiple Parks project and the Brighton Trail head as part of the Laurel Greenway study..

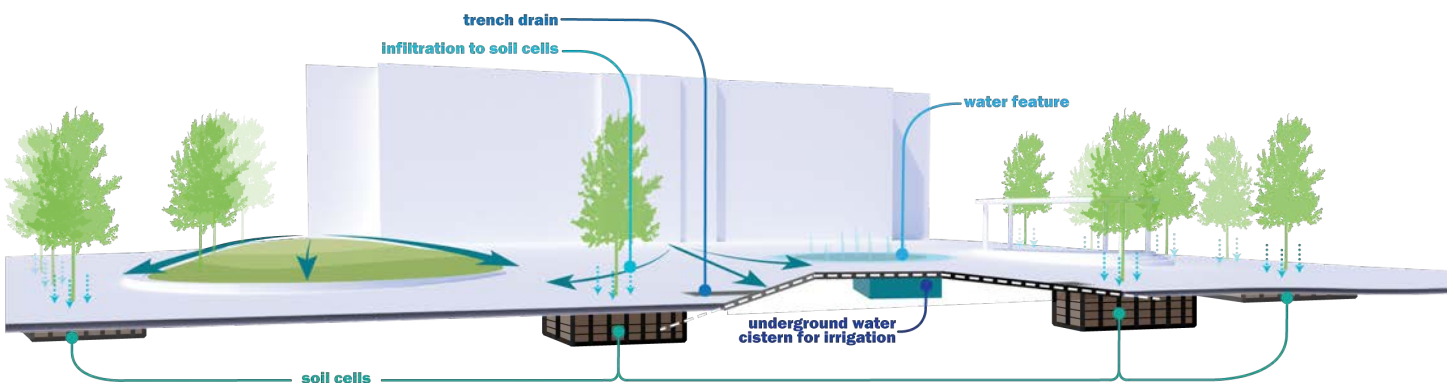
Key Personnel and Roles (WT Infrastructure)

Andrew Tulk, P.Eng._Vice President / Senior Project Manager

Role in this project: Consulting on civil design recommendations and requirements, as needed.

Relevant Work (WT Infrastructure)

- **Kitchener Multiple Parks, Kitchener ON** (Current with SHIFT)
> Site servicing for two neighbourhood park projects including water supply and sanitary connections for a splash pad and rink shack, and upgrades to stormwater infrastructure.
- **Watermain Replacement and Sanitary Servicing in Tyrolean Village, Town of the Blue Mountains ON**
> Design Lead responsible for the preparation of alternatives, design, and contract administer the construction of watermain and a residential sanitary collection system. Assess the suitability of gravity and low pressure forcemain alternatives for the sanitary collection system. The project is to be constructed in two phases between 2022 and 2023. Completion Date: On-going.
- **South Drive Reconstruction, Simcoe, ON**
> Design Lead. Preliminary, detailed design and contract documents, as well as contract administration, for the reconstruction of 450 m of urbanized residential street including the replacement of sewers, watermain, and sidewalks. The project also includes the reconfiguration of the stormwater outlet. Value: \$2.1M (est). Completion Date: Ongoing
- **Nelson Street West Reconstruction and Watermain Replacement, Port Dover ON**
> Design Engineer. Detailed design and contract documents, as well as contract administration, of reconstruction of 900 m of semi-rural road cross-section to an urban cross-section including the addition of new storm sewers, sidewalks and bicycle lanes. The project also included 410 m of distribution watermain on three adjacent streets to replace an old 100mm watermain. Completion Date: Ongoing



Stormwater Management Diagram_SoHo Civic Space_
London, ON_2020



Experience Summary



Park Entry and Market Space Rendering_Listowel
Memorial Park_Listowel, ON_2020

Thank you for a very successful public information centre last night. I felt that the comments and information provided from the public were very positive overall and I was very impressed how you both managed the residents and answered questions. Mona and Jamie both agree that SHIFT showed last night that you were the best possible choice for this project!

Kevin Rankin, City of Barrie
Project Manager for the Wyman Jacques Arboretum Master Plan
February 2019

"Thank you for including all of our comments. This will set a new precedent and expectation for public consultation."

Signe Hansen, Town of Fort Erie
Project Manager for Spears Park Development
July 2020

"That was perfect! Very professional materials, presentation, meeting admin. and excellent handling of the Q & A"

Kevin Bradley, City of Barrie
Manager of Parks & Forestry, Heritage Park Master Plan, PIC
May 2021

Laurel Greenway

Location: Waterloo, ON.
Client: City of Waterloo
Reference: Emily Brown, Senior Landscape Architect / Public Realm Specialist
 t. 1-519-497-9337 e. emily.brown@waterloo.ca

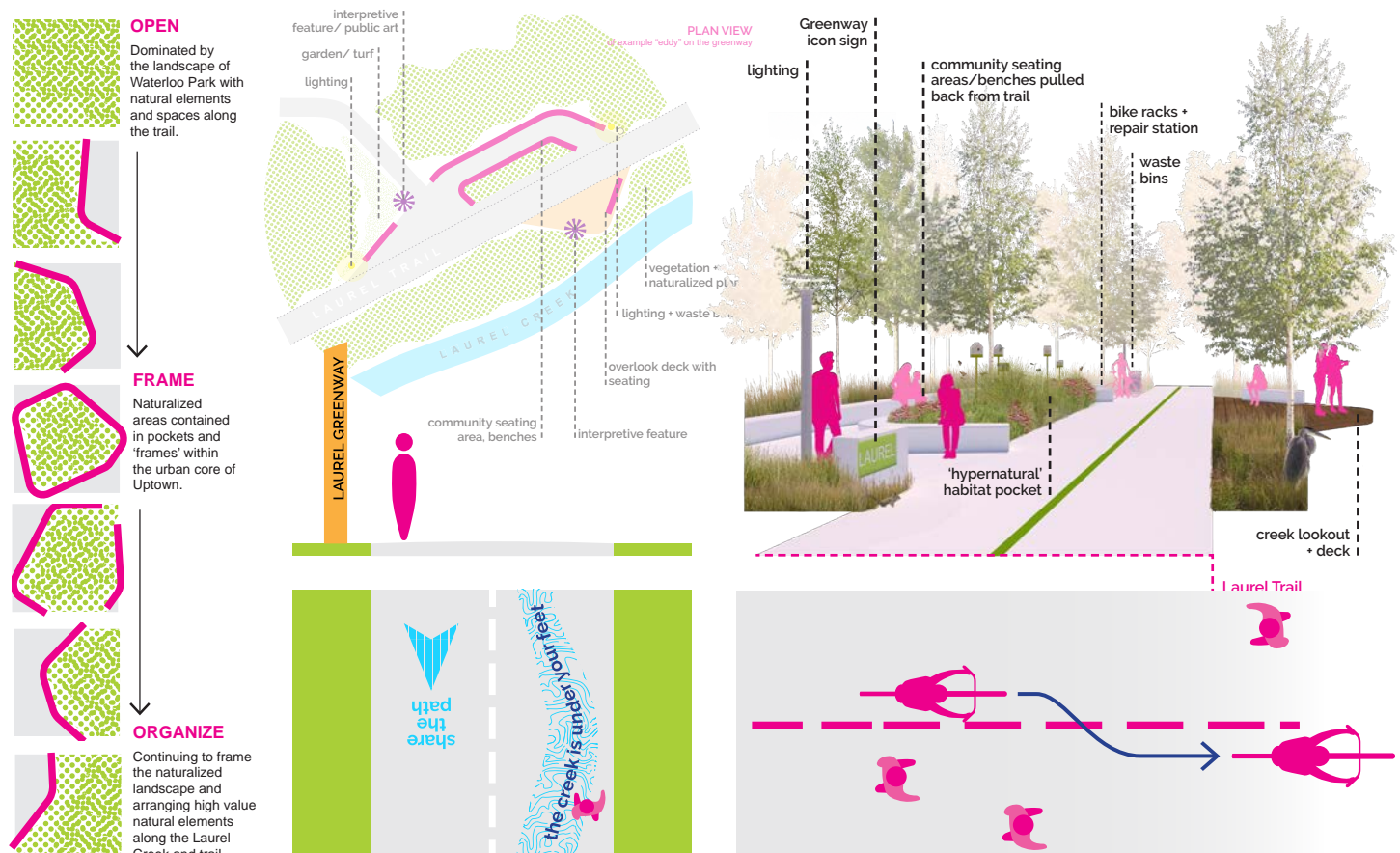
Completion Date: 2020 - June 2023 (Anticipated Completion)

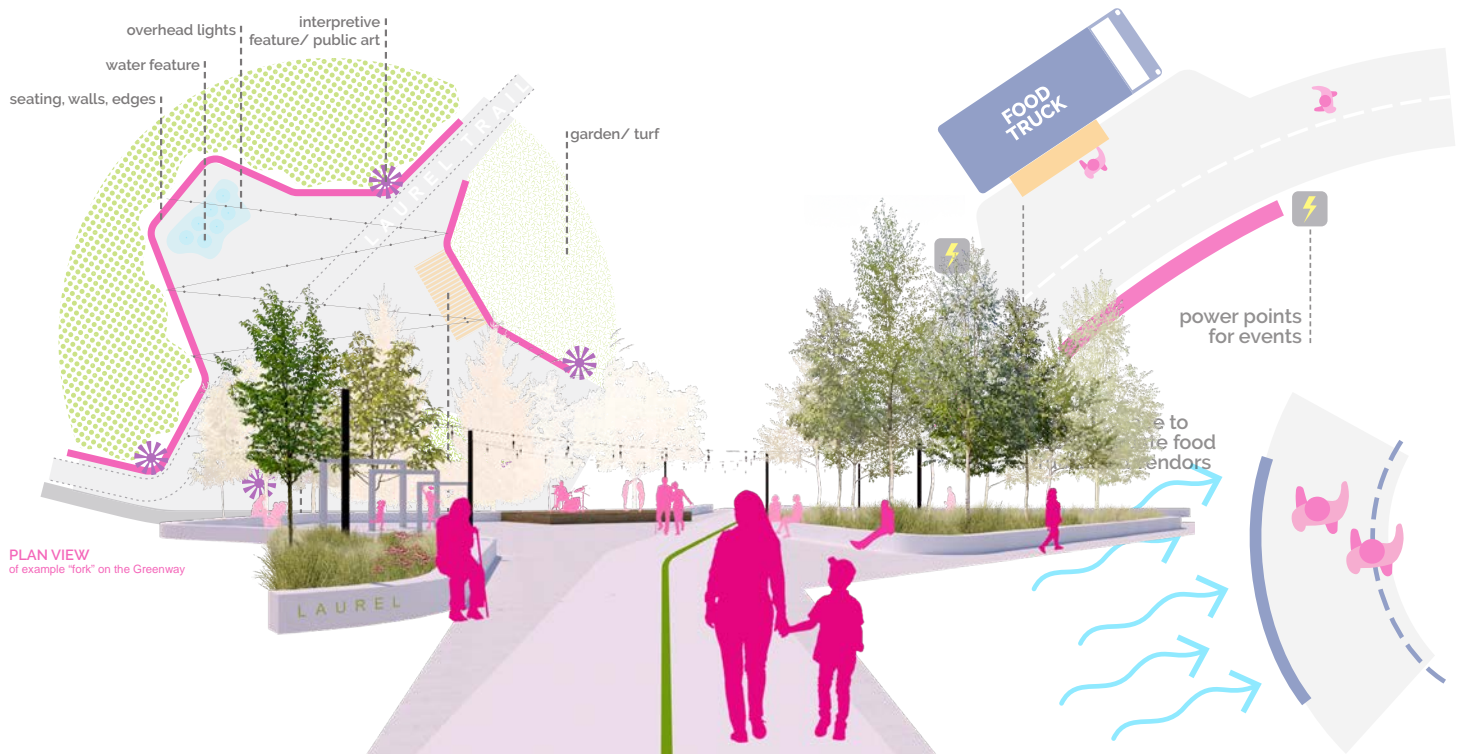
Scope of Work:

SHIFT was engaged by the City of Waterloo to develop a master plan for the Laurel Greenway, a two kilometer stretch of public space that runs through the heart of the city. The overall intent of the study is to identify a vision and the conceptual direction for implementation of a continuous and cohesive public space.

The master plan defines key spaces and ways to enhance the experience of the Greenway through wayfinding, active transportation, pedestrian connections, placemaking, and integration of gathering spaces throughout. In the approach the need to unify the long extent of the greenway was considered and included implementing designed gateways and transitional spaces as it moves from an urban Uptown core to a naturalistic creekside environment. Outreach and engagement with stakeholders and working with multiple disciplines were critical pieces of the Laurel Greenway Master Plan to inform design and planning decisions. This included working with the Uptown BIA, GRCA, Grand River Transit, the Region of Waterloo, engineers, and planners. The outreach and facilitation of this work was managed by SHIFT.

The approach to implementation is a key focus of this study, as fully implementing the Laurel Greenway is a long term process of both preserving existing spaces and expanding them as opportunities arise. This included creating a hierarchy of spaces and further defining and categorizing spaces into proposed phases of short, medium, and long term implementation. The Laurel Greenway Master Plan is ongoing and currently the final report is being produced for presentation to council.





Willis Way

Location: Waterloo, ON.

Client: City of Waterloo

Reference: Emily Brown, Senior Landscape Architect / Public Realm Specialist
t. 1-519-497-9337 e. emily.brown@waterloo.ca

Completion Date: 2021 - 2023

Scope of Work:

SHIFT was engaged by the City of Waterloo to complete a study, engage stakeholders, and produce the conceptual redesign of the Willis Way streetscape in Uptown Waterloo.

Willis Way is a keystone corridor of Uptown Waterloo for commercial shopping, dining and local businesses. The multi-use strip is currently a standard 2-way street with parallel street parking, but culturally is a significant destination for community gathering and a connection way to the broader Waterloo network, providing direct access to transit and linkage of two public spaces. The approach to the redesign introduced the concept of creating a significant pedestrian-focused linear park the length of the street allowing for seating, plant beds, and feature lighting, where people can gather, stroll, and dine comfortably.

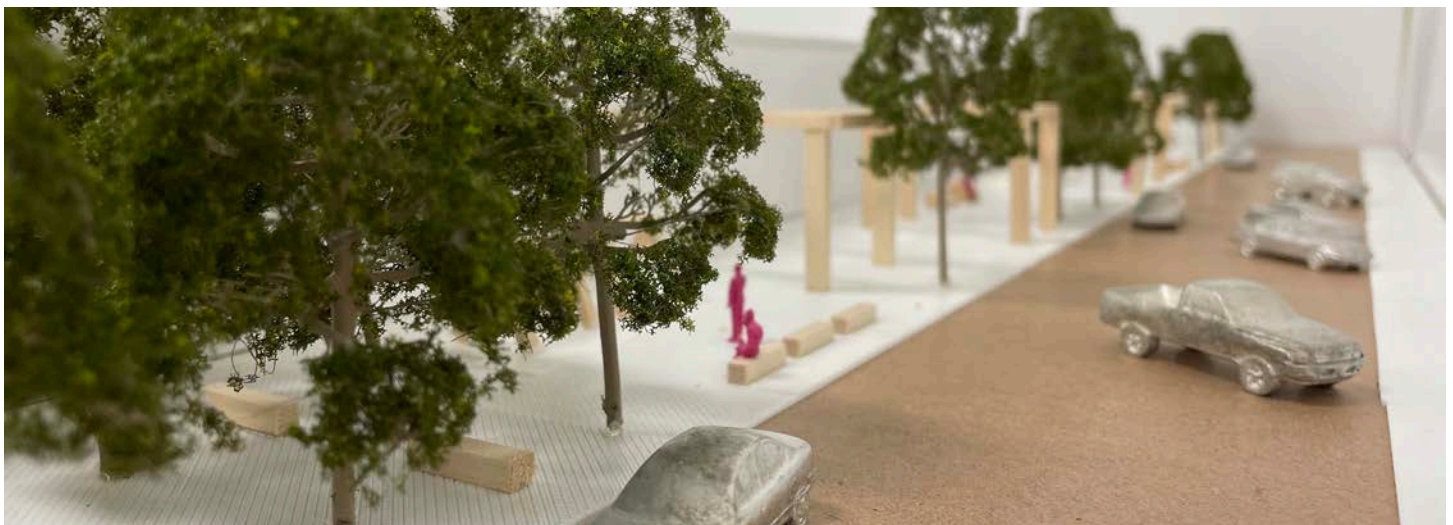
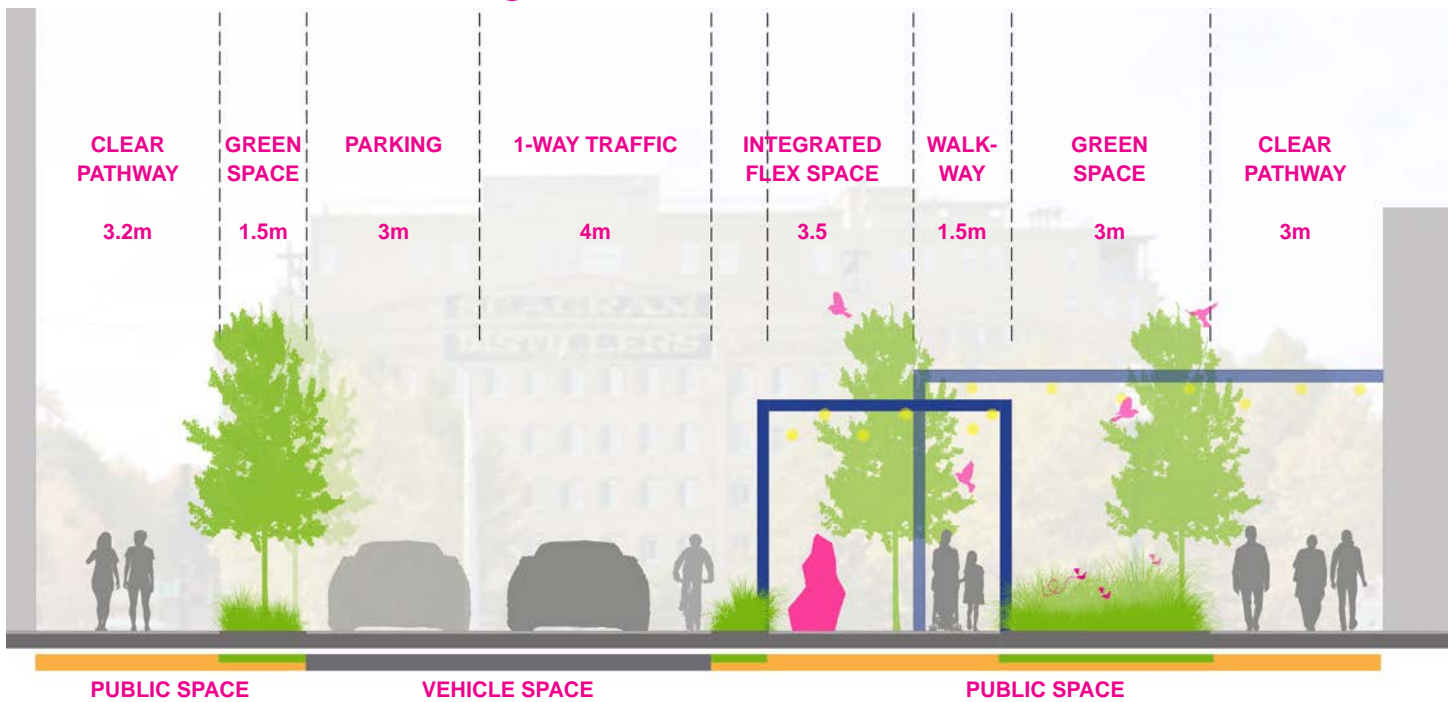
The current enthusiasm and use of the space has inspired the City of Waterloo to transform Willis Way to embody the Shared Street Initiative, an initiative that improves the relationships among pedestrians, cyclists, and vehicles. Stakeholders and allied disciplines have been engaged from early on in the process, including the BIA, Active Transportation, Arts and Culture, planners, and engineers. The study has been used to identify how the street can become a more welcoming and inviting pedestrian space that encourages use of businesses and provides an amenity within uptown. Considerations have included spatial planning that nurtures a unified pedestrian and vehicular space, parking, the integration of art, placement of trees, and amenity opportunities offered along the linear park.



LINEAR PARK - PLAN



LINEAR PARK - SECTION 3



Pelham Civic Space

Location: Pelham, ON.
Client: Town of Pelham
Reference: Barbara Wiens, Director, Community Planning and Development
t. 905-980-6658 e. BWiens@pelham.ca

Completion Date: 2022

Scope of Work:

SHIFT was hired by the Town of Pelham to develop a master plan for the Pelham Civic Space, including concept development, public engagement, and presentation to Council.

The Master Plan for Pelham Civic Space was developed based on the feedback heard during public engagement and consultation with Town staff. SHIFT worked with the Town's planning and engineering staff to develop a concept that will succeed as a main civic space that compliments the Town's street network and open space planning. SHIFT embedded specific materiality, forms, and furnishings into the design that interpret the historic cultural and physiological identity of the site and area. The final design embodies a multi-use space that would encourage the community to use the space daily and come together in larger groups for events. A significant entry plaza was introduced at the prominent intersection to create a flexible entry space that can support gathering from the community centre across the road. At the core of the civic space is a great lawn for people to use freely and to accommodate formal gatherings and events. One half of the lawn is bermed to offer sloped seating towards a stage with a pavilion roof that extends into the lawn. The stage creates a space for performances and events. A water feature sits within a cove off of the main circulation path with the backdrop of a stacked stone wall. The water feature is intended to be a cooling feature by using fountain jets at-grade. This provides options for play for children and allows adults to stroll through or sit near to enjoy the spray. The design also includes a harvest table and a seating area around two sculptural gas fireplaces. The final concept brings in elements of local character to create a space that will enhance civic pride.





Heritage Park

Location: Barrie, ON.
Client: City of Barrie
Reference: Kevin Bradley, Manager of Parks Planning
 t. 705-739-4220 x4825 e. Kevin.Bradley@barrie.ca

Completion Date: 2019 - April 2022
Budget: \$11 000 000.00

Scope of Work:

SHIFT was hired by the City of Barrie to create a master plan for Heritage Park that included multiple public consultations, key stakeholder engagement, concept development, and a final design brief.



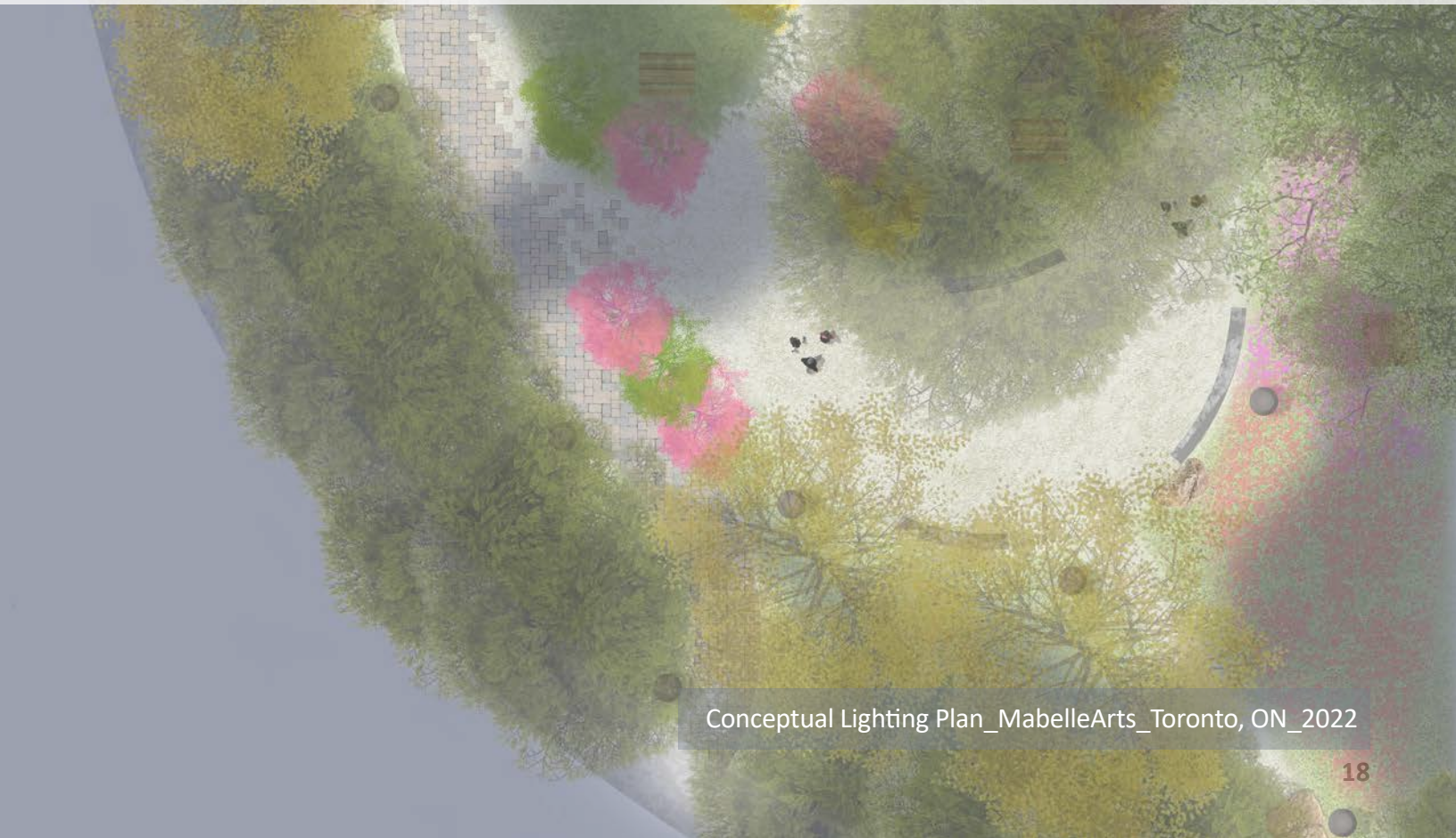
The intention of the master plan is to create a vision that supports a secure and long-term resilient park where it becomes a central hub for gathering, peaceful walks and events. The master plan also pursues the goal to enhance connections to the downtown civic space, Meridian Place along with the park spaces around Kempfenfelt Bay.

The master plan directs future upgrades and renovations to align with the needs of visitors, while leveraging existing and future opportunities for programming. This includes supporting active transportation and meeting current accessibility and universal design standards, creating spaces that are safe and resilient for event hosting, creating spaces that introduce visitors to natural elements for their emotional and physical benefit, allowing safe and secure visual and physical access to the water, and ensuring the future of the Park is maintained as a preeminent, outstanding amenity for the City of Barrie.





Additional Services



Value-Added Services

How we will succeed

SHIFT is confident that our team will successfully and efficiently deliver all components of the project scope to provide the Town of Tillsonburg with a complete, inspired, and forward-thinking Streetscape Enhancement Plan for Bridge Street. We have a strategic approach to quality that we carry through each of our projects, and we extend this strategy to the team that we work with. As a small and focused group, SHIFT can align project requirements with the people who can best deliver them as part of a collaborative and integrated approach.

Taking advantage of our design team's full capacity, we can maximize effort by understanding how and when to involve personnel. We know who is good at what and how to best engage groups and individuals in the process. As detailed in the Work Plan, at each phase of the project, clear objectives are made that enable a distribution of effort and prioritization to ensure key tasks are achieved and milestone targets are hit.

Beyond our internal staff, SHIFT extends the expectations and standards of our work to the consultants we team up with. Throughout the life of this project, the Town of Tillsonburg, stakeholders and other interest groups should expect a high standard of delivery, including our work, organization, communication, and execution.

We_are detailed and rigorous

- Critical to project quality and delivery is the level of detail with which we approach our work. Omissions early in the process can grow as the project progresses and we need to carefully consider how to mitigate any issues early on. This also allows us to manage time and cost increases for ourselves and others involved through all phases.
- Internally, we work through multiple reviews from various perspectives to ensure that nothing is missed. Our office is an open forum for discussion which allows us to review our work with a critical eye before issuing anything to the client or other engaged groups and individuals.
- We pride ourselves in highly detailed graphics that clearly convey a strong creative intent. While we are innovative, we do our research to ensure solutions will work. Throughout design, we use precedents, mock-ups, 3-D printed models, and material samples to test and refine design decisions.
- Our subconsultant team for this project consists of a group of recognized experts who will serve to review our work in the context of their respective expertise. Prior to issuance to the Town, our work has been vetted through multiple reviews to ensure it meets project requirements. We understand the work of the experts we work with but appreciate that they have applied knowledge that we do not. We rely on this expertise and ensure it is conveyed appropriately to the client and stakeholders.
- While valuing efficiency, we allow time for quality work. Good design takes thought, persistence and intention, all of which need appropriate time. As part of our detailed approach, we invest time in high-quality, well thought out, and viable design which allows us to be more efficient in the later stages of the project.
- We anticipate questions that may come up and ensure that ideas are effectively communicated at an appropriate level. For example, prior to engaging groups in the review of a proposed design, we ensure our work is tailored to the audience to create a good foundation for a productive dialogue.
- For this project, we anticipate that a timely and effective engagement process will be critical to the efficacy of the final proposed standards. We will do our part to allow for an engagement-driven process that empowers and informs all participants.

We_manage time effectively

- Working with our design team, we will review proposed schedules to ensure that time and budget resources are being managed efficiently. This review also allows us to identify redundancies (scope, meetings, etc.) and opportunities to make processes more effective.
- We want to make sure all time set aside for meetings and correspondence is maximized for Town Staff and any other individuals or groups. We will provide clear agendas, as needed, and aim to discuss pressing issues, collect necessary input and present information clearly and concisely.

- In-house, SHIFT staff are working on multiple projects. Rather than being a barrier to meeting deadlines, we integrate project schedules and coordinate dates to ensure the success of one project is not at the detriment of another. Our time is well-managed and prioritized accordingly.
- We recognize that changes happen and unexpected issues arise over the lifespan of a project. Though we work towards anticipating those challenges and avoiding them, they inevitably occur. When this happens, we will take the time to fully-understand what is needed to overcome issues, strategize to find the best solution, and execute efficiently. The strong standard of collaboration that we maintain throughout the project will allow us to develop team-based resolutions.

We_communicate and collaborate

- As appropriate, involving our entire team early in discussions with the Town of Tillsonburg and other parties will allow them to be up to date and aware of all project requirements. While subconsultant involvement may vary throughout the project, they become aware of expectations and are in-sync with timelines to ensure deliverables are understood and deadlines are met.
- Our client, consultant team and other stakeholders bring valuable expertise to the project. Though SHIFT is the design lead, we will collaborate with the entire team to take advantage of all available information. This supports efficiencies in the project and helps us anticipate and work with any potential challenges.
- Throughout all phases of the project, we encourage feedback and input from the client and other stakeholders to ensure that our solutions meet project needs.
- During any formal meetings or site visits, SHIFT staff will record minutes and circulate to all attendees and relevant parties to verify information and fill in any gaps.

We_anticipate challenges and present solutions

- Issues and challenges that come up at any point during a project can add significant cost, time, and create cascading delays. While no scope of work is immune to these delays, our rigorous design process and collaborative approach allow us to anticipate challenges and manage them throughout all phases.
- As design lead, we will aim to have answers or solutions ready should any issues arise. Working with our team and others, as necessary, we can then present the Town with potential options to move forward.
- Working through each project phase, we will develop an in-house log of key decisions and who is involved to be able to quickly find solutions should issues arise. Being able to access our team efficiently will allow for quick resolutions or at least a quick interim approach to proceed with.





Methodology and Approach



Concept to Construction_Hespeler Road Parkettes_Cambridge, ON_2023

Project Understanding and Approach

Project Understanding

When complete, this project will represent the outcome of an informed process initiated by the Town, that will reimagine how Bridge Street and potentially other adjacent streets can be rethought in an effort to create a vibrant, exciting and renewed downtown for Tillsonburg. Being a quintessential Southern Ontario town, Tillsonburg enjoys a great climate and has the potential to become a destination for tourists as well as being a fantastic place for people to reside. Like all communities, the Town needs to consider future infrastructure updates as well as think about how it remains competitive in attracting investment and new members of the community. The opportunity that the redesign of Bridge Street presents is great. The supporting spaces along its length - the Clock Tower, Station Arts Centre Caboose, the War Memorial and the existing pathway connections can act as the foundation for an active space that serves the pragmatic needs of businesses and transportation while being a beautiful place to be. This short stretch of street has the potential to not only guide future development in Tillsonburg but be a model of contemporary urban design for small towns throughout Ontario. Rather than a vehicular street that allows pedestrians and cyclists, Bridge Street could become a linear, urban public space that also accommodates vehicles. The difference as written is nuanced but the outcome on the ground would be dramatic. We envision a green street which people want to visit and spend time on, having lunch, meeting friends and interacting with public art. The street can be closed to traffic at time allowing for festivals, art events and other community celebrations. Ultimately the final design plan will guide future development and it must be realistic but we think the design process should study options that would allow for this idea of 'street as public space' in order that the street is truly rethought, rather than this being a redecorating exercise that many streetscape projects become. Banners, flowerpots and a few benches will not do justice to the pieces that are already in place along Bridge Street. Drawing on history and combining it with contemporary ideas and needs such as limited public gathering space, recreational opportunities, green infrastructure and other possibilities would have dramatic results. And if planned thoughtfully this does not have to come at an excessive cost premium. By leveraging the peripheral spaces which already line Bridge Street new spaces can be added over time in a phased approach, and eventually when it is time to replace infrastructure or street surfaces, the larger more financially challenging projects can be included in these necessary end of life upgrades. Development that is already planned and on its way illustrates that this is a desirable space for growth. Establishing high quality public space which supports future development will be critical to ensuring the Town of Tillsonburg grows in an appropriate and sustainable fashion.

SHIFT is ready to kick off this process and we would look forward to working with the Town on this exciting project. This section describes our team's unique design philosophy and approach and describes the considerations we know will be critical in completing the scope of this work for the Streetscape Enhancements for Bridge Street, as outlined in the RFP.

Overall Project and Consultation Approach

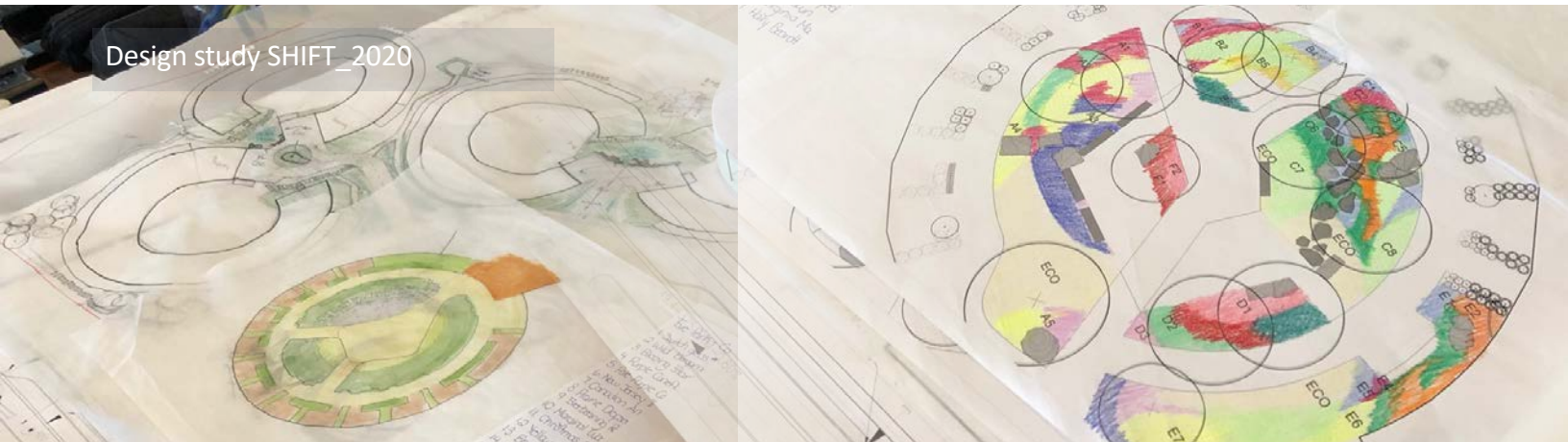
Through the following work plan, the SHIFT team has outlined our approach to see the development of this project from start, through to completion. Our plan follows a rigorous and thorough process that meets the standards, expectations and objectives of the Town. We look forward to hitting the ground running to ensure the Town can complete the project as effectively and efficiently as possible.

We believe a PIC will be critical for the success of this project, but we would also take the project to the street with a pop up event and chalkboards installed in strategic places along the street. These boards would remain in place for a month or so and allow people to provide ideas as they move along the street. We started this during COVID and have found it so successful that we have maintained it as part of our engagement process. Installing the chalkboards with a prompt such as 'What do you imagine for Bridge Street' or similar, allows for feedback at the site and is a good way to engage people on their own terms.

While the in person public engagement session will be valuable as an opportunity to interact and discuss the project with attendees, experience has taught us that providing opportunities for people to comment and make suggestions on their own terms and own time is extremely successful. If the Town has an online engagement platform we would also make use of this to allow for longer periods of time in which people can provide feedback.

Beyond engagement with the public this project will require close discussion with staff, committee members, business owners and other governing agencies. We have extensive experience managing large groups of stakeholders to ensure all voices are heard. Currently with the University of Toronto we are working with a 30 person committee developing a masterplan for an urban farm at their Scarborough Campus. On several other projects such as Heritage Park in Barrie, SoHo Civic Square in London and the Laurel Greenway in Waterloo we have balanced public opinion with the needs of various stakeholders to develop projects which are catalysts for change in each community.

The work plan identifies two main project phases that correspond to the proposed project schedule. Milestones, key tasks, objectives, required resources, and deliverables throughout the project timeline have been identified. If awarded this project, SHIFT will look forward to further refining a schedule with Town staff.



Work Plan

Phase 1: Project Initiation

This first part of the project focuses on developing a strong understanding of the project site and leveraging the knowledge of Town staff, members of the steering committee and other sources of information that are available to us through research and outreach. All required background information will be accounted for in this phase.

Task_1 Project acceptance, introduction, site walk and start-up meeting with Town to review schedule, communication standards, and other processes.

- SHIFT will arrange a site walk and a start-up meeting with Town staff. Key members of the consultant team will be present as required. The meeting will cover a review of the overall project vision and intent, as well as the anticipated schedule.
 - > *Start-up meeting to be held with Town staff, and other project team members as required.*
 - > *The on-site review and walk with Town staff and members of consultant team will be coordinated by SHIFT*

Task_2 Background research, project grounding, detailed inventory and analysis.

- Review background materials, reports, community information, natural environment and other relevant background information. SHIFT will provide a summary of relevant background information to the Town.
- Discuss high-level maintenance and operational expectations.
- Review key project stakeholders, relevant approval agencies, interest groups, and others to serve as a base for engagement and outreach.
- Inventory and analysis of existing site and contextual conditions of the study areas. This inventory and analysis will look, at a minimum, at the existing roads and pedestrian realm with furnishings, public spaces, heritage elements, circulation and connectivity, permeability, trees, architecture, land use, servicing, and utilities.
- SHIFT will coordinate with the engineering team members on possibilities and challenges for existing and future services.

Task_3 Project direction, and initial outreach.

- SHIFT will arrange a brainstorming session with Town staff and the Steering Committee.
 > SHIFT will arrange a site visit with the Steering Committee in coordination with the Town.
- SHIFT will coordinate with the Town to hold an outreach pop-up/engagement session with local businesses, the public, and any noted stakeholders. This outreach will allow SHIFT to further develop an engagement strategy and initiate any stakeholder interviews that may be required.
- Summarize Phase 1 work

Phase 1_Critical Outcomes

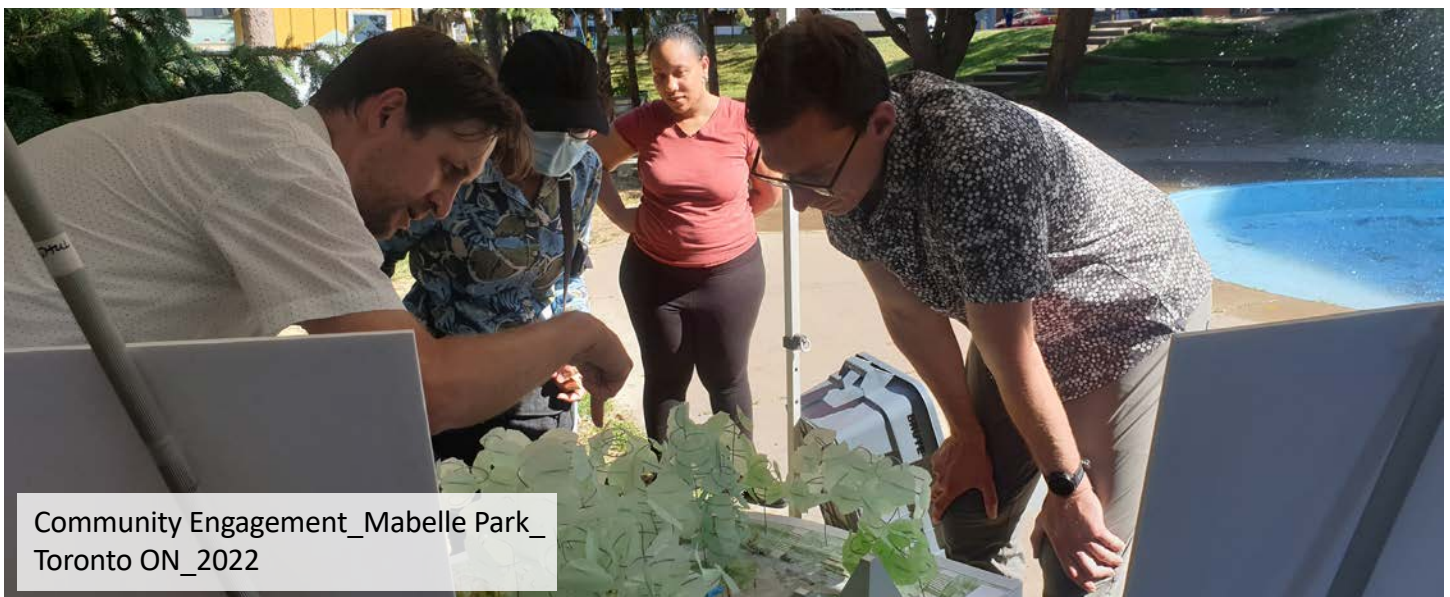
- **Coordinating with Town staff, SHIFT will develop an in-depth understanding of the project site and context. Any investigation work that can be started will also begin.**
- **An engagement strategy will be developed that identifies all stakeholders and interest groups, proposed tactics, and updated timing.**
- **Complete fulsome inventory and analysis presented in graphic format.**
- **Conduct initial public outreach session.**
- **Provide a summary of Phase 1 work.**

Phase 2: Concept Development, Public Engagement, Concept Refinement, & Finalized Master Plan

Moving on from the first phase, the focus of the second phase is to develop preliminary design concepts for the project area through consultation with the Steering Committee, Town staff, the public and other stake holders. Following the development of preliminary concepts, the design will be refined and presented to the public for feedback. With feedback from the public, the Town, and Steering Committee, SHIFT will develop a finalized Master Plan.

Task_1 Preliminary concept development.

- Coordinate overall design considerations with Town staff and Steering Committee.
- Research and develop study into relevant precedents related to neighbourhood districts as well as best practices for streetscape design. This precedent study will include visuals of streetscapes, materials, and overall design elements that are appropriate for the project and important if a district theme is considered for the study area.
- SHIFT will develop 3 preliminary design concepts along with a preliminary order of magnitude cost estimate for each. The design concepts will include plans, sections and other imagery, as required to illustrate intent. These three preliminary designs will represent various ultimate conditions, but will



Community Engagement_Mabelle Park_
Toronto ON_2022

- consider phasing. Each plan will identify public event space locations, evaluate locations of heritage and cultural elements and the potential to reflect the history of the site through art and design elements. The plans will also all take into account practical requirements such as parking, accessibility, and accommodation for various modes of transit, etc. SHIFT will coordinate with the engineering team members and relevant utilities if necessary to evaluate the feasibility of burying or relocating public utility services. LID strategies and CPTED features will also be included, along with other design considerations such as identity and consistency with adjacent study areas, and the context of adjacent properties.
> At 30% completion, SHIFT will review preliminary concept plans and Neighbourhood District precedent study with Town staff and Steering Committee.

Task_2 Refine concepts.

- Following review, SHIFT anticipates that 3 concepts will be selected to be carried through based on discussions with the Town, and will be developed to the 60% review stage. At this stage it may be determined that is best to focus on 2 alternate concepts focusing time and energy developing two equally relevant projects. This can be discussed with SHIFT and the Town as the project progresses.
> At 60% completion, SHIFT will review plans and Neighbourhood District precedent study with Town staff and Steering Committee.
- Engage utilities and other relevant agencies with 60% concepts.
- SHIFT will continue to refine all concepts up to the 90% stage including costing.
> At 90% completion, SHIFT will review plans with Town staff and Steering Committee.

Task_3 Outreach and Public Information Centre.

- After refining the design concepts, SHIFT will develop presentation materials (panels, drawings, presentation) for the PIC to Town staff as well as an online survey.
- SHIFT will revise PIC materials as required.
> Coordinating with Town staff, SHIFT will present a variety of materials to describe the conceptual design at an in-person PIC event.
- SHIFT will summarize input and comments from the PIC event and online survey. These results will help inform selection of a final concept in discussions with the Town.
- SHIFT will coordinate Stakeholder/Developer interviews

Task_4 Develop final Master Plan.

- The preferred plan will be selected in coordination with the Town based on input from the Steering Committee, adjacent property owners, feedback from the public, and input from other stakeholders.
- Develop the selected concept to 100% for submission to the Town.
- SHIFT will submit the Master Plan along with budgetary costing, an implementation schedule, and proposed phasing to the Town for review.
- SHIFT will revise and submit the Final Master Plan including finalized costing, implementation schedule, and phasing to the Town.
> Coordinating with Town staff, SHIFT will present the final Master Plan to the Economic Development Advisory Committee and to Town Council.

Phase 2_Critical Outcomes

- **Develop Neighbourhood District precedent study and presentation.**
- **SHIFT will develop three preliminary design concepts for the project area, including preliminary cost estimates. These will be refined to 90% completion including cost estimates and implementation and phasing will be taken into account.**
- **Working with the Town, SHIFT will successfully engage the public through a PIC to present the conceptual design.**
- **SHIFT will refine the selected concept into a finalized Master Plan for submission to the Town and presentation to Council.**



Rendering of Park Entry from Street_
Lorne Avenue Park_ London, ON_2020



Rendering of 'Front Porches' Along Street Edge
Lorne Avenue Park_ London, ON_2020

Engagement and Relationship Building

Proposed Engagement Objectives_

- Listen to and understand a variety of voices and perspectives;
- Communicate the purpose, process and schedule for the park project;
- Educate about how feedback and experiences can be incorporated into the final park design outcomes;
- Encourage shared mutual learning and understanding about the project;
- Build excitement, interest and community pride in the project.

Our Approach

The key principles involved in our engagement work emphasize the need for inclusive, transparent and informed consultations rooted in equity, mutual understanding and trust. We recognize the need for creative and human-centered approaches to consultation and communication to encourage long-term capacity building. We believe that the best way to involve a diversity of participants and to generate the best feedback is by developing focused communications and outreach strategies and ensuring that consultations are enjoyable and appropriate for those involved.

Key strengths of our approach include:

Inclusive consultation

Our team prioritizes inclusive strategies for communication and engagement. We understand that in traditional consultations, there are often many voices left out of the process.

Therefore, a central question that guides our work is: “who is missing?” We are committed to ensuring that we purposefully reach out to a variety of demographics and networks, to ensure that equity-seeking voices are heard and embedded in our processes and designs – a multi-generational and fully-inclusive process. With guidance from Town of Tillsonburg staff, we will engage with committees including the accessibility committee, but would also suggest any other committees or organizations that encompass seniors and youth.

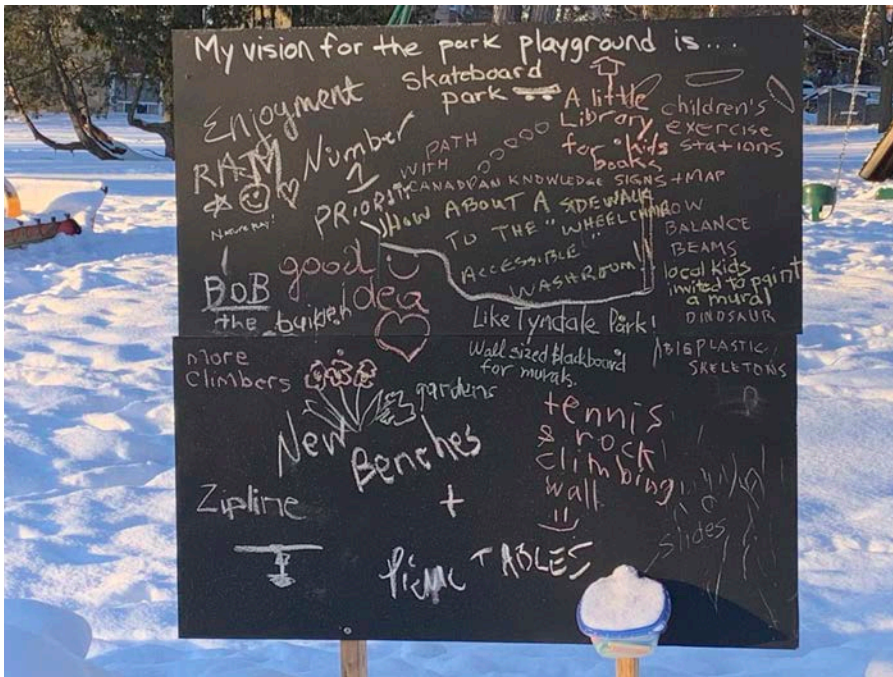
While the public open houses will be valuable as an opportunity to interact and discuss the project with attendees, experience has taught us that providing an approximate two-week period in which the public can view the designs and respond to any survey questions online allows for the greatest reach. Many people are unable to come to an open house and allowing feedback in multiple ways supports the greatest level of inclusivity. SHIFT can work with Staff to distill the project concepts to ensure that when posted, they are easily understood and accessible for the public to review and provide feedback.

Creative community engagement and communications

Our team has extensive expertise in community engagement, with a focus on creative engagement methodologies that are designed for participants of all ages. Our creative processes are also educational, transparent and responsive, ensuring that feedback is appropriately collected and used, both in-person and online. We would work closely with Barrie to ensure our methods align with existing processes and approaches.

Summary of Proposed Engagement Methods

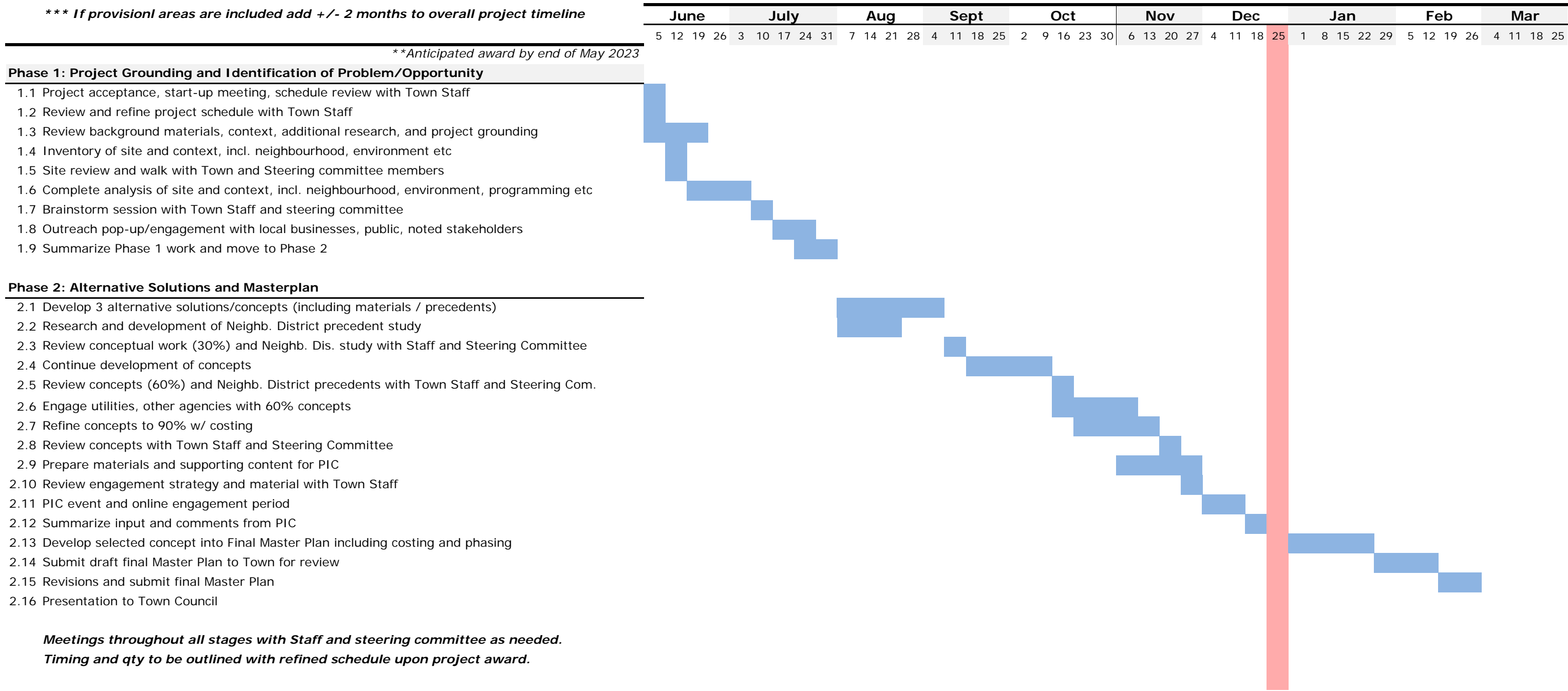
Encouraging creative and diverse forms of stakeholder engagement and communications can assist to build relationships and capacity, generating innovative, ‘out of the box’ ideas. Ultimately, we believe bringing a wide range of facilitation and engagement techniques to any study can help ensure stakeholders are invested and see the value in participating. We also understand that some communities prefer for consultation to be a relaxed and approachable environment - more of an open house with intimate conversation and discussion. We have found this approach to be very effective and have crafted survey questions that help to illicit the critical information required for decision-making. In consultation with Town staff, we can discuss incorporating various techniques within the stakeholder engagement strategy to develop a plan that will work best for Tillsonburg and the scope of this project.



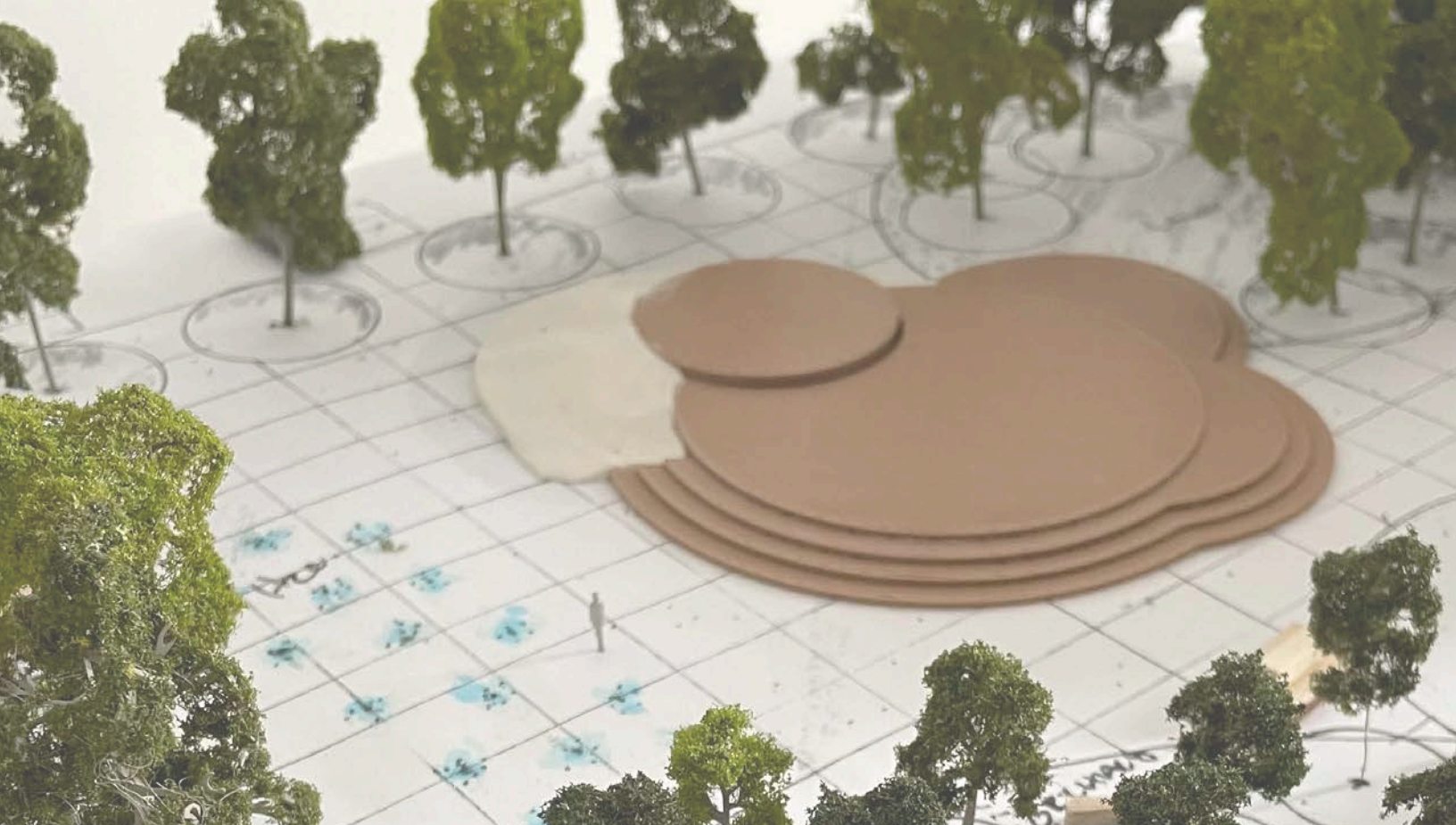
Chalkboards in parks as a public engagement exercise_
Barrie and Kitchener ON_2021-2022

Overall Project Schedule

This schedule represents a general order of work, in response to the project scope. It is expected that this will be further refined based on final award date and in coordination with Town staff.



Redacted: Comercially Sensitive Information



References and Submission Requirements



Study Model_Pelham Civic Space
_Pelham, ON_2022

References

*See section **Experience Summary** of this proposal for project descriptions and additional references.

Emily Brown, City of Waterloo
Senior Landscape Architect / Public Realm Specialist

t. 1-519-497-9337
e. emily.brown@waterloo.ca

- **Laurel Greenway** background and research development, stakeholder and public engagement, master plan and phasing approach.
- **Willis Way** streetscape study, stakeholder and public engagement, and concept design.

Barbara Wiens, Town of Pelham
Director, Community Planning and Development

t. 905-980-6658
e. BWiens@pelham.ca

- Pelham Civic Space concept development, public engagement, master plan, and presentation to Council.

Kevin Bradley, City of Barrie
Manager of Parks Planning

t. 705-739-4220 x4825 c. 705-790-5403
e. Kevin.Bradley@barrie.ca

- **Heritage Waterfront Park** stakeholder and public engagement, concept development, master plan and final design brief.

Conflict of Interest

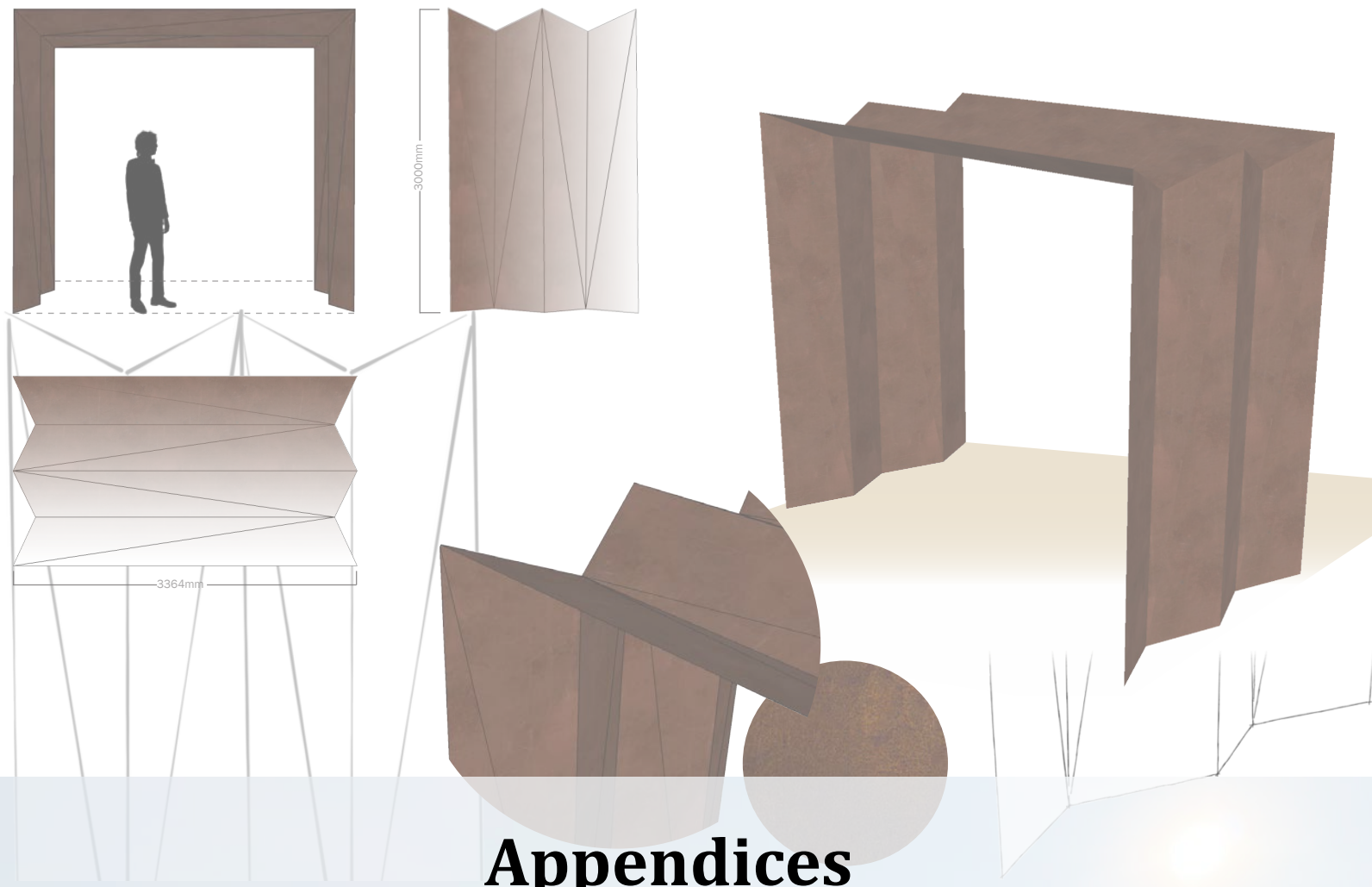
SHIFT Landscape Architecture Co. Inc. does not claim any existing conflicts of interest with the Town of Tillsonburg.

Good Standing

SHIFT Landscape Architecture Co. Inc. (business #748161338) is in good standing.

Proposed Form of Contract

N/A



Appendices CVs



Custom Entry Arch_Downsview Park
Urban Farm_Toronto, ON_2022

Current Positions

Principal, SHIFT Landscape Architecture_2010 - Current

Academic Qualifications

Master of Landscape Architecture_2010
University of Toronto

Bachelor of Landscape Architecture_2007
University of Guelph

Ecological Landscape Management_2001
Seneca College

Previous Professional Experience

Member, Burlington Urban Design Review
Panel_2020-2022

Vice Chair, City of Guelph Public Art Advisory
Committee_2014-2021

Sessional Professor, University of Guelph_2012-2017

Instructor - Site Planning, Georgian College_2017

Urban Design Review Panel, City of London_2011-2013

Sessional Professor, University of Waterloo_2012

Landscape Architect, Urban Designer, GSP Group_2009

Landscape Architect, Salmona Tregunno_2007-2008

Owner, Surface Concepts Construction_2002-2006

Designer & Project Manager, DM Construction_2002

Professional Affiliations

Full Member - Ontario Association of Landscape Architects

Member - Canadian Society of Landscape Architects

Awards + Honours + Exhibitions

- GAPGAP Competition - Detroit, MI - Finalist_2017
- Philadelphia Play Space Competition, Philadelphia, PA - Finalist_2016
- Urban Space Design - Long Beach, CA - Finalist_2016
- York University Design Charrette - Invited Professional_2015
- Dr. George Grasett Park International Competition- 2nd Place_2015
- Cool Gardens - Winning Entry_2015
- MH17 Memorial - Finalist_2015
- University of Guelph - Professional Practice Panel Discussion - Participant_2014
- Canada's Homegrown National Park Exhibition Invited Designer_2014
- OALA Award of Excellence - North of 60_2014
- Toronto Greenline Competition - Finalist_2013
- Urban Ecologies Conference - Presenter_2013
- Designing Action - Exhibited Finalist_2012
- Embassy Park Competition - Finalist_2010
- Dunnington Grubb Scholarship_2009
- U of T Entrance Award_2009
- Landscape Ontario Scholarship - 2000

Michael Barker is the founding principal of SHIFT Landscape Architecture. Michael is an award winning landscape architect who has twenty years of experience in design and project management both as an employee and as a company owner. Project experience includes: parks, community design, urban squares, streetscape design, urban design guidelines, public landscapes, installations and public art projects.

As well as being the Principal of SHIFT, Michael has been a sessional professor at the University of Guelph, in the Landscape Architecture program, where he taught a 2nd year studio course and a 3rd year construction course. Previously, he taught at the University of Waterloo, leading an urban design studio and at Georgian College teaching site planning in the Architectural Technology program. He was a member of the City of London's Urban Design Peer Review Panel until December 2013 when his term ended. He is a consistent studio critic and an invited guest critic at the University of Waterloo and the University of Guelph. Until 2021, Michael was the Vice Chair of the City of Guelph's Public Art Advisory Committee and member of the City of Burlington's Urban Design Review Panel. Currently he is a member of the City of Mississauga's Public Art Jury Pool.

Selected project experience and current work includes the following:

- UTSC Urban Farm - Engagement and Concepts - Scarborough, ON
- East Fonthill Townsquare - Public Engagement and Concepts - Pelham, ON
- Willis Way Streetscape - Public Engagement and Concepts - Waterloo, ON
- Albert Street Park - Public Engagement and Master Plan, Contract Docs and Admin - Fort Erie, ON
- Laurel Greenway Master Plan - Community Engagement and Master Plan - Waterloo, ON
- Listowel Community Arena Memorial Park - Public engagement and concept - Listowel, ON
- Heritage Park - Master Plan, public engagement - Barrie, ON
- Battle of Beaverdams Park - Public Engagement & Concept & Contract Docs and Admin - Thorold, ON
- Downsview Park Urban Farm - Master Plan, Detailed Design, Contract Documents, and Contract Administration - North York, ON
- Terra Cotta Trailhead - Public engagement, Concept - Caledon, ON
- Lorne Avenue Park - Public Engagement, Concept development, Detailed design, Contract documents and contract administration - London, ON
- EVE Park Net-zero Community - Concept, Detailed design and Contract Documents - London, ON
- Douglas Park - Public Engagement & Master Plan - Fort Erie, ON
- Wyman Jacques Arboretum - Public Engagement, Master Plan, Final document - Barrie, ON
- Hespeler Road Urban Parkettes - Concepts and Contract Documents - Cambridge, ON
- Starwood Neighbourhood Park - Guelph, ON
- Morningside Neighbourhood Park - Detroit, MI
- SoHo Civic Space - Concept development, Public engagement, Detailed design, Contract Documents - London, ON
- Claremont Field Centre, TRCA - Outdoor Classrooms, Trail and Shade Structures - Pickering, ON
- Community Playspace Concept and Cost Estimate - Philadelphia, PA
- Market Garden and Public Space Masterplan - Toronto, ON for FoodShare and TCHC
- Flemingdon Park Urban Agriculture Strategy and Masterplan- Toronto, ON
- Grey County Long Term Care Courtyard - Owen Sound, ON
- Parkside Condominium - London, ON
- Digital Main Street Charrette and Streetscape Concept - WQW BIA - Toronto, ON
- Stoney Creek Pediatrics - Hamilton, ON
- BIA Streetscape Concept - Windsor, ON
- Incisions + Incubators - David Suzuki Foundation Exhibition Schoolyard design - Toronto, ON
- Conestoga College Master Plan
- Corpus Christi Secondary School Landscape Plan + Sports Facilities
- North of 60 Installation @ Canada Blooms - Toronto, ON
- RiverBend Streetscape and Design Guidelines
- Town of Blue Mountains CIP and Streetscape Design
- Multiple Private Gardens

Current Position

Associate + Sr. Landscape Architect
SHIFT Landscape Architecture_3.5 Years

Academic Qualifications

Master of Planning and Development_2018
University of Guelph

Bachelor of Landscape Architecture_2012
University of Guelph

Previous Professional Experience

Sessional Professor, U of Guelph_2014 - 2022

Landscape Design and Standards Coordinator
Toronto District School Board_2015 - 2016

Landscape Technician, Town of Milton_2013 - 2015

Professional Affiliations

Full Member - Ontario Association
of Landscape Architects

Member - Canadian Society of
Landscape Architects

Professional Association Work

OALA Examining Board Member_2015

OALA Councillor_2015-2016

OALA Associate Representative_2014-2015

Awards + Honours + Exhibitions

- American Society of Landscape Architects Award of Merit_2012
- OAC Landscape Architecture Award_2011
- Australian Geological Society Design Competition, 3rd place_2010
- BLA Class of '82 Peer Mentor Award_2010

David is a landscape architect at SHIFT who works closely with senior designers developing concepts, detailed design, contract documents, and providing project administration. He is a passionate, confident and driven landscape architect with 8+ years of public and private experience in project management, consultation, review and implementation. He successfully coordinated a high volume of development projects in Canada's largest school board as well as one of North America's fastest growing municipalities. David aims to merge design and a strong ecological knowledge to develop solutions where human land use and natural systems can intersect and thrive. He is a thoughtful strategist with an appreciation for collaboration in achieving meaningful, innovative and successful design outcomes.

As well as being a landscape architect at SHIFT, David is a Sessional Professor at the University of Guelph in the Landscape Architecture program where he teaches Landscape and Site Analysis. He is also a member of the OALA Examining Board, reviewing new applications to the Association and making recommendations to council.

Selected project experience and current work includes the following:

- MABELLEpark - Engagement, Conceptual and Detailed Design - Etobicoke, ON
- University of Waterloo Health Innovation Arena - Site Planning, Detailed Design - Kitchener, ON
- St. Vincent Park - Engagement, Conceptual and Detailed Design, Contract Admin - Barrie, ON
- Multiple Parks (Brubacher, Westwood, Alpine, Vanier, Wilson, Shoemaker) - Engagement, Concept Development, Detailed Design, Contract Admin - Kitchener, ON
- Laurel Greenway Feasibility Study + public engagement - Waterloo, ON
- Spears Park - Conceptual design, Engagement, Detailed design - Fort Erie, ON
- Heritage Park - Master Plan, Public engagement - Barrie, ON
- Witmer Park - Conceptual and Detailed Design - Cambridge, ON
- Lorne Avenue Park - Concept, Detailed Design, Contract Admin - London, ON
- Downsview Park Urban Farm - Master Plan, Detailed Design, Contract Documents, and Contract Admin - North York, ON
- EVE Park Net-zero Community - Concept Development, Detailed Design and Contract Documents - London, ON
- Albert Street Park - Public Engagement and Master Plan - Fort Erie, ON
- Douglas Park - Public Engagement and Master Plan - Fort Erie, ON
- SoHo Public Square - Detailed Design - London, ON
- Battle of Beaverdams Park - Public Engagement & Concept - Thorold, ON
- Wyman Jacques Arboretum - Master Plan - Barrie, ON
- Hespeler Road Urban Parkettes - Cambridge, ON
- Beverly Hotel - Planting Design and Contract Documents - Hamilton, ON
- De Grassi Street Condominium - Rooftop Design and SPA - Toronto, ON
- Central Technical School - Campus Remediation - Toronto, ON
- Blake Street JPS - Masterplan and Natural Play - Toronto, ON
- Various - School Ground Design and Community Engagement - Toronto, ON
- Milton Pipeline Trail - Contract Administration - Milton, ON
- Indian Creek Trail Network - Design and Contract Administration - Milton, ON
- Various Park & Open Space Designs and Contract Administration - Milton, ON

Current Position

Landscape Architect
SHIFT Landscape Architecture_2018

Academic Qualifications

Bachelor of Landscape Architecture_2019
University of Guelph

Previous Professional Experience

Undergraduate Teaching Assistant,
University of Guelph

Plant Consultant, Brock Road Nursery

Professional Affiliations

Full Member, Ontario Association of Landscape
Architects (OALA)

Member, Canadian Society of Landscape Architects
(CSLA)

Mackenzie is a registered landscape architect at SHIFT Landscape Architecture and is a graduate of the BLA program at the University of Guelph. Mackenzie takes a strong interest in the environmental psychology of landscape architecture and completed her undergraduate thesis on enhancing palliative care through landscape design. She approaches her designs sensitively and authentically to capture placemaking qualities for the community it is serving. Mackenzie recently completed her professional development period and professional licensing exams, making her a full member of the OALA.

With three years of experience working at a nursery, Mackenzie built her plant material knowledge as a plant consultant. She has a strong interest in building beautiful resilient landscapes through a naturalistic planting approach. She continuously furthers her knowledge on the topic through reading current publications and case studies for both personal and professional interest.

To date in her career at SHIFT, she has project experience in concept development, technical drawings, contract documents, contract administration, and public engagement while working closely with senior landscape architects. Mackenzie has produced digital renderings for a variety of projects at SHIFT, using her strong visual communication skills to create accurate and evocative imagery.

Selected project experience and current work includes the following:

- UTSC Urban Farm - Engagement, Concept Development
- Kitchener Multiple Parks - Concept development, engagement, detailed design, contract administration - Kitchener, ON
- Pelham Civic Space - Concept development + Master plan - Pelham, ON.
- Laurel Greenway Feasibility Study + public engagement - Waterloo, ON
- Spears Park - Concept development, engagement, detailed design, Fort Erie, ON
- Memorial Arena Park - Concept development, public engagement, master plan - Listowel, ON.
- Soper Park - Concept development, public engagement, master plan - Cambridge, ON.
- Terra Cotta Trailhead - Concept development, public engagement - Caledon, ON
- Battle of Beavardams Park - Public engagement, concept development, contract Documents - Thorold, ON
- Downsview Park Urban Farm - Master plan, detailed design and contract documents - North York, ON
- EVE Park Net-zero Community - Planting design, detailed design and contract documents - London, ON
- Douglas Park - Public engagement and master plan - Fort Erie, ON
- SoHo Public Square - Detailed design and contract documents - London, ON
- Albert Street Park - public engagement and master plan - Fort Erie, ON
- Lorne Avenue Park - Public engagement, concept development, detailed design - London, ON
- Wyman Jacques Arboretum - Master plan - Barrie, ON
- Hespeler Road Urban Parkettes - Cambridge, ON
- Planet Traveler Hostel - Toronto, ON
- Helen Detwiler School - Hamilton, ON
- Huntington Park School HWDSB - Hamilton, ON

Current Position

Landscape and Urban Designer,
SHIFT Landscape Architecture_2016

Academic Qualifications

Master of Landscape Architecture_2016
University of Guelph

Bachelor of Landscape Architecture_2014
University of Guelph

Photography_2010
NSCC

Previous Professional Experience

Landscape Architecture Project Assistant,
University of Guelph, Archival and Special Collections
Graduate Teaching Assistant, University of Guelph
Student Gardener, Royal Botanical Gardens

Christian is a landscape and urban designer at SHIFT Landscape Architecture. His experience includes site and archival research, concept development, graphics production and the development of contract documents. In addition to this, his graduate thesis experience allowed him to look at and discuss the concept of place in relation to large urban pedestrian infrastructures.

Christian has an excellent grasp on the perception and presentation of information, allowing him to create intentional, informative and exciting representations of SHIFT's work in visual form. His education in photography also allows him to capture the qualities of a site and to clearly convey this information to a variety of audiences. At SHIFT, Christian works closely with senior designers to produce graphics, technical drawings and presentation deliverables. He also works with various product and material suppliers to find new approaches and resolve technical challenges.

Selected project experience and current work includes the following:

- Hyde Park Village Green - Concept development, detailed design, contract documents - London, ON
- Laurel Greenway - Research, inventory and analysis - Waterloo, ON
- Heritage Park - Concept development, Master plan - Barrie, ON
- SoHo Civic Space - Concept development, Public engagement, Detailed design, Contract Documents - London, ON
- Terra Cotta Trailhead - Concept development, public engagement - Caledon, ON
- Downsview Park Urban Farm - Detailed design, tender documents - North York, ON
- Albert Street Park - Public Engagement & Master Plan - Fort Erie, ON
- Douglas Park - Public Engagement & Master Plan - Fort Erie, ON
- Lorne Avenue Park - Concept development, Detailed Design - London, ON
- Battle of Beaverdams Park - Public Engagement & Concept - Thorold, ON
- Wyman Jacques Arboretum - Concepts, Public engagement, Master Plan and final document - Barrie, ON
- Hespeler Road Urban Parkettes - Cambridge, ON
- Planet Traveler Hostel - Detailed Design - Toronto, ON
- Starwood Park - Concept Design and Graphics - Guelph, ON
- Billy Green Elementary School HWDSB - Outdoor Classroom and Landscape
- Rosedale Elementary School HWDSB - Outdoor Classroom and Landscape
- Condominium Streetscape and Green Roof - Toronto, ON
- Reinventing our Rivers - Concept and Graphics - Quebec City, QC
- Morningside Neighbourhood Park - Concept Development - Detroit, MI
- Guy Brown Elementary School HWDSB Contract Documents - Dundas, ON
- Hamilton Hyundai - Site Plan Approval Drawings - Hamilton, ON
- TRCA Claremont Field Centre - Wood Deck Design - Pickering, ON
- Guy Brown Elementary School HWDSB Feasibility Study - Dundas, ON



FORTECH ENGINEERING

Company Profile

Fortech Engineering Ltd. is an electrical and mechanical engineering, and lighting design firm, specializing in energy efficiency and timeless designs for true sustainability. We know that engineering services are not a commodity to be selected by the lowest price alone. Rather, we design electrical systems providing substantial savings on building, energy, and maintenance costs, as well as improving user satisfaction.

Our key expertise is with people and supporting their needs in buildings — commercial, multi-residential, institutional, industrial, and retail. From processing plants to high – rise condominiums.

We care deeply about providing a quality, well planned and thought-out design. It reflects in our work and how much we've recently accomplished.

The Fortech Difference

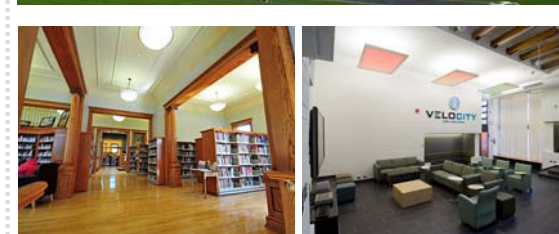
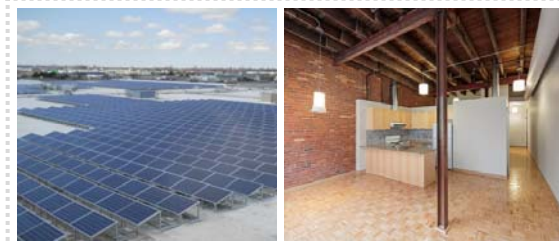
The name Fortech comes from Forward Thinking Technologies. Our mission is to constantly look forward, positively anticipating and shaping our ever changing environment.

We design for facilities management and the individuals and groups that will use these spaces. We understand how much it costs to purchase, maintain, and eventually replace equipment, and we design accordingly. We view this as sustainability.

Our People, Our Approach

Our firm, being founded on forward thinking, also looks to the past as a reference to reinforce our direction. Our employees and work structure has been designed with focus on flexibility, the future, and efficiency. We constantly deliver on producing construction documents that can be correctly bid and built with no errors or omissions.

Sustainability is energy efficient and minimalistic design that meets the functional requirements of facilities management and end-users.



Jordan Acri, P. Eng.

President, Managing Engineer

Education

University of Toronto
Bachelor of Applied Science,
Electrical Engineering, 2001

Affiliations

Designated Consulting Engineer,
Registered Professional Engineer,
Professional Engineers of Ontario
License # 100057613

Illuminated Engineering Society,
Member from 2006

Employment

Fortech Engineering Ltd.
Cambridge, ON
Oct 2008 - Present
President/Electrical Engineer

Mighton Engineering Ltd.
Kitchener, ON
Apr 2006 - Sept 2008
Senior Engineering Manager

Demaiter Engineering Inc.
Waterloo, ON
Mar 2002 - Mar 2006
Senior Electrical Designer

Relevant Project Experience

- ◆ Heritage Commons Site Lighting—site lighting design for power centre, Stoney Creek, ON
- ◆ 825-875 Main Street—roadway lighting, electrical and gas servicing for residential development, Cambridge, ON
- ◆ Mornington Central Washroom—public school washroom renovations, Seaforth, ON
- ◆ Cambridge Parkettes—design and tender documents for decorative parkette lighting
- ◆ Picton Properties—site lighting for power centre, Picton, ON
- ◆ Sleeman Washroom Renovations, Guelph, ON
- ◆ Skyjack Washroom Renovations, Guelph, ON
- ◆ Margaret Greene Park—washroom renovations, Guelph, ON
- ◆ Elora Gorge Washrooms—new washrooms and showers building, Elora, ON
- ◆ Guelph Lake Washrooms—new washrooms and showers building, Guelph, ON
- ◆ Huron Terrace bridge—site and roadway lighting, Kincardine, ON
- ◆ Bruce B Site Lighting—calculations and revisions to site lighting, Kincardine, ON
- ◆ UG Research Park North—roadway lighting for 15-acre site, Guelph, ON
- ◆ Wingham Downtown Revitalization —new roadway lighting along downtown Wingham.
- ◆ Steckle Heritage Homestead—site lighting design for heritage site, Kitchener, ON
- ◆ Georgetown Hospital Washroom Renovations—small washroom renovation
- ◆ University of Guelph roadway and parking lot lighting—numerous parking lots and section of main roadways along campus and ring roads, Guelph, ON
- ◆ University of Guelph Bus Loop—site and roadway lighting with power and communication to pre-fabricated bus shelters, Guelph, ON
- ◆ Balsam Block—site lighting for 8-building mid-rise multi-residential development, Waterloo, ON
- ◆ The HUB—site lighting and electrical engineering for 600-unit 5-building, 8-tower mixed-used multi-residential high-rise development, Waterloo, ON

Andrew Tulk, B.Sc. (Eng.), P.Eng.

Vice-President - Service Delivery

OVERVIEW

Andrew Tulk, B.Sc. (Eng.), P.Eng., is the Vice-President – Service Delivery at WT Infrastructure Solutions and is one of the company's Directors.

He has over 18 years of experience in the design and project management of infrastructure projects with a focus on linear utility infrastructure and site plan development / upgrades for a range of clients including both public and private entities. In addition, he has extensive experience with Municipal, Federal, and Provincial projects, including work at correctional facilities, military bases, courthouses, schools, and various other institutions, as well as Ontario Parks and Parks Canada, .

Andrew has a full project lifecycle skill set with a variety of experience with the Municipal Class EA process, conceptual and detailed design, tender and construction / contract administration, and quality management.

EXPERIENCE

SITE PLAN DEVELOPMENT

Ancaster High School Site Rehabilitation, Hamilton Wentworth District School Board. Project Manager for the assessment, investigation, and design to rehabilitate the roadways and other hard surfaces at Ancaster High School. The scope includes relocating water storage facilities and replacing them with new in-ground units and reconfiguring the site access to improve traffic and pedestrian movement. Project Value: \$1.2M (est). Completion Date: 2020-ongoing

Blessed Sacrament School Water and Sanitary Servicing, Brant Haldimand Norfolk Catholic District School Board. Project Manager for the investigation and design of replacement water and sanitary sewer connections to the school due to ongoing maintenance concerns. Project Value: \$65K Completion Date: 2020.

Site Development and Parking Expansion, Beaver Creek Medium Institution, Gravenhurst, ON, Public Works and Government Services Canada (PWGSC) for Correctional Service Canada. Project Manager and Lead Engineer for the reconstruction and expansion of existing of parking lots, site roads, stormwater management, including LID stormwater controls, phasing, and site lighting at a medium-security prison. Project Value: \$2M. Completion Date: 2016

Fort Erie Secondary School Site Development, Fort Erie, Makrimichalos Cugini Architects for Niagara District School Board. Project Engineer responsible for the preparation of the detailed design for site grading, and servicing, as well as stormwater management and approvals to support the construction of a new high school. Project Value: \$2M. Completion Date: 2015

Forest View School Site Development, Oshawa, Makrimichalos Cugini Architects for Durham District School Board. Project Manager responsible for detailed design of stormwater management, site grading and site servicing to support the redevelopment of a junior school. Project Value: \$1M. Completion Date: 2015

Grand Valley Institution for Women Site Plan Design, Kitchener, NORR Inc. on behalf of PWGSC. Project Manager responsible for external servicing and site design for a new 40-bed living unit at a correctional facility. Project Value: \$750k. Completion Date: 2011

EDUCATION

- Bachelor of Applied Science, Civil Engineering, Queens University, 2003
- Civil Engineering Technology, St. Lawrence College, 2001
- Bachelor of Arts, History, Carleton University, 1992

PROFESSIONAL AFFILIATIONS

- Professional Engineers of Ontario (PEO) License Number 100072078

TRAINING / CERTIFICATIONS

- Workplace Hazardous Materials Information System (WHMIS)
- Accessibility for Ontarians with Disabilities Act (AODA)
- Basic Occupational Health & Safety Training (OHSA)
- Health and Safety for Managers and Supervisors (CCOHS)
- Asbestos in the Workplace (CCOHS)
- Confined Spaces Awareness (CCOHS)
- St. John Ambulance Emergency First Aid – CPR A – AED

Grounds Restoration, Butler's Barracks National Historic Site, Niagara-on-the-Lake, Parks Canada. Project Manager responsible for the restoration of grounds at the Niagara Commons Event Field at Butler's Barracks National Historic Site with the intention to provide a venue suitable for concert events. Development of hard surfaces, reinforced turf, drainage design and improvement of existing site access. Project Value: \$200k. Completion Date: 2016

Sandbanks Provincial Park Westlake Entrance and Campground Development, Ontario Parks. Project Manager responsible for the development and enhancement of the infrastructure at the West Lake Entrance and Campground including upgrades to existing road and roadway networks at the sites, campground design and site facilities. Project Value: \$1.2M. Completion Date: 2016

Silent Lake Provincial Park Gate and Day Use Area Development Project, Ontario Parks. Lead Designer responsible for an assessment of stormwater management and drainage requirements, site configuration and layout to meet the needs of the Park and public visitors, including provision for vehicle turning movements, and roadway, pathway, and barrier free access to the new cabins. Project Value: \$1.5M. Completion Date: 2016

Arrowhead Provincial Park, Ontario Parks. Project Manager responsible for the development and enhancement of the infrastructure of the Arrowhead Provincial Park Ice Skating facility including installation of new access roadways and parking lots. Project Value: \$600k. Completion Date: 2016

Cambridge Centre Mall Bus Terminal Design, Cambridge, Region of Waterloo. Project Engineer responsible for the detailed design for the civil works associated with the relocation of existing transit terminal on the Cambridge Centre Mall site to a more prominent location and facilitate future transfers to Stage 2 of the Region of Waterloo ION LRT. Project Value: \$2M. Completion Date: 2015

INFRASTRUCTURE

Pressure Zone 4C Upgrades, The Blue Mountains, Ontario. Design lead responsible for the preparation of alternatives, design, and contract administer the construction of watermain replacement and extensions and PRV installations across four project sites to modify the operational pressures in the zone. Completion Date: On-going.

Watermain Replacement and Sanitary Servicing in Tyrolean Village, Town of the Blue Mountains, Ontario. Design Lead responsible for the preparation of alternatives, design, and contract administer the construction of watermain and a residential sanitary collection system. Assess the suitability of gravity and low pressure forcemain alternatives for the sanitary collection system. The project is to be constructed in two phases between 2022 and 2023. Completion Date: On-going.

Substandard Watermain Replacement Program, Town of the Blue Mountains, Ontario. Design Lead responsible for the preparation of alternatives, design, and to contract administer the construction of 3km of new and replacement watermain spread over 16 different locations in the Town in the 2021 and 2022 construction seasons. Completion Date: On-going.

Drake's Path Wastewater Servicing Extension, Town of the Blue Mountains, Ontario. Design Lead. Construct and prepare residential connections for a new 400m sanitary collection system. Project included assessment of gravity and low pressure forcemain alternatives. Completion Date: On-going.

SHIFT
landscape architecture

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