

# Atikokan Recreation Corridor

## Master Plan Study

### Proposal

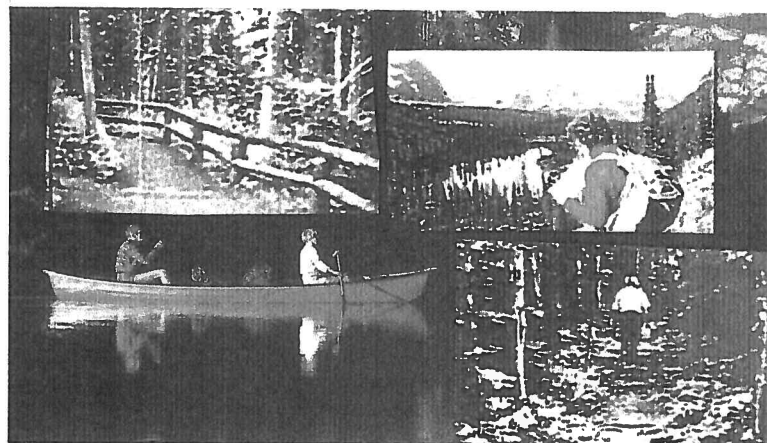


LAKELAND  
associates ltd.

# **Atikokan Recreation Corridor**

## **Master Plan Study**

### **Proposal**



  
**LAKELAND**  
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Atikokan Recreation Corridor Master Plan

April 15, 2004

To: Canoe Heritage Committee  
C/O Atikokan Economic  
Development Corporation  
P.O. Box 218  
Atikokan ON P0T 1C0

Dear Committee Members:

We are pleased to have been invited to submit a proposal for the Atikokan Recreation Corridor Master Plan.

We have reviewed the Terms of Reference and prepared what we believe is a competitive proposal for what we feel is a high profile and exciting project. We also believe that our team is qualified, experienced and capable to carry out a creative Master Plan.

We are prepared to clear our workload to focus on this project and have also taken the approach to setting up a temporary office location for short periods of time to immerse ourselves in the area and provide an effective communications liaison.

Thank you for your time to review our proposal.

Sincerely,



Les Jagoda  
Principal Partner  
b.e.s., b.ed, m.ed., m.land.arch.(pending), c.e.t.

## EXECUTIVE SUMMARY

We have provided a summary of the value of our proposal by indicating these in point form while details are found throughout the proposal.

- Lakeland Associates Ltd. is a small, professional studio-based planning and design firm that specializes in recreation, sports, and tourism.
- Our office is located close to two (2) post secondary institutions that are known for outdoor recreation and trail development (Fleming College/Trent University) – this provides us with strong access to their resources.
- The Project Team is well qualified and experienced in the type of work that is required in a comprehensive and high profile project.
- We keep up with professional development – our principal will be attending the 2004 Ontario Trails Council annual meeting later this month and can bring this forward to the Atikokan Recreation Corridor Master Plan.
- Lakeland Associates Ltd. is prepared to: clear/reduce our workload to take on this project, supplement our staff with local residents to carry out some fieldwork, and provide 2-3 more meetings than required.
- Our firm is prepared to set up a temporary office in the Atikokan Region at selected times throughout the process to coordinate logistics, carry out fieldwork, and communicate with the Canoe Heritage Committee, stakeholders, and general public.
- We provide a listen-first approach in our communications to ensure we respect and understand what each person or group would like to contribute.

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The Canoe Heritage Committee have taken the lead on water-based recreation as a catalyst for economic development and rejuvenation in the Atikokan region. This is based on developing regional year-round recreation opportunities, service-centre development, and marketing of the Atikokan brand. The cornerstone of this is the water-based recreation activities, primarily canoeing and the proximity of Quetico Provincial Park. The Canoe Heritage Committee wishes to use this cornerstone as the means to developing, coordinating, and managing a diverse as well as thriving recreation industry.

To assist in this means, analysis and recommendations are required to indicate the pre-arrival, arrival, and destination aspects of the tourism industry. This includes: themed signage and wayfinding, accessible entry/departure points, trailheads, multi-uses, and associated amenities that draw from vehicular traffic, primarily Highway 11 and crossing the region. This must be supplemented by recommendations to provide complementary uses and facilities which extend the recreational tourism season and that are practical, feasible, and sustainable while responding to economic realities.

## SECTION TWO: PROPOSED SERVICES

### *Study Approach*

#### Expectations

We equate this heading and section to the Purpose and Objectives of the ToR. Furthermore, we would like to clarify what indeed is the purpose of this project as we understand it.

A Master Plan has many components and includes the obligatory background, technical information, analysis, and recommendations. In terms of standard studies, our intention is to complete the technical data with local input despite the status of the HRDC Proposal which we understand may or may not be approved.

#### Local Data Input

To achieve local knowledge of technical data, we are proposing to: (1) retain casual recorders of sites, trails, water features, and cultural resources, and (2) retain a graduate student in recreation and tourism studies from Lakehead University, provided that individual is well acquainted with the study area. This approach will ensure that some local knowledge and input is assured in gathering technical evidence.

#### Scenario Case Analysis

As part of our proposed final recommendations, we would like to utilize a best case scenario summary that indicates under which conditions some of the major recommendations could take effect. This tool can be as simple as a low, medium, high rating for identified critical success factors.

We understand that more is expected from a Master Plan such as governance framework, implementation strategy, and marketing strategy. In terms of these three components, it is clear that public consultation throughout the process is utilized rather than specific input sessions at certain times.

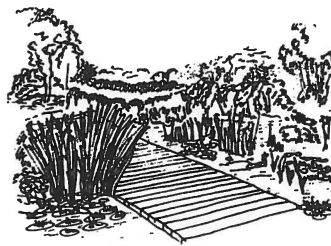


Meeting Working  
Sessions

The Steering Committee and key stakeholders are critical to reviewing and suggesting the direction of the governing framework and implementation strategy especially as they are the stewards of the proposed Master Plan. Consultant and Steering Committee meetings should be devoted to working sessions whereby key milestones such as governing framework, implementation, and marketing are the focus of the working meeting.

Collaboration and  
Cooperation

Our firm understands the need and desire of the partners and community-at-large to develop and make aware the importance of this plan and its recommendations. Since our firm believes in the notion that “everything is connected”, it is imperative that collaboration and cooperation be integral and implied in this entire study process. We recognize and agree that a coordinated effort is important to meet development of a shared trail system, minimize resource conflicts as much as possible, while maximizing benefits that are achievable, realistic, and sustainable. Coordination also refers to consistent production of tangible products such as signs, literature, and other promotional materials. We envision working with the Steering Committee at the beginning to develop a theme for the Atikokan Recreation Corridor that achieves this.



## Atikokan Recreation Corridor Master Plan

### **Scope of Work and RFP Limitations**

At the first meeting with the Steering Committee, we expect to: clarify the Terms of Reference, review and revise if necessary, the study approach and methodology including number and timing of meetings and public sessions as well as a general review of the planning area. We expect to review the planning area with the Steering Committee and perform a site reconnaissance to familiarize ourselves with the area.

### **Best Practices**

Preparing a Recreation Corridor Master Plan requires not only meeting the needs of the Steering Committee and sponsoring agency(ies), but to consider what the most appropriate methods are. This is termed best practices. We intend to highlight best practices used in other jurisdictions and adapt them for the Atikokan context. We believe this is achieved through research, application, and review.

### **Scope of Services**

We have thoroughly reviewed the Terms of Reference especially the section regarding scope of services and responsibilities of the parties. We believe that aside from regular and specific meetings with the Steering Committee, that communication with stakeholders be established and continued throughout the plan process.

### **Document Analysis**

As part of the data collection stage, we will review and analyze all pertinent documents in terms of reports, studies, plans, and proposals that affect the study area context. In addition, to assist within the development of a best practice approach, a scan of current research and literature will be performed to: (1) corroborate best practice methods, and (2) identify emerging trends that may affect the Atikokan Recreation Corridor Project.



## Atikokan Recreation Corridor Master Plan

### Communication Strategy

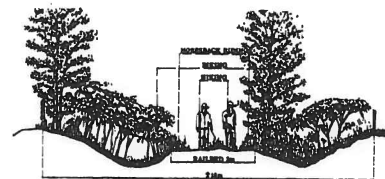
As part of a communication strategy that will include open houses, workshops, newsletters, and interim reports, we intend to include a few other strategies. For example, one strategic approach is electronic (E-Strategy). AEDC could possibly establish a link on their internet homepage that would provide opportunities for input as well as updates regarding the project. Part of E-Strategy could also include the establishment of an electronic message account (eg. Hotmail, Yahoo, etc.) that can be used for electronic communication. This strategy allows users to provide input and receive updates.

A second example of communication revolves around the release of technical background papers. These are more specific reports that summarize findings and can be distributed to stakeholders for verification of existing trails, routes etc.

At this point, we do not envision the use of video conferencing as a communication strategy given its problems around general logistics and cost of operating a session. We do believe that a well designed, detailed, and collaborative communication approach will work successfully as well as being inclusive.

### HRDC Job Creation Partnership Initiative

We have reviewed the application for the HRDC initiative and have made a provision in our work plan and cost estimate to employ a few local residents for basic fieldwork regardless of the results of the HRDC proposal.



## Atikokan Recreation Corridor Master Plan

### Deliverables

We intend to comply with all study deliverables as outlined in the Terms of Reference paying particular attention to Section 4.2.1 Responsibilities including: h) Detailed Maps) A Comprehensive Master Plan, and j) Visual Landscape Analysis. We expect other deliverables to emerge from this process such as technical background reports, focus group interview summaries ,and statistical data to name a few.

We expect the Final Comprehensive Master Plan that would be developed include, at this time, sections on: Background, Inventory, Guiding Principles (Primary Tenets), Trail Features, Development Standards, Implementation, Management and Stewardship, and Maintenance.

### Signage

We have been involved in numerous visual designs and reviews and particularly look forward to developing a themed sign, logo, colours, design, and slogan for the signage aspect of the recreation corridor.

### Promotional Materials

We anticipate and also look forward to developing additional promotional materials such as trail maps, CD's/DVD's, posters, and gift and souvenir items. We believe that here is where local businesses may be involved or even established.



Major Phases	We have organized our work plan into four (4) major phases that respond to the Terms of Reference (ToR) provided by the Atikokan Economic Development Corporation. We have taken this liberty to ensure that the public consultation process is included at the outset. The remaining phases correspond to AEDC Phases as outlined in the ToR.
Timeframe	Our understanding is that AEDC wishes to complete this project within six (6) months of contract award with anticipated completion and adoption in early fall, 2004. We have scheduled project tasks that we believe will obtain a high degree of public input, review amenities that are in use, and are logical.
Resource Allocation	<p>We have positioned our resources to <i>work primarily on this study</i> in order to complete a successful and creative study that will be used regularly. To help achieve this, we intend on setting a temporary office situation in the Atikokan area, for example, using local accommodation for a week or two at certain points during the study. This will assist us in getting first hand knowledge and experience in the area and provide a more direct line of communication with partners.</p> <p>The following sections are summaries of anticipated major phases and tasks as we see them at this point. If awarded the study, we expect to revise the study approach, if required, with input from staff and Steering Committee.</p>

**Phase 1:  
Public  
Consultation**

Upon contract award, we anticipate an initial meeting with the Steering Committee to: clarify the Terms of Reference including communications and reporting revise (if necessary) the work plan and proposed schedule, identify and resolve concerns/issues, set meeting dates, and plan public sessions and the press release.

**Formats**

It is important to consult the public at the outset and in different ways and should include:

- Open Houses for general feedback and issue identification,
- Workshops for technical issues,
- Design charettes for visioning purposes,
- Focus group interviews for stakeholder organizations
- TrailNews – the newsletter to update the general public,

**Open Houses**

We suggest that open houses be held in June before school and summer holidays begin and again once in the fall as people are back from holidays. We would like to involve a cross section of stakeholders and users and therefore expect a high degree of input. This information will be summarized and broadcast through newsletters and e-mail messaging.

Open houses can often be dominated by one or two user groups and other, so-called “secondary” or even “fringe” users. We would propose to use an open house method whereby each table has a cross section of stakeholders and users, then present the findings to the larger group. Each stakeholder group would have dedicated time to discuss their particular concerns at focus group interviews.

Workshops	Workshops or charettes are more specific as to their theme or purpose. We propose to include this consultation method to address specific concerns such as technical requirements for trailheads, portages, rest areas, etc. We are scheduling two (2) workshops throughout the study that will be topic or theme specific.
Charettes	Charettes are short and more focused work sessions that concentrate on brainstorming ideas and possible solutions. In the Atikokan Recreation Corridor, this would be effective for determining signage, design of information centres/kiosks, etc. For the Atikokan Recreation Corridor, we are proposing one (1) charette at the beginning of the study process to provide a community-based vision of the recreation corridor.
Interviews	To effectively utilize this research tool, we propose to assemble focus groups and discuss issues and concerns as well as ideas that relate to establishing, implementing, and maintaining the recreation corridor. We have allocated a number of working days to deal expressly with key stakeholders and their concerns and ideas. We anticipate a combination of telephone and in-person interviews and discussions.
TrailNews	As part of the communication aspect to this study, we would suggest compilation and distribution of 2-3 community newsletters to both inform the public of study progress and solicit input. In addition, we propose to set up an e-mail account (i.e. Hotmail) that could be used for additional public input and distribution of information. Other products could include: check/report cards, booklets, brochures, etc. if deemed effective and if warranted.

**Phase 2:  
Acquisition of  
Information**

We have grouped the Acquisition of Information into what we view as five (5) distinct components. These are listed and briefly described below.

- Fieldwork,
- Document Analysis,
- Environmental Scan,
- Public Consultation,
- Calibration of Technical Information.

Fieldwork is aptly described in the ToR and we have stated that we intend to hire casual recorders and a graduate recreation studies student, if available, to complete portions of the inventory, especially if the HRDC proposal is not approved. We have made a cost provision for this aspect.

For comprehensive technical review, we plan to inspect and document all facilities and provide a rating for each. With assistance from staff and stakeholder groups, we would suggest inspecting facilities when in use not just when convenient. We expect this to assist in determining facility lifecycle, maintenance costs, staff concerns, upgrading and/or decommissioning of facilities. Document analysis is a systematic approach to review evidence in documents that may have effect on the proposed Master Plan. An environmental scan is a web-based and jurisdictional scan that reveals patterns, trends, and emerging research on recreation corridors.

Finally, to calibrate our findings and as part of our needs analysis and technical review, we will visit and report back on other municipalities that are similar to Atikokan after reviewing their trail facilities and summarizing their issues and concerns.



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Phase 3:	<p>As the study proceeds with Public Consultation and Acquisition of Information, it is here that it can be expected to begin establishing primary, secondary, and potential stakeholders. A preliminary determination can also be made at this point regarding the level of interest and commitment that each stakeholder has as well as partnership opportunities.</p>
Ratings and	<p>After completing the needs analysis and technical review, we will summarize current amenity use and suggest optimum or best use for current/proposed amenities. In addition to developing concepts for upgrades and planned, we expect to suggest primary and secondary locations for these facilities.</p>
Consolidation and Concepts	<p>We anticipate providing design concepts that address certain “scenarios” of development for planned areas. For all types of facility, we expect to deliver unit prices, budget range, and phasing/scheduling recommendations. Aligning these preliminary cost estimates with capital and operating budget forecasts will assist in determining: whether they are feasible, and what sources or means could be used to fund projects.</p> <p>Finally, land ownership or stewardship must be addressed and coordinated if possible. This could take the form of a technical background paper that includes: location, restraints, zoning, servicing, legal, easements, etc.</p> <p>We expect that background materials will partially assist in this component of the study. Other factors that may assist are: direction of local councils, joint ventures, partnership possibilities, user fees, contracting, and the general business-case approach. Reviewing what other municipalities have done successfully and not so successfully will also assist in formulating a financial strategy that is prudent and responsible.</p>

## Atikokan Recreation Corridor Master Plan

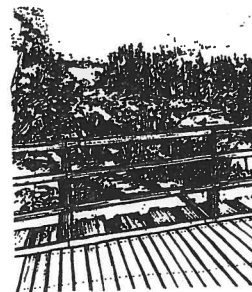
### Draft Report

After the completion of this phase, we expect to prepare a summary report that will be reviewed by the Steering Committee, key stakeholders, and the general public. This review will lead to the Draft Master Plan.

### Phase 4: Creation and Presentation of Final Plan

The Draft Master Plan will incorporate all information collected and analyzed as well as what is expected to be a wide-ranging and thorough public input component. These comments and subsequent suggestions will be articulated into the Final Master Plan which will include the governance framework, implementation strategy, and sign prototype. This is to be presented to the Steering Committee and then at a public open house.

Our work plan to this point, we believe, is comprehensive and addresses all of the terms of reference. A successful study must also be implemented since many studies have good ideas but lack cost implications or implementation, for example. The following pages graphically illustrate our Proposed Work Schedule and Timeline. We have set aside block times to indicate suggested Start and end dates as well as meeting and completion (milestone) dates.





ID	Task Name	Start	Duration
1	Committee Meeting 1	Fri 04-05-07	1 day
2	Committee Meeting 2	Wed 04-07-07	1 day
3	Committee Meeting 3	Thu 04-09-02	1 day
4	Committee Meeting 4	Fri 04-10-01	1 day
5	Press Release	Mon 04-05-10	1 day
6	Newletter	Fri 04-10-01	1 day
7	Public Meeting 1	Thu 04-05-27	1 day
8	Public Meeting 2	Mon 04-09-27	1 day
9	Stakeholder Consult 1	Tue 04-05-11	1 day
10	Stakeholder Consult 2	Tue 04-06-01	1 day
11	Stakeholder Consult 3	Tue 04-07-06	1 day
12	Stakeholder Consult 4	Tue 04-08-03	1 day
13	Stakeholder Consult 5	Tue 04-09-14	1 day
14	Charrette	Fri 04-05-28	1 day
15	Workshop 1	Mon 04-06-14	1 day
16	Workshop 2	Mon 04-09-27	1 day
17		Mon 04-09-27	0 days
18	Gather Inventory of Amenities	Mon 04-05-10	30 days
19	Research Corridor Develop	Mon 04-05-31	15 days
20	Research Regulations/Acts	Mon 04-05-10	15 days
21	Review Documents/Reports	Mon 04-05-10	15 days
22	Fieldwork	Mon 04-05-31	20 days
23		Fri 04-06-25	0 days
24	Map Boundaries	Mon 04-07-05	20 days
25	Map Inventory	Mon 04-07-05	20 days
26	Design Concepts	Mon 04-07-12	15 days
27	Develop Sign	Mon 04-07-19	10 days
28	Cost Estimates	Mon 04-08-02	10 days
29		Fri 04-08-13	0 days
30	Draft Master Plan	Mon 04-08-02	15 days
31	Draft Management Plan	Mon 04-08-23	12 days
32	Draft Implementation Strat	Mon 04-08-23	12 days



## **SCHEDULE A: INITIAL COST ESTIMATION - WORKPLAN**

**Public Consultation** Initial or start-up phase and to include following major tasks: meet with stakeholders, send newsletter to citizens and stakeholders, and meet with Canoe Heritage Committee. .

**Suggested Fee Amount for this phase: 10% or approximately \$5,000.00.**

**Phase 1:  
Acquisition  
Of Data**

This technical phase to include the following major tasks: hold public meetings, research corridor developments in region, research relevant government regulations and acts, review previous studies and reports, and perform fieldwork.

**Suggested Fee Amount for this phase: 25% or approximately \$12,500.00.**

**Phase 2:  
Inventory  
And Analysis**

This technical review phase to include the following major tasks: map corridor boundaries, map inventory of recreational amenities, create conceptual designs, for recreational amenities, design signage with local sign manufacturer, and prepare cost estimates.

**Suggested Fee Amount for this phase: 30% or approximately \$15,000.00.**

**Phase 3:  
Creation and  
Presentation  
Of Plan**

This culminating phase to include the following major tasks: prepare draft master plan, prepare draft management and implementation strategies, create final plan, maps, and conceptual design, and present final plan and sign prototype.

**Suggested Fee Amount for this phase: 35% or approximately \$17,500.00 with approximately 20% (approximately \$10,000) apportioned as holdback monies.**

**Therefore, the total amount is approximately \$50,000.00.**

### SECTION THREE: MANAGEMENT OF MASTER PLAN STUDY

**Project Team** The following project team members are qualified and experienced professionals that will produce a high quality study because of their experience, backgrounds and interests, and dedication to projects. We have cleared our workload to concentrate on this study. We believe that it is advantageous that our firm specializes in recreation, sports, and tourism.

**Project Manager** Les Jagoda is founding principal of Lakeland Associates Ltd. He has over eighteen years of diverse project experience in both Alberta and Ontario. Projects Alberta include historic landscape research, background research for visitor centres at both Lesser Slave Lake and Kananaskis Provincial Parks as well as numerous surveys, construction, roadworks projects that entailed estimating, coordinating, and inspecting.

***Les Jagoda***

*b.e.s. (Waterloo)*

*b.ed. (Queens)*

*m.ed (Queens)*

*m.l.a (pending, Guelph)*

As planner, he carried out functions for many sites and locations in southern Ontario and as a result, has detailed knowledge and experience of planning and design projects, many of which included a recreational component.

Urban design experience includes visual analysis, concept plan preparation for various downtowns and streetscapes, participant in workshops and charettes, and a former member of LACAC.

Mr. Jagoda has taught construction, design, and math at the secondary school level and has particular expertise in developing and evaluating programmes. His teaching experience assists in acting as facilitator in workshops and charettes.

Les is currently completing his graduate thesis in sports tourism and developing expertise in this emerging field as well as developing his interest in design by completing workshops in golf course design, construction, and appraisal.

For the Atikokan Recreation Corridor, Les will be the project manager, directing all tasks and phases and be the primary contact and facilitator. In addition, as planner, Les will carry out all document reviews, facilitate workshops/open houses, inspect and report on facilities, review programming and operations, develop projections and scenarios, and write and present reports.

#### **Planner**

***Mike Crechiolo***  
*b.e.s. (Waterloo)*  
*m.l.a. (Guelph)*

Mike Crechiolo is on contract as a senior associate with Lakeland Associates. He is a trained planner and landscape architect. Mike has over 10 years of land use planning experience. His most recent experience is in the area of development planning after a number of years in policy planning and special studies. He has particular experience in northern and rural planning issues with professional interests in design.

Mike will be in the role of planner and will concentrate on policy, management, and implementation issues and strategies. He will review reports and provide design assistance.

**Technician**

***Tim Phibbs***

*b.e.s. (Waterloo)*

Tim Phibbs is a senior associate with Lakeland Associates. He has a diverse background ranging from environmental controls and monitoring to trail construction and maintenance. Tim has an undergraduate degree in environmental studies from the University of Waterloo and specialized in Parks and Recreation studies. His most recent experience includes working for conservation and park authorities in Saskatchewan and Southern Ontario.

Tim will be in the role of planning technician assisting in: base mapping, research and survey existing resources/amenities, co-ordinate fieldwork and contract staff, as well as assist with workshops, charettes, and open houses.

**Technician**

***Ken Taylor***

*(m.c.s.e.)*

Ken Taylor is a contract associate of Lakeland Associates. Ken has a background as a computer technician/analyst and in construction. Ken has worked in both the education and construction sectors.

Ken will handle the computing needs for this project and be primarily responsible for creating and managing CAD drawing files. In addition, he will oversee the use of GPS units and internet-based communications.

**2004 SCHEDULE OF FEES AND PER DIEM RATES*****Professional Fees***

Staff Member	Per Diem (7 hour day)	Estimated Days	Sub Total
Project Manager	455.00	17	7,735.00
Planner/Landscape Architect	375.00	30	11,250.00
Technician	250.00	55	13,750.00
Contract Field Staff	70.00	15	4,725.00
<b>Total Services Costs:</b>			<b>37,460.00</b>
<b>GST on services:</b>			<b>2,622.20</b>
<b>Sub Total:</b>			<b>40,082.20</b>

***Disbursements***

Photocopying, Printing, Distribution	1,000.00
Travel and Accommodation	4,000.00
<b>Total Disbursements Costs:</b>	<b>5,000.00</b>
<b>GST on disbursements:</b>	<b>350.00</b>

***Special Services***

Development of sign prototype	<b>5,000.00</b>
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**TOTAL UPSET LIMIT: \$ 50,432.20**

**Contract  
Arrangements**

We have provided an example of our standard contract agreement.  
**This is a sample only.**

S A M P L E O N L Y

**AGREEMENT TO PROVIDE PROFESSIONAL CONSULTING SERVICES**

**PARTIES**

This is an agreement between **Lakeland Associates Ltd.**, the “Consultant” and Client”, to enter into a project agreement whereby the Consultant will

**SCOPE**

provide professional planning, design, and technical services within their scope to the Client for the project located at Lot 00, Concession 00, Blk.0 Township of Name, in the City/Town of MUNICIPALITY, Ontario and containing an area of approximately 000 hectares (000 ac.), more or less and owned by COMPANY NAME (or Study Area as shown in the Terms of Reference).

**CLIENT  
SCOPE**

The Client wishes to develop the property with services that may be necessary and indicated by the Corporation of the City of The Client will provide information to the Consultant regarding the project to assist in development approval. The Client will oversee management of the project. The Client will provide written notice to the Consultant if consulting services are no longer required before the natural completion of the project.

**CONSULTANT  
SCOPE**

The Consultant will act in the client’s best interest within generally accepted land use planning principles. The Consultant will act as the Client’s professional agent at public meetings and where required. The Consultant will communicate regularly with the Client the findings and results of work and deliverables.

**DUE DILIGENCE**

The Client and Consultant are aware of and agree that this project is contingent on third parties and their internal processes.



**DELIVERABLES** The Consultant will prepare plans, reports, and other documentation, as required as part of the development approval process. The Consultant will provide the necessary copies of documentation where required and to the Client. The Consultant will retain original documentation for their records.

**CHANGE ORDER** Where the scope of the project may require a change such as additional or different services, both parties will indicate this change as an addendum to this agreement complete with agreed-to services and fees.

**PAYMENT** The Consultant will provide the Client with a monthly invoice of services rendered and the Client will promptly pay the invoice within 30 days of receiving the invoice. If an invoice is not paid within 30 days, the Consultant will stop work on the project until the invoice is resolved.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2004 at \_\_\_\_\_, Ontario

\_\_\_\_\_  
Client,  
Company Name  
President's Name

\_\_\_\_\_  
Consultant, LAKELAND ASSOCIATES LTD.  
L. Jagoda  
Principal

S A M P L E O N L Y

## **SECTION FOUR: FIRM PROFILE**

### **The Firm**

Lakeland Associates Ltd. was formed in the late 1990's to provide professional planning, design, and technical services in urban planning, landscape, and recreation/tourism. The office is based in Courtice, Ontario to better serve clients in the Greater Toronto Area, with specific efforts to serve the growing Durham Region.

Our staff are qualified and dedicated professionals that bring an assortment of work experiences and qualifications to the field of consulting. As a result, we believe that fresh ideas and innovative ways of looking at things is a strength that we bring to projects.

The firm's professional goal is to create functional and attractive solutions that are responsible in terms of environmental quality and sensitivity while responding to the client's needs.

### **The Approach**

The firm's approach to problem solving involves identifying, with the sponsoring client, those groups and individuals that must be included in the project. Together, a process is developed in which each can make a positive contribution to the solution. We believe that, in this way, the design, plan, or strategy will engage and resolve those social, physical, and management issues which gave rise to the project.

**The Work**

Although relatively new, the firm draw upon the experience of its principal who oversees all projects. Our firm has broad experience from planning, design, management, and evaluation. Project experience has ranged from a front yard residential landscape design to planning of a 190 hectare resort community.

**Summary**

To summarize, Lakeland Associates Ltd. is a small planning and design studio that employs a personalized approach to projects with highly qualified and skilled professionals. We prefer to dedicate ourselves to one project at a time, especially an important and high profile one such as this Study. In addition, we believe we offer vision as well as attention to detail, creative solutions, and cost effectiveness with a personal and professional approach.



# **Reference Projects**

**Client:** Event Management Associates, Toronto, Ontario  
**Value:** \$35,000 (2001-2004)  
**Contact:** Mr. Richard Dabrowski 416.402.5556

**Description:** Background research, facility review/needs, and concepts for event and sport-based consulting business. Client needed preliminary reports for business planning and management purposes.

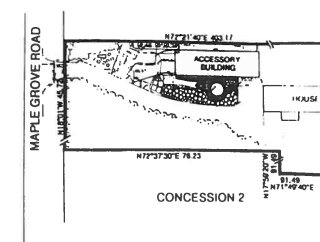
**Client:** Mr. D. Doxtater, Bowmanville, Ontario  
**Description:** Construction Project  
**Value:** \$30,000 Completion 2004  
**Contact:** Mr. Doug Doxtater 905.623.9853

**Description:** Site and grading layout, utility locates, and preliminary building design. Supervision of pre-construction and sitework. Inspection of as-built and revision of site plan.

**Client:** Classic Cleaning, Maple Grove, Ontario  
**Project:** Rezoning, site plan, landscape construction  
**Value:** \$12 – 16,000 (in-progress)

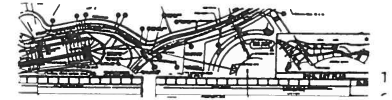
**Contact:** Mr. John Bergeron 905.697.9700

**Description:** Rezoning and site plan application to permit home-based business in an accessory building. Landscape estimate varies based on changing concept, project in-progress, anticipated completion spring 2004.



**Related Project  
Experience of  
Principal**

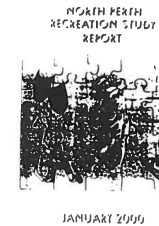
City of Oshawa (Student Landscape Architect)  
Description: Michael Starr Trail  
Completed: 2001  
Role: Trail Inventory, preliminary design / details.



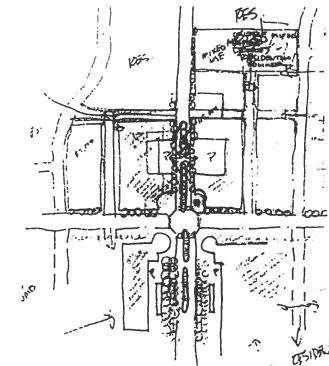
Sports Tourism Study, Graduate Thesis  
Description: Multi-use facilities in Ontario  
Completion: 2003  
Role: Researcher



North Perth Township, Listowel, Ontario  
Description: Recreation Needs Study, completed 2000  
Role: Researcher, planning and design review



City of Guelph Planning Department  
Description: Gordon Road Gateway Urban Design Study  
Completed: 1999  
Role: Student recorder and assistant facilitator



**Related Projects  
Principal**

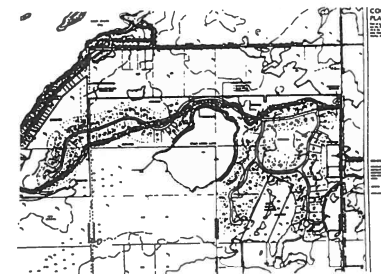
**Parks Ontario Study**  
Description: Ecotourism study  
Completed: 1998-1999  
Role: Researcher



**Laurentian West Community, Kitchener, Ontario**  
Description: 90 ha. community plan with 2 wetlands  
Completed: mid 1990's  
Role: Planning design, projections, documents review  
(Former employer)



**Lion's Head, Ontario**  
Description: 190 ha. resort community plan  
Completed: late 1990's  
Role: Planning design, projections, documents review  
(Former employer)



**Northfield Business Park, Waterloo, Ontario**  
Description: Business/Park design and construction  
Completed early 1990's  
Role: Design (Former employer)

